



## Goal and Objectives

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## 5.0 Goals and Objectives

The following sections outline the goals and objectives of transportation, natural resources and environment, tourism and cultural development, education, health, access to programming and services, and Aboriginal partnerships. Goals and related objectives have been identified for each of these themes. The objectives provide direction which will result in specific actions during the course of the plan.

### 5.1 Transportation

People throughout Labrador maintain that transportation is a major concern in the region. From road to marine to air, stakeholders believe that the current transportation system is inadequate to manage the existing developments and potential growth that exists all over Labrador. Transportation is basic for effective social and economic development.

Government has invested heavily in the Labrador transportation system in the past and remains committed to improving all transportation networks in Labrador. The establishment of the Minister's Advisory Committee on Labrador Transportation has provided Government with advice on how best to address future Labrador transportation needs from a resident's perspective.

As part of Phase I of the ferry rate review, Government recently announced a reduction in passenger and vehicle-plus-driver fares on provincial ferries to bring them in line with road equivalency costs. The five per cent, across the board, rate increase for all fares that was scheduled to take effect April 1, 2007, has been canceled. Commercial freight rate inequities in certain rates within Labrador have also been corrected. For instance, freight rates on certain Labrador runs will be decreasing from approximately \$112.00 to \$35.00 for 680 kilograms of freight.

The Northern Strategic Plan recognizes the importance of transportation to Labrador and has focused on broad transportation themes. The Province committed to a Labrador Transportation Plan that will concentrate on specific outcomes

while addressing the unique issues relating to transportation in Labrador. Some of these issues include the continued effective delivery of marine services on the Labrador coast; the completion of Phase III of the Trans Labrador Highway and hard surfacing of Phase I of the Highway.

From the concerns that were raised in the consultation sessions and information received from relevant government departments, the following goal was established. It illustrates Government's strategic direction to improve infrastructure in order to facilitate enhanced accessibility for the residents of Labrador. The goal has two main objectives and action items which illustrate the means by which Government will achieve these objectives.

#### Goal

An integrated transportation system that is responsive to business and individual needs

#### Objectives

1. Implementation of the Labrador Transportation Plan
  - i. Monitor the progress of commitments made in the Labrador Transportation Plan
2. Improved infrastructure and policy to support access
  - i. Decrease the average number of days that the road between Red Bay and Lodge Bay is closed due to inclement weather (provide additional snow clearing in the area)
  - ii. Provide flexibility with the ferry schedule in the Labrador Straits and consider extending the season as ice conditions permit
  - iii. Evaluate options for the provision of two new ferries for the Labrador Straits ferry route that would provide year round service pending ice conditions
  - iv. Extend the 2007 summer schedule of the M/V Sir Robert Bond by 3 weeks





- v. Complete Phase III of the Trans Labrador Highway
- vi. Complete hard surfacing of Phase I of the Trans Labrador Highway
- vii. Finalize decision on central airport for Southern Labrador
- viii. Consider options for the Nain Airstrip
- ix. Continue dust reduction strategies on the Trans Labrador Highway with specific emphasis where the highway passes directly through communities
- x. Increase funding levels for current and projected summer and winter road maintenance contracts
- xi. Increase engineering positions and funding to help with building maintenance in Labrador
- xii. Increase grooming subsidy to reflect rising operational expenses including gas prices and insurance costs
- xiii. Provide funds to Labrador Winter Trails Inc. for the purchase of a groomer and the construction of a groomer shed for the North West River to Mulligan trail
- xiv. Consult with the Nunatsiavut Government on the condition of the north coast winter trail system
- xv. Increase signage and tourism information along the Trans Labrador Highway

## 5.2 Natural Resources and Environment

Labrador is an area rich in natural resources. Many developments have been initiated in recent years and much exploration is on-going. In recognition of this fact, protection of the environment is an essential component of any current and future development. This creates the challenge of finding a balance between protecting the environment and encouraging economic development. Large projects, such as the Voisey's Bay Project underwent intensive environmental studies prior to being permitted to proceed. Future resource developments will be subject to the same requirement consistent with environmental assessment legislation.

Sustainable development of Labrador's mineral potential is a key priority for government and significant emphasis has been placed on increasing the competitiveness of its exploration attractiveness. Given the vast size of Labrador, substantial effort is required to uncover its mineral potential. Initiatives to encourage and stimulate exploration interest are focused on enhancing financial assistance and publicly available geoscience tools to aid the exploration industry. Considerable financial resources have been directed towards Government's Mineral Incentive Program



and at \$2.5 million this year, it is the largest budget in the program's history and Government is committed to seeing this activity continue. These funds assist grassroots and traditional prospecting as well as junior exploration activity and facilitate potential mining development. Equally as important, are efforts to enhance the extent and quality of geoscience knowledge that is publicly available to prospectors and exploration interests aiding resource development. The Department of Natural Resources, through the Geological Survey of Newfoundland and Labrador, spends \$1.5 million each year on Labrador specific projects. Government continues to promote the development of the province's mineral resources through initiatives such as, online mineral claim staking and exploration assessment reports, enhanced geological mapping, expanded drill core collection programs and prospector training in Labrador.

With relation to forestry, the recent release of the Strategic Plan to Develop Labrador Secondary Manufacturing and Value Added Wood Products Industry is anticipated to promote developments in the industry over the coming years in central and southern Labrador in particular. This study, while supported by Government, requires significant private investment into the industry in order for future developments to occur. The study

recommends the establishment of a sawmill and manufacturing plant in Happy Valley-Goose Bay to produce construction lumber and packaged homes for local and Northern markets. A team of senior managers from across government has been established to investigate investor attraction and marketing potential to determine the viability of the plan.

During 2006, Energy Plan consultations were held throughout Labrador as part of the effort to set an overall strategic energy direction for the province. The Energy Plan is expected to be released in 2007.

With regards to fishery development in Labrador, the Government of Canada and the Government of Newfoundland and Labrador launched the Fishing Industry Renewal Initiative in May 2006. This initiative intends to develop a made in Newfoundland and Labrador policy solution to current problems and challenges facing the fishing industry. The Fishing Industrial Renewal Discussion Paper released in October 2006 indicated that Aboriginal participation and involvement in the province's fishing industry has increased over the last decade.

While people have been farming for personal consumption in Labrador for centuries, commercial



development has been limited. This trend is changing and expansion of the industry is likely. Efforts, to date, have focused on land development, science and innovation, human resource development and renewal and partnership projects. Recent initiatives include completion of a new access road within the Mud Lake Road Agricultural Development Zone, advancement of fur farming interests in coastal Labrador, commissioning of investment in a dairy feasibility study for central Labrador to evaluate future opportunities in this sector, skills and technology transfer, land development and irrigation workshops, native berry development, and ongoing grain and green manure soil enrichment and root crop production research. Planning is also underway to identify and conduct soil surveying of new lands outside of existing developing agricultural areas for future growth. Government is committed to advancing the agricultural sector in Labrador and it is believed that with the assistance of the Labrador Agricultural Advisory Committee, further development will occur.

Aboriginal land claims will continue to have significant influence on the future development of natural resources throughout Labrador.

Development of natural resources requires a balanced approach to land use planning to ensure maximization of benefits is derived from all resources. It is important to recognize that through careful management and strategic planning, each of Labrador's resources can be developed to its full potential.

In recognition of Labrador's advancing development potential, protection of the environment is an essential component of any current and future plans. This creates the challenge of finding a balance between protecting the environment and encouraging economic development. It should be noted, however, that development of significant resource projects is required by law to undergo intensive environmental study prior to being permitted to proceed and establishes a benchmark for environmental integrity and future development.

Providing leadership and promoting maximization of benefits of Labrador's resource developments is the strategic direction that links to the theme of Natural Resources and Environment. Through consultations and discussions with relevant government departments, one main goal was developed with two related objectives. Several action items were identified related to the objectives.

### **Goal**

Enhanced resource based industry while ensuring conservation of the environment in Labrador

### **Objectives**

1. Implementation of key actions to protect the natural environment in Labrador
  - i. Formulate integrated long term management plans for the significant wildlife populations (big game) of Labrador that incorporates social, cultural and economic objectives
  - ii. Work with the Nunatsiavut Government to develop and implement a Climate Change Adaptation Strategy for northern Labrador and also implement relevant aspects of the Provincial Climate Change Action Plan (2005)
  - iii. Negotiate the land transfer agreement for development of the Mealy Mountain National Park
  - iv. Assess the status of inland fish species in Labrador regarding the effects of climate change on the populations specific to species which have an opportunity for development such as Lake Trout, Northern Pike, Brook Trout, and Char
  - v. Continue the development of the Protected Road Plan for the Trans Labrador Highway
  - vi. Complete conservation projects for Labrador in support of the Natural Areas System Plan for Newfoundland and Labrador

- vii. Increase patrols of threatened caribou herds in Labrador on the Quebec-Labrador border
  - viii. Increase the number of Conservation Officers for the Inland Fisheries Enforcement Program
  - ix. Monitor and assess impacts on caribou and inland fish species along the Trans Labrador Highway
  - x. Participate in a Stewardship Project with contributing partners regarding Labrador Species at Risk
  - xi. Conduct a reassessment/inventory of Labrador populations of Pergerine Falcons
  - xii. Conduct a Rare Plant Survey in Labrador
2. Further development and secondary processing of existing and potential natural resources
- i. Complete sustainable forest management plans for all forest management districts in Labrador and ensure they are implemented and updated as required
  - ii. Follow through on the Strategic Plan to Develop Labrador Secondary Manufacturing and Value Added Wood Products Industry through the Interdepartmental Working Committee's marketing assessment and investor attraction strategy
  - iii. Increase the productive forest land base by planting of poorly stocked areas
  - iv. Increase the commercial forest land base in Labrador by undertaking an expanded forest inventory
  - v. Assist the Nunatsiavut Government in the development of a strategy for optimum utilization of fisheries resources in northern Labrador
  - vi. Encourage underground development at the Voisey's Bay Project
  - vii. Support the Canada-Newfoundland and

Labrador Offshore Petroleum Board in the strategic environmental assessment in the Labrador shelf

- viii. Support Newfoundland and Labrador Hydro to conduct an ACOA funded assessment of technical options for natural gas developments off Labrador
- ix. Negotiate a new federal-provincial funding agreement to include a block of funding for Labrador agricultural development (5 year agreement)
- x. Continue to support and consult with the Labrador representatives on the Agriculture Policy Framework Industry Advisory Committee, and continue to work with agricultural organizations in Labrador
- xi. Complete the Dairy Feasibility study for central Labrador and follow-up on recommendations of the study

### 5.3 Tourism and Cultural Development

As previously indicated, both tourism and culture were identified as major areas of importance for Labrador's social and economic development. Although tourism and culture are distinct areas of development, they are closely linked. Labrador's unique and distinct cultures create great potential to its developing tourism industry.

The Province of Newfoundland and Labrador is very supportive of the tourism and cultural industries in Labrador and have recently released Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture. Many of the themes outlined in that document are represented in the following objectives and actions. Commitments to Mealy Mountain Auditorium, Torngasok Cultural Center and the Jersey Rooms Phase II highlight recent support shown by the provincial government.

Government is developing a Provincial Winter Tourism Strategy to leverage the potential of



winter tourism in Newfoundland and Labrador to enhance and extend the province's tourism season. Additionally, the Province has been supportive of the tourism industry by committing to Destination Labrador in cooperation with the federal government and industry. Improvements to the ferry system and the early release of the marine schedules have also been positives for the tourism industry.

### Goal

Strengthened tourism industry in Labrador that maximizes social and economic benefits

Two main themes prevail in strengthening the tourism sector in Labrador; increased supports and access.

### Objectives

1. Increased supports for tourism information sites of contact
  - i. Maintain annual funding for visitor information centers for the primary points of entry in Labrador West, central Labrador, and the Labrador Straits
  - ii. Enhance the Labrador Interpretation Center
  - iii. Increase interpretative services on ferry routes

- iv. Continue financial support for Destination Labrador
- v. Continue cultural tourism planning as it relates to the Torngat National Park

### 2. Improved access throughout the region to support tourism activities

- i. Complete hard surfacing of Phase I
- ii. Provide flexibility with the ferry service in the Labrador Straits and consider extending the season as ice conditions permit
- iii. Evaluate options for the provision of two new ferries for the Labrador Straits ferry route that would provide year round service pending ice conditions
- iv. Increase grooming subsidy to reflect rising operational expenses including gas prices and insurance costs
- v. Increase signage and tourism information along the Trans Labrador Highway
- vi. Provide enhancements to the Pinware River Park

### Goal

Maintain and strengthen cultural integrity in Labrador



Labrador cultures need to be supported and enhanced by provincial government. Through the planning process, three avenues of support emerged; awareness, preservation and enhancement of culture.

### Objectives

1. Increased awareness of traditional Labrador crafts and various Labrador cultures throughout the province
  - i. Increase outreach of the Rooms Corporation through the enhancement of the Labrador Interpretation Center and continue to explore partnerships in Labrador
  - ii. Support the Newfoundland and Labrador Arts Council Outreach Program for Labrador
  - iii. Continue support of the Craft Council of Newfoundland and Labrador
  - iv. Increase funding and promote the Cultural Travel Subsidy component of the Labrador Travel Subsidy for amateur and professional artists of Labrador and for youth cultural exchanges
  
2. Maintain and enhance traditional craft skills throughout Labrador
  - i. Support Labrador Craft Marketing Agency to develop training activities designed to preserve traditional arts and crafts skills and encourage new producers
  - ii. Support the Newfoundland and Labrador Arts Council Outreach Program for Labrador
  - iii. Continue support of the Craft Council of Newfoundland and Labrador
  
3. Ensure preservation of various types of Labrador's culture and heritage
  - i. Continue to provide financial support to Them Days Inc. and support the development of a Labrador-based archive
  - ii. Provide annual operational grant to the Mealy Mountain Auditorium
  - iii. Continue to fund and support the Labrador Creative Arts Festival
  - iv. Support efforts by communities to identify heritage resources and ways to develop and preserve them
  - v. Ensure that provincial organizations such as Association of Newfoundland and Labrador Archives, Museum Association of Newfoundland and Labrador, Writer's Alliance of Newfoundland and Labrador and Visual Artists of Newfoundland and Labrador continue to include Labrador in their ongoing activities
  - vi. Develop an Aboriginal Intangible Cultural Heritage Program
  - vii. Continue to financially support the Labrador Winter Games
  - viii. Provide cultural awareness training for prosecutors, educators and professionals who will work in Labrador to ensure they understand and appreciate the cultural uniqueness of the Innu and Inuit peoples
  - ix. Work with the Nunatsiavut Government to develop a cultural centre for Nain

### 5.4 Education and Employment

Access to, and the provision of, a suitable education system is vital to all aspects of economic and social development throughout Labrador. The level and types of education among the population has a direct effect on the labor market. This begins at a young age with early childhood education and continues through primary/secondary and post-secondary levels. Issues related to all levels were recurring topics of discussion throughout the consultation process.

With regards to early childhood education, on May 24th, 2006, the Province announced a new plan to enhance early learning and child care services in the province. The plan is funded through a bilateral agreement-in-principle signed by the Government of Canada and the Government of Newfoundland and Labrador. The keys issues to be addressed include: making child care more affordable for families; supporting training and





other measures to attract more people to the field of child care; increasing the number of spaces in rural and under serviced areas; supporting the inclusion of children with special needs; and improving quality and developmental opportunities for children. The on-going plan is designed to support both one-time and sustainable initiatives in each of these areas.

One ongoing initiative which relates to education, in general, is the recent commitment to construct a new regional school in L'Anse au Loup in an effort to provide the highest quality learning opportunities for young people. In addition, based upon the evidence that children are better able to learn if they have had a nutritious start to their day, several provincial government departments joined together in October 2006 to provide support to the Kids Eat Smart Foundation Newfoundland and Labrador.

The White Paper on Public Post-Secondary Education recommended many initiatives aimed to renew the public post-secondary system in the province to prepare residents for the future. Two of these initiatives have already begun which will have major impacts on the system in Labrador. Government has begun a major expansion to the College of the North Atlantic campus in Happy Valley-Goose Bay. The extension will provide additional space for classrooms, two lecture theatres, a library, increased common areas and offices. The addition will also house the Labrador Institute of Memorial University. Government also recently announced additional funding for adult education in the province. This investment included the establishment of a full-time Adult Basic Education Level I position in North West River's College of the North Atlantic.

There are initiatives on-going within the province to address the shortage of skilled labour. In September of 2006, for example, the Department of Education piloted the Futures in Skilled Trades and Technology program for secondary students. This program is aimed to increase interest at the secondary level in the pursuit of trades and technology programs. Plans are in place to increase the number of courses offered and sites. In October 2006 the Department of Education announced three initiatives aimed at

increasing female participation in non-traditional trades. These initiatives included signing a contract with the Industrial Brotherhood of Electrical Workers, hiring a female industrial training officer and utilizing 66% of 25 Alberta educational scholarships for women enrolling in trade's courses provided by the Province of Alberta in celebration of its centenary. The Skills Task Force has been created with a mandate to ensure responsive training, education and supports to develop the province's workforce. They are completing consultations throughout the province to help address challenges in the skilled trades' field.

Having local people fill vacant positions is believed to be an effective tool in recruitment and retention efforts. The key is to encourage them to become qualified for the available positions. Another commonly used tool is offering retention incentives for positions such as nurses and teachers that are difficult to fill in remote areas. The Department of Government Services received approval in the 2006 Budget for an incentive program for the recruitment and retention of Environmental Health Officers. Incentives are in the form of an educational bursary program for qualified students interested in pursuing the program attached to a three year return in service agreement and a paid practicum to students already in the program.

The implementation of the Provincial Immigration Strategy will contribute to the economic, social and cultural development of the province. Immigrants offer new ideas, new cultural experiences, specialized skills and establish successful businesses. The strategy will complement and support the Northern Strategic Plan and the development of Labrador.

The theme of education relates to two of the strategic directions identified previously. These directions are: supporting equitable programs and services and improving infrastructure to facilitate enhanced accessibility for the residents of Labrador; and fostering the progression of social development in Labrador. The goal was developed through consultations and discussions with relevant departments and centers on academic achievement.



**Goal**

An education system that produces outcomes for student achievements that are comparable to other parts of the province while valuing traditional knowledge

The existence of suitable infrastructure and offering adequate programming are vital components in an education system that meets the changing demands of the province and Labrador specifically. This includes all levels of education from pre-school, primary/secondary and post-secondary. The following summarizes the two main objectives that have evolved through the analysis of the issues raised related to education.

**Objectives**

1. Improved and increased infrastructure for educational programming throughout Labrador
  - i. Construct a new purpose-built facility for the Labrador West campus of College of the North Atlantic
  - ii. Continue preliminary discussions on the concept and feasibility, including engineering and environmental-related work, of a fibre optic link throughout Labrador
  - iii. Contribute to the construction of a new school in Sheshatshiu

- iv. Construct a new purpose-built K-12 school in Port Hope Simpson
- v. Construct a new facility for the Francophone school in Happy Valley-Goose Bay

2. Enhanced educational programming offered within Labrador

- i. Follow up on the recommendations of the Skills Task Force report once released, focusing on issues that could impact Labrador in particular
- ii. Support the efforts of the Provincial Apprenticeship and Certification Board in its review of existing apprenticeship policies
- iii. Continue to offer Adult Basic Education programs where needed
- iv. Ensure Labrador sites are utilized in offering part-time Adult Basic Education courses as required
- v. Establish two Resource Facilitators at College of the North Atlantic in Labrador to assist persons with disabilities
- vi. Support the continuation of the Provincial Futures in Skilled Trades and Technology program after the three year pilot project is completed and expand the number of sites offered in Labrador

- vii. Improve distance education by increasing flexibility, providing more support for students and increasing course variety as appropriate
  - viii. Ensure that the Culture Connections Strategy results in cultural benefits for Labrador
  - ix. Build on recommendations of the Philpott Report by working with Indian and Northern Affairs Canada and the Innu on an implementation plan
  - x. Continue offering programming/curriculum that values traditional culture in the primary/secondary school system and conduct an evaluation of existing programs/curriculum
  - xi. Work with partners and Aboriginal governments and organizations to enhance K-12 initiatives to prepare Aboriginal young people in Labrador for post-secondary education
- i. Increase Career, and Employment and Labour Market services staffing in Labrador
  - ii. Continue to address recruitment and retention issues for healthcare professionals and specialists such as audiologists, psychologists, dialysis and dentists by maintaining retention bonuses
  - iii. Follow up on the recommendations of the Skills Task Force report; focusing on issues that could impact Labrador in particular
  - iv. Continue to offer retention bonuses for teachers in remote areas
  - v. Develop programs for the recruitment and retention of qualified candidates for Environmental Health positions in Labrador
  - vi. Continue the Labrador: Come Work and Play awareness campaign for recruiting purposes
  - vii. Support efforts aimed at addressing recruitment and retention challenges in the provincial core public service

**Goal**

A labour market supply in Labrador that meets employment demands within the region

**Objective**

- 1. Increased access to adequate employment for local people and improved retention initiatives to support labour market demands

**5.5 Health**

Health was identified as a major area of importance for Labrador's social and economic development. Health builds on the wellness of communities. A major contributing factor to the strength of communities is the recruitment and retention of professionals and a skilled labour force. Each region





of Labrador faces many challenges in being able to deliver accessible healthcare due in part to great geographic distances between service delivery points.

The Government of Newfoundland and Labrador continues to work to address the healthcare needs of communities across the province. Plans, such as, Working Together for Mental Health, the Provincial Wellness Strategy, the Poverty Reduction Strategy and The Violence Prevention Initiative have all been created based on consultations held across the province as tools for the development of healthy communities.

The Labrador-Grenfell Regional Integrated Health Authority has developed a Strategic Plan for the region and outlines the vision and commitment of the organization to improve accessibility to appropriate health services. Labrador-Grenfell Health will continue to work with key partners, e.g. International Grenfell Association, the regional Grenfell Foundation branches, Aboriginal health organizations, federal government, schools, municipalities, community groups and others, in the development and delivery of services.

The Model for Coordination of Services continues to be supported by the Department of Health and Community Services and Labrador-Grenfell Health. The Model is mandated to support children and youth from birth to 21 years. The partner departments recognize that services cannot be fully effective if provided to a child or youth in isolation. Children and youth must be served within the context of families and communities where they live. The integrated service approach is intended to build on existing services, avoid duplication and at the same time enhance the role of parents/guardians and their children. All of this can be accomplished through the Individual Support Services Plan, a child centered approach designed to meet both the individual and service needs of the child/youth.

Programs and services such as the provincial Health Line help to bridge the distance in healthcare delivery as this program allows residents to talk

with experienced nurses to address health concerns 24 hours a day any day of the week. The Medical Transportation Program provides access to specialized services outside of the region when required. The Labrador-Grenfell Regional Integrated Health Authority also provides a medical transportation service for travel within the region. For a subsidized rate of \$40 return, patients from the north coast of Labrador can travel to Happy Valley-Goose Bay and patients from the south coast can travel to St. Anthony for medical purposes.

The Department of Health and Community Services has developed policy standards for the Transition House Program. These standards were developed in conjunction with the shelters from the region, i.e. Libra House in Happy Valley-Goose Bay, Hope Haven in Labrador City, the Nain Safe House and the Hopedale Safe House. The Department, in conjunction with Labrador-Grenfell Health and the members of the Transition House Association of Newfoundland and Labrador, will continue to review models of service for the communities of Labrador.

Through the Provincial Wellness Plan, Government is enhancing the focus on wellness. The Plan works directly with Labrador-Grenfell Health and other partners to advance priority areas, i.e. healthy eating, physical activity, tobacco control and injury prevention. Capacity for wellness has been enhanced by funding provided to the region to support new positions including a Wellness Coordinator and a School Health Promotion Liaison, and the efforts of the Labrador Regional Wellness Coalition, the Healthy Students-Healthy Schools Initiative, the Provincial Tobacco Reduction Strategy and the Provincial Food and Nutrition Framework and Action Plan.

Each of these initiatives takes into account the unique culture and diversity of the northern region and works with the region to identify unique solutions for the area. The Provincial Tobacco Reduction Strategy supports Aboriginal governments and groups to build capacity to address tobacco prevention among children, youth

and adults and works to develop and implement a public education strategy to promote smoking cessation among Aboriginal children, youth and adults. The Provincial Food and Nutrition Framework and Action Plan includes strategic directions which have direct impact for Labrador residents: reinforce healthy eating and physical activity practices; support to vulnerable populations; enhance the availability of affordable, high quality food; and support food and nutrition research.

In respect to families and young children, Government continues to provide ongoing funding and support for the delivery of Family Resource Programs and Healthy Baby Clubs in several communities throughout Labrador. These community-based services focus on programs and activities that foster positive parenting and healthy child development outcomes in prenatal, postnatal and early childhood periods. Government is also committed to improving opportunities for families to access quality and regulated child care services. Ongoing developments with child care services are continuously evolving to address affordability, recruitment and retention issues, increasing the number of spaces, supporting children with special needs and improving quality and developmental opportunities for children.

Government has also committed funding to address the long term care needs for the region of Labrador with a commitment to build a long term care facility in Happy Valley-Goose Bay. The design planning is underway and construction is anticipated for 2008. As well, Government has committed to building a new hospital in Labrador City which will include capacity for mental health patients to be safely accommodated, to replace the Captain William Jackman Memorial Hospital.

The Department of Health and Community Services developed an initiative, in conjunction with Labrador-Grenfell Health, to provide a new satellite dialysis unit in Happy Valley-Goose Bay. The unique challenges that dialysis patients face in the region led to the commitment of services in Labrador by March 2008.

The Department of Health and Community Services and Labrador-Grenfell Health are actively collaborating in several areas such as programs and services, training, public awareness, diagnosis and assessment related to Fetal Alcohol Spectrum Disorder. The Department has also worked with Labrador-Grenfell Health and the health authorities to increase services for persons with severe and persistent mental illness as part of the new mental health and addictions strategy, Working Together for Mental Health.

Residents across the province should have the opportunity to avail of healthcare programs and services regardless of their location in the province. As referenced in Section 4.2 of the Northern Strategic Plan, Government is committed to supporting equitable programs and services and improving infrastructure to facilitate enhanced accessibility for the residents of Labrador.

From the concerns that were raised in the consultation sessions and information received from relevant government departments, the following goal was established. Each goal has objectives identified for Government and a list of action items to achieve the objectives.

### **Goal**

Improved access to primary healthcare services that is responsive to the unique needs of people throughout Labrador

Two main themes prevail in strengthening the health sector in Labrador, access to programs and services and adequate infrastructure.

### **Objectives**

1. Implement effective programs and services in the health sector that reflect the unique challenges that face Labrador communities
  - i. Facilitate discussions to accommodate the potential for designated seats on the Apollo for medical travel
  - ii. Continue to address recruitment and retention issues for healthcare professionals and specialists such as



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audiologists, psychologists, dialysis and dentists by maintaining retention bonuses and recruitment initiatives

- iii. Continue to explore meaningful ways to increase and improve early learning and child care services
  - iv. Support the implementation of the Provincial Wellness Plan, which aims to promote health and prevent illness and injury, by ensuring that policies, programs and initiatives are implemented throughout all of Labrador
  - v. Provide financial support for an Emergency Response Initiative under Fire and Emergency Services for pandemic planning and regional emergency situation response
2. Improved access to primary healthcare services that is responsive to the unique needs of people throughout Labrador
- i. Complete construction of the long term healthcare facility in Happy Valley-Goose Bay
  - ii. Ensure new health centre in Labrador West includes capacity for mental health service
  - iii. Increase reimbursement of claimable expenses under the Medical Transportation

Assistance Program for residents that incur significant travel costs in order to receive medical treatment

- iv. Establish a Family Resource Coordinator position through the Labrador Grenfell Regional Health Authority to enhance family resource programming in the region
- v. Provide Picture Archiving and Communications Systems for the Labrador Health Centre and Captain William Jackman Memorial Hospital
- vi. Strengthen the Telehealth network and video conferencing capacity in Labrador to improve access to address chronic disease management in Labrador
- vii. Enhance social work staffing to address the needs of children and families, and persons with mental health and addictions issues
- viii. Fund two new positions to support services for persons with developmental disabilities in Labrador
- ix. Increase administrative and technology support to reduce wait times for laboratory test results and to enhance care for surgery patients in western Labrador

## **5.6 Access to Programming and Services**

A predominant theme that emerged throughout all of the consultations was that citizens of Labrador should be able to access various programs and services to the same degree as other people of the province. There were suggestions to expand some already existing programs and in some cases create new programs to more fully service the region.

Government has recognized the unique challenges in Labrador by creating a number of programs specifically designed for the Labrador environment like the Labrador Travel Subsidy, the Air Foodlift Subsidy, the Northern Agri-foods Development Strategy and the Labrador Grooming Subsidy.



The Province is also committed to increase access through the Government Broadband Initiative. This initiative will improve governmental connectivity while achieving improved broadband benefits for communities across the province.

Newfoundland and Labrador Housing Corporation will continue to work with municipalities and public and private stock holders with a view to developing affordable housing options for Labrador.

While many of the objectives under this section support the strategic direction related to access, very few can be categorized under one direction.

### Goal

Accessible and effective programs and services that reflect the unique challenges that face Labrador communities

Labrador's unique challenges like geography and cultural differences were emphasized throughout the consultation process. Programming and services should be designed and implemented with these characteristics in mind.

### Objectives

1. Ensure the unique challenges that Labrador's communities face are reflected when

implementing new or existing programming

- i. Increase funding to the Labrador Travel Subsidy program, including School Sports Newfoundland and Labrador funding
- ii. Provide funding to follow-up on the recommendations from the Business Retention and Expansion Program
- iii. Increase funding and promote the Cultural Travel Subsidy component of the Labrador Travel Subsidy for amateur and professional artists of Labrador and for youth cultural exchanges
- iv. Introduce an energy rebate to reduce the cost of basic electricity consumption needs (on the Lifeline Block) for residential customers in Labrador's rural isolated communities and the Labrador Straits to a level on par with the Labrador Interconnected Rates
- v. Review Labrador isolated commercial customer electricity rates, with a view to introducing a comparable rebate when the Lower Churchill project is sanctioned for development

2. Improve the delivery of services that are offered in the region



- i. Continue preliminary discussions on the concept and feasibility, including engineering and environmental-related work, of a fibre optic link throughout Labrador
- ii. Transfer administration of Combined Councils of Labrador funding to Department of Labrador and Aboriginal Affairs
- iii. Increase Career and Employment, and Labour Market services staffing in Labrador
- iv. Offer gender based analysis training to government employees in Labrador, to support departments in delivering programs and services as intended for women
- v. Continue support for the Fetal Alcohol Spectrum Disorder research project at the Labrador Correctional Centre
- vi. Contribute to the development of a sewage treatment plant for Happy Valley-Goose Bay
- vii. Provide funding for a feasibility study and needs assessment for a regional recreational sportsplex in central Labrador
- viii. Undertake a review of the service delivery model for the Motor Registration Division and Government Services Centres in the Labrador region
- ix. Conduct assessment of housing needs and address off-reserve housing needs by allocating funding under the federal off-reserve housing trust and ensuring access to provincial low-income housing programs
- x. Provide additional support for the delivery of Government Service Centre programs to the public through the provision of a dedicated Manager of Operations position in Labrador
- xi. Increase Highway Enforcement in Labrador with an additional Highway Enforcement Officer position

- xii. Ensure monitoring and assessment of water quality in Labrador

### 3. Improve justice services and emergency responses in Labrador

- i. Increase the number of prosecutors to effectively deal with the existing caseload
- ii. Provide financial support for an Emergency Response Initiative under Fire and Emergency Services for pandemic planning and regional emergency situation response
- iii. Continue to work towards the conclusion of Community Tripartite Agreements under the First Nations Policing Policy with the federal government as successful conclusion of these agreements will provide additional funding to be invested in Labrador communities
- iv. Expand Family Justice Services and Court Services in Labrador to address needs in the region, particularly coastal and remote communities
- v. Improve access to interpretation services in the justice system through the establishment of an Aboriginal Interpretation Project including the creation of a Justice Liaison position
- vi. Undertake a feasibility study to consider the challenges and barriers to providing 911 services in Labrador
- vii. Continue and enhance the grant program to advance violence prevention for women, children and families in Aboriginal communities
- viii. Assess need for family violence programs in Labrador communities
- ix. Create a Coordinator position for the RCMP's Community Justice Forums program to benefit coastal communities
- x. Organize an Aboriginal Justice Symposium to promote dialogue between Aboriginal people and the justice system





- xi. Provide housing units for RNC officers in Churchill Falls
- xii. Provide an additional solicitor for Child, Youth and Family Services in Labrador
- xiii. Increase existing staff positions to support justice initiatives in Labrador
- xiv. Provide videoconferencing capabilities for the Wabush Provincial Court and the Happy Valley-Goose Bay Supreme Court

### 5.7 Aboriginal Partnerships

Throughout the consultations, Aboriginal governments, groups and community leaders stressed the importance of settling and implementing land claims as the first step in developing a new and respectful relationship between the Province and the Aboriginal peoples of Labrador. Land claims treaties and associated self-government agreements will define the roles and responsibilities of governments, provide certainty over future development and contain the tools and resources necessary to contribute to the sustainability of the Aboriginal governments and the well-being of their people.

The Nunatsiavut Government, in particular, stressed the need for a government to government relationship and, in the transitional period during which it begins to exercise its jurisdictions, the necessity of clarifying the roles and responsibilities of each government in the provision of programs and services. A similar issue arises with the two Innu Band Councils as they begin to more fully exercise their jurisdictions on the reserves, begin to provide programs and services devolved from the federal government and the Province, and as they begin to plan and develop the capacity for self-government.

The members of the Labrador Metis Nation share similar aspirations to the Labrador Innu and Inuit. There is, however, ongoing deliberation over the status of the Labrador Metis Nation land claim and the eligibility of its members for federal Aboriginal programs and services. This has hampered the development of a good, productive and practical relationship. The Province continues to urge the

federal government to make a speedy decision on the Labrador Metis Nation claim.

Not all Aboriginal people in Canada can demonstrate Aboriginal rights and title, nor are all Aboriginal peoples eligible for various federal Aboriginal programs and services. It is the federal government that determines who is and is not eligible for those programs and services.

It would be unfair to other Labradorians to grant the members of the Labrador Metis Nation rights and benefits that they have not established in law. This does not mean that we should not celebrate the distinctive contribution the Labrador Metis make to the culture of Labrador and work with them to improve the economic and social circumstances of its members. Thus, the Province has offered to work with the Labrador Metis Nation and its members in gaining access to federal Aboriginal programs and services where they meet the eligibility requirements, and has listened to and attempted to address the Labrador Metis Nation's concerns expressed in the consultation sessions. The Province will continue to consult appropriately with the Labrador Metis Nation on developments, as required by law, and will work with them to ensure that their members, with other Labradorians, benefit from employment opportunities from developments that occur in Labrador.

Government continues to develop and implement programs and policies that hold the flexibility necessary to address the uniqueness of the Labrador region and its people. As referenced previously in Section 4.2, Government is committed to continuing to encourage communications and partnerships with governments, Aboriginal people, communities, organizations and other stakeholders throughout Labrador.

We listened to the concerns of Aboriginal peoples and are committed to the following goal:

#### Goal

A respectful and cooperative relationship with the Aboriginal peoples of Labrador

The prevailing themes regarding strengthening



relationships with Aboriginal peoples in Labrador focus on improved communication and partnerships and the development of culturally sensitive programs and services that meet the needs of Aboriginal peoples and their communities.

### Objectives

1. Develop and maintain communication networks and partnerships with Aboriginal governments and groups in Labrador
  - i. Continue to develop a government to government relationship with the Nunatsiavut Government
  - ii. Continue to develop a strategic plan with the Nunatsiavut Government for the devolution of provincial programs and services and address issues relating to cultural appropriateness of education, preservation of language, training and retention of professionals and capacity building
  - iii. Develop a Land Use Plan in conjunction with the Nunatsiavut Government
  - iv. Work with the federal government and Labrador Metis Nation to ensure their members benefit from federal initiatives to "close the gap", to support the Labrador Metis Nation in their request for access to federal programs and services; continue to urge the federal government to make a decision on the Labrador Metis land claims.

- v. Negotiate Land Claims and self-government agreement with the Innu Nation
2. Develop programs and services that meet the needs of Aboriginal communities in Labrador
    - i. Work with the federal government and the Mushuau and Sheshatshiu Innu Bands on the Innu Healing strategy and on the devolution of programs and services to the Bands; the activity addresses issues relating to cultural appropriateness of education, preservation of language, training and retention of professionals and capacity building
    - ii. Conduct assessment of housing needs and address off-reserve housing needs by allocating funding under the federal off-reserve housing trust and ensuring access to provincial low-income housing programs
    - iii. Organize an Aboriginal Justice Symposium to promote dialogue between Aboriginal people and the justice system
    - iv. Continue to work towards the conclusion of Community Tripartite Agreements under the First Nations Policing Policy with the federal government as successful conclusion of these agreements will provide additional funding to be invested in Labrador communities



- v. Allocate funding for an annual Provincial Aboriginal Women's Conference
- vi. Ensure Violence Prevention Initiative funding is used to increase awareness of and address domestic violence in Aboriginal communities
- vii. Provide cultural awareness training for prosecutors, educators and professionals who will work in Labrador to ensure they understand and appreciate the cultural uniqueness of the Innu and Inuit peoples
- viii. Ensure that the courts are sensitive to the needs of Aboriginal peoples so that they can understand court processes and judgments
- ix. Explore, more fully, the use of sentencing circles and alternative justice approaches, and train justice personnel in these areas
- x. Enhance capacity of Aboriginal communities and partners to provide intervention services to children affected by Fetal Alcohol Syndrome Disorder, their families and caregivers through the development of training modules for professionals and paraprofessionals
- xi. Increase drug and alcohol awareness programs in the school system and the Aboriginal communities
- xii. Encourage culturally appropriate and holistic healing, including the development of Therapeutic Foster Care to better meet the needs of Aboriginal children and their families
- xiii. Work with Aboriginal people to implement the Cultural Strategic Plan, to celebrate Aboriginal cultures and increase the economic benefit flowing to Aboriginal artists and craftspeople
- xiv. Define mechanisms for addressing Aboriginal women's socio-cultural concerns
- xv. Work with the Innu and Inuit education authorities and the federal government to develop Aboriginal curricula that will foster Aboriginal languages and culture
- xvi. Develop social, economic, and cultural development modules for learning – capacity development training, mentoring, adult education and skill development
- xvii. Work with the Nunatsiavut Government to develop a cultural centre for Nain
- xviii. Work with Aboriginal partners to support Aboriginal cultural tourism
- xix. Implement a grant program to address youth suicide in Aboriginal communities
- xx. Develop an Aboriginal Intangible Cultural Heritage Program
- xxi. Contribute to the development of a Federal Provincial Aboriginal Sport Participation Agreement

- xxii. Work with partners and Aboriginal governments and organizations to enhance K-12 initiatives to prepare Aboriginal young people in Labrador for post-secondary education

### 5.8 Working Together

As identified throughout the consultations, people in Labrador want to see more collaboration between the provincial government and other governments and agencies. Government recognizes that it cannot work independently and understands the need to work in cooperation. The Department of Labrador and Aboriginal Affairs will play a lead role in coordinating collaboration between provincial departments and agencies on issues related to Labrador.

The federal government's role in Labrador is very important given the matters currently facing the region including the continued downsizing of traditional fisheries, the future of 5 Wing Goose Bay and the ongoing issues with Labrador's Aboriginal communities. It is essential that the provincial and federal governments work together to address the needs in Labrador particularly where there is a general agreement on the priorities for action. There is a long history of cooperation and cost sharing between the governments and this must continue to achieve the strategic directions of the region.

Access to information is one of the major themes that were identified through the consultation process. The theme of working together is tied to the strategic direction of encouraging communications and partnerships with governments, Aboriginal people, communities, organizations and other stakeholders.

#### Goal

Continuation and expansion of partnership with all levels of government and outside agencies

Creating, developing and maintaining partnerships are important to the people of Labrador. This is viewed as important when interpreting and understanding information related to government

departments and agencies. Continuing and expanding partnerships is an important goal and has resulted in one objective.

#### Objective

1. To encourage and facilitate partnerships between the provincial government and other levels of government and community groups who work with Government throughout Labrador
  - i. Meet with Combined Councils of Labrador Executive once a year (6 months following the Annual General Meeting) to review resolutions that pertain to the provincial government
  - ii. Pursue potential economic opportunities and partnerships with Nunavut, in conjunction with the Nunatsiavut Government
  - iii. Continue to ensure that the federal government adheres to its commitment to 5 Wing Goose Bay and identification of new opportunities for military and non-military use of the Base
  - iv. Advance long term development priorities for Labrador with ongoing collaboration between the Department of Labrador and Aboriginal Affairs and the Rural Secretariat

