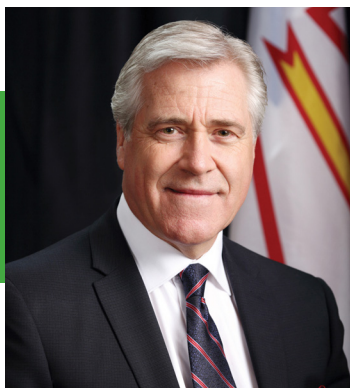


Labrador Affairs Secretariat

Annual Report

2017-18





MESSAGE FROM THE PREMIER

It is my pleasure to present the Labrador Affairs Secretariat Annual Performance Report covering April 1, 2017 to March 31, 2018, which has been prepared in accordance with the Government of Newfoundland and Labrador's Transparency and Accountability Act provisions. As Premier and Minister of Labrador Affairs, I am accountable for the preparation of this report and the results reported herein.

The Labrador Affairs Secretariat, through hard work, advocacy and collaborative working relationships, plays a pivotal role in supporting the economic and social development of Labrador, as well as, focusing on the relationships with Labrador residents, partners and stakeholders.

As stated in **The Way Forward: A vision for sustainability and growth in Newfoundland and Labrador**, we have a vision to strengthen the province's economic foundation, operate a more efficient public sector and deliver better services and better outcomes for residents, and the Secretariat plays a vital role to achieving these goals within Labrador.

I would like to take this opportunity to acknowledge the dedication and commitment of the staff within the Labrador Affairs Secretariat and I look forward to addressing the opportunities and challenges in the year ahead.

A handwritten signature in black ink, appearing to read 'D. Ball'.

Hon. Dwight Ball
Premier
Minister of Labrador Affairs

Table of Contents

Departmental Overview.....	1
Organizational Structure.....	2
Staff and Budget.....	2
Highlights and Partnerships.....	3
Report on Performance.....	6
Opportunities and Challenges	13
Financial Statements.....	14

Departmental Overview

On September 5, 2017 the Office of Labrador Affairs was renamed the Labrador Affairs Secretariat and a Deputy Minister role was established within the new secretariat to lead its actions.

The mandate of the Labrador Affairs Secretariat focuses on the social and economic development of Labrador by ensuring the unique perspectives of Labrador are considered in the formation of government policy and in the delivery of provincial government programs and services in Labrador.

The Labrador Affairs Secretariat is responsible for the administration of Labrador-specific programming through the Labrador Transportation Grooming Subsidy and the Labrador Aboriginal Nutritional and Artistic Assistance program. The Secretariat also supports the Combined Councils of Labrador by providing an annual operating grant. Labrador-specific programming demonstrates Government's commitment to Labrador and supports engagement with Labrador stakeholders.

In addition to programming, the Labrador Affairs Secretariat often takes a prominent role on Labrador-focused committees such as the Labrador West Regional Taskforce, liaises with other Northern ministries and assists in the management of intergovernmental relations on Labrador/Northern issues, such as the Northern Development Ministers Forum and the Arctic Policy Framework. The Labrador Affairs Secretariat is also consulted on Labrador related initiatives by other provincial departments and provide support as required.

Additional information on the mandate and lines of business of the Labrador Affairs Secretariat is located on its website at <https://www.gov.nl.ca/ola/>.

Organizational Structure

The Labrador Affairs Secretariat has offices in Happy Valley-Goose Bay and Wabush. As of March 31, 2018, the Secretariat consisted of 12 employees; 11 permanent and one seasonal position.

- Deputy Minister
- Executive Director
- Director of Labrador Affairs
- Director of Communications
- Secretary to the Deputy Minister
- 4 Senior Analysts
- Program Coordinator
- Clerk Typist III
- Trail Inspector (seasonal)

The Director of Communications is also responsible for providing support to the Intergovernmental and Indigenous Affairs Secretariat.

Staff and Budget

Division	# of Employees	Budget
Labrador Affairs Secretariat	12	\$2,111,783

The total expenditure, including salaries and operations, of the Labrador Affairs Secretariat for 2017-18 was \$2,111,783.

Highlights and Partnerships

Arctic and Northern Initiatives

The geographic location of Labrador and its proximity to the Arctic has provided Newfoundland and Labrador with the opportunity to engage in areas of economic and social development in the Arctic and Canada's North.

It was determined in September 2017 that the Labrador Affairs Secretariat would lead the Arctic and Northern policy initiatives for the Province. This falls within the mandate of the Labrador Affairs Secretariat to advance the social and economic development of Labrador while providing advice on government policies, planning and programs that impact Labrador.

The Labrador Affairs Secretariat has long been involved with policy initiatives in Canada's North. Since 2000, the Labrador Affairs Secretariat has led the Northern Development Ministers Forum (NDMF) file for the Province. The mandate of the NDMF is to advance the diverse and common interests of the people living in Canada's North, while raising awareness among decision-makers and the public about the accomplishments, contributions and potential of the North. In September 2017, the Province attended the 2017 NDMF in Montreal, with the theme "The Importance of Collaboration in Northern Development." The Parliamentary Assistant to the Premier, Randy Edmunds, and the Director of the Labrador Affairs Secretariat represented the Province in Montreal.

In preparation for the next NDMF scheduled for November 2018, the Province has been identified as the lead jurisdiction to complete the priority project "Government Service Delivery in Northern Communities". The Labrador Affairs Secretariat has held monthly teleconference with colleagues in other northern jurisdictions to complete this priority project. Monthly working group meetings have also been held in planning the next Forum.

The Labrador Affairs Secretariat chairs the Arctic Policy Working Group. The working group is comprised of various provincial departments/entities that have an active involvement or interest in the Arctic and Canada's North. The mandate of the group is to facilitate the coordination and collaboration between Provincial Government departments and entities on the social and economic development activities of the Government of Newfoundland and Labrador related to the Arctic and Canada's North. The working group held its initial meeting in March 2018 in St. John's.

In November 2017, the Government of Canada officially announced the development of the Arctic Policy Framework (APF). The APF will provide overarching direction to the Federal Government's priorities, activities and investments in the Arctic until 2030 and include areas outside of the traditional 60th parallel. Throughout the Fall of 2017, the Federal Government held a series of roundtable sessions. Roundtable sessions were

held in Nain (October 11) and Happy Valley-Goose Bay (October 12) and included a variety of participants from Government, Indigenous organizations and industry. The Labrador Affairs Secretariat participated in both sessions.

In November 2017 and February 2018, the Labrador Affairs Secretariat participated in the drafting sessions on the APF in Ottawa. The Secretariat also met with officials in Ottawa in January and March 2018 as a follow-up from the APF sessions to discuss upcoming requirements and timelines for the Province.

Business Continuity Plan

During the summer of 2017, a series of demonstrations were held at the office of the Labrador Affairs Secretariat and employees were denied access to the building. During this time, the Labrador Affairs Secretariat enacted its Business Continuity Plan. The Secretariat was able to ensure employees could carry on their work and fulfill its functions in alternate locations without an interruption in service. To date, this was the longest enacted Business Continuity Plan by a provincial government entity.

Gasoline Procurement for Rigolet

In June 2017 the community of Rigolet unexpectedly ran out of fuel. The community normally receives refueling via commercial tanker each spring; however, the tanker was delayed in making its delivery. The Labrador Affairs Secretariat worked with representatives of Rigolet and the Department of Fisheries and Land Resources to secure and ship fuel drums to help bridge the community's needs until a permanent supply was available.

License to Occupy (LTO)

There are three snowmobile clubs in Labrador: the Grand River Snowmobile Club in Happy Valley-Goose Bay, the White Wolf Snowmobile Club in Labrador West and the Basque Whalers Snowmobile Club in Red Bay. Under the umbrella of the Labrador Winter Trails Inc. (LWT), these Clubs establish trail pass prices and maintain, promote and encourage enforcement of each individual Club's groomed trail systems.

During the off-season of 2017, the Labrador Affairs Secretariat assisted the LWT in securing the necessary license to occupy permits. The Secretariat facilitated meetings with LWT and relevant government agencies and coordinated the completion of required forms for this process. By early December 2017, LWT received the required permits which allowed the clubs to enforce trail infractions.

Mining Initiatives

The Labrador Affairs Secretariat continued to support mining initiatives in Labrador through collaboration with other provincial government departments/entities. Throughout 2017-18, the Labrador Affairs Secretariat co-chaired the Labrador West Regional Taskforce, participated in discussions with the Department of Natural Resources to examine potential opportunities in the Labrador Trough and Voisey's Bay and also participated on a working committee developing the Newfoundland and Labrador Mining Strategy.

In early March 2018, the Labrador Affairs Secretariat was appointed to the Environmental Assessment Committee for the proposed Labrador Foxtrot Rare Earth Element Mine project located near the community of St. Lewis. On March 14, the committee held an initial meeting with the proponent. Additional meetings and a site tour of the proposed mine site are planned for summer 2018.

Report on Performance

The goals and objectives identified below are based on the assigned 2017-20 reporting period.

Issue One: Socio-Economic Development of Labrador

The mandate of the Labrador Affairs Secretariat is to ensure provincial policies, programs and planning must appropriately adapt to the unique issues and opportunities that exist in Labrador.

Major resource developments in Labrador contribute to the economic progress of Labrador, and the province as a whole. As these developments are pursued, the Labrador Affairs Secretariat collaborates with departments to ensure they reflect the social, cultural, geographic and economic needs of the region.

Advocacy, open communication and support are required to ensure that matters of importance to Labrador are addressed, with the Labrador Affairs Secretariat taking leadership in these areas.

Through Government's strategic planning, the Secretariat will help ensure the Province is prepared for existing and future demands.

Goal:

By March 31, 2020, the Labrador Affairs Secretariat will have supported the socio-economic development of Labrador through implementation, collaboration, communication and input from a Labrador perspective.

Objective 1:

By March 31, 2018, the Labrador Affairs Secretariat will have supported the socio-economic development of Labrador through implementation, collaboration, communication and input from a Labrador perspective.

Indicators:

Indicator	Status
Finalized the evaluation of the Labrador Transportation Grooming Subsidy	The evaluation was completed in fall 2017. Recommendations from the evaluation were considered to improve the efficiency of the program and continue to support safe trails in Labrador.
Renewed contracts for the Labrador Aboriginal	As part of the contract requirements under the Labrador Aboriginal Nutritional and Artistic Assistance Program,

Nutritional and Artistic Assistance Program	the proponent is required to provide invoices and a summary of how the funding was utilized to the Labrador Affairs Secretariat. The Secretariat received supporting documentation from the proponents between April-June 2017. The funding was used to support food security initiatives such as food banks and the transportation of moose meat. New contracts for the 2017-18 fiscal year were drafted and signed between July-September 2017.
Considered tools to support the social and economic development in Labrador	The Labrador Affairs Secretariat has been involved in the development of The Way Forward. The Labrador Affairs Secretariat reviewed all actions from a Labrador perspective and provided input on actions that may be relevant to Labrador. The Secretariat participated in conference calls and initial meetings regarding agriculture-related issues in central Labrador stemming from The Way Forward on Agriculture report. As noted, the Labrador Affairs Secretariat leads arctic and northern policy for the Province which entails various initiatives such as the drafting of the APF, the Newfoundland and Labrador-Nunavut Memorandum of Understanding (MOU), the Arctic Council Advisory Committee, the Northern Development Ministers Forum and the Arctic Policy Working Group. This was a new role for the Labrador Affairs Secretariat and is a path towards supporting Labrador in policies and initiatives related to the North. The Labrador Affairs Secretariat continued to co-chair the Labrador West Regional Taskforce. The Taskforce is comprised of provincial, federal, mining and municipal representatives and mining stakeholders. The Taskforce was established to examine the cumulative impacts that mining plays on the municipalities. Three meetings were held in 2017-18. The Labrador Affairs Secretariat also continued to participate on the Deputy Ministers' Lower Churchill committee, a committee developing the Newfoundland and Labrador Mining Strategy and in discussions with the Department of Natural Resources and

	representatives from Quebec regarding the Labrador Trough. The Labrador Affairs Secretariat reviewed and provided input on all government policies and programs that related to Labrador. In 2017-18, the Secretariat reviewed over 200 papers and approximately 75 environmental assessments and land use plans.
Participated on boards/committees and in consultations/meetings to provide input from a Labrador perspective	The Labrador Affairs Secretariat continued to participate in various consultations and meetings covering a wide variety of topics throughout 2017-18. Some include: • Labrador West Regional Taskforce; • Arctic Policy Working Group (provincial); • Arctic Policy Framework Working Group (federal); • Northern Development Ministers Forum Senior Officials Working Group; • Environmental Assessment Committee on the proposed Foxtrot Rare Earth Elements mine; • Housing Action Team; • Homelessness Partnering Strategy; • Cooperative Management Board for the Torngat Mountains National Park; • Destination Labrador; • Violence Prevention Labrador; • Newfoundland and Labrador Geographical Names Board; • Labrador Salmonid Advisory committee; and, • Labrador Institute sessions on Labrador data. The Secretariat either led the committee/meeting or attended. Information gathered during these activities assists the Labrador Affairs Secretariat in providing advice from a Labrador lens on government policies and programs. The Labrador Affairs Secretariat also attended and participated in a number of government consultations and engagement sessions, including: • Pre-budget consultations in Happy Valley-Goose Bay and Labrador City; • Public consultation on Regional Governance; • Service NL Real Estate Trading Act review in Happy Valley-Goose Bay and Labrador City; • Adult Literacy consultation; and • Justice and Health forums.

	The Labrador Affairs Secretariat also assisted government consultations in Labrador by facilitating and/or recording during sessions. The Secretariat was also relied upon by other government entities to attend sessions or consultations on their behalf and to provide information/input.
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Discussion of Results

The Labrador Affairs Secretariat continued to provide Labrador-specific programming to support Labrador's economic and social development. It also continued to engage stakeholders through these programs.

Through participation in various stakeholder engagement and government sessions, the Labrador Affairs Secretariat was able to gather local information which was used to support public policy and decision-making.

Objective 2:

By March 31, 2019, the Labrador Affairs Secretariat will continue to support the socio-economic development of Labrador through implementation, collaboration, communication and providing information from a Labrador perspective.

Indicators:

- Implemented expansion of the Labrador Transportation Grooming Subsidy to include access to Nain and Natuashish;
- Renewed contracts for the Labrador Aboriginal Nutritional and Artistic Assistance Program;
- Collaborated with other northern jurisdictions and federal government entities on economic and social development in the North;
- Participated on boards/committees and in consultations/meetings to provide input from a Labrador perspective.

Issue Two: Labrador Relationships

Through open communication and consultations with stakeholders, residents, and community advocates, the Labrador Affairs Secretariat can better understand and represent the concerns of Labradorians.

In addition to open dialogue and communication with Labrador's residents, the Labrador Affairs Secretariat communicates and collaborates with other Provincial Government departments and agencies to ensure that information and advice is reviewed with a Labrador perspective.

Through networking and information gathering, the Labrador Affairs Secretariat's mission is to advocate for the appropriate consideration and integration of Labrador's needs into provincial policies, planning and programs.

Goal:

By March 31, 2020, the Labrador Affairs Secretariat will have increased collaboration with Labrador stakeholders through communication, consultation and input from a Labrador perspective.

Objective 1:

By March 31, 2018, the Labrador Affairs Secretariat will have increased collaboration with Labrador stakeholders through communication, consultation and input from a Labrador perspective.

Indicator	Status
Developed a stakeholder engagement plan	A Director of Communications position was created to support the Labrador Affairs Secretariat and the Intergovernmental and Indigenous Affairs Secretariat. The position is located in Happy Valley-Goose Bay and was filled in February 2018. Based on the skills and duties of the Director of Communications it was determined that they would lead the engagement plan resulting in a deferral of the plan's development to the 2018-19 fiscal year. The plan is scheduled for completion in 2018-19.
Conducted meetings with service providers of the Labrador Transportation Grooming Subsidy program	The Labrador Affairs Secretariat participated in 10 teleconferences with service providers from January-March 2018. The Trail Inspector also travelled the groomed and marked trails in the program's trail system and spoke with the groomer operators and program administrators in each of the communities. The purpose of the trail visits is to engage the service providers and identify any concerns and/or deficiencies that needed to be addressed.

	In addition to the Trail Inspector visits, other Labrador Affairs Secretariat staff travelled by groomed trail to Rigolet in March 2018 to consult with the operator.
Assisted with the coordination of meetings between the Combined Councils of Labrador (CCL) and provincial government departments	The CCL Annual General Meeting (AGM) took place in February 2018 in Happy Valley-Goose Bay. A number of Ministers and government officials attended and presented at the AGM. Resolutions from the CCL AGM were forwarded to various government departments/entities. During the AGM, the Labrador Affairs Secretariat and the Public Engagement Division provided support to the Town of Happy Valley-Goose Bay to facilitate a Health Forum. There were approximately 65 participants at the Forum including CCL members, Indigenous leaders and health care professionals. No ministerial meetings took place in 2017-18 between the CCL and provincial departments. There are meetings planned for May 2018.
Participated in Labrador-related conferences and events such as Expo Labrador, MineX and Cain's Quest	In 2017-18, Labrador Affairs Secretariat participated in a number of Labrador-related conferences and events, including: • Expo Labrador 2017; • MineX Conference September 2017; • Mineral Resource Review Conference November 2017; • Northern Lights Conference and Trade Show 2018; • Cain's Quest Endurance Race March 2018; • Prospectors and Developers Association of Canada Conference March 2018; and, • Labrador North Chamber of Commerce AGM and speaker series throughout 2017-18.

Discussion of Results:

The Labrador Affairs Secretariat has a presence in Labrador which has been fostered over the years through direct involvement in discussions, activities and consultations. Throughout 2017-18, the Labrador Affairs Secretariat continued to support consultation and engagement in Labrador.

The Secretariat also participated in various conferences and engagement sessions to promote the Labrador perspective from a government decision-making standpoint.

Objective 2:

By March 31, 2019, the Labrador Affairs Secretariat will continue to support Labrador relations through communication, consultation and input from a Labrador perspective.

Indicators:

- Developed a stakeholder engagement plan;
- Conducted meetings with service providers of the Labrador Transportation Grooming Subsidy program;
- Facilitated the coordination of meetings between the Combined Councils of Labrador and provincial government departments; and,
- Supported the Premier's engagement in Labrador and other activities related to the north.

Opportunities and Challenges

Labrador is a vibrant part of the Province with business and resource development, increasing tourism opportunities and cultural interests.

Resource development continues to be prominent across Labrador. With the price of ore stabilizing, additional mining developments and expansions are ongoing in Labrador West; a rare earth element mine is proposed for southeastern Labrador and currently undertaking an environmental assessment; and discussions of plans for Vale to begin underground mining at Voisey's Bay. The Secretariat will continue to monitor and support development in Labrador and support/chair committees with a focus on resource development in Labrador.

Social issues, such as homelessness, affordable housing, mental health and addiction, remain a concern across Labrador. The Labrador Affairs Secretariat continues to work with stakeholders and participate on a Housing Action Team to examine means of addressing homelessness in central Labrador.

Opportunities in the North and Arctic and how the province takes advantage of these developments will be high on the agenda for the Labrador Affairs Secretariat. The Secretariat will continue to participate and represent the province through the Northern Development Ministers Forum and lead initiatives such as the Arctic Policy Provincial Working Group.

The Labrador Affairs Secretariat will continue to offer Labrador-specific programming and to provide advice and input on government policy and programming that impacts Labrador.

Ultimately, the Secretariat strives to advance the well-being of all Labrador communities and remains optimistic about future opportunities for the region.

Financial Statements

	2017-18		
	Actual	Revised Budget	Original Budget
01. Salaries	442,820	442,900	424,100
Employee Benefits	4,127	4,200	3,000
Transportation and Communications	57,786	62,400	63,600
Supplies	1,125	1,400	1,400
Purchased Services	1,113	1,800	1,800
02. Operating Accounts	64,151	69,800	69,800
Total: Executive Support	506,971	512,700	493,900

01. Salaries	606,655	620,300	620,300
Employee Benefits	1,972	2,000	2,000
Transportation and Communications	39,004	50,000	50,000
Supplies	5,015	6,500	6,500
Purchased Services	174,446	184,300	182,000
Property, Furnishings & Equipment	12,628	12,700	0
02. Operating Accounts	233,065	255,500	240,500
10. Grants and Subsidies	765,092	816,000	831,000
Total Labrador Affairs	1,604,812	1,691,800	1,691,800
Total: Labrador Affairs Secretariat	2,111,783	2,204,500	2,185,700

“Expenditure and revenue figures included in this document are based on public information provided in the Estimates of the Program Expenditures and Revenue of the Consolidated Revenue Fund 2018-19”.

