



# DEPARTMENT OF LABRADOR AND ABORIGINAL AFFAIRS

Business Plan

For Category 2 Public Entity  
2006-07 to 2007-08



## Message from the Ministers

We are pleased to present the business plan for the Department of Labrador and Aboriginal Affairs. Careful consideration was given to the strategic directions of Government in the development of this plan. These directions reflect the desired physical, social or economic outcomes pertaining to Labrador and Aboriginal issues, and may require involvement of one or more of the entities for which we are responsible. Government's strategic directions pertaining to this sector have been communicated to the entities which report to the Minister Responsible for Aboriginal Affairs or the Minister Responsible for Labrador Affairs for consideration in the development of their plans. An outline of these directions is provided in the appendix of this plan. These directions include: to advance the well-being of Aboriginal communities; to ensure the perspective of Aboriginal groups/governments is reflected in provincial social policy and programs; to ensure authorized developments in areas subject to Aboriginal land claims and negotiated treaties appropriately reflect demonstrated Aboriginal interests; to provide increased focus on Labrador interests in Provincial policy; and to advance economic and social development in Labrador.

The business plan indicates the initiatives upon which the Department of Labrador and Aboriginal Affairs will focus for the fiscal years 2006-07 to 2007-08. It provides an overview of the department and indicates the key goals and objectives to be accomplished during this period. Responsibility for the Department of Labrador and Aboriginal Affairs is divided between two Ministers.

As the Minister Responsible for Aboriginal Affairs, I am accountable for the preparation of this plan, and for the achievement of the goals and objectives pertaining to Aboriginal Affairs.

As the Minister Responsible for Labrador Affairs, I am accountable for the preparation of this plan, and for the achievement of the goals and objectives pertaining to Labrador Affairs.



Thomas G. Rideout, M.H.A.  
Minister



John Hickey, M.H.A.  
Minister



## Plan at a Glance

### 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

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.

### Goals and Annual Objectives

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

Objective 1: By March 31, 2007, the Department will have ensured that 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.

Objective 2: 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.

**Goal Two:** By 2008, the Department will have made all reasonable efforts to achieve an Innu Land Claim Agreement-in-Principle that is fair and balanced, and initiated land

selection negotiations and associated Interim Measures Agreements.

Objective 1: 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.

Objective 2: 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.

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

Objective 1: 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.

Objective 2: 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.

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

Objective 1: 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.

Objective 2: 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.

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

Objective 1: 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.

Objective 2: 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.

**Goal Six:** By 2008, the Department 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 1: 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 people, including advice on appropriate consultative mechanisms; and will have advocated for Aboriginal peoples' access to federal programs.

Objective 2: 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 people, including advice on appropriate consultative mechanisms, and will have advocated for Aboriginal peoples' access to federal programs.

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

Objective 1: 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.

Objective 2: By March 31, 2008, the Department will have prepared a Northern Strategic Plan.

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

Objective 1: By March 31, 2007, the Department will have provided helpful advice to Government on the development and implementation of a Labrador Transportation Strategy.

Objective 2: By March 31, 2008, the Department will have continued to provide helpful advice to Government on the development and implementation of a Labrador Transportation Strategy.

## Overview

The Department has two branches: Aboriginal Affairs and Labrador Affairs, with offices as follows:

### **Labrador Office:**

Office of the Minister(s)  
Office of the Deputy Minister  
Office of the Assistant Deputy  
Minister  
(Labrador Affairs)  
Labrador Affairs Division

21 Broomfield St.  
P.O. Box 3014, Stn. B  
Happy Valley-Goose Bay, NL  
A0P 1E0

Telephone: (709) 896-1780  
Facsimile: (709) 896-0045

### **Newfoundland Office:**

Office of the Minister(s)  
Office of the Deputy Minister (Acting)  
Office of the Assistant Deputy Minister  
(Aboriginal Affairs)  
Policy and Planning Division  
Land Claims Division

5<sup>th</sup> Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL  
A1B 4J6

Toll free: 1-877-788-8822  
Facsimile: (709) 729-4900  
Email: laa@gov.nl.ca

The Department has two Ministers and 25 staff (15 women, 10 men) with a gross annual expenditure for 2006-07 of \$4,258,500, with \$4,198,500 in net expenditures.

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.

The federal government has a constitutional and 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 Labrador Grooming Subsidy, the same is true for provincial programs, services and jurisdictions in which Labradorians have an interest. Virtually all of 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 entity, and many also involve Aboriginal groups/governments and the federal government. 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. These factors contributed to the classification of the Department as a Category 2 public entity (reporting on outputs).

## **Mandate**

The mandate for the Department of Labrador and Aboriginal Affairs, building on that outlined in the Departmental Notice under the *Executive Council Act*, 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) co-ordinate 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.

## **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.

### *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 Subsidies.  
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.

## **Primary Clients and Related Expectations**

The clients of the Department of Labrador and Aboriginal Affairs include:

- 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 the federal government, an avenue to have input into provincial policies, and co-operation 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 co-operation to negotiate and implement Aboriginal land claims and other agreements.

## **Values**

The Department will focus on the following four core values in carrying out its business plan over the 2006-07 to 2007-08 period.

- Collaboration** Each person seeks the knowledge and opinions of others, including colleagues, experts, stakeholders, Aboriginal groups/governments and relevant sources, when developing advice, policy and positions
- Commitment** Each person ensures the effective representation of Labrador and Aboriginal issues within Government
- Integrity** Each person represents the province's interests in a flexible, thorough, and open manner within his/her mandate
- Respect** Each person acts based on the needs and culture of regional and Aboriginal groups/governments

## **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.

**Measure 1:** Progressed negotiated agreements

**Indicators:** Number of attended negotiating sessions  
Number of active negotiations compared to 2006-07 baseline  
Number of key benchmarks completed toward comprehensive land claims agreement compared to 2006-07 baseline  
Number of chapters completed toward comprehensive land claims agreement compared to 2006-07 baseline  
Number of agreements completed and in effect compared to 2006-07 baseline

**Measure 2:** Advocated the progression of the social and economic development of Labrador

**Indicators:** Participation in relevant policy initiatives  
Facilitated and coordinated stakeholder group meetings  
Completion of Northern Strategic Plan  
Lobbied for more federal investment in the region

## Strategic Issues

In consideration of Government's strategic directions and the mandate and financial resources of the Department, the following areas have been identified as the key priorities of the Ministers for the next two years. The goals identified for each issue reflect the results expected in the two year timeframe while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both the Department and the public in monitoring and evaluating success.

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### **Issue 1: Labrador Inuit Land Claims Agreement Implementation**

With the coming into effect of the Labrador Inuit Land Claims Agreement on December 1, 2005, the Province is challenged for the first time in its history to implement such an agreement. As the lead department in implementation of the Agreement, the Department of Labrador and Aboriginal Affairs must ensure that all government departments and agencies are aware of their responsibilities, and meeting their obligations. As well, the Department must play a lead role in informing business, industry and the general public on how the Agreement may impact them.

**Goal 1:** 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.

**Partners:** Nunatsiavut Government; Indian and Northern Affairs Canada and other relevant federal departments; other provincial public entities.

**Measures:** Mechanisms to effectively implement the Agreement.  
Preparations for devolution of programs and services.

**Indicators:** Met Province's obligations under the Agreement applicable in this timeframe.  
Communications tools to inform government, public, industry and key stakeholders of obligations.

**Objectives:** 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.

***Indicators:***

- Identified departments with priority obligations.
- Meetings and presentations for government divisions, departments and agencies.
- Assist departments to develop policies, procedures and communication tools.
- Information bulletins for key stakeholders impacted by the Agreement.
- Develop protocols between Nunatsiavut Government departments and provincial government departments.
- Meetings with the Nunatsiavut Government to identify priority programs and services for devolution.
- Initiate internal research on factors relevant to devolution of programs, eg. legislation, labour agreements.

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.

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**Issue 2:       Negotiation of Innu Land Claims Agreement**

The Innu land claim resolution is key to settling Aboriginal rights and title to a large area of Labrador under claim. Successful negotiation and settlement of this claim will foster social and economic development in Labrador which respects Innu rights and aspirations, as well as benefiting Labradorians and all residents of the Province.

**Goal 2:**       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.

**Counterparts:** Innu Nation; Indian and Northern Affairs Canada.

**Partners:**     Other provincial public entities.

**Measure:**     All reasonable efforts.

**Indicator:**    Participated in negotiating sessions.  
Provided proposals and counter proposals.  
Consulted with government departments.  
Strived to conclude chapters of the agreement.

Strived to achieve Agreement-in-Principle.

**Objectives:** 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.

***Measure:***

All reasonable efforts.

***Indicators:***

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

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.

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**Issue 3:      Resource development in Labrador**

Recent discoveries and developments in Labrador signal that Labrador presents a virtually untapped opportunity. Developers which recognize regional benefits and appropriately consult Aboriginal groups will enhance the economic development of Labrador and strengthen the province as a whole.

**Goal 3:** 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.

**Partners:** Department of Natural Resources; Department of Fisheries and Aquaculture; Department of Environment and Conservation; Department of Justice.

**Measure:** Provided input.  
Ensured appropriate consultation.

**Indicator:** Policy outputs reflect departmental inputs.

Participation in relevant groups.  
Briefing notes/reports/papers.  
Avoidance of project delays based on inadequate consultation.

**Objectives:** 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.

***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.

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.

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**Issue 4: Lower Churchill Development**

Development of the Lower Churchill hydroelectricity resources is a priority for this government. The goal is to provide long-term benefits to the province by promoting industrial development, meeting domestic energy demands, and realizing revenues from exporting any surplus. The Department of Labrador and Aboriginal Affairs will contribute to this initiative by providing policy input reflecting the concerns and aspirations of regional stakeholders and Aboriginal peoples, as well as negotiation of the Lower Churchill chapter of the Innu Land Claims Agreement.

**Goal 4:** 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.

**Partners:** Newfoundland and Labrador Hydro Corporation; Department of Natural

Resources.

**Measure:** Provided advice.  
Interim Measures Agreement with Innu Nation.

**Indicators:** Provision of input.  
Policy reflecting input of the department.  
Predicated on the cooperation of the other parties, negotiation of a Lower Churchill interim measures agreement with the Innu Nation (to become a Chapter of an eventual Labrador Innu Land Claims Agreement).

**Objectives:** 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:***

- 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.

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.

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**Issue 5: 5 Wing Goose Bay**

Canadian Forces Base 5 Wing Goose Bay has been the backbone of the economy for the Upper Lake Melville area for decades. With waning use of this facility by Canadian and international forces in recent years, the federal government is challenged to increase its relevance to modern military forces, as well as explore alternate uses for base facilities. The Department of Labrador and Aboriginal Affairs will play an active role in efforts to promote base facilities for military purposes, and to explore non-military alternative uses.

**Goal 5:** 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.

**Counterparts:** Department of National Defence; Atlantic Canada Opportunities Agency.

**Partners:** Intergovernmental Affairs Secretariat; Department of Innovation, Trade and Rural Development.

**Measure:** Provided policy input.

**Indicators:** Collaboration with other government departments.  
Participation on various committees.  
Policy outputs reflect inputs of Labrador and Aboriginal Affairs.

**Objectives:** 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.

***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.

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.

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**Issue 6:      Advocacy in social policies and programs**

The Labrador region of the province and Aboriginal peoples throughout the province have unique social needs, resulting from social, cultural and geographic factors. The Department will play a key role in ensuring that information and advice regarding these factors informs provincial government policy. The Department will also work with the federal government and Aboriginal groups to ensure they receive maximum benefit from federal programs and services available to Aboriginal people.

**Goal 6:** 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.



**Partners:** Department of Health and Community Services; Labrador-Grenfell Regional Integrated Health Authority; Department of Education; Labrador School Board; Department of Human Resources, Labour and Employment; Department of Justice; RCMP; Newfoundland and Labrador Housing Corporation; Women's Policy Office; relevant federal government departments; Aboriginal groups/governments.

**Measure:** Provided input.

**Indicators:** Policy outputs reflect departmental input.  
Participation in relevant groups.  
Briefing notes/papers/reports.

**Objectives:** 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.

***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.

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.

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**Issue 7: Northern Strategic Plan**

Government's March 2005 Speech from the Throne mandated the Department of Labrador and Aboriginal Affairs to develop a Northern Strategic Plan to address social and economic development in Labrador. The Department will incorporate input from all relevant government departments, as well as seeking extensive public input from Labrador residents in the preparation of the plan.

- Goal 7:** By 2008, the Department will have completed a Northern Strategic Plan.
- Partners:** Rural Secretariat; Department of Innovation, Trade and Rural Development; other provincial public entities.
- Measure:** Completed Northern Strategic Plan.
- Indicators:** Public release of final Northern Strategic Plan.  
Policy outputs reflect departmental input.  
Identification of priorities for Government.  
Input from public completed.
- Objectives:** 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.

***Indicators:***

- Research and preparation of discussion paper.
- Communications strategy regarding discussion paper.
- Public release of discussion paper.
- Participation in relevant groups.
- Briefing notes/papers/reports.

By March 31, 2008, the Department will have prepared a Northern Strategic Plan.

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**Issue 8:      **Transportation Infrastructure****

The challenges in providing an effective and comprehensive transportation network in Labrador have long hindered development in this region. Government has committed to developing a multi-modal Labrador Transportation Strategy, and the Department of Labrador and Aboriginal Affairs will provide policy input into this strategy.

- Goal 8:** By 2008, the Department will have provided input into a multi-modal Labrador Transportation Strategy.
- Partner:** Department of Transportation and Works.
- Objectives:** By March 31, 2007, the Department will have provided helpful advice to Government on the development and implementation of a Labrador

Transportation Strategy.

***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.

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

# APPENDIX



## **Strategic Directions**

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The directions related to Aboriginal Affairs, for which Minister Rideout is responsible, and Labrador Affairs, for which Minister Hickey is responsible, are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Department. As indicated in the table below, some have been addressed in this business plan while others are addressed in the operational and/or work planning processes.

Minister Rideout is also the Deputy Premier and is responsible for the Department of Fisheries and Aquaculture. Minister Hickey is also responsible for the Department of Transportation and Works.

## Aboriginal Affairs

### 1. **Outcome Statement:** Advanced well-being of Aboriginal Communities.

**Source:** Blue Book, Summary p.9 & Jobs, p. 16; Speech from the Throne 2004 & 2005; Labrador Inuit Land Claims Agreement

This requires systematic intervention in the following areas:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister(s)	This Direction is addressed:		
		in the department's business plan	in the department's operational plan	in the branch/divisional work plans of the dept.
Inuit Land Claims Agreement implementation	X	X		
Innu land claims negotiation		X		
Miawpukek First Nation self-government negotiation			X	
Reserve creation in Sheshatshiu			X	
Federal creation of Landless Band under Indian Act for off-reserve Mi'kmaq				X
Labrador Metis Nation access to federal programs and services				X
First Ministers' Meetings on national Aboriginal issues and follow-up processes			X	
Implement Innu Healing Strategy	X			
Implement Suicide Prevention Initiative				X
Aboriginal women's issues				X

2. **Outcome Statement:** The perspective of Aboriginal groups/governments is reflected in provincial social policy and programs.

**Source:** Mandate; Speech from the Throne 2005, p.6 & 17; Blue Book, Summary p.3 & 8 & Jobs, p. 15; Budget Speech 2005, p.31

This requires systematic intervention in the following areas:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister(s)	This Direction is addressed:		
		in the department's business plan	in the department's operational plan	in the branch/divisional work plans of the dept.
Northern Strategic Plan		X		
Departmental advice on government initiatives		X		
Direct solicitation of advice from Aboriginal peoples on issues, programs and policies affecting them		X		

3. **Outcome Statement:** Authorized developments in areas subject to Aboriginal land claims and negotiated treaties appropriately reflect demonstrated Aboriginal interests

**Source:** Blue Book Summary, p.8 & Jobs, p. 16

This requires systematic intervention in the following areas:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister(s)	This Direction is addressed:		
		in the department's business plan	in the department's operational plan	in the branch/divisional work plans of the dept.
Trans Labrador Highway Project		X		
Voisey's Bay Project		X		
Lower Churchill Development		X		
Land claims obligations	X	X		



*Labrador Affairs*

**4. Outcome Statement:** Increased focus on Labrador interests in provincial policy

**Source:** Speech from the Throne 2004, Budget 2004, Program Renewal 2004, Speech from the Throne 2005.

This requires systematic intervention in the following areas:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister(s)	This Direction is addressed:		
		in the department's business plan	in the department's operational plan	in the branch/divisional work plans of the department
Northern Strategic Plan		X		
Departmental advice on government initiatives		X		
Facilitation of consultations with Labradorians on issues, programs and policies that affect them		X		

**5. Outcome Statement:** Improved economic and social development in Labrador

**Source:** Blue Book summary, p.8, Government News Releases and Ministerial Statements 2004, Speech from the Throne 2005, p.18 & 19; News Releases 2005 and Federal-Provincial Agreements

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister(s)	This Direction is addressed:		
		in the department's business plan	in the department's operational plan	in the branch/divisional work plans of the department
Lower Churchill Hydro development		X		
5 Wing Goose Bay		X		
Delivery of Air Foodlift Subsidy program for coastal Labrador				X
Adjacency principle for employment of Labradorians on major Labrador developments		X		
Improvements in transportation infrastructure and other public infrastructure		X		
Delivery of Labrador (snowmobile trail) Grooming Subsidy				X