



Department of Labrador and Aboriginal Affairs  
Annual Performance Report  
2006-2007



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## Message from the Ministers

We are pleased to present the Annual Performance Report of the Department of Labrador and Aboriginal Affairs for fiscal year 2006-07.

The mandate of the Department of Labrador and Aboriginal Affairs is to:

- (a) negotiate and ensure the effective implementation of land claims, self-government and other Agreements related to the (i) development of Labrador and (ii) Aboriginal groups/governments;
- (b) coordinate and develop policies and programs relating to (i) Aboriginal issues in the province and (ii) significant issues of government interest in Labrador;
- (c) advance social and economic development in Labrador;
- (d) manage intergovernmental relations respecting Labrador and Aboriginal issues;
- (e) monitor and evaluate government programs and services in Labrador;
- (f) provide public information and education in matters related to land claims; and
- (g) administer Labrador specific programs as delegated by the provincial government.

We are excited about this mandate and about working with the dynamic and talented team in place in our department. We understand the challenges involved but commit to an energetic and diligent focus to face those challenges head-on as we work together to achieve the goals of the Department. As the Ministers responsible, we are proud of the accomplishments of this Department to date and anticipate further successes as we look forward to 2007-08.

This report was prepared under our direction, and we are accountable for the results reported from April 1, 2006 to March 31, 2007.

**JOHN HICKEY, M.H.A.**  
Lake Melville District  
Minister of Labrador Affairs



**PATTY POTTLE, M.H.A.**  
Torngat Mountains District  
Minister of Aboriginal Affairs





## Departmental Overview

### **Vision**

The vision of Labrador and Aboriginal Affairs is the resolution of questions surrounding Aboriginal rights and titles in the province, a cooperative and productive relationship with Labrador and Aboriginal communities, and the achievement of social and economic well-being for Labrador and for Aboriginal peoples.

### **Mission**

The mission statement identifies the priority focus area of the Ministers over the next two planning cycles. It represents the key longer-term result that the Ministers and the Department will be working towards as they move forward on the strategic directions of Government. The statement also identifies the measures and indicators that will assist both the entity and the public in monitoring and evaluating success.

Resolution of issues related to Aboriginal rights and title is central to the progressive development of Aboriginal groups and the province as a whole. Labrador's future will be marked by significant change in its social landscape and strong opportunity for economic growth. With changes in governance in Labrador's Aboriginal communities, and the expansion of infrastructure and resource based developments, attention needs to be focussed on social and economic development in Labrador to ensure advancement.

By 2011, the Department of Labrador and Aboriginal Affairs will have advocated for the progression of the social and economic development of Labrador, and with the continuing concurrence and participation of the federal government and/or relevant Aboriginal group(s), will have progressed in the negotiation of agreements on Aboriginal affairs.

### **Lines of Business**

#### *1) Policy and Planning*

The Department is responsible for the development, implementation and administration of provincial policies and associated agreements respecting Labrador and Aboriginal issues. The Department, in collaboration with other provincial public entities, negotiates and/or implements agreements with the federal government and/or Aboriginal groups/governments; liaises with other jurisdictions and national aboriginal organizations; and manages intergovernmental relations with respect to Aboriginal issues.

#### *2) Land Claims, Self-Government and Other Agreements*

The Department is responsible for tripartite negotiations among the Province, Canada and Aboriginal groups/governments towards land claims, self-government and other agreements. The Department is responsible for ensuring the implementation and management of these agreements.

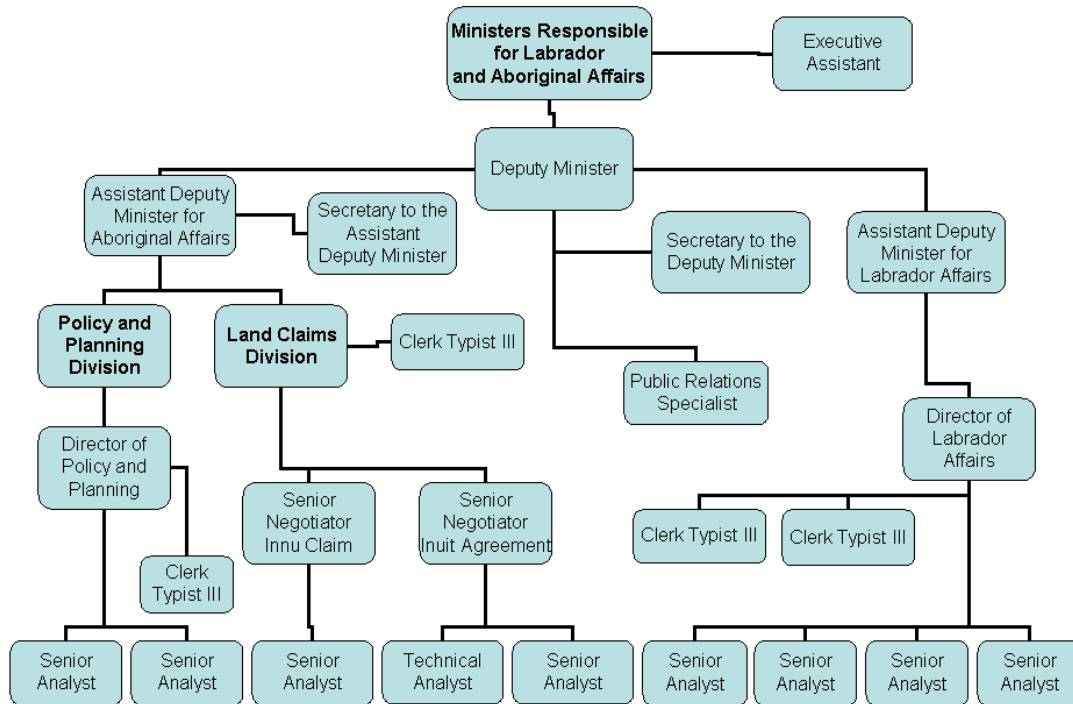
## Departmental Overview

### 3) *Program Administration and Coordination*

The Department is responsible for the administration of the Air Foodlift Subsidy to coastal communities within Labrador and the Labrador Grooming Subsidy. The Department assists and coordinates other interdepartmental and regional initiatives. The Department liaises with other northern ministries and assists in the management of intergovernmental relations on Labrador/northern issues.

### Organizational Structure and Location

The Department of Labrador and Aboriginal Affairs has two branches – Labrador Affairs and Aboriginal Affairs. Labrador Affairs focuses on economic and social development initiatives that impact the whole of Labrador while Aboriginal Affairs focuses on policy and planning related to Aboriginal land claims and self-government policies and negotiations.



The Department has two Ministers and an Executive Assistant. The Labrador Affairs branch is based in Happy Valley-Goose Bay and has 11 employees (4 male and 7 female). The Aboriginal Affairs branch is based in St. John's and has 12 employees (5 male and 7 female).

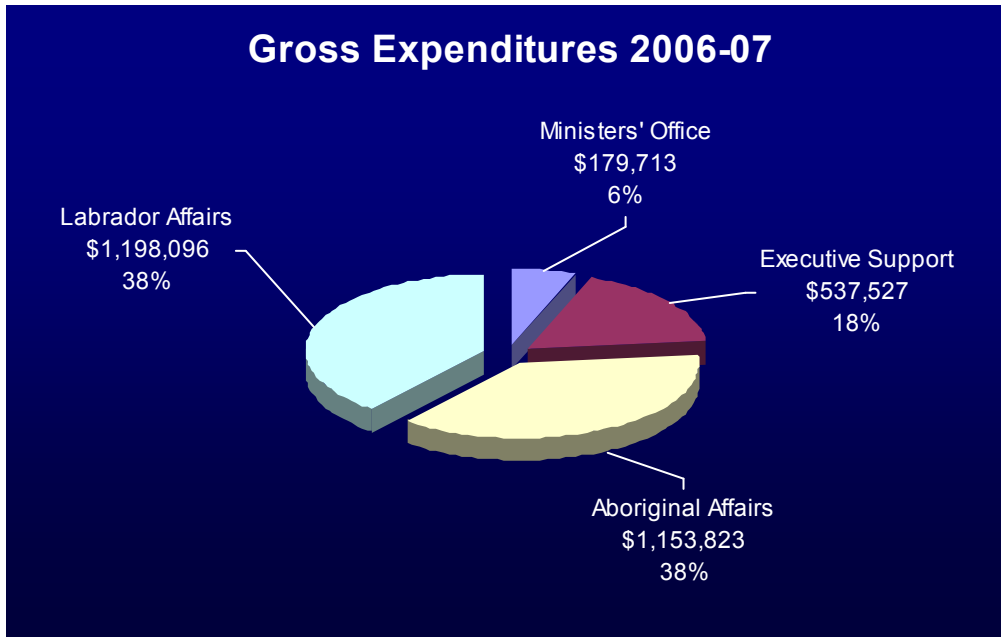
The Department leads Aboriginal land claims and self-government negotiations for the Province, and provides analysis and policy advice to other departments on Aboriginal issues and key issues impacting Labrador residents.



## Departmental Overview

### Financial Statistics

The Department had a gross annual expenditure of \$3,069,159 for the year ended March 31, 2007. Revenue for the Department was through Budgetary Allocation.





## Shared Commitments

Government recognizes that it cannot work independently and understands the need to work in cooperation. The Department of Labrador and Aboriginal Affairs plays a lead role in coordinating between provincial departments and agencies, the federal government and other associated groups on issues pertaining to Labrador and the Aboriginal people of the province.

The federal government has constitutional jurisdiction and a fiduciary responsibility for Aboriginal people, and offers a variety of funding programs for people of Aboriginal descent. The provincial programs, services and jurisdictions in which Aboriginal people have an interest are typically delivered by other departments or by agencies, boards or commissions.

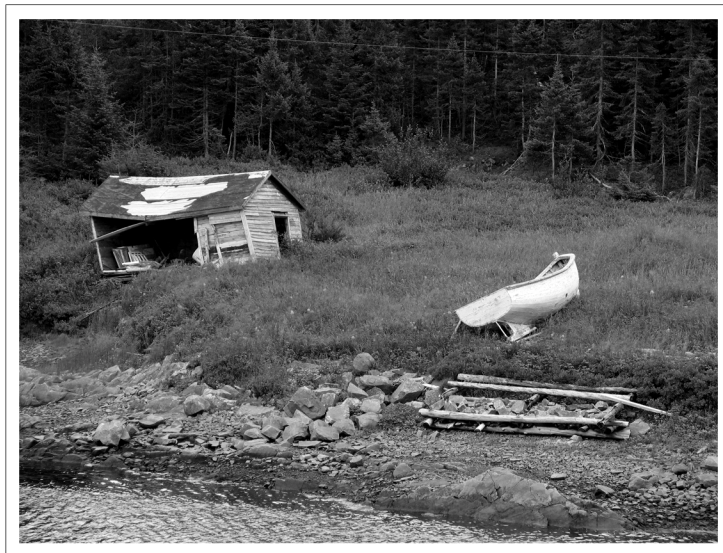
With the exception of the Air Foodlift Subsidy and the Labrador Grooming Subsidy, the same is true for provincial programs, services and jurisdictions in which Labradorians have an interest. Virtually all the Department's activities, including those for which the Department is the designated lead such as land claims negotiations and implementation, and the Northern Strategic Plan, involve close collaboration with one or more provincial public entities. Many also involve Aboriginal groups/governments and the federal government.

These collaborative efforts supported the Minister of Aboriginal Affairs' strategic direction to advance the well-being of Aboriginal communities. Also by working closely with other provincial departments and agencies, the Department contributed to the Minister of Aboriginal Affairs' strategic direction to ensure the perspective of Aboriginal people was reflected in provincial social policy and programs. The Department also worked with departments heading major economic developments in Labrador to ensure that Aboriginal land claims and treaty rights were respected. This supported the Minister of Aboriginal Affairs' strategic direction to ensure authorized developments in areas subject to Aboriginal land claims and treaties appropriately reflected Aboriginal interests.

In light of these realities, the Department plays a role more akin to a central agency, as a coordinating and advisory body rather than a delivery agent.

The work of the Department is influenced by:

- the people of the Province, whose interests the Department must represent in negotiating land claims and other agreements that are fair and balanced;
- Labrador residents, who expect leadership in facilitating economic and social development in Labrador;
- people of Aboriginal descent – Inuit, Innu, Mi'kmaq, and members of the Labrador Metis Nation - who need support to advocate with the federal government, an avenue to have input into provincial policies, and cooperation to negotiate and implement Aboriginal land claims and other agreements;
- the provincial government and its departments/agencies/boards/commissions, which need policy advice on Aboriginal and Labrador issues; and
- the federal government (e.g. Indian and Northern Affairs Canada), which needs cooperation to negotiate and implement Aboriginal land claims and other agreements.



## Highlights and Accomplishments

In addition to the Department's accomplishments on its strategic issues outlined in the next section, over the past year the Department has worked on a number of other initiatives in order to more effectively carry out its mandate.

### ***Labrador Grooming Subsidy***

The Government of Newfoundland and Labrador has provided a grooming subsidy to the coastal regions of Labrador for a number of years. The provision of this subsidy helps to improve economic and social development in Labrador, one of the Minister of Labrador Affairs' strategic directions. For 2006-07, the Province allocated \$240,000 to the Labrador Grooming Subsidy. The subsidy is administered by the Department of Labrador and Aboriginal Affairs through Labrador Winter Trails Inc. The purpose is to provide support to regions along the north and south coasts of Labrador for maintenance of winter trails systems. The funds allow continued access for communities that do not have year round road connections to other areas of Labrador.

Grooming operations on the north and south coasts of Labrador are currently overseen by Labrador Winter Trails Inc. in collaboration with community councils and development associations, where relevant. The organization has extensive experience in trail grooming operations and will ensure that all trails throughout Labrador are at a consistently high standard.

### ***Air Foodlift Subsidy***

The Air Foodlift Subsidy program was established by the Province in 1997 to offset shipping costs which help to ensure that nutritious, perishable items such as fruit, vegetables and dairy products are available to Labrador's coastal communities during the winter months. This program is administered by the Department. Funding for the program was increased from \$300,000 to \$400,000 in 2006-07, through the Poverty Reduction Strategy. The additional funding was used to increase the subsidy rate to further offset the high shipping rates associated with shipping goods by air during the winter months. It is also being used to increase the list of eligible goods that are covered by the subsidy. Similar to the Labrador Grooming Subsidy, the provision of this subsidy helps to improve economic and social development in Labrador, one of the Minister of Labrador Affairs' strategic directions. All options for a long-term solution to the high cost of transporting fresh food for coastal Labradorians continue to be explored.

### ***Combined Councils of Labrador***

The Combined Councils of Labrador, established in 1972, provides an opportunity for municipal leaders throughout Labrador to gather and discuss issues of mutual concern and to engage government in meaningful deliberations.

## Highlights and Accomplishments

The Province invested \$100,000 (through the Department of Municipal Affairs) in the Combined Councils of Labrador in Budget 2006; evidence of its on-going support of the organization.

In January of 2007 the Combined Council held its 35<sup>th</sup> Annual General Meeting in the community of Nain, Nunatsiavut. It was at this meeting that the member communities in attendance voted to amend their Constitution to include any incorporated Municipality, Local Service District or permanently recognized community or Aboriginal Community Government and/or First Nations Community. Assistance for the Annual General Meeting was provided by the Department of Labrador and Aboriginal Affairs through ongoing communications with government departments.

The Department continues to work closely with the Combined Councils of Labrador on major issues in Labrador.

### ***Labrador Training Initiatives Committee***

The Labrador Training Initiatives Committee is a provincial interdepartmental steering committee, chaired by the Department and set up to facilitate continued training and development opportunities in the Labrador region. It also works to identify common training needs across departments and to maximize training dollars by pooling resources.

### ***Labrador Regional Senior Management Council***

The Labrador Regional Senior Management Council was established in June of 1998 as a means of facilitating more effective delivery of government services in Labrador. It provides a forum to explore ways to improve delivery of service and communicate an integrated and coordinated message respecting Labrador issues while being cognizant of regional sensitivities.

While the Council is not accountable to any specific authority other than the group it represents, the Department of Labrador and Aboriginal Affairs serves as a point of contact, as well as acts in a coordinating and facilitative role in helping to resolve issues as they relate to the region.

### ***Labour Market Development Agreement***

Under the Labour Market Development Agreement, the Government of Canada and the Government of Newfoundland and Labrador work together to design and tailor labour market employment programs to meet the specific needs of communities, employers, and the unemployed in Newfoundland and Labrador to complement provincial programming in this domain.

Four regional committees have been established to manage regionally allocated budgets and to make decisions on all project applications. Labrador and Aboriginal Affairs participates in the Labrador Labour Market Development Agreement Management Committee, which managed a budget of \$4,426,734 in 2006-07.

## Highlights and Accomplishments

The Department also participated in the Labrador Regional Assessment Committee for both of the Service Canada offices in Central Labrador and Labrador West. The purpose of the assessment committees is to assess program applications under the Agreement for all of Labrador. The role of the assessment committees has since been turned over to the Management Committee.

### ***Performance Space for Eastern Labrador***

The Department has worked in partnership with the Eastern Labrador Arts Alliance as well as officials of the Labrador School Board and the Departments of Education, Tourism, Culture and Recreation, Transportation and Works and Municipal Affairs to ensure that all the issues associated with the design, planning, construction and operation of performance space are addressed and the project remains on schedule.

The Province has committed \$1.9 million for the construction of the facility which will be attached to Mealy Mountain Collegiate. Government is committed to constructing a new auditorium for the arts community of Eastern Labrador and recognizes the importance of having a facility in the area which will provide a venue for regional festivals and other events. Funding has already been provided to complete the design, tender documents and site preparation work.

### ***Northern Development Ministers' Forum***

The Northern Development Ministers' Forum was established to raise the profile of Northern regions throughout Canada through annual Ministers meetings. The Deputy Premier and Minister Responsible for Aboriginal Affairs and senior officials represented the Province at the 2006 Forum in Whitehorse, Yukon.

At the Whitehorse Forum, the priority project listing included the following files:

- Education, Training and Employment
- Northern Awareness Enhancement Campaign
- Northern Innovation
- Northern Transportation Infrastructure Strategy
- Maximizing Economic and Social Impacts from Major Projects in the North
- Website Development
- Knowledge North

The Province, through Labrador and Aboriginal Affairs, participated on the following priority project working groups: Northern Awareness Enhancement Campaign; Education, Training and Employment; and Northern Transportation Infrastructure Strategy.

## Highlights and Accomplishments

### ***Labrador Economic Development Boards***

In 2006-07, the Department established working relationships with the zonal economic development boards in Labrador. Senior Analysts within Labrador Affairs have been designated to work with the respective Labrador Boards to promote communication on regional economic development issues.

### ***Provincial - Nunatsiavut Government Cooperation***

On December 1, 2005, when the Labrador Inuit Land Claims Agreement came into effect, Premier Williams promised the provincial government's support in the establishment of the new Nunatsiavut Government. Several exemplary undertakings were accomplished in the spirit of that promise. While the Department of Labrador and Aboriginal Affairs has overall responsibility for implementing and managing the Agreement, following are significant accomplishments arising from inter-departmental and inter-governmental cooperation.

### ***Establishment of Labrador Inuit Land Claims Boards***

The Torngat Wildlife and Plants Co-Management Board and the Torngat Joint Fisheries Board were established under the terms of the Labrador Inuit Land Claims Agreement. The Boards consist of members appointed by the Nunatsiavut Government, the provincial government and the federal government. They have responsibility for advising the federal and provincial Ministers on conservation and resource management in the Labrador Inuit Settlement Area. The Department of Labrador and Aboriginal Affairs negotiated board funding agreements with the federal government and the Nunatsiavut Government, as well as conducted an orientation session for board members held in Goose Bay in January 2007.





## Highlights and Accomplishments

### *Establishment of Standards for Mineral Exploration in Labrador Inuit Lands*

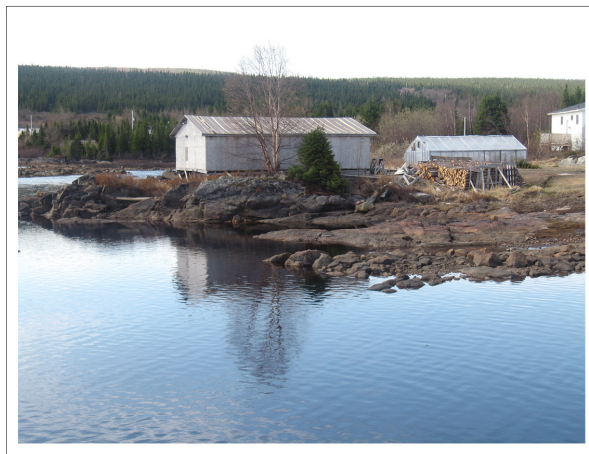
Mines Branch, Department of Natural Resources, and the Nunatsiavut Government successfully negotiated joint standards for mineral exploration in Labrador Inuit Lands, as required in the Labrador Inuit Land Claims Agreement. The standards establish terms and conditions under which mineral exploration can proceed, while protecting the environment. Establishment of these Standards was a challenging and important undertaking, given the high level of exploration activity for uranium and other mineral resources in Labrador Inuit Lands.

### ***Reserve Creation for the Sheshatshiu Innu First Nation***

On November 23, 2006 a Reserve was officially created under the *Indian Act* at Sheshatshiu for the Sheshatshiu Innu First Nation. The Department of Labrador and Aboriginal Affairs had participated in this process and transferred the land at Sheshatshiu to Canada for the purpose of the Reserve creation. This supported the Minister of Aboriginal Affairs' strategic direction to advance the well-being of Aboriginal communities.

### ***Provincial Aboriginal Women's Conferences***

The Province held a provincial Aboriginal Women's Conference in March 2006 and also held a follow-up provincial Aboriginal Women's Conference in November 2006. These events and the subsequent report, *The Path to the Good Life*, will help inform the National Aboriginal Women's Summit in June 2007. The Department of Labrador and Aboriginal Affairs worked with the Women's Policy Office on these initiatives, which supported the Minister of Aboriginal Affairs' strategic direction to advance the well-being of Aboriginal communities.





## Outputs of Objectives

In preparation of the Department of Labrador and Aboriginal Affairs Business Plan for 2006-08, the Minister of Labrador Affairs and the Minister of Aboriginal Affairs identified key strategic issues applicable to their portfolios. These key strategic issues took into consideration Government's strategic directions and the mandate and financial resources of the Department. The following areas were identified as the key priorities of the Ministers for 2006-07.

### **Issue**            **Labrador Inuit Land Claims Agreement Implementation**

Goal:            *By 2008, the Department of Labrador and Aboriginal Affairs will have developed mechanisms to effectively implement the Agreement, including commencement of preparations for devolution of programs and services to the Nunatsiavut Government.*

Objective:      By March 31, 2007, the Department will have ensured provincial public entities, the general public and key stakeholders are aware of their obligations under the Agreement, and the Department will have begun monitoring Government's compliance with its implementation obligations.

#### Measures:

- Provincial departments' awareness of obligations.
- Information on Agreement obligations.



## Outputs of Objectives

Indicators	Progress and Accomplishments
Identified departments with priority obligations.	<ul style="list-style-type: none"> <li>• The following departments and divisions were identified as priorities, as they had significant responsibilities in the first year of Agreement implementation:                             <ul style="list-style-type: none"> <li>◊ Lands Branch and Wildlife Division, Department of Environment and Conservation;</li> <li>◊ Mines Branch and Forestry Branch, Department of Natural Resources;</li> <li>◊ Tourism Branch, Department of Tourism, Recreation and Culture</li> </ul> </li> </ul>
Meetings and presentations for government divisions, departments and agencies.	<ul style="list-style-type: none"> <li>• PowerPoint presentations on departmental implementation obligations were prepared for:                             <ul style="list-style-type: none"> <li>◊ Lands Branch and Wildlife Division, Dept. of Environment and Conservation;</li> <li>◊ Forestry Branch, Dept. of Natural Resources;</li> <li>◊ Dept. of Fisheries and Aquaculture.</li> </ul> </li> <li>• Presentations were also conducted for the Canada-Newfoundland and Labrador Offshore Petroleum Board and the Wilderness and Ecological Resources Advisory Council at their request.</li> </ul>
Assist departments to develop policies, procedures and communication tools.	<ul style="list-style-type: none"> <li>• Reviewed draft Cabinet papers and policy documents to advise departments and agencies on application of the land claims agreement.</li> <li>• Assisted Public Service Commission on developing policy for hiring in Inuit communities.</li> </ul>
Information bulletins for key stakeholders impacted by the Agreement.	<ul style="list-style-type: none"> <li>• In consultation with departments, prepared information bulletin for outfitters (Tourism Branch) and for the mining industry (Mines Branch); newsletter article for archaeologists (Archaeology Office); and an insert in Hunting and Fishing Guide (Wildlife Division).</li> </ul>

## Outputs of Objectives

Indicators	Progress and Accomplishments
Develop protocols between Nunatsiavut Government departments and provincial government departments.	<ul style="list-style-type: none"> <li>• Created database of key contacts in departments, divisions and public entities responsible for elements of the Labrador Inuit Land Claims Agreement.</li> <li>• Contact information for Nunatsiavut Government elected representatives and officials shared with provincial contacts.</li> <li>• Protocols on consultation obligations established between Province and Nunatsiavut Government.</li> </ul>
Meetings with the Nunatsiavut Government to identify priority programs and services for devolution.	<ul style="list-style-type: none"> <li>• Preliminary meetings held with Nunatsiavut Government officials to discuss transfer of housing, education, and health care services for Inuit. The Department continues to meet with the Nunatsiavut Government on devolution of programs and services.</li> </ul>
Initiate internal research on factors relevant to devolution of programs, eg. legislation, labour agreements.	<ul style="list-style-type: none"> <li>• Internal research related to transfer of programs has been deferred until such time as the Nunatsiavut Government is ready to enter into discussions on the transfer of provincial programs and services.</li> </ul>



## Outputs of Objectives

### Objective for 2007-08:

By March 31, 2008, the Department will have initiated development of a monitoring mechanism to ensure provincial public entities continue to be aware of their obligations under the Agreement and are implementing them, and with the cooperation and consent of the Nunatsiavut Government, will negotiate devolution agreements pursuant to the Fiscal Financing Agreement.

#### *Measures:*

- Proposed monitoring mechanisms
- Commencement of preparations for devolution of programs and services

#### *Indicators:*

- Discussions with departmental contacts regarding monitoring mechanisms.
- Meetings with Nunatsiavut Government and federal government officials to explore tripartite monitoring mechanisms.
- Refinement of financial management and reporting processes for boards and committees.
- Meetings with the Nunatsiavut Government to identify priority programs and services for devolution.
- Upon identification of priority program(s), conducting internal research on factors relevant to devolution of programs and services.
- With consent of the Nunatsiavut Government, initiation of negotiations for devolution agreements, pursuant to the Fiscal Financing Agreement.

### **Issue                      Negotiation of Innu Land Claims Agreement**

Goal:                      *By 2008, the Department of Labrador and Aboriginal Affairs will have made all reasonable efforts to achieve an Agreement-in-Principle on the Innu land claim that is fair and balanced, and will have initiated land selection negotiations and associated Interim Measures Agreements.*

Objective:              By March 31, 2007, Departmental negotiators will have made all reasonable efforts to substantially complete an Agreement-in-Principle, subject to further direction from senior officials on any outstanding issues.

#### Measures:

- All reasonable efforts.

## Outputs of Objectives

Indicators	Progress and Accomplishments
Participated in negotiating sessions.	<ul style="list-style-type: none"> <li>• Provincial land claim negotiators participated in tripartite negotiations in Ottawa, Sheshatshiu, Natuashish and St. John's.</li> <li>• Tripartite conference calls were also conducted to expedite the negotiation of specific Agreement-in-Principle chapters or issues.</li> </ul>
Provided proposals and counter proposals.	<ul style="list-style-type: none"> <li>• Provincial negotiators presented new and amended draft chapters of the Agreement-in-Principle and prepared provincial responses to the draft chapters and positions tabled by the Innu Nation and the federal government.</li> <li>• Negotiators ensured that departmental representatives participated in these activities as necessary.</li> </ul>
Consulted with government departments.	<ul style="list-style-type: none"> <li>• Between sessions, negotiators prepared new drafts of Agreement-in-Principle text in consultation with resource departments, and secured executive approval for policy decisions for negotiation strategies and positions at the land claim negotiation table.</li> <li>• An Interdepartmental Land Selection Committee was established for the purpose of preparing for the tripartite land selection process. The committee was chaired by a senior regional representative of the provincial government in Labrador. Committee members were appointed from resource departments, including GIS technical support from Labrador and Aboriginal Affairs.</li> <li>• The Land Selection Committee prepared baseline mapping and compiled an internal composite map of provincial land use interests.</li> </ul>

## Outputs of Objectives

Indicators	Progress and Accomplishments
Conduct public consultations.	<ul style="list-style-type: none"> <li>Public consultations were not initiated by the provincial government during 2006/2007, as the Department was engaged in extensive consultations for the Northern Strategic Plan during this period. So as not to diminish the effectiveness of the Innu land claims consultations, it was decided to postpone this undertaking. Planning is underway for representatives of the Province's Land Selection Team and the Land Claim negotiation team to hold public sessions in Goose Bay, North West River, Churchill Falls, and Labrador West in mid-2007. The objective of these sessions is to seek input from the public regarding the use of land and resources in the Innu land claim area. This will provide an update of information previously collected in 2002/2003. Representatives of the federal government and Innu Nation will also participate in the public consultations.</li> </ul>
Strived to conclude chapters of the Agreement.	<ul style="list-style-type: none"> <li>In addition to the main negotiation sessions to develop the chapters of the Agreement-in-Principle, the Land Selection Committee negotiated mapping and information exchange protocols with its counterparts in the Innu Nation and the federal government.</li> </ul>
Strived to achieve substantially complete Agreement-in-Principle.	<ul style="list-style-type: none"> <li>The Agreement-in-Principle contains twenty-five "lands and resources" chapters which have been drafted except for one. The negotiation process is advancing to the stage of dealing with major issues which will require direction from senior officials. Negotiations have not commenced on the three Self-Government chapters.</li> </ul>



## Outputs of Objectives

### Objective for 2007-08:

By March 31, 2008, subject to the first objective being achieved, the Department will have begun and advanced land selection negotiations with the Innu, and, with the cooperation of the parties, will have initiated negotiation of an Interim Measures Agreement with the Innu and the federal government.

#### *Measures:*

- All reasonable efforts

#### *Indicators:*

- Participated in negotiation sessions
- Provided proposals and counter proposals
- Consulted with government departments
- Conducted public consultations
- Strived to conclude chapters of the Agreement-in-Principle
- Strived to substantially complete the Agreement-in-Principle

### **Issue            Resource Development in Labrador**

Goal:            *By 2008, the Department of Labrador and Aboriginal Affairs will have provided input in policy recognizing regional benefits and secondary processing of Labrador natural resource developments and will have ensured appropriate consultation mechanisms with Aboriginal groups/governments and stakeholders were in place and implemented.*

Objective:     By March 31, 2007, the Department will have provided strategic advice to Government on regional benefits from Labrador resource developments and on the development, maintenance, enhancement, and/or implementation, as appropriate, of Aboriginal consultation policies and procedures consistent with negotiated treaties and Canadian law.

#### Measures:

- Strategic advice to Government.
- Ensured appropriate Aboriginal and regional consultation.

## Outputs of Objectives

Indicators	Progress and Accomplishments
Policy outputs reflect departmental inputs.	<ul style="list-style-type: none"> <li>The Department has provided substantial feedback on the draft Energy Plan for issues related to Labrador.</li> </ul>
Participation in relevant groups.	<ul style="list-style-type: none"> <li>Labrador and Aboriginal Affairs is part of a team of senior managers across government established to investigate investor attraction and marketing potential for further development of the Labrador sawmill and value-added wood products industry. The Department regularly attended planning meetings for the District 19 Forestry Management Plan.</li> <li>Other activities undertaken to ensure regional benefits from resource developments include supporting the Labrador Agricultural Committee; assisting the Planning Committee for the Circumpolar Agricultural Conference; reviewing quarterly Industrial and Employment Benefit Reports from Voisey's Bay Nickel Company Limited; and monitoring exploration activity through notices received from the Department of Environment and Conservation.</li> <li>The Department participated in the Technical Environmental Review Committee for Voisey's Bay project.</li> </ul>
Briefing notes/reports/papers.	<ul style="list-style-type: none"> <li>Advice to Government on regional benefits from Labrador resource developments was provided through review of briefing notes, cabinet papers and other relevant documents.</li> </ul>

## Outputs of Objectives

Indicators	Progress and Accomplishments
Development and implementation of Aboriginal consultation policies and procedures.	<ul style="list-style-type: none"> <li>• The Aboriginal Affairs branch has developed an approach to Aboriginal consultation which it will employ in the context of upcoming resource development projects.</li> <li>• Lessons learned from these experiences, together with research of other jurisdictions' practices and policies, will lead to a formalized Aboriginal consultation policy.</li> </ul>
Assistance to relevant departments with public consultations in Labrador.	<ul style="list-style-type: none"> <li>• The Department assisted in the public consultations held throughout Labrador which will aid in the development of the provincial Energy Plan.</li> </ul>

**Objective for 2007-08:**

By March 31, 2008, the Department will have continued to provide strategic advice to Government on regional benefits from Labrador resource developments and on the development, maintenance, enhancement, and/or implementation, as appropriate, of Aboriginal consultation policies and procedures consistent with negotiated treaties and Canadian law.

***Measures:***

- Strategic advice to Government
- Ensured appropriate Aboriginal and regional consultation

***Indicators:***

- Policy outputs reflect departmental inputs
- Participation in relevant groups
- Briefing notes/reports/papers
- Development and implementation of Aboriginal consultation policies and procedures
- Assistance to relevant departments with public consultations in Labrador

## Outputs of Objectives

**Issue            Lower Churchill Development**

Goal:            *By 2008, the Department of Labrador and Aboriginal Affairs will have provided advice to Government on options to address the concerns and aspirations of regional stakeholders and Aboriginal organizations respecting this development.*

Objective:    By March 31, 2007, the Department will have provided helpful advice to Government and Hydro on regional benefits from the Lower Churchill hydro development and related energy policy issues and on the implementation of appropriate Aboriginal consultation and accommodation mechanisms.

Measures:

- Provided advice.
- Implementation of Aboriginal consultation and accommodation.

Indicators	Progress and Accomplishments
Provision of input.	<ul style="list-style-type: none"> <li>• The Department provided helpful advice to Government and Hydro on regional benefits from the Lower Churchill hydro development and related energy policy issues through review of briefing notes, cabinet papers and relevant documents.</li> </ul>
Policy reflecting input of the Department.	<ul style="list-style-type: none"> <li>• The Deputy Minister represents the Department on the Lower Churchill Coordinating Committee. As well, a Senior Analyst with the Labrador Affairs branch is a member of the Lower Churchill Environmental Assessment Committee.</li> </ul>

## Outputs of Objectives

Indicators	Progress and Accomplishments
<p>Internal consultations to prepare for negotiation of an interim measures agreement that would form a Lower Churchill Chapter of an eventual Labrador Innu Land Claims Agreement.</p>	<ul style="list-style-type: none"> <li>• The Department provided advice to NL Hydro and Environment and Conservation on consultation with Aboriginal groups in Labrador and negotiation of an Impacts and Benefits Agreement with the Innu Nation.</li> <li>• Labrador and Aboriginal Affairs participated in preparations for the negotiation of Aboriginal consultation agreements with the Innu Nation, Nunatsiavut Government and the Labrador Metis Nation for the Environmental Assessment of the Lower Churchill Project.</li> <li>• Ongoing discussions with departmental representatives and NL Hydro Lower Churchill Project officials regarding the preparation of a Churchill River chapter of the Agreement-in-Principle.</li> </ul>

**Objective for 2007-08:**

By March 31, 2008, the Department will have continued to provide helpful advice to Government and Hydro on regional benefits from the Lower Churchill hydro development and related energy policy issues and on the implementation of appropriate Aboriginal consultation and accommodation mechanisms.

***Measures:***

- Provided advice
- Implementation of Aboriginal consultation and accommodation

***Indicators:***

- Provision of input
- Policy reflecting input of the Department
- Internal consultations to prepare for negotiation of an interim measures agreement that would form a Lower Churchill Chapter of an eventual Labrador Innu Land Claims Agreement

## Outputs of Objectives

**Issue**            **5 Wing Goose Bay**

Goal:            *By 2008, the Department of Labrador and Aboriginal Affairs will have provided input on the policy related to sustainability and diversification of 5 Wing Goose Bay.*

Objective:    By March 31, 2007, the Department will have provided helpful advice on options to sustain a military presence at 5 Wing Goose Bay, options for non-military uses of base facilities, and options to diversify the local economy.

Measures:  
Provided policy input.

Indicators	Progress and Accomplishments
Collaboration with other government departments and federal government.	<ul style="list-style-type: none"> <li>Advice provided on options to sustain a military presence at 5 Wing Goose Bay, options for non-military uses of base facilities, and options to diversify the local economy. This was achieved by continuing to meet with the Goose Bay Citizen's Coalition, maintaining positive relationships with 5 Wing Goose Bay, and through coordination of information pertaining to 5 Wing Goose Bay with Intergovernmental Affairs.</li> </ul>
Participation on various committees.	<ul style="list-style-type: none"> <li>Representation on the Institute for Environmental Monitoring and Research and also continues to participate on the Goose Bay Airport Development Committee. The Labrador Affairs branch was very active in the organization of the 2006 NightStrike Freedom of Flight Aerospace Conference and aided in preparation for the UAV Student Competition held in Happy Valley-Goose Bay.</li> </ul>
Policy outputs reflect inputs of Labrador and Aboriginal Affairs.	<ul style="list-style-type: none"> <li>Maintenance of Government's role as an advocate for 5 Wing Goose Bay and the diversification of the Happy Valley-Goose Bay economy.</li> </ul>

## Outputs of Objectives

### Objective for 2007-08:

By March 31, 2008, the Department will have continued to provide helpful advice on options to sustain a military presence at 5 Wing Goose Bay, options for non-military uses of base facilities, and options to diversify the local economy.

#### *Measure:*

- Provided policy input

#### *Indicators:*

- Collaboration with other government departments and federal government
- Participation on various committees
- Policy outputs reflect inputs of Labrador and Aboriginal Affairs

### **Issue            Advocacy in Social Policies and Programs**

Goal:            *By 2008, the Department of Labrador and Aboriginal Affairs will have provided input in social policy that considers the demographic and geographic realities in Labrador and the needs and aspirations of the Aboriginal people of the province, and assisted Aboriginal peoples to access federal programs.*

Objective:      By March 31, 2007, the Department will have provided helpful advice to Government on social policy initiatives as they may pertain to Labrador and/or to Aboriginal peoples, including advice on appropriate consultative mechanisms; and will have advocated for Aboriginal peoples' access to federal programs.

#### Measures:

- Provided input.
- Advocated for Aboriginal peoples' access to federal programs.

## Outputs of Objectives

Indicators	Progress and Accomplishments
<p>Policy outputs reflect departmental input.</p>	<ul style="list-style-type: none"> <li>• On March 22, 2007 Minister Responsible for Aboriginal Affairs announced the Province's support for Bill C-292, an <i>Act to Implement the Kelowna Accord</i> and expressed the Province's disappointment that the federal budget would not live up to the commitments made in Kelowna to improve the living conditions of Aboriginal peoples comparable to other non- Aboriginal Canadians.</li>   <li>• The Department participated in federal-provincial-territorial-Aboriginal forums to advocate the views of Newfoundland and Labrador on matters of importance to Aboriginal peoples in the province. These forums included:               <ul style="list-style-type: none"> <li>◊ Federal consultation process to develop proposed legislation on Matrimonial Real Property on Reserves;</li> <li>◊ Discussions with Provinces/Territories and the federal government respectively on the negotiations of the United Nations and the Organization of American States Declarations on the Rights of Indigenous Peoples;</li> <li>◊ First Ministers' Meetings on national Aboriginal issues and follow-up processes. This supported the Minister of Aboriginal Affairs' commitment to advance the well-being of Aboriginal communities; and</li> <li>◊ Meetings with Minister of Indian and Northern Affairs to advocate on behalf on Aboriginal issues in the Province.</li> </ul> </li>   <li>• The Department participated in a number of National events on Aboriginal issues including:               <ul style="list-style-type: none"> <li>◊ The National Aboriginal Health Summit in Vancouver on November 28, 2006</li> <li>◊ The National Symposium on Aboriginal Economic Development in Saskatoon, Saskatchewan on January 23-25, 2007 - sponsored 5 Aboriginal youth from NL to attend the Symposium and a National Youth Forum held on January 25, 2007.</li> </ul> </li> </ul>



## Outputs of Objectives

Indicators	Progress and Accomplishments
<p>Policy outputs reflect departmental input.</p>	<ul style="list-style-type: none"> <li>• On July 25, 2006 Premier Danny Williams agreed to co-host, with the President of the Native Women's Association of Canada, a National Aboriginal Women's Summit to be held in June 20-22, 2007. The Department is participating in planning activities with the federal government, the Native Women's Association and other National Aboriginal Organizations.</li> <li>• A provincial Aboriginal Women's Conference was held in March 2006 and a follow-up provincial Aboriginal Women's Conference was held in November 2006. These events and the subsequent report, <i>The Path to the Good Life</i>, will benefit the National Aboriginal Women's Summit in June 2007.</li> <li>• Through the Department's work on the Northern Governance Models, it was found that other provinces in Canada had developed Northern Strategic Plans to address priorities and issues relevant to the North, particularly as they relate to social and economic development. The Department advocated for the development of a strategic plan for Labrador. This led to the creation of the Northern Strategic Plan for Labrador.</li> <li>• The Department was also active in a range of discussions and negotiations with the federal government and Aboriginal groups to ensure that Aboriginal peoples in the Province benefit from federal programs and services including:               <ul style="list-style-type: none"> <li>◇ Participating in Miawpukek First Nation self-government negotiations, which supported the Minister of Aboriginal Affairs' strategic direction to advance the well-being of Aboriginal communities;</li> <li>◇ Participating in discussions with the federal government and the Miawpukek First Nation on expansion of the Reserve at Conne River and transferring land at Conne River to allow the federal government and the Band to develop shore-based facilities and a wharf;</li> </ul> </li> </ul>

## Outputs of Objectives

Indicators	Progress and Accomplishments
<p>Policy outputs reflect departmental input.</p>	<ul style="list-style-type: none"> <li>◇ Participating in the creation of the Reserve for the Sheshatshiu Innu First Nation, which supported the Minister of Aboriginal Affairs' strategic direction to advance the well-being of Aboriginal communities;</li> <li>◇ Supporting the Federation of Newfoundland Indians, request that the federal government create a Landless Band under Indian Act for off-reserve members of the Federation of Newfoundland Indians; This supported the Minister of Aboriginal Affairs' strategic direction to advance the well-being of Aboriginal communities;</li> <li>◇ Working cooperatively with the federal government, the Innu Band Councils and Innu Nation on the Innu Comprehensive Healing Strategy;</li> <li>◇ Working with the federal government and the Sheshatshiu Innu First Nation towards funding for the construction of a new school for the Sheshatshiu Innu First Nation;</li> <li>◇ Working with the federal government and Innu Bands to improve education of Innu children and the eventual transfer of education to the Bands;</li> <li>◇ Supporting access to federal Aboriginal-specific programs and services for members of the Labrador Metis Nation who meet the eligibility criteria; This contributed to the Minister of Aboriginal Affairs' commitment to advance the well-being of Aboriginal communities;</li> <li>◇ Continuing to advocate for the federal government to make a decision on the Labrador Metis Nation's land claim application;</li> <li>◇ Participating in the development of an agreement on education with the federal government and the Innu Nation;</li> <li>◇ Participating in the development of an agreement on child, youth and family services with the federal government and the Innu Nation;</li> <li>◇ Participating in ongoing discussions on the development of tripartite policing agreements with the Sheshatshiu Innu First Nation and Inuit communities;</li> <li>◇ Working with the federal government and Aboriginal groups on initiatives under the federal Aboriginal Health Transition Fund;</li> </ul>

## Outputs of Objectives

Indicators	Progress and Accomplishments
Policy outputs reflect departmental input.	<ul style="list-style-type: none"> <li>◇ In Budget 2006, the Province provided \$120,000 over two years to implement an Aboriginal Suicide Prevention Initiative; and</li> <li>◇ Preparing to undertake consultations with Aboriginal groups to determine priorities for investment from the federal Off-Reserve Aboriginal Housing Trust.</li> </ul>
Participation in relevant groups.	<ul style="list-style-type: none"> <li>• The Department participated on a variety of provincial departmental committees to ensure the perspective of Labrador and Aboriginal interests are properly reflected in the development of provincial initiatives including:                             <ul style="list-style-type: none"> <li>• Poverty Reduction Strategy</li> <li>• Healthy Aging Initiative</li> </ul> </li> <li>• The Department also provided input on government initiatives to ensure the perspectives of Labrador and Aboriginal peoples were considered in the development of provincial policies, including:                             <ul style="list-style-type: none"> <li>• Skills Task Force Initiative</li> <li>• Energy Plan</li> <li>• Various Housing Initiatives</li> </ul> </li> </ul>
Assistance to relevant departments with public consultations in Labrador and Aboriginal consultations throughout the province.	<ul style="list-style-type: none"> <li>• The Department assisted with coordination of public consultations for the Healthy Aging Policy Framework and also with coordination of the Aboriginal Women's Conference held in Happy Valley-Goose Bay.</li> <li>• The Aboriginal Affairs branch was active in seeking the direct solicitation of advice from Aboriginal peoples on issues, programs and policies affecting them.</li> </ul>
Briefing notes/papers/ reports/ correspondence.	<ul style="list-style-type: none"> <li>• The Department provided helpful advice to Government on social policy initiatives as they pertain to Labrador and Aboriginal people through briefing notes, cabinet paper comments and participation on relevant committees.</li> </ul>

## Outputs of Objectives

### Objective for 2007-08:

By March 31, 2008, the Department will have continued to provide helpful advice to Government on social policy initiatives as they may pertain to Labrador and/or to Aboriginal peoples, including advice on appropriate consultative mechanisms; and will have advocated for Aboriginal peoples' access to federal programs.

#### *Measures:*

- Provided input
- Advocated for Aboriginal peoples' access to federal programs

#### *Indicators:*

- Policy outputs reflect departmental input
- Participation in relevant groups
- Assistance to relevant departments with public consultations in Labrador and Aboriginal consultations throughout the province
- Briefing notes/papers/reports/ correspondence

### **Issue            Northern Strategic Plan**

Goal:            *By 2008, the Department will have completed a Northern Strategic Plan.*

Objective:      By March 31, 2007, the Department will have completed and released a discussion paper on the Northern Strategic Plan and will have initiated public consultations.

#### Measures:

- Discussion paper.
- Public consultations.

## Outputs of Objectives

Indicators	Progress and Accomplishments
Research and preparation of discussion paper.	<ul style="list-style-type: none"> <li>The Department completed the discussion paper on the Northern Strategic Plan.</li> </ul>
Communications strategy regarding discussion paper.	<ul style="list-style-type: none"> <li>Communications strategy completed and implemented.</li> </ul>
Public release of discussion paper.	<ul style="list-style-type: none"> <li>Northern Strategic Plan Discussion Paper released June 2006.</li> <li>A total of 34 consultations were held throughout Labrador.</li> <li>Given that the schedule for the Northern Strategic Plan was accelerated, the Department also developed a draft of the Northern Strategic Plan.</li> </ul>
Participation in relevant groups.	<ul style="list-style-type: none"> <li>An Advisory Working Group, consisting of government departments and agencies, was established to collaborate and provide input into the development of the Northern Strategic Plan.</li> </ul>
Briefing notes/papers/reports.	<ul style="list-style-type: none"> <li>Progress on the development of the plan was reported regularly through briefing notes and other reports.</li> </ul>



## Outputs of Objectives

### Objective for 2007-08:

By March 31, 2008, the Department will have completed and released the Northern Strategic Plan.

#### *Measures:*

- Northern Strategic Plan
- Public Feedback

#### *Indicators:*

- Public release of the Northern Strategic Plan
- Northern Strategic Plan public awareness campaign
- Early implementation and monitoring of Northern Strategic Plan initiatives
- Participation in relevant groups
- Briefing notes/papers/reports

### **Issue            Transportation Infrastructure**

Goal:            *By 2008, the Department will have provided input into a multi-modal Labrador Transportation Strategy.*

Objective:     By March 31, 2007, the Department will have provided helpful advice to Government on the development and implementation of a Labrador Transportation Strategy.

#### Measures:

- Provided input.



## Outputs of Objectives

Indicators	Progress and Accomplishments
Policy outputs reflect departmental input.	<ul style="list-style-type: none"> <li>The Department provided helpful advice to Government on the development of a Labrador Transportation Plan. The Labrador Affairs branch worked with the Department of Transportation and Works in developing the discussion paper and also provided assistance in organizing public consultations throughout Labrador.</li> </ul>
Participation in relevant groups.	<ul style="list-style-type: none"> <li>The Assistant Deputy Minister for Labrador Affairs is a member of the Advisory Working Group for the Labrador Transportation Plan.</li> </ul>
Assistance to Department of Transportation and Works in working with Minister's Advisory Committee.	<ul style="list-style-type: none"> <li>The Labrador Affairs branch provided assistance to the Ministerial Advisory Committee on Labrador Transportation.</li> </ul>
Briefing notes/papers/reports.	<ul style="list-style-type: none"> <li>The Department highlighted transportation issues in Labrador in the Northern Strategic Plan Discussion Paper.</li> </ul>

**Objective for 2007-08:**

By March 31, 2008, the Department will have continued to provide helpful advice to Government on the development and implementation of a Labrador Transportation Plan.

***Measure:***

- Provided input

***Indicators:***

- Policy outputs reflect departmental input
- Participation in relevant groups
- Assistance to Department of Transportation and Works in working with Minister's Advisory Committee
- Briefing notes/papers/reports





## The Year Ahead

The Department of Labrador and Aboriginal Affairs is cognizant of all potential challenges that may hamper achievement of its goals while considering any opportunity to improve the efficiency and functionality of the Department.

As the lead on the Northern Strategic Plan, the Department will be challenged by the monitoring and implementation of the commitments made in the Plan. In 2007-08, the Department will be working with all government partners to ensure that the commitments are met and recorded accordingly. The challenge will be in coordinating the large number of government agencies with the current departmental resources. However, it is also an opportunity to follow through with the commitments and get the message out to Labradorians that Government is working to attain its promises.

Other opportunities for Labrador include major natural resource developments such as the Lower Churchill power project, the increased uranium exploration taking place on the north coast of Labrador, and the recent announcement of an expansion to the Iron Ore Company of Canada operation in Labrador West. However, human resource capacity continues to be a huge obstacle for these projects. Opportunities exist in learning and development for the general population of Labrador. The recent expansion of the College of the North Atlantic in Happy Valley-Goose Bay and the commitment of a new facility for the College of the North Atlantic in Labrador West will provide numerous opportunities to gain the knowledge required to work in the natural resource sector.

Both the Lower Churchill project and increased uranium exploration must respect Aboriginal treaty rights under a land claims agreement, or involve government commitments to Aboriginal consultation.

The Department will continue to advocate for equal access to government services and programs for all Labradorians. This was a major theme that was identified in the Northern Strategic Plan. Government has been proactive in ensuring that equal access exists, where feasible, and will continue to evaluate and assess on a regular basis through the implementation of the Northern Strategic Plan.

A continuing challenge is the lobby effort to secure a military presence for 5 Wing Goose Bay. 5 Wing Goose Bay continues to provide significant employment opportunities to Happy Valley-Goose Bay and the Central Labrador region. The Department will continue to work closely with Intergovernmental Affairs Secretariat to hold the federal government to its commitment for a rapid response battalion for the base.

## The Year Ahead

The Department is committed to the continued implementation of the Labrador Inuit Land Claims Agreement, including preparations for the transfer of Provincial programs and services to the Nunatsiavut Government. As well, the Department is committed to achieving an Agreement in Principle with the Innu Nation on the Labrador Innu Land Claim.

Labrador and Aboriginal Affairs is prepared to work cooperatively with the federal government and Aboriginal groups to support initiatives to improve the social and economic conditions for Aboriginal peoples in the province. The Department is prepared to assist Aboriginal groups to maximize access to federal Aboriginal specific programs and services. The Department is interested in developing strong relationships with Aboriginal groups in the province and ensuring that Aboriginal peoples participate in and benefit from development of resources.

There have been many achievements over the past year, and the Department recognizes there is more work that needs to be done in the coming year and beyond.



## Financial Statements

### Statement of Expenditure and Related Revenue FOR THE YEAR ENDED 31 MARCH 2007

		ESTIMATES		
		Actual (\$)	Amended (\$)	Original (\$)
1.1.01.	Ministers' Office	179,713	183,700	175,700
1.2.01.	Executive Support	537,527	579,635	552,400
2.1.01.	Aboriginal Affairs	1,153,823	2,115,800	2,207,400
	Less Revenue – Federal	-	(60,000)	(60,000)
	Less Revenue - Provincial	(341)	-	-
2.1.02.	Labrador Affairs	1,198,096	1,381,100	1,323,000
<b>Total for Department</b>		<b>3,068,818</b>	<b>4,200,235</b>	<b>4,198,500</b>

*Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2007.*





