August 11, 2015

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act LAAO/010/2015

On July 14, 2015, the Labrador and Aboriginal Affairs Office received your request for access to the following records/information:

“LAAO to provide all briefing records/information notes and materials/discussion papers/draft and final reports of any kind in connection with a "Labrador West Hot Issues" presentation prepared for Premier Williams’ visit to Labrador in 2010”

Please note that the briefing material supplied on page 93 implies that the underpass was publicly tendered by the Department of Transportation and Works (TW). In fact, the underpass was privately tendered and constructed by Cliffs Natural Resources and not the Government of Newfoundland and Labrador (GNL). Tendering and Contracts was not involved in the tender and the tender was not subject to the Public Tendering Act. In fact, GNL, through TW, insisted that the underpass be constructed as a condition of Cliffs Natural Resources’ railway construction permit.

Also, please note that on page 89 of the response document there is a typo. The second sentence of the fifth bullets states: "A revised note is attached (Annex B)"). This should have been ...(Annex C).

I am pleased to inform you that a decision has been made by the Deputy Minister for the Labrador and Aboriginal Affairs Office to provide access to some of the requested information. In particular, access is granted to the following records:

- LAAO email correspondence from August 18, 2010 to August 23, 2010 regarding preparation of a note for Premier Williams;
- June 9, 2010 LAAO Information Note: Social Impacts Assessment; and,
Access to the remaining records, and/or information contained within the records, has been refused in accordance with the following exceptions to disclosure, as specified in the Access to Information and Protection of Privacy Act (the Act):

Cabinet confidences

27. (1) In this section, "cabinet record" means
   (a) advice, recommendations or policy considerations submitted or prepared for submission to the Cabinet;
   (b) draft legislation or regulations submitted or prepared for submission to the Cabinet;
   (c) a memorandum, the purpose of which is to present proposals or recommendations to the Cabinet;
   (d) a discussion paper, policy analysis, proposal, advice or briefing material prepared for Cabinet, excluding the sections of these records that are factual or background material;
   (e) an agenda, minute or other record of Cabinet recording deliberations or decisions of the Cabinet;
   (f) a record used for or which reflects communications or discussions among ministers on matters relating to the making of government decisions or the formulation of government policy;
   (g) a record created for or by a minister for the purpose of briefing that minister on a matter for the Cabinet;
   (h) a record created during the process of developing or preparing a submission for the Cabinet; and
   (i) that portion of a record which contains information about the contents of a record within a class of information referred to in paragraphs (a) to (h).

   (2) The head of a public body shall refuse to disclose to an applicant
       (b) information in a record other than a cabinet record that would reveal the substance of deliberations of Cabinet.

Policy advice or recommendations

29. (1) The head of a public body may refuse to disclose to an applicant information that would reveal
       (a) advice, proposals, recommendations, analyses or policy options developed by or for a public body or minister;
Disclosure harmful to law enforcement

31. (1) The head of a public body may refuse to disclose information to an applicant where the disclosure could reasonably be expected to
   (i) reveal the arrangements for the security of property or a system, including a building, a vehicle, a computer system or a communications system;

Disclosure harmful to the financial or economic interests of a public body

35. (1) The head of a public body may refuse to disclose to an applicant information which could reasonably be expected to disclose
   (h) information, the disclosure of which could reasonably be expected to be injurious to the ability of the government of the province to manage the economy of the province.

Disclosure harmful to business interests of a third party

39. (1) The head of a public body shall refuse to disclose to an applicant information
   (a) that would reveal
      (ii) commercial, financial, labour relations, scientific or technical information of a third party;
   (b) that is supplied, implicitly or explicitly, in confidence; and
   (c) the disclosure of which could reasonably be expected to
      (iv) reveal information supplied to, or the report of, an arbitrator, mediator, labour relations officer or other person or body appointed to resolve or inquire into a labour relations dispute.

(2) The head of a public body shall refuse to disclose to an applicant information that was obtained on a tax return, gathered for the purpose of determining tax liability or collecting a tax, or royalty information submitted on royalty returns, except where that information is non-identifying aggregate royalty information.

Disclosure harmful to personal privacy

40. (1) The head of a public body shall refuse to disclose personal information to an applicant where the disclosure would be an unreasonable invasion of a third party's personal privacy.
   (4) A disclosure of personal information is presumed to be an unreasonable invasion of a third party's personal privacy where
      (d) the personal information was collected on a tax return or gathered for the purpose of
collecting a tax;

As required by 8(2) of the Act, we have severed information that is unable to be disclosed and have provided you with as much information as possible.

In accordance with your request for a copy of the records, the appropriate copies have been enclosed. A copy of these records has also been sent to you by email.

Please be advised that you may appeal this decision and ask the Information and Privacy Commissioner to review the decision to provide partial access to the requested information, as set out in section 42 of the Act (a copy of this section of the Act has been enclosed for your reference). A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner. Your appeal should identify your concerns with the request and why you are submitting the appeal.

The appeal may be addressed to the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P. O. Box 13004, Stn. A
St. John's, NL A1B 3V8

Telephone: (709) 729-6309
Toll-Free: 1-877-729-6309
Facsimile: (709) 729-6500

You may also appeal directly to the Supreme Court Trial Division within 15 business days after you receive the decision of the public body, pursuant to section 52 of the Act (a copy of this section of the Act has been enclosed for your reference).

Please be advised that responsive records will be published following a 72 hour period after the response is sent electronically to you or five business days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Office of Public Engagement's website within one business day following the applicable period of time. Please note that requests for personal information will not be posted online.
If you have any further questions, please contact me by telephone at 709-896-1780 or by email at smelindy@gov.nl.ca.

Sincerely,

[Signature]

Shawn Melindy
ATIPP Coordinator

Enclosures
Access or correction complaint

42.(1) A person who makes a request under this Act for access to a record or for correction of personal information may file a complaint with the commissioner respecting a decision, act or failure to act of the head of the public body that relates to the request.

(2) A complaint under subsection (1) shall be filed in writing not later than 15 business days

(a) after the applicant is notified of the decision of the head of the public body, or the date of the act or failure to act; or

(b) after the date the head of the public body is considered to have refused the request under subsection 16(2).

(3) A third party informed under section 19 of a decision of the head of a public body to grant access to a record or part of a record in response to a request may file a complaint with the commissioner respecting that decision.

(4) A complaint under subsection (3) shall be filed in writing not later than 15 business days after the third party is informed of the decision of the head of the public body.

(5) The commissioner may allow a longer time period for the filing of a complaint under this section.

(6) A person or third party who has appealed directly to the Trial Division under subsection 52(1) or 53(1) shall not file a complaint with the commissioner.

(7) The commissioner shall refuse to investigate a complaint where an appeal has been commenced in the Trial Division.

(8) A complaint shall not be filed under this section with respect to

(a) a request that is disregarded under section 21;

(b) a decision respecting an extension of time under section 23;

(c) a variation of a procedure under section 24; or

(d) an estimate of costs or a decision not to waive a cost under section 26.

(9) The commissioner shall provide a copy of the complaint to the head of the public body concerned.
Direct appeal to Trial Division by an applicant

52. (1) Where an applicant has made a request to a public body for access to a record or correction of personal information and has not filed a complaint with the commissioner under section 42, the applicant may appeal the decision, act or failure to act of the head of the public body that relates to the request directly to the Trial Division.

(2) An appeal shall be commenced under subsection (1) not later than 15 business days

(a) after the applicant is notified of the decision of the head of the public body, or the date of the act or failure to act; or

(b) after the date the head of the public body is considered to have refused the request under subsection 16(2).

(3) Where an applicant has filed a complaint with the commissioner under section 42 and the commissioner has refused to investigate the complaint, the applicant may commence an appeal in the Trial Division of the decision, act or failure to act of the head of the public body that relates to the request for access to a record or for correction of personal information.

(4) An appeal shall be commenced under subsection (3) not later than 15 business days after the applicant is notified of the commissioner’s refusal under subsection 45(2).
Michelle,

The attached note provides Municipal Affairs' inputs on the note you are preparing.

If you have any questions, please give me a call.

Bill Duggan, B.S.W., M.Ed.
Assistant Deputy Minister
Department of Municipal Affairs
4th Floor
Confederation Building West Block
P. O. Box 8700
St. John's, NL
A1B 4J6
Tel:  709 - 729 - 3016
Cell:  709 - 693 - 4086
Fax:  709 - 729 - 0943
e-mail: bduggan@gov.nl.ca
Information Note
Department of Municipal Affairs

Title: Potential issues in Labrador West

Issue: Identification of potential issues in Labrador West in preparation for the Premier’s visit to the Area

Background and Current Status:

Waste Management
X The Town of Labrador City requested funds in May 2010 to complete the upgrade to the new landfill which was started last year. The request included construction of an equipment storage building, weigh scales, electrical power hook-up, litter fencing, paving, and a public drop off area.
- All items were approved with the exception of paving and the public drop off area. The total approved funding is $900,000 plus engineering costs.
- A decision on paving was deferred pending discussion with the Department of Transportation and Works (TW) for possible cooperation on an existing TW contract to achieve efficiencies of scale. TW has yet to advise on this.
- The request for the public drop off was for $1.4M, which is excessive for the population to be served. Municipal Affairs (MA) is working with the Town to develop an appropriate scope of work.

Financial Statements
X Neither Labrador City nor Wabush have submitted to MA their audited financial statements for 2009. The deadline for these statements under the Municipalities Act is June 30, and they are also in non-compliance with their Local Government Gas Tax Agreement.
X MA sent each Town a letter indicating that they will not be eligible for capital works funding, approvals to borrow, or Special Assistance if they do not deliver audited financial statements for 2009 to MA by August 31. MA will withhold Gas Tax and Municipal Operating Grants until the financial statements are received.
X As the above letters were sent on August 18, 2010, the Towns may or may not have received the letters by the time of the Premier’s visit to the area.

Regionalization
X Discussions between Labrador City and Wabush regarding an amalgamation initiative ceased in the summer of 2009 following response from residents during public hearing meetings. There have been no subsequent discussions on amalgamation with the new councils elected in September 2009.

Prepared / Approved by: H. Rizvi / B. Duggan
August 19, 2010
Hi Michelle,

Please be advised that we have nothing to be brought forward.

Regards,

Brenda Baird
Executive Assistant

Research & Development Corporation
a catalyst for growth

Suite 2001, 29-31 Pippy Place, St. John's, NL A1B 3X2 Canada
P.O. Box 13067, Station A, St. John's, Newfoundland Labrador A1B 3V8 Canada
Telephone: +1.709.758.0912 Fax: +1.709.758.0927 www.researchnl.com

The information in this message may be confidential and may also be privileged. If you are not the intended recipient then access, disclosure or other dissemination of the contents of this e-mail is unauthorised and may be unlawful. Please inform the sender if you are not the intended addressee. Thank you for your cooperation.

From: Dutton, Sean
Sent: Wednesday, August 18, 2010 3:10 PM
To: Barnes, Sandra M.; Burrage, Don; Caul, Brenda; Cooper, Bruce; Dillon, Ray; Duke, Cathy; Cochrane, Rachelle A.; Janes, Glenn; 'Leigh Puddlester'; 'Len Simms'; MacDonald, Sheree P.; Meade, Brent L.; Moores, Len; Norman, David; O'Reilly, Alastair; Paddon, Terry; Parrott, William; Pike, Darin; Reid, Ross; Rose, Baxter; Samson, Mike; Smart, Robert; Thompson, Robert; Tilley, Jean E.; MacLellan, Heather; Gilbert, Bruce; Janes, Jackie
Cc: Watkins, Michelle; Delaney, Brian
Subject: Labrador West Hot Issues
Importance: High

The Department of Labrador and Aboriginal Affairs has been tasked with preparing a note on “hot issues” in Labrador West in preparation for a planned visit to the area by Premier Williams. I have asked Michelle Watkins, Director of Labrador Affairs, to coordinate preparation of the materials as I will be on travel status Thursday and Friday.

If there are any issues in which your Department/entity is engaged which should be brought to the Premier’s attention for this visit, please advise Michelle by CLOSE OF BUSINESS THURSDAY, AUGUST 19.

Thanks in advance for your consideration and assistance.

Sean
Hi Michelle,

Please see the attached sent on behalf of Baxter Rose, DM HRLE regarding Hot Issues in our Department.

If you have any questions please feel free to contact me.

Thanks

Janelle Kenway,
Policy and Program Development Specialist
Policy, Planning and Evaluation Division, HRLE
709-729-7920
janellekenway@gov.nl.ca
Department of Human Resources Labour and Employment (HRLE)

Issues and Accomplishments in the Labrador West Region

- The department develops and delivers a spectrum of programs and services that provide career development services; social development supports, including financial supports; and information on the labour market and workplace issues.

Issues:

**Housing**
- There is a serious shortfall of available housing in Lab West, especially for low income families; placing additional financial burden on these individuals.
- Some families are being given notice to vacate as the owners plan to rent to contractors for as high as $1000 per person, per month. Some landlords are now advertising that they will rent to contractors only.
- The local transition house for women has indicated the length of stay of women has often been extended at the shelter because they cannot find suitable and affordable rental accommodations. This is putting pressure on their capacity to support women in crisis.
- A group of Lab West area community organizations and interested citizens are in the planning process of creating a Community Advisory Board and plan to apply for funding from the Homelessness Partnering Strategy (HPS) to develop a community plan to identify community need related to homelessness. (Happy Valley developed a plan sponsored through the Labrador Friendship Centre in 2008 and several other communities have or are developing plans).

**Labour Market Information**
- Statistics Canada’s release of the latest Employment Insurance (EI) statistics for the month of June, 2010, shows Labrador City with the fastest year-over-year decline in the number of people receiving benefits amongst large Atlantic Canadian centres with a decline rate of 49.1% from June 2009 to June 2010.
- Nationally, Labrador City ranked 3rd for year-over-year decline behind Windsor, ON (60.5%) and Leamington, ON (49.2%). Provincially, the number of regular EI beneficiaries in June 2010 was down 9.6% (or 3,380 people) from June 2009. A drop in the number of people using EI is a great sign of an improving economy and is consistent with the continued employment growth we have been witnessing here in NL throughout 2010.
- In terms of employment growth and challenges facing employers in the area from a recruitment perspective, based on HRLE's Job Vacancy monitoring, the number of posted job openings for the first six months of 2010 grew by more than 170% compared to the same period in 2009. During the first six months in 2010, there were 361 posted job openings, compared to 133 for the same period in 2009.

**Labour Shortages and Office of Immigration**
- The Lab West region is having difficulty filling positions; particularly in the service industry with labour from the local workforce.
• There are now a number of employers with Temporary Foreign Workers (TFW) and a number these employees are interested in remaining in the province and have applied to the Provincial Nominee Program.

• The provincial Office of Immigration and Multiculturalism (OIM) has made a number of presentations to employers in Labrador to inform them about the role the Provincial Nominee Program (PNP) can play in alleviating some of the labour market pressures they are currently experiencing or are likely to experience in the future.

• Through the PNP, the Office can assist employers to recruit internationally for difficult-to-fill positions, that is, positions which remain vacant for extended or repeated periods of time despite concerted efforts to recruit and retain individuals.

• Service Canada sometimes accompanies OIM staff to provide information the Temporary Foreign Worker Program (TFWP), a federally-run program that allows foreign nationals to work temporarily in Canada. Local employers have to initiate the request for foreign workers by seeking the approval of Service Canada to offer the position to an international worker. The approval process is called the Labour Market Opinion (LMO). The employer must prove that there were difficulties in filling the job locally (within province) and also nationally.

• The OIM staff and the Labour Market Development Officers of HRLE, in partnership Labrador and Aboriginal Affairs, are conducting an employers survey to compile an inventory of difficult-to-fill positions in the private sector. The goal is to establish a comprehensive database of information that will enable government to identify employment vacancies and provide options and services to assist employers.

• Preliminary results (not yet released) reveal shortages in restaurants, hotels, car dealerships, hardware stores, auto body shops, accounting firms, etc. Some employers are concerned that they may be forced to close down their businesses.

• The Labrador economy is growing and it is likely to increase demand for workers.

**Infrastructure Improvements**

• Residents of Lab West will soon have access to a new hospital and College of the North Atlantic campus as both are currently under construction.
Great, any thing you want let me know and I will do my best to get it for you.

Dennis

Sent wirelessly from my BlackBerry device on the Bell network.
Envoyé sans fil par mon terminal mobile BlackBerry sur le réseau de Bell.

Hi Dennis,

Received the info. Thank you so much for your prompt response.

Michelle

Michelle Watkins
Director, Labrador Affairs
Government of Newfoundland and Labrador
Department of Labrador and Aboriginal Affairs
Mailbag 3014, Stn. B
Happy Valley - Goose Bay, NL A0P 1E0
tel: 709-896-1760 fax: 709-896-0045 mobile: 709-899-1582
email: michelletwatkins@gov.nl.ca

We don’t have any hot issues as such at this time however there are a couple of items that should be kept in mind.

1) We have recently asked for updated income information (option “c”) from Revenue Canada for families that are living in social housing in Labrador west. These families are living under a rent cap of $550 which was put in place several years ago when over 50% of our homes in Labrador City were vacant and had been vacant for more than eight (8) years prior.
These families were within our income level thresholds when they moved in but are now working and have incomes higher than our $32,500 threshold. Minister Hedderson made a commitment to one family during a recent visit to Labrador West that we would not ask them to leave even though they were above the threshold level. This commitment was made with consideration in mind of the current housing shortage presently being experienced in that area. The purpose for requesting this information is to update our files. This information is normally requested in each new tax year and during lease renewals.

2) In a story in the Aurora on August 17, 2010 Marsha Power Slade Executive Director of Hope Haven states: the organization wasn’t able to secure the funding for 10 new affordable housing units, but they’re not giving up. She said the organization is applying for funding to help facilitate a community plan on housing and is finding ways to develop more affordable housing.

It should be noted that NL Housing approved $150,000 per unit for Hope Haven a 10 unit project to be built last year that they decided to cancel. In an interview with the CBC in May of 2009 Marsha Power Slade stated when asked why it didn’t proceed: that even with the increased funding her group would not be proceeding with the project. She commented that the local economy of Lab West had been negatively impacted by the global market, resulting in a decrease in population and consequently an increase in available rental units. They were not seeing the extreme shortage of housing in Lab. West that had been seen during the previous 2 or three years.

This interview with the CBC was prompted by NL Housing’s decision to provide extra money in its 2009 Affordable Housing Proposal ($150,000 per unit) to non-profit groups in Labrador.

Any questions let me know.

Dennis Kendell
Executive Director
Regional Offices/Provincial Maintenance Operations
(709) 724-3408

Newfoundland Labrador Housing

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This e-mail and any attachments may contain confidential and privileged information. If you are not the intended recipient, please notify the sender immediately by return e-mail, delete this e-mail and destroy any copies. Any dissemination or use of this information by a person other than the intended recipient is unauthorized and may be illegal. Any client data contained herein is intended for the sole purpose of carrying out required service work for Newfoundland Labrador Housing. This information is not to be collected, used or disclosed with any other parties beyond what is necessary to provide the client with the service required.
Hi Michelle,

The best person to contact for information regarding Waste Management in Labrador would be Corey Grandy with the Department of Municipal Affairs at corygrandy@gov.nl.ca or 709-729-7482.

If you need additional information please feel free to contact me anytime!

Thanks,

Jill

Jill Pitcher
Senior Public Education Officer
PO Box 8131, Station A
St. John's, NL A1B 3M9

Tel: 709-753-0949
fax: 709-753-0974
Toll Free: 1-800-901-0672
E-mail: jpitcher@mmsb.nl.ca
Web: www.mmsb.nl.ca

Check out MMSB's 3R Guide at www.mmsb.nl.ca to find "Find a Place for Your Waste."

This communication, including any attachments, is confidential. It is intended only for the person or persons to whom it is addressed. If you have received this email in error, please notify the sender by email.
Michelin, Kathy

From: Mackenzie, Dan
Sent: Thursday, August 19, 2010 2:30 PM
To: Watkins, Michelle
Cc: Cochrane, Rachelle A.; Conway, Jeff; Rogers, Wanda; Rideout, Madonna
Subject: RE: Labrador West Hot Issues

Michelle,

Further to our discussion and Sean's email below, the LRA has identified one 'hot issue'. While it is not a Labrador West specific matter, we feel that the strike at VB is a Labrador wide issue and warrants highlighting for the Premier. I have also provided the expiration timelines for IOC and Wabush Mine collective agreements for information. I was not able to confirm data on the level of employment at each site. You may wish to consult further with INTRD and NR.

We have shared the enclosed information with Minister Sullivan and she has signed off.

I will be off on holidays next week so if anything else comes up and you require follow-up, please contact Jeff Conway, Senior Program and Policy Development Specialist, and he can assist.

Many thanks,
Dan MacKenzie
Director, Policy and Planning
Labour Relations Agency
729 5551

Voisey's Bay Strike:

- The United Steelworkers have been strike at the Voisey's Bay mine since August 1, 2009. At present, a total of 250 workers from four bargaining units are on strike. A similar year-long strike at Vale's mining operations in Ontario was resolved in July 2010 following the ratification of a new collective agreement by the union.

- The Labour Relations Agency (LRA) has been providing conciliation services to the United Steelworkers and Vale for over a year.

- Since the collapse of these negotiations, organized labour, striking workers, the Opposition, and Todd Russell, M.P. for Labrador have reiterated their calls that Government bring forward options to resolve this dispute, such as replacement worker legislation and binding arbitration.

- In response to correspondence, the Minister Responsible for the Labour Relations Agency (Honourable Susan Sullivan) indicated to Ms. Lana Payne (President of the NL Federation of Labour) and Wayne Fraser (Regional Director, United Steelworkers) that traditional methods of collective bargaining have been unsuccessful thus far and that Government will review all possible options at its disposal to bring resolution to this job action.

- It is noted that while the centre of this dispute is not in Labrador West, this issue is of concern throughout Labrador. Also, given that the United Steelworkers has a strong presence in Labrador West, it is likely that striking workers, as well as the media may comment on this matter.

Section 39(1)(a)(ii), Section 39(1)(b), Section 39(1)(c)(iv), Section 35(1)(h)
Status of Collective Agreements

Wabush Mines - current collective agreement does not expire until March 31, 2014

_from: Cochrane, Rachelle A.
_sent: Wednesday, August 18, 2010 3:25 PM
_to: Mackenzie, Dan
_cc: Watkins, Michelle
_subject: FW: Labrador West Hot Issues
_importance: High

Dan
Can you pls have a look

_from: Dutton, Sean
_sent: Wednesday, August 18, 2010 3:10 PM
_to: Barnes, Sandra M.; Burrage, Don; Caul, Brenda; Cooper, Bruce; Dillon, Ray; Duke, Cathy; Cochrane, Rachelle A.; Janes, Glenn; 'Leigh Puddester'; 'Len Simms'; MacDonald, Sheree P.; Meade, Brent L.; Moores, Len; Norman, David; O’Rielly, Alastair; Paddock, Terry; Parrott, William; Pike, Darrin; Reid, Ross; Rose, Baxter; Samson, Mike; Smart, Robert; Thompson, Robert; Tilley, Jean E.; MacLellan, Heather; Gilbert, Bruce; Janes, Jackie
_cc: Watkins, Michelle; Delaney, Brian
_subject: Labrador West Hot Issues
_importance: High

The Department of Labrador and Aboriginal Affairs has been tasked with preparing a note on “hot issues” in Labrador West in preparation for a planned visit to the area by Premier Williams. I have asked Michelle Watkins, Director of Labrador Affairs, to coordinate preparation of the materials as I will be on travel status Thursday and Friday.

If there are any issues in which your Department/entity is engaged which should be brought to the Premier’s attention for this visit, please advise Michelle by CLOSE OF BUSINESS THURSDAY, AUGUST 19.

Thanks in advance for your consideration and assistance.

Sean
Hi Michelle,
Attached please find a note on two issues from TCR re: Premier’s visit to Western Labrador. If you have any questions, please contact me.

Thank you.
Alanna

Alanna O'Brien
Senior Policy and Planning Specialist
Department of Tourism, Culture and Recreation
P.O. Box 8700
St. John's, NL A1B 4J6
Phone: 729-7950
Fax: 729-0662
Cell: 681-4776
Email: alannaobrien@gov.nl.ca
www.gov.nl.ca
Title: Premier Williams Visit to Western Labrador

Potential Issues:

1. Exit Survey
   - TCR is undertaking a year round exit survey beginning January 2011.
   - The Provincial Visitor Exit Survey (exit survey) is one of the province’s core research initiatives for collecting and analyzing information on non-resident visitors.
   - This survey provides essential information on visitor characteristics and trip activities as well as for estimating non-resident visitation and related expenditures.
   - It has been conducted by the Department of Tourism, Culture and Recreation (TCR) since the 1980s and results are used extensively by government, industry and other stakeholders for planning purposes, program evaluation, business development and economic impact analyses.
   - Due to logistics, survey cost and methodology considerations, the exit survey will only include exit points on the island portion of the province.
   - However, survey results will benefit tourism development in Labrador through up-to-date visitor profiles and TCR will work closely with local tourism-related businesses, operators and other organizations such as Destination Labrador to ensure survey results and analyses are available and utilized to support decision making for future product development, marketing and other tourism-related investments and initiatives.
   - In addition, TCR will be working with tourism partners in Labrador to design and conduct research specific to the Labrador product and visitor. This proposed research will be undertaken in fiscal year 2011/12.

2. Visitor Information Centres
   - Minister Hickey expressed concern to Minister French that the Visitor Information Centres (VIC’s) have proper information on Labrador road conditions.
   - Minister Hickey received correspondence from the Mayor of Goose Bay that some visitors had been discouraged to visit Labrador due to poor road conditions.
   - The visitor had received this information from staff at a visitor information centre on the west coast of the island.
   - TCR operates 9 VIC’s across the province and partners with organization/groups to operate 25 regional VIC’s.
   - All provincial VIC’s receive information on road conditions in Labrador via the department’s regional product development officer in Labrador, Destination Labrador and from the Department of Transportation and Works road conditions website. This information is also given to the Tourism Line Call Centre.
   - TCR will investigate a mechanism to inform regional based VIC’s of road conditions in Labrador.

Prepared / Approved by: Alanna O’Brien, Policy
Approved by: Cathy Duke, DM
August 19, 2010
Michelle

We have no other hot issues except what was listed in the social impacts note that was done by Ron and perhaps yourself in June.

Bye for now
Heather
Information Note
Department of Labrador and Aboriginal Affairs

Title: Social Impacts Assessment

Issue: Phase I Expansion at the Iron Ore Company of Canada (IOC) operations and other western Labrador iron ore developments - potential social impacts for the Labrador West region. This note was prepared at the request of Cabinet Secretariat.

Background:
- In light of increasing demand for iron ore, Rio-Tinto/IOC announced on May 6, 2010 that it is resuming Phase I of a three part expansion at its Labrador West and Quebec operations. In this regard, $435 million of investment has been approved by IOC’s shareholders and builds upon earlier expansion work completed in 2008 for a total investment of $539 million. Phase I expansion is expected to be completed by 2012. Overall, the three phase expansion is expected to create at least 250 construction positions with significant upward possibilities and require upwards of 200 new operations employees once fully implemented. Within this larger three phase expansion, Phase I is expected to generate approximately 100 new operations positions once complete. A smaller portion of these positions will be based in Quebec, at rail and port operations.
- In addition to the IOC expansion, there are other developments at Wabush Mines, Direct Shipping Iron Ore (DSO) projects, the Bloom Lake Railway, and exploration activity occurring at Julienne Lake and other deposits that may provide future development along with major construction projects ongoing or planned for the region. For an overview of the status of resource development, exploration and major construction projects in western Labrador, please refer to Annex A.
- As a result of the IOC expansion and other ongoing activity in the region, there are a number of social impacts that may warrant further analysis and consideration by the appropriate departments/agencies within government.
- Annex B provides Labrador City and Wabush community profiles.

Potential Social Impacts:

Labour Market
- Prior to the economic downturn, in early to mid-2008, there were significant pressures on the labour supply in Labrador City. Local employers, particularly in the service sector, were voicing concerns over their capacity to attract workers.
- The delayed expansion alleviated some of this pressure, however, recruitment issues in Labrador overall have been stronger than the rest of the province generally. The significantly lower unemployment rate in Labrador City is a strong indicator of a tight labour market where labour demand is outpacing labour supply.
- As an example of these pressures, as IOC was originally gearing up for the expansion, they were hiring the majority of students that returned to the area for work in the summer months. Local employers in the service sector traditionally hired a portion of these students to meet excess demand during the season in other sectors of the economy. In some cases, businesses were considering options such as reduced hours or shared workforces to stay open.
- With the expansion now proceeding, the pressures will escalate. Already, there are indications that hotels are constantly booked up and visitors to the area cannot get hotel accommodations and are having to go to Fermont, Quebec to stay overnight. The food service industry may
struggle. On top of responding to local demand, some restaurants are already providing meals for some of the contractors and these new demands will increase as the influx of workers occurs.

- IOC is expected to open a kitchen facility in the summer of 2010 that will be able to accommodate approximately 300 workers per day.
- From one perspective, these conditions bode well for business expansion. However, the limited supply of workers will be a major constraint. As demands in the service sector increase, this will give rise to increasing wage pressures that, in turn, will likely impact the cost of living in the area.

**Housing**

- There is a need for increased affordable housing in Western Labrador so low income and low income single family women headed households can afford to live in the community. Although IOC has constructed a bunkhouse, it is cheaper for contractors and companies to use hotel rooms. This has also made it difficult to book hotel rooms in Labrador West. Also mobile homes are being sold in Labrador West and these occupants will be looking for new affordable housing options. The Town of Labrador City is currently doing an inventory of boarding house spaces and basement apartments.
- Canada Mortgage and Housing Corporation (CMHC) reports that the year to date average for housing prices is up 19% to $195,000 compared to $164,000 a year ago. Prices have rebounded to where they were prior to the IOC expansion being cancelled in 2008.
- Since 2006 there have been 125 new homes and 89 apartments built in Labrador City. In addition, the Town of Labrador City has received applications to develop 200 new lots.
- The Town of Wabush has 50 houses currently under construction and applications to develop another 80 lots. In addition, a new condominium complex with 22 units is expected to open by the end of summer 2010. Three former bunkhouses in Wabush are being converted into apartments and will provide a total of 66 units upon completion.
- NL Housing currently has 87 homes in Labrador City, B1 one of which are presently rented to families with an average income of $13,700. Of the six homes remaining, four have tenants selected and the refurbishing of these homes is being completed and two will have tenants selected in the near future. NL Housing also has nine families in Wabush and Labrador City that are presently being subsidized with private landlords through rent supplement agreements.
- NL Housing has a current waitlist of fifteen (15) applications for whom they do not have any homes available for placement. Applicants will have to depend on normal turn over of units in order to obtain a home with NL Housing. This waitlist is made up of single parent families, couples with children and non elderly singles. The average income of these applicants is also in the $13,000 range.
- With respect to affordable housing options in Labrador West, there is a shortfall of available housing, especially for lower income families that are above the $32,500 threshold required for social housing. This growth will place additional pressures on limited rental housing supply, likely resulting in additional rent increases.
- Some families which are not receiving income supports have been given notice to vacate apartments and houses. Owners plan to rent primarily to contractors, for as high as $1,000 per person, per month.
- Even with the development of construction camps, it still can be reasonably expected that further pressures will be exerted on the existing housing market. This will particularly impact lower income individuals and families. HRLE advises that as more and more workers and their
families move to the area, it is likely that other social issues will also increase (e.g. demand for addiction and mental health services).

- With respect to new development in the hotel/motel sector, one hotel is currently undergoing expansion, there is currently a new motel under construction, and there is a new application received for another motel that will have approximately 100 rooms, however it is still in final design stage.

- For individuals and families living in the area and not living in subsidized rental accommodations, a supplement will likely be necessary for them to maintain that housing. Additional planning would include the provision of additional housing stock (private and public). There are residents in the area that are advocating for some level of ceiling or caps on rental rates, and appropriate services to support the growing population of the community.

- In September 2007, NL Housing gave conditional approval to Hope Haven (a shelter and resource centre for women and their children fleeing abusive situations) for $1,000,000 in forgivable funding under the Federal/Provincial Affordable Housing Program. This funding was for a 10 unit affordable housing project in Labrador City. They were also approved for $117,000 of forgivable funding under the federal/provincial RRAP Program. In May 2009, the Executive Director for the Hope Haven proposal, Marsha Power-Slado, said in a CBC radio interview that the local economy of Labrador West had been negatively impacted by the global market, resulting in a decrease in population and consequently an increase in available rental units. They were not seeing the extreme shortage of housing in Labrador West that had been seen during the previous two or three years. As a result Hope Haven cancelled the project. There were two private sector proposals received in the 2009 Affordable Housing Proposal Call from Labrador West. Neither could be evaluated as they did not include the required Technical or Financial information required for evaluation. The funding set aside for the Hope Haven project was reallocated to other proponents across the province.

- In 2009, NL Housing raised the amount available per unit under the Federal/Provincial Affordable Housing Program from $100,000 to $150,000 per unit. This information was communicated to Hope Haven by NL Housing; however, no proposals were submitted.

- The Town of Labrador City, during the pre-budget consultations on January 19, 2010, emphasized the shortage of affordable housing in the region and requested the province to build a modified (less than 50 units) seniors complex with the ability to expand if necessary. The rationale for a smaller complex is that private developers cannot secure funding for a seniors complex as the numbers of seniors in Labrador West does not warrant a 50 unit facility.

**Justice**

- The Royal Newfoundland Constabulary is responsible for providing policing services to Labrador West (Labrador City, Wabush, and Churchill Falls).

- The current complement of RNC members in the area is 20 in Labrador City/Wabush and three in Churchill Falls. From a comparison perspective there are 27 RCMP officers in central Labrador (19 in Happy Valley-Goose Bay and 8 in Sheshatshiu).

- It is anticipated that IOC and other expansion projects for the region will result in additional criminal activity particularly with regard to the use and trafficking of illegal drugs. Traffic law enforcement is also a concern arising from these projects and the recent completion of the Trans Labrador Highway.

- As a result of these concerns the RNC has tentatively identified the need for enhanced resources in the form of a dedicated Traffic Law Enforcement/Highway Patrol Unit (three members) and a K-9 unit (one member).
There has been significant turnover of RNC members in the region in the past two years or so due to attrition and this has led to junior members being transferred to the area. As a consequence, adequate and affordable housing for these members has been a challenge. In response to this government provided funding in 2009 to purchase eight condominium units in Labrador City/Wabush to serve as accommodations for RNC members. The RNC is anticipating further turnover in the next three years due largely to retirements and transfers and is examining the possibility of requesting additional funding to purchase more housing units.

The RNC Detachment also includes holding cells which are administered by the RNC through the use of civilian guards on a call-in basis. The facility and its operations are currently under review by the RNC and Corrections and increased demands on this facility may result in needed upgrades.

There is a full-time Probation Officer in Wabush and it is anticipated that the caseload for this person could be manageably increased. However, there is no Victim Services Coordinator in the area at present and an increase in crime, particularly of a violent nature, might justify creating such a position.

A full time Provincial Court Judge was reinstated in Wabush in 2007. This judge also serves southern Labrador and Happy Valley-Goose Bay on circuit. Increased caseloads in Labrador West might compromise the judge’s ability to provide judicial services on circuit to these areas.

The Legal Aid Commission established an office in Labrador City in March 2009, staffed by a lawyer and one administrative support worker. In addition to providing representation before the court at Labrador West, the legal aid lawyer travels on circuit to some of the circuits covered by Happy Valley-Goose Bay. In addition, lawyers from other areas of the province travel to the court and circuit court locations. Increased caseload may impact on the lawyer’s ability to travel on circuit; and may impact on the requirement for additional support from other lawyers.

The RNC reports that in 2009 there were 2938 calls for service compared to 3284 in 2008.

- With these calls 115 were Crimes against Person, compared to 125 the previous year 87 Crimes against Property, compared to 294 the previous year; and an increase in other Criminal Code crimes to 104, compared to 103 in 2008. In total, Criminal Code calls of service were down from 522 in 2008 to 506.
- In addition there were drops in calls involving controlled drugs and substances from 31 to 26, and all other federal Statutes from 12 in 2008 to 10 the following year.
- There was a significant rise in the number of provincial traffic offences between 2008 and 2009, with the number of offences rising from 385 to 773. However, motor vehicle accidents were down from 263 in 2008 to 216 in 2009.
- The ratio for calls of service per member of the RNC also declined to 172.82 from 193.17 the previous year, and the ratio for Criminal Code Calls also declined to 29.76 from 30.70.

Violence Prevention Services

The Labrador West Women’s Centre advised the Women’s Policy Office (WPO) that the regional coordinating committee for violence prevention is located in Eastern Labrador. Labrador West could benefit from their own violence prevention coordinator and program and this person could also be responsible for Churchill Falls. This new office could provide community based education and raise awareness of the unacceptability of violence against women and other vulnerable populations in this region.

Child Care

The capacity for child care has increased in the last twelve months due to the work of the Women’s Centre and IOC. Some female staff at IOC had to take a leave of absence due to the
absence of child care spaces in Labrador City. This community now offers the following services for parents: 160 seat capacity for preschool program i.e. children 3 to 4, 60 spaces for regular child care, 45 after school child care service (this will come on stream in the next year as phase 3).

- The Town of Labrador City, during the pre-budget consultations on January 19, 2010, emphasized the need for a daycare facility in Labrador West.

Non-Profit Groups Providing Service to the Public

- The Labrador West Women’s Centre advised WPO that the Family Resource Services Centre is in demand and its funding and programs most likely will need to be expanded. This centre is having difficulty finding affordable rental space and this is one of its limitations to expanding. The women’s centre in Labrador West is also experiencing the same problems.

- The social infrastructure could be strengthened as well, particularly for community groups and agencies delivering services (voluntary and non-profit sector). It will be important to ensure that community is at the planning table to help identify solutions. It may be possible to engage in public/private partnerships in housing and social development to explore options such as the development of social enterprise businesses which would provide employment in the area to support vulnerable/at risk populations and at the same time increase capacity to meet expected increased demand in the service industry.

Health Services

- There have been concerns raised around the availability of physician services in Labrador West both presently and into the future.

- There are ongoing challenges with providing services in remote areas of the province that have long been recognized. Labrador West is one of those areas where a range of services needs to be available to the population; however, because the volume of services needed in many areas is small, the ability to have a suitable cohort of physicians providing on site availability is impossible in many circumstances. Labrador West has, for example, 80-90 deliveries per year with the service provided by the general practitioners (GP), and with the general surgeon performing caesarean sections when needed. The volume of work would not make it feasible to have an obstetrician in the community 24/7.

- Having a solo practitioner available 24/7 is certainly not reasonable from a personal/family perspective and some would challenge this model from a safety perspective. In areas of low volumes, when the risk of being called is low, safety may be less of a concern. However, the effect on one’s personal life is significant. The ability to recruit physicians who would be content with such a lifestyle has become increasingly difficult, if not impossible.

- The anticipated need for Labrador City is 9.2 FTE GPs which recognizes the clinical, administrative, research and teaching obligations.

- The specialty care areas are a little more daunting as many of these services will need to be shared through the LGRHA in order to have the correct complement of physicians available to provide these services.

- Presently, there exists in Labrador West six GPs (6.36 FTEs), one general surgeon and one anesthesiologist. There is a seventh GP hired and will start shortly; however, finding office space in Labrador City has proven to be a challenge. An eighth GP is anticipated to start in 2011. Traveling clinics are provided by obstetricians, internal medicine physicians, otolaryngologists, dermatologists and psychiatrists every 3-4 months. The provision of specialist physician services in Labrador West will require coordination and support from outside the LGRHA and involve perhaps all of the other RHAs.
• Government provides bursaries for physicians training at Memorial University who wish to practice in specific areas of the province. Salaried physicians have an annual bonus that is based on the rurality of their practice. The RHAs provide assistance to physicians in relocating to rural sites with generally more funding provided to the more rural locations along with ongoing benefits based on the rural location. Government has also in the past year provided funding to RHAs to enable the hiring of recruiters specific to physicians. These positions will have a reporting structure that provides a provincially coordinated approach to recruitment.

• Minister Kennedy attended the Labrador West health care forum on April 22, 2010 and stated that there is no plan for a third air ambulance in Labrador West and was willing to look at Quebec based air charters and at renting chartered airplanes to respond when necessary in Labrador West. Residents at this forum were advocating for a portable CT scanner and expressed concerns regarding the financial stress of purchasing tickets up-front for airline tickets under the medical transportation assistance system.

• The concerns raised at the health forum were also discussed on January 19, 2010 during the pre-budget consultations with Minister Marshall. With respect to project expansion there most likely will be greater reliance on the Medical Transportation Assistance Program.

• The province announced funding in the 2010-2011 budget for a dialysis unit for the Captain William Jackman Memorial Hospital in Labrador City.

Education
• With regards to K-12 in the region there are three schools: A.P. Low Primary (K-3) had an enrollment of 390 students for the 2009/2010 school year. In addition, Menihek High School (8 - level 4) had an enrollment of 588; and J.R. Smallwood Middle School (4-7) had an enrollment of 445 students. There is sufficient classroom capacity within existing K-12 system to accommodate increased enrollment in each school up to a capacity of 575, 700 and 550 respectively. In addition, the K-12 infrastructure in Labrador West is in good condition.

• With increased mine activity and associated attractive salaries, there will be recruitment and retention challenges for support staff (secretarial, janitorial) in the schools, bus drivers. Also increased competition for trades' people for repairs and maintenance.

• College of the North Atlantic (CNA) has one campus located in Labrador West. This campus offers courses in the areas of Academic Access and Applied Arts, Business Studies and Information Technology, Industrial Trades and the first year of the Engineering Technology program.

• The Labrador West campus has a maximum capacity of approximately 273 students and in 2008/09. The annual enrolment in regular programming was 208.

• Due to a slowdown in the mining industry, CNA reallocated some seats from the Mining Technician program to introduce programming in welding and office administration.

• Labrador Institute of Memorial University has a satellite office located at CNA's current Labrador West facility. This office provides support to students wishing to attend Memorial University and has, in the past, offered various courses on an as needed basis.

• The Labrador West campus is currently operating out of a rental facility. The construction of a new facility was announced on May 25, 2009 through the federal government's Knowledge Infrastructure Program (KIP). This new facility will not result in an increase in available capacity; it is strictly a relocation of the campus. It is located adjacent to the proposed new hospital facility.

• The housing shortage will impact teacher recruitment for the Labrador School Board and the Conseil Scolaire Francophone de Terre-Neuve-et-Labrador as many new hires are from outside the community and therefore would require housing.
Action Being Taken:

- Minister Hedderson has committed to a meeting with officials from Labrador West to discuss the affordable housing issue. This meeting is planned for mid to late June 2010.
- Minister Hickey and MHA Baker have committed to meet in Labrador West in late June to provide an update on the Northern Strategic Plan for Labrador. This will provide another venue to hear first hand from community stakeholders their perspective on potential social impacts.
- Labrador and Aboriginal Affairs will be consulting with appropriate departments/agencies in the fall 2010 for potential budget items for the last year of the Northern Strategic Plan for Labrador. Social impacts in Labrador west and potential solutions will be discussed further with Departments/agencies during this consultation process.

Prepared By: R. Bowles, ADM LAA in consultation with NR, JUS, WPO, FIN, NLHC, EDU, HRLE and HCS

Approved By: Sean Dutton, DM (A)

Approved By: The Honourable John Hickey, Minister of Labrador Affairs

June 9, 2010
Annex A
Resource Development and Major Construction Projects in Western Labrador

Background
- The Iron Ore Industry in Newfoundland and Labrador operated under challenging conditions in 2009 due to the decline in the demand for steel. Iron ore shipments from Western Labrador declined over 50 percent to $1.2 billion as a result of lower prices and production. Market pressures have since improved and the industry is rebounding. Anticipated increases in iron ore production is one of the main factors behind the rebound in real Gross Domestic Product (GDP) forecast for the province in 2010. The value of iron ore shipments this year is forecasted to approach $1.7 billion, an increase of more than 40% over 2009. Iron ore exports are expected to account for approximately 63% of the total value of mineral shipments and over 10% of the value of total exports from the province in 2010. The iron ore industry is the main reason behind higher incomes and employment rates in Labrador West relative to many other areas in the province. The communities of Labrador City and Wabush accounted for only 1.8% of the province’s population in 2006, but 3.5% of the employment income earned in the province.

Resumption of Expansion at IOC:
- In 2008, IOC made a series of expansion plan announcements that would see overall concentrate production at the operation increase in multiple phases by approximately 50 percent. At this time, the total dollar value of Phase I and II investment was estimated to be approximately $800 million and would see production increase from 18 million to 22 million tonnes annually. Phase III expansion would see a further production increase to 26 million tonnes.
- During 2008, expansion at IOC had commenced and significant work was ongoing. However, since the time of the inspection global financial crisis in late 2008 and due to weakening demand for iron ore, IOC suspended its expansion plans in December of 2008 and announced production curtailments for 2009 including a production shutdown during the late summer period.
- Since this time, markets for iron ore have been steadily recovering and IOC is now back to full production.
- In light of increasing demand, Rio Tinto/IOC announced on May 6, 2010 that it is resuming a Phase I expansion at the operation. In this regard, $435 million of investment has been approved by IOC’s shareholders.
- The new revised estimate for Phase I expansion, inclusive of costs already sunk and work implemented at the operation in 2008, is now $539 million. This phase of expansion will increase IOC’s ore crushing, delivery and grinding capacity to 22 million tonnes and will set the stage for subsequent Phase II and III expansion to reach 26 million tonnes. Phase I expansion is expected to be completed by 2012.
- Overall, the three phase expansion is expected to create approximately 250 construction positions and require upwards of 200 new operations employees once fully implemented. Within this larger expansion, Phase I is expected to generate approximately 100 new operations positions once complete. A smaller portion of these positions will be based in Quebec, at rail and port operations.
- In preparation of resumption of phase I expansion, IOC has put in place a construction camp to house construction workers (250 rooms) and has also worked with a private developer to refurbish a vacant school into a transition accommodations complex for operational
employees and temporary workers (80 units). These activities will assist in alleviating housing pressures in the region.

- Additional employment opportunities for new employees will likely also arise over the next couple of years as senior workers retire from the company.
- At present there are approximately 250 unionized and 33 management employees eligible for retirement and another 100 who will be eligible with five years. In general terms, approximately 25% of these eligible employees are expected to retire in any given year.
- Additional pressures on the community may arise should a significant portion of retirees stay in the area. This has been a general trend in recent years, and IOC has seen increased retirements upon eligibility due to other mining related opportunities being available in the area whereby IOC retirees can also generate a second income in addition to their IOC pension incomes.
- IOC currently employs approximately 1900 employees of which 1500 are based in Labrador City.

Wabush Mines:

- Conditions at the Scully mine have been stabilizing over the past several months and the longer-term outlook for the operation is positive.
- The operation is now owned 100 percent by Cliffs Natural Resources. Production is being restored (4.5 million tonnes for 2010) - coupled with future plans to reach name plate capacity (6 million tonnes/year). All displaced unionized workers during the 2009 production curtailment have been recalled to work.
- Significant investments are also being planned for the operation including manganese reduction technology. The current mine life estimate has been extended significantly. Approximately $35 million of investment is being considered by the company for the current year.
- At present, Wabush Mines directly employs approximately 400-450 workers in Labrador and approximately 300-400 in Pointe Noire, Quebec.
- Wabush Mines is currently actively recruiting smaller numbers of new employees for its current investment activity (<10) and is also beginning recruiting efforts to replace upcoming vacancies resulting from near-term retirements (20-30) positions.
- It is very likely that attaining nameplate capacity will also require additional new employees; however, no firm numbers have been established at this time.

Direct Shipping Iron Ore Projects (DSO):

- Two new DSO projects in north western Labrador near Schefferville, Quebec are in the development stages - Labrador Iron Mines (LIM) and New Millennium Capital Corporation (NML). The LIM project is currently under construction and NML is within environmental assessment. While relatively small in comparison to IOC operations, combined these projects will require approximately 270 Newfoundland and Labrador operations workers.
- Operations will be fly-in; fly-out; however, employees will be drawn from Labrador communities first, followed by the Island. Given the mining connection in Labrador West it is expected that at a significant portion of the employees involved may reside in the area. Both companies will also be establishing offices in the community to lead construction and operations project management.
- There will also be indirect mining services and supply activities resulting from these operations in Labrador west.
- Information provided does not include potential development of NML’s LabMag iron ore deposit near Schefferville, Quebec. If this project were to advance including pelletizing in the Labrador
City/Wabush area, it would be much larger than the DSO projects and comparable to current IOC operations.

**Bloom Lake Railway:**
- The new Bloom Lake Railway is approaching final construction alleviating its construction phase workforce pressure in the region and transitioning to its operations phase. The railway will be headquartered in Wabush and will see approximately 20 employment positions based in Labrador West.

**Julienne Lake Iron Ore Deposit:**
- The Julienne Lake iron ore deposit, near Labrador City and Wabush, is currently owned by the Province and represents a significant undeveloped iron resource. Natural Resources (NR) is currently examining ways to determine the extent and value of the deposit as a basis for maximizing its potential benefit to the province.
- Most recently, $2.1 million was announced in budget 2010-11 to conduct a resource assessment. A call for proposals has been released and NR is evaluating bids. In the call for proposals, an accommodations camp for the resource based activities has been suggested.
- Should this deposit prove to be economic, it could possibly yield and operation similar in size to that of Wabush Mines.

**Exploration Activity:**
- There is also other iron ore exploration activity occurring in western Labrador that could at some future point result in additional operations being established. These projects are currently in the early exploration stage.

**Alderon Resources Corporation**
- Current $7 million summer iron ore exploration program ongoing approximately 20 kilometers from Labrador City/Wabush. Current plans are to further delineate the iron ore resource base and economic studies to prove if it is economically viable.

**Champion Minerals Incorporated**
- Early exploration stage project in north western Labrador in the Schefferville area and near the LIM and NML DSO properties as well as a second project in Quebec approximately 25 kilometers from Labrador City/Wabush.
- Total Proximate exploration activity to Labrador City/Wabush in the nearer term could involve as many as 50-75 workers.

**Other Construction Projects in the Region:**
- College of the North Atlantic Campus
- Healthcare facility
- TLH hard surfacing
- Bloom Lake Railway Route 500 underpass (Consolidated Thompson)
- Other private residential and business development activity
Annex B
Community Profiles of Labrador City and Wabush

Labrador City Community profile:
- The 2006 census population for Labrador City was 7,230. This represents a decline of 6.6% since 2001.
- In 2006 the median age in Labrador City was 36 years, in comparison to 42 years for the province.
- The 2006 personal income per capita in Labrador City was $35,700 compared to $22,900 for the province. After tax personal income per capita, adjusted for inflation, was $21,900 for Labrador City in 2006 and $14,900 for the province.
- It should be noted that the median couple income in Labrador City are some of the highest in the province. Half of the couple families in Labrador City had incomes of more than $103,700 in 2006 compared to $56,500 for the Province. In 2006 there were 280 lone parent families in Labrador City; half of these families had incomes of less than $28,800 in 2006 compared to less than $25,300 for the province.
- According to the 2006 census in Labrador City 79% of homes were owned versus rented and the average value of dwellings in Labrador City was $73,205. Real estate prices due to expansion of IOC and other mines in the area has resulted in housing prices rising significantly since the 2006 census.
- The unemployment rate for May 2006 for people 15 and older was 8.9% compared to 18.6% for the province. The number of individuals in Labrador City who received Income Support Assistance at some point in the year 2008 was 245.
- The average benefits for those people collecting Income Support Assistance in Labrador City in 2008 was $6,100. 3.4% of the population received Income Support Assistance at some point during the year 2008 compared to 1.0% in the province.
- The number of individuals who collected Employment Insurance at some point in 2008 was 775. 15.9% of the labour force in Labrador City collected Employment Insurance in 2008 compared to the provincial rate of 34.0%.
- In 2006, in Labrador City, 90.5% of people 25-34 years of age had at least a high school diploma with about 11.8% of people aged 25-54 had a Bachelor degree or higher.
- A major indicator of well-being is how a person rates their own health status. In 2005, 63.7% of individuals in Labrador West rated their health status from very good to excellent compared to 64.5% for the province.

Wabush Community Profile:
- The 2006 Census population for Wabush was 1,755. This represents a decline of 7.1% since 2001.
- The median age in Wabush was 38 years in 2006, compared to the provincial median age of 42.
- The 2006 personal income per capita in Wabush was $35,900. After tax personal income per capita, adjusted for inflation, was $22,100 for Wabush in 2006.
- Wabush has one of the highest median couple incomes in the province. Half of the couple families in Wabush had incomes of more than $102,400, compared to provincial average of $56,500. In 2006 there were 60 lone parent families in Wabush, half had incomes of less than $37,600 compared to the provincial average of less than $25,300.
• According to the 2006 census in Wabush 84.1% of homes were owned versus rented and the average value of dwellings in Wabush was $60,335. Real estate prices due to expansion of IOC and other mines in the area has resulted in housing prices rising significantly since the 2006 census.

• The unemployment rate for May 2006 for people 15 and older was 8.6%. The number of individuals in Wabush who received Income Support Assistance at some point in the year 2008 was 15.

• 0.8% of the population received Income Support Assistance at some point during the year 2008.

• The number of individuals who collected Employment Insurance at some point in 2008 was 170. 14.2% of the labour force in Wabush collected Employment Insurance in 2008.

• In 2006, in Wabush 91.8% of people 25-34 years of age had at least a high school diploma with about 9.5%of people aged 25-54 had a Bachelor degree or higher.

\[1\] Labrador City and Wabush Community Profile data is courtesy of Community Accounts.
Hi Michelle,
Attached is the Hope Haven blurb.
Franca

Franca Smith
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• In September 2007, Newfoundland and Labrador Housing gave conditional approval to Hope Haven (a shelter and resource centre for women and their children fleeing abusive situations) for $1,000,000 in forgivable funding under the Federal/Provincial Affordable Housing Program. This funding was for a 10 unit affordable housing project in Labrador City. They were also approved for $117,000 of forgivable funding under the federal/provincial Residential Rehabilitation Assistance Program (RRAP).

• In May 2009, due to negative changes in the global market that resulted in a decrease in population and an increase in available rental units, Hope Haven was unable to secure additional funding and the project was cancelled. Since this time there has been an expansion of work at the IOC and there is again a lack of affordable rental units, with a waiting list of 14 for NL housing.

• Hope Haven had 47 women use the transition house in 2009 and was occupied 321 days. The centre has noted an increase in the length of stay for women due to the inability to find suitable and affordable rental accommodations. This has negatively impacted their ability to support women in crisis.
Hi Michelle,
Attached is the Nalcor information.
Franca

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Nalcor is currently upgrading the distribution system in Labrador West. The multi-year project began in 2009 and is estimated to cost $20 million over a three-year period. Upgrades include the construction of two new terminal stations, the conversion of existing lines to 25 kilovolt and extensions to the distribution system in the area. Upgrades to the electricity system in the region are necessary to improve the distribution system reliability and allow for some additional commercial and residential growth in the area.
Michelle,
I did up this note for you for your information purposes … just in case you need the extra detail to add to what Marie has sent.

Issues for recruitment and retention in Lab West involve 2 primary concerns, accommodations and competing with the mines for skilled labour. There has been incidents of having successfully attracted staff but they could not find accommodation and had to decline the offer of employment. It certainly is an issue that’s for sure.
If you need anything else from me just let me know OK.

Maryjane
Information Note:

Title: Recruitment and Retention of Professionals/skilled Labour to Labrador West.

Issue: Lack of accommodations and: direct competition with the Iron Ore Company of Canada and Wabush Mines for skilled labour cause issue of recruitment and retention within the public sector.

Background and Current Status:
Departments are experiencing difficulty in filling some positions because of a shortage of available skilled workers and the inability to find housing.

- The Department of Transportation and Works have had a vacant Automotive Technician position for approximately 2 yrs. They have held 3 competitions, on 2 occasions they have been successful in securing a good candidate, made the job offer but the person was unable to find accommodations. The original person in the position left for a higher paying position with the mines. The Automotive tech position pays $20.37-$22.52, while a similar position of mechanic at the mines pays between $37.00 – 52.00 per hour.

- The Department of Justice recently lost a Family Court Counselor...

- The vacancy rate is 0. Housing cost are phenomenal, a 2 or 3 bedroom bungalow sells for $320,000 to $380,000 and 2 and 3 bedroom apartments rent for $1100.00 - $1500.00 per month.

- Government Services is currently advertising for 6 Weigh Scale Operator (permanent) positions that they do not expect to fill. If they are unable to fill them locally, which it likely given the labour market conditions in the area, they anticipate not being able to fill them at all because of the accommodations issue.

- This could possibly have implications for the delivery of some government services in the region.

- The PSS, through the HR Manager of Planning and Development in the region, in collaboration with the various departments will investigate the issues and work on a strategy to address the gaps.
Hi Michelle.

Looks like you have since received the note from last night. With the update from a few moments ago, I trust you have what you need. I've been driving today so not much opportunity for email.

Cory

Cory Grandy
Director, Waste Management Division
Department of Municipal Affairs

Sent Via BlackBerry

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From: Watkins, Michelle
To: Grandy, Cory
Sent: Thu Aug 19 12:40:34 2010
Subject: FW: Labrador West Hot Issues

Good day Cory,

Please refer to e-mail below. From LAA's perspective, we feel that waste management in Labrador West needs to be identified. I realize you are in Boston, but we need a couple of bullets on this for the Premier's note. Apparently you are the resident expert on this one. If I could have something by tomorrow, it would be greatly appreciated.

Thank you,
Michelle

---

Michelle Watkins
Director, Labrador Affairs
Government of Newfoundland and Labrador
Department of Labrador and Aboriginal Affairs
Mailbag 3014, Stn. B
Happy Valley - Goose Bay, NL A0P 1E0
tel: 709-896-1780 fax: 709-896-0045 mobile: 709-899-1582
e-mail: michelledwatkins@gov.nl.ca

From: Dutton, Sean
Sent: Wednesday, August 18, 2010 2:40 PM
To: Barnes, Sandra M.; Burrage, Dor; Caul, Brenda; Cooper, Bruce; Dillon, Ray; Duke, Cathy; Cochrane, Rachelle A.; Janes, Glenn; 'Leigh Fuddester'; 'Len Simms'; MacDonald, Sheree P.; Meade, Brent L.; Moores, Len; Norman, David; O'Reilly, Alastair; Paddon, Terry; Parrott, William; Pike, Darrin; Reid, Ross; Rose, Baxter; Samson, Mike; Smart, Robert; Thompson, Robert; Tilley, Jean E.; MacLeLLan, Heather; Gilbert, Bruce; Janes, Jackie
Cc: Watkins, Michelle; Delaney, Brian
Subject: Labrador West Hot Issues
Importance: High
The Department of Labrador and Aboriginal Affairs has been tasked with preparing a note on "hot issues" in Labrador West in preparation for a planned visit to the area by Premier Williams. I have asked Michelle Watkins, Director of Labrador Affairs, to coordinate preparation of the materials as I will be on travel status Thursday and Friday.

If there are any issues in which your Department/entity is engaged which should be brought to the Premier's attention for this visit, please advise Michelle by CLOSE OF BUSINESS THURSDAY, AUGUST 19.

Thanks in advance for your consideration and assistance.

Sean
Michelin, Kathy

From: Duggan, Bill
Sent: Thursday, August 19, 2010 4:13 PM
To: Watkins, Michelle
Subject: FW: Information Note _ Labrador West_2010-08-19_v2.doc

I think you have already received this. It's the information that I didn't expect to get until tomorrow.

If you need anything else, let me know.

From: Grandy, Cory
Sent: Thursday, August 19, 2010 4:32 PM
To: Duggan, Bill
Cc: Watkins, Michelle; Mercer, Cluney
Subject: Re: Information Note _ Labrador West_2010-08-19_v2.doc

As follows:
The provincial solid waste management strategy is not as prescriptive for final solutions in Labrador as it is for the island portion of the province; it was left as flexible so that appropriate solutions could be found given its large geography and small population. Government is working with stake holders in Labrador to seek input so that appropriate plans can be put in place and will likely be unique compared to the island. In the meantime, interim measures have been taken in lab west to facilitate closure of the Wabush incinerator and a study is underway for communities in the Labrador south coast.

Cory Grandy
Director, Waste Management Division
Department of Municipal Affairs

Sent Via BlackBerry

From: Duggan, Bill
To: Grandy, Cory
Cc: Watkins, Michelle
Sent: Thu Aug 19 14:12:14 2010
Subject: FW: Information Note _ Labrador West_2010-08-19_v2.doc

Cory,

Please forward to me a bullet item responding to Michelle's request for text on the absence of a final waste management plan for Labrador.

Thanks

From: Watkins, Michelle
Sent: Thursday, August 19, 2010 1:58 PM
To: Duggan, Bill
Subject: RE: Information Note _ Labrador West_2010-08-19_v2.doc

Hi Bill,
A couple of questions: in the media, one of the areas of contention is that there is no finalized waste management plan for Labrador. Can we get a bullet on this? Also, I have placed the financial statement and regionalization bullets under the heading of Municipal Governance and separated Waste Management as its own heading. Are you ok with this?

Michelle

Michelle Watkins

Director, Labrador Affairs
Government of Newfoundland and Labrador
Department of Labrador and Aboriginal Affairs
Mailbag 3014, Stn. B
Happy Valley - Goose Bay, NL A0P 1E0
tel: 709-896-1780 fax: 709-896-0045 mobile: 709-899-1582
e-mail: michellewatkins@gov.nl.ca

From: Duggan, Bill
Sent: Thursday, August 19, 2010 12:34 PM
To: Watkins, Michelle
Cc: Dutton, Sean; Barnes, Sandra M.; Mercer, Cluney; Companion, Lori Anne; Healey, Rick M; Rizvi, Hasnain
Subject: Information Note_ Labrador West_2010-08-19_v2.doc

Michelle,

The attached note provides Municipal Affairs' inputs on the note you are preparing.

If you have any questions, please give me a call.

Bill Duggan, B.S.W., M.Ed.
Assistant Deputy Minister
Department of Municipal Affairs
4th Floor
Confederation Building West Block
P. O. Box 8700
St. John's, NL
A1B 4J6
Tel: 709 - 729 - 3016
Cell: 709 - 693 - 4085
Fax: 709 - 729 - 0943
e-mail: bduggan@gov.nl.ca
From: MacDonald, Sheree P.
To: Dutton, Sean
Sent: Thu Aug 19 16:13:40 2010
Subject: RE: Labrador West Hot Issues

Sean,
A couple of quick points for your consideration:
- the note we sent you a couple of weeks ago on the ongoing stress in the community of Nain around suicides and other deaths is still an issue which all stakeholders are working together on...but you would be familiar with this situation
- from a positive perspective,
.....CYFS is providing support to increase the number of child care spaces in Labrador through the Capacity Initiative. Funding has been provided to CNA in Happy Valley to put an infant room in place at their demonstration centre, to Nunatsiavut to increase the number of spaces in their communities and to a non-profit group in Labrador West to expand their licence to include an afterschool program. These are now licensed. Currently there are two projects in Labrador West/Wabush that are in development but not yet licensed. The major issue is finding suitable space.
.....also the development of the new department to better address child protection issues will include specifically looking at the service delivery model in Labrador to ensure it meets their unique needs

Let me know if you need anything further
sheree

From: Dutton, Sean
Sent: August 18, 2010 3:10 PM
To: Barnes, Sandra M.; Burrag, Don; Gaul, Brenda; Cooper, Bruce; Dillon, Ray; Duke, Cathy; Cochrane, Rachelle A.; Janes, Glenn; 'Leigh Puddester'; 'Len Simms'; MacDonald, Sheree P.; Meade, Brent L.; Moores, Len; Norman, David; O'Reilly, Alastair; Paddon, Terry; Parrott, William; Pike, Darrin; Reid, Ross; Rose, Baxter; Samson, Mike; Smart, Robert; Thompson, Robert; Tilley, Jean E.; MacLellan, Heather; Gilbert, Bruce; Janes, Jackie
Cc: Watkins, Michelle; Delaney, Brian
Subject: Labrador West Hot Issues
Importance: High

The Department of Labrador and Aboriginal Affairs has been tasked with preparing a note on "hot issues" in Labrador West in preparation for a planned visit to the area by Premier Williams. I have asked Michelle Watkins, Director of Labrador Affairs, to coordinate preparation of the materials as I will be on travel status Thursday and Friday.

If there are any issues in which your Department/entity is engaged which should be brought to the Premier's attention for this visit, please advise Michelle by CLOSE OF BUSINESS THURSDAY, AUGUST 19.

Thanks in advance for your consideration and assistance.
From: Norman, David
To: Dutton, Sean
Sent: Thu Aug 19 17:17:10 2010
Subject: RE: Labrador West Hot Issues

Sean, here are some potential issues in Lab West:

- Union could raise the fact that there is a vacant OHS Officer position in Lab West that we are in the process of filling...it is hard to fill these OHS positions in Lab West and the Union is often sensitive when these positions become vacant. We were unsuccessful last time recruiting for it and are now re-advertising the position.

School Buses

- In response to a complaint received in August 2009, the Department of Government Services initiated a detailed investigation into the level of compliance with the CSA D-250 Standard for School Buses.
- Upon inspection of all school buses in Newfoundland & Labrador it was discovered that many vehicles were not in compliance with the applicable standard.
- Timelines for retrofit of existing school buses were established, based on the nature of the deficiencies that were discovered.
- Deadlines for many of the required retrofit items have since passed, with September 1, 2010 being the deadline for full compliance to the applicable CSA D-250 requirements.
- In April of 2010 a moratorium on the importation of U.S. school buses was established and is now being enforced.
- Only pre-2008 model Quebec buses may now be imported into the province.
- Effective January 1, 2013 only originally manufactured CSA D-250 buses will be permitted into the province.
- Approximately 50-60% of all school buses in Labrador are school board owned buses.
- To date, MRD officials are working with one Labrador based school bus contractor, who has imported a bus from the province of Quebec that requires some retrofitting, to meet the CSA D-250 Standard.
- MRD officials will continue to monitor the situation with Labrador school buses.

Commercial Vehicle Weight Enforcement
Effective August 16, 2010 portable weigh scale inspectors from western region, have teamed up with the local Highway Enforcement Officer in the Goose Bay area, to enforce provincially regulated weight and dimensions limits on the TLH.

This initiative will continue until the end of the day on Friday August 20th.

Thus far a number of overweight vehicles have been detected and enforcement staff notes the high use of quad axle trailers in the region.

Effective August 19, 2010 weigh scale inspectors from Goobies Weigh Scales and the Highway Enforcement Officer in Lab City-Wabush will commence a similar initiative of weight and dimensions enforcement on the Lab West portion of the TLH. This initiative will run until August 25, 2010.

Plans are well underway to construct a permanent fixed weigh scale station on the TLH outside Lab City.

To date the site has been prepared, construction has yet to begin. Public competition for the recruiting of six full time permanent weigh scale staff has been advertised, and it is anticipated this process will be completed by early Fall. It is uncertain how successful these competitions will be as filling positions in Labrador West can be challenging.

Atlantic MOU/Quad Axle Trailer Status

- NL does not presently recognize quad axle trailers, as this configuration is not a part of the Atlantic MOU on Vehicle Weights and Dimensions. There do appear to be a number of these vehicles in Labrador.
- There have been recent discussions with Atlantic partners to explore the possibility of including quad axle trailers in the Atlantic MOU; however, a consultation process with the local trucking associations and TW departments has to be undertaken.
- Despite their exclusion from the MOU, NB and NS permit the use of quad axle trailers for some dry and liquid bulk products; however, there are restrictions on weights, depending on whether the travel is on main or secondary highways. Additionally, specific axle spacing and specialized equipment requirements are enforced.
- NS has now added quad axle trailers into provincial regulation with some restrictions.
- Presently, NB permits the restricted use of these trailers by issuance of a special permit, however, NB indicates it intends to incorporate these trailers into their provincial regulation as soon as late August 2010.

Hope this helps. Let me know if you need anything else. Dave.

David Norman
Deputy Minister
Department of Government Services
Government of Newfoundland and Labrador
P.O. Box 8700, Confederation Building
St. John's, NL A1B 4J6
Phone: 709-729-4752
Fax: 709-729-4754
email: david.norman@gov.nl.ca

From: Dutton, Sean
Sent: Wednesday, August 18, 2010 3:10 PM
To: Barnes, Sandra M.; Burreage, Don; Caul, Brenda; Cooper, Bruce; Dillon, Ray; Duke, Cathy; Cochrane, Rachelle A.; Janes, Glenn; 'Leigh Pucldester'; 'Len Simms'; MacDonald, Sheree P.; Meade, Brent L.; Moores, Len; Norman, David; O'Rielly, Alastair; Paddon, Terry; Parrott, William; Pike, Darrin; Reid, Ross; Rose, Baxter; Samson, Mike; Smart, Robert; Thompson, Robert; Tilley, Jean E.; Macellion, Heather; Gilbert, Bruce; Janes, Jackie
The Department of Labrador and Aboriginal Affairs has been tasked with preparing a note on “hot issues” in Labrador West in preparation for a planned visit to the area by Premier Williams. I have asked Michelle Watkins, Director of Labrador Affairs, to coordinate preparation of the materials as I will be on travel status Thursday and Friday.

If there are any issues in which your Department/entity is engaged which should be brought to the Premier’s attention for this visit, please advise Michelle by CLOSE OF BUSINESS THURSDAY, AUGUST 19.

Thanks in advance for your consideration and assistance.

Sean
From: Power, Colleen (HCS)
To: Dutton, Sean
Cc: Cooper, Bruce
Sent: Thu Aug 19 17:42:08 2010
Subject: Note - Department of Health and Community Services - Visit to Labrador West August 2010

Mr. Dutton:

This Note has now been placed in the [redacted] in both Word and PDF form.

Colleen Power
For: Bruce Cooper

Section 31(1)(b)
Michelle.
Here is the situation our branch has had on plate lately in Lab West.
Let me know if there are any issues with the attachment.
Keith has approved this.
Colin

Sent Via BlackBerry

---

From: Carroll, Colin
To: Deering, Keith
Sent: Thu Aug 19 14:34:49 2010
Subject: wolf BN

As attached
Briefing Note

Department of Natural Resources
Forestry and Agrifoods Agency

Title: Recent Wolf Activity in Labrador City/Wabush

Description:

Several wolves have been frequenting the communities in Lab West. Members of the general public are concerned as a wolf has taken one dog from a home-owner’s backyard. This raises a safety concern for the community at large.

Background:

- Labrador is home to a healthy population of wolves.
- It is not uncommon for a wolf or wolves to establish territories near communities from time to time. This results in sightings and potential encounters with humans and their pets.
- In some circumstances, people’s dogs have been taken by wolves during these encounters. It is suggested that the wolves view the dog as a potential rival or trespasser and kill the dog out of a territorial instinct.
- This type of incident has occurred in communities right across Labrador in the past.
- Normally wolves are very weary of people. The danger of a healthy wolf attacking a person is very low.
- Conservation Officers will deploy traps to attempt to capture the animal. It can then be drugged and relocated. However, wolves are notoriously hard to capture. If efforts to capture (or drive the wolf from town) are not effective and the wolf persists in the community, the animal may have to be put down. This is deemed to be a last resort but necessary for the safety and sense of security of the residents.

Current Status:

- First report on July 1st of a dog being attacked by a wolf in front of the owners.
- Conservation Officers have increased their patrols and adjusted their schedules in an attempt to deal with the problem.
- Conservation Officers established a patrol schedule for night/early mornings as this is when the animals are most active.
- A series of traps and snares were set in certain areas.
- Some reports from around the community of cats going missing. Also a report of a wolf sighted on the night of August 9th with a dog in its mouth.
- Den location was found which helped identify the animals and target trapping efforts.
- Two wolves were put down by Conservation Officers and two wolves were snared and removed in the last couple of weeks.
• The wolf that had attacked the dog was among the animals that were put down.
• No reports since removal of these 4 animals.
• The above action seems to have solved the problem as no reports of wolves in the community have come in as of late.
• Officers had great assistance from the community with calls coming in every night as the wolves were sighted.
• Issue received media attention regionally and provincially. Officer Chuck Porter gave several interviews to CBC regarding the situation and ongoing efforts of the Department during the course of the incident.

Prepared by:
Craig Coady, Colin Carroll
DNR - Labrador
Aug. 19, 2010
Hello Michelle:

Please see the attached note from HCS.

Brian Delaney
Cabinet Secretariat
9th Floor, East Block
Confederation Building
A1B 4J6
(709) 729-2845
Cell: (709) 727-7938
Home: (709) 229-7202
Department of Health and Community Services
Premier’s Visit to Labrador West
August, 2010

Background Information

- The Labrador-Grenfell Regional Health Authority includes the area north of Bartlett’s Harbour to Harbour Deep on the Northern Peninsula and all of Labrador. It has a population of 37,146 residents (Statistics Canada 2006). The decreasing population in the Northern Peninsula area is primarily related to out-migration, decreasing birth rates and increasing mortality rates.
- Labrador is the only area outside of St. John’s where the population is expected to increase over the next 15 years. This is due to an anticipated slowing of outmigration, immigration necessary to fill the vast number of new and existing trades positions, higher fertility rates and lower mortality rates than other areas of the Province.
- Labrador-Grenfell Health continues to provide comprehensive community and institutional based services throughout the Region. The corporate headquarters are located in Happy Valley-Goose Bay. Dental and air ambulance services are delivered to persons residing north of Flower’s Cove/Roddickton and the South and North Coasts of Labrador.
- The Labrador Grenfell Board consists of twelve members and the Board Chair. The acting Board Chair is Mr. Raymond Norman (Mr. Norman was recently confirmed as Chair and is in the process of being notified), and the board members representing the Labrador west area are Mr. Andrew Robertson and Pastor David Milley.
- Community based services are provided from clinics/offices located in the following 17 communities: Forteau, Mary’s Harbour, St. Lewis, Charlottetown, Port Hope Simpson, Happy Valley-Goose Bay, Cartwright, Rigolet, Makkovik, Hopevale, Nain, Labrador City, North West River, Churchill Falls, Natuashish, Black Tickle and Postville. On the Northern Peninsula, services are provided from clinic/office accommodations located in the following three communities: St. Anthony, Roddickton and Flower’s Cove.
- Institutional based acute and long term care services are provided from 22 facilities including 3 hospitals, 3 community health centres, 14 community clinics, and 2 nursing homes. There are 240 beds – 97 acute, 116 long term care, and 27 holding/observation.

Labrador West

Capt. William Jackman Health Centre

- Captain William Jackman has 16 acute care beds and provides primary and limited secondary services such as surgery and obstetrics. The facility also has 6 long term care beds that provide residential accommodations for the frail elderly with high care needs.
- Between fiscal years 2003/04 and 2008/09 there was a total investment of $4,537,867 in this facility for capital equipment and repairs/renovations which included $118,900 for
chemistry analyzer, glide scopes, and other laboratory equipment, $150,000 for an anaesthetic machine, $220,000 for an ultrasound machine, $610,000 for special equipment purchases throughout 2007/08, $996,700 for a new digital mammography machine, $50,000 for a colonoscope, $50,000 for a new chemotherapy exhaust hood, $296,800 for other patient care and support equipment, $200,000 for exterior building upgrades, $100,000 for a main boiler system upgrade, $300,000 for ancillary boiler system upgrade, $728,300 for a new fire alarm system, $600,000 for operating systems stabilization, and $117,000 for duct cleaning, electrical, mechanical, and alarm system and signage installations.

- In Budget 2009/10 an additional $2,468,400 was allocated for capital equipment and repairs/renovations including $300,000 for a combined chemistry analyzer, $95,000 for a patient telemetry system, $50,000 for an audiology booth, $65,000 for an autoclave sterilizer, $60,400 for other patient care and support equipment, $25,000 for new monitors and defibrillators, $1,000,000 for operating systems stabilization including electrical and mechanical systems, and $873,000 for repairs and renovations per the fire commissioner's office recommendations.

- In Budget 2010/11, an additional $1,333,000 was allocated for capital equipment and repairs/renovations including $250,000 for an anesthetic system, $200,000 for 3 renal dialysis units, $90,000 for a microbiology analyzer and backup, $75,000 for email server and IT related equipment, $93,000 for patient care and support equipment, $250,000 for renovations for the dialysis unit, $150,000 for upgrades to codes and standards in program delivery, $200,000 for improved wheelchair accessibility in patient rooms, and $25,000 for renovations and upgrades to the Respiratory Therapy area.

Labrador Grenfell Health Financial Position

2009-10

- Labrador Grenfell Health had a 2009-10 revised Provincial Plan Revenue budget of $129.5 million and an accumulated shareable operating deficit of $19.8 million to March 31, 2010.
- Labrador Grenfell Health achieved a $0.8 million operating surplus position for 2009-10 which will reduce their accumulated operating deficit to $19.0 million as of March 31, 2010.

2010-11

- Labrador Grenfell Health has a 2010-11 original Provincial Plan Revenue budget of $118.8 million. Labrador Grenfell have advised that they are projecting a balanced budget for fiscal year 2010-11.
- The Health Authority is in the process of reviewing their latest financial results and will be providing that update to the Department when complete. The Department will continue to monitor operating results of the Health Authority throughout the year.
CT Scanner

- The provision of CT services in Labrador City has been an issue for residents and has been brought forward by municipal and provincial officials on behalf of the community.
- A commitment has been made to provide CT services in Labrador City.
- A decision has been made to purchase a fixed 64 slice machine and house it in temporary quarters until the new health centre becomes operational at which time it can be relocated.
- The Minister has had discussions as recently as August 18, 2010 with IOC regarding their possible role in supporting the new service.

Medical Transportation Assistance Program

- Residents of Labrador have several concerns with MTAP, including the amount eligible for reimbursement along with the length of time it takes to receive the reimbursement.
- A number of enhancements to the program have been made in recent years to address concerns from residents of Labrador:
  - Currently there is no deductible for residents of Labrador. Prior to April 1, 2005, all residents were responsible for a $500 deductible. (On the island portion of the province, patients are currently responsible for a $400 deductible).
  - The first $1,000 of eligible expenses in the 12 month period is paid by the Program for patients from Labrador. Prior to May 1, 2007, only the first $500 of claimable expenses was paid by the Program during a 12 month period. (On the island portion of the province, $100 of eligible expenses in the period (after the $400 deductible) is paid by the Program).
  - As of October 1, 2010, a further enhancement to the MTAP will come into effect which will allow private vehicle expenses as claimable expenses for specialized medical travel in excess of 5,000 km within a 12 month period reimbursed at $0.16 per km with no monetary deductible applied.
  - Normally after an application is received it takes 6-8 weeks for a cheque to be processed and put in the mail.
  - Residents have proposed that the MTAP program should have provisions to prepay medical travel expenses.
  - There are provisions through the Department of Human Resources, Labour and Employment to prepay medical travel expenses for income support clients and/or residents who demonstrate financial need through the completion of a financial assessment.
Dialysis

- Based on approval in Budget 2010-11, Labrador City has established a master plan to develop a 2 station Hemodialysis unit with capacity to accept up to 8 patients on a 6 day cycle in existing space at the Captain Jackman Memorial Hospital.
- The Provincial Kidney Program is working with the Labrador Grenfell RHA and Eastern Health to support a tentative opening by the end of October 2010. Normal timelines for establishing a satellite site is 18-24 months.
- Demolition is complete with renovations beginning in September 2010.
- Nursing staff have been successfully recruited.
- Eastern Health has agreed to train nursing staff. Two (2) RN staff will travel to St. John’s to begin 6-8 weeks training September 13 and one (1) LPN September 27. Additional staff for relief will be recruited and will train in January.
- Capital Equipment funding request has been submitted and is under review for approval.
- One biomedical position has been posted and support will be provided by Eastern Health until appropriate resources are recruited and trained for the region.
- There are currently 3 residents of Labrador City who have temporarily relocated to access Hemodialysis services - 1 in Grand Falls-Windsor, 1 in Goose Bay and 1 in St. John’s.

Capital Projects

New Labrador West Health Centre:
- Approved Budget: $: $90.0 million
- Location: Labrador City
- Proposal: Construction of a new health centre to replace the existing Captain William Jackman Memorial Hospital.
- Current Status: Site Preparation for the new health centre was completed in Fall 2008 and the extension of Municipal Services was completed in 2010. The foundations and structural steel are slated for completion in October, 2010 with water tank and associated work being completed during the 2010 and 2011 construction seasons. The main building construction package is expected to be tendered Fall 2010 with construction starting in June, 2011.
- The new facility will have 14 acute care beds and 14 long term care beds. The 14 long term care beds include one double room, one palliative care bed, and one respite short stay bed.

Physician Staffing

Labrador West – Captain William Jackman Memorial Hospital

- Labrador Grenfell noted that there are no significant issues with the recruitment and retention of physicians in the Labrador City area and indicated that their physician resource complement is fairly stable.
• Labrador Grenfell provides specialty services and patient appointments through the use of visiting specialists that travel to the region on varying intervals as necessary. These rotations are noted as follows:

**Specialist**

<table>
<thead>
<tr>
<th>Specialist</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gynecologist</td>
<td>two that alternate visits about every three months</td>
</tr>
<tr>
<td>Cardiologist</td>
<td>every three months</td>
</tr>
<tr>
<td>Ophthalmologist</td>
<td>every four months</td>
</tr>
<tr>
<td>Rheumatologist</td>
<td>once a year</td>
</tr>
<tr>
<td>Neurologist</td>
<td>every 3-4 months along with an EMG Tech.</td>
</tr>
<tr>
<td>Paediatrician</td>
<td>usually every 3-4 months</td>
</tr>
<tr>
<td>Dermatologist</td>
<td>every two months</td>
</tr>
<tr>
<td>ENT Specialist</td>
<td>every 3-4 months</td>
</tr>
<tr>
<td>Audiologist</td>
<td>every three months</td>
</tr>
<tr>
<td>Nephrologist</td>
<td>every 3-4 months</td>
</tr>
<tr>
<td>Psychiatrist</td>
<td>usually every 4-5 months</td>
</tr>
</tbody>
</table>

Prepared by: Derek Penney / Karen Nolan
Approved by: Bev Griffiths / Tony Wakeham
Approved by: Minister

August 19, 2010.
Michelin, Kathy

From: Michelin, Kathy
Sent: Friday, August 20, 2010 1:46 PM
To: Watkins, Michelle
Subject: info
Attachments: Topics in LW.doc

CAP and some TW that I already had...still waiting on Justin.

Kathy Michelin
Senior Analyst
Labrador and Aboriginal Affairs
Mailbag 3014, Station B
Happy Valley – Goose Bay, NL
Canada A0P 1E0
t 709.896.1780
c 709.887.5982
f 709.896.0045
e Kathy.michelin@gov.nl.ca
Labrador West Community Advisory Panel – The Panel has been active since 2007 and is comprised of 30+ stakeholders. The Panel was initiated by IOC and is independently facilitated. The objectives of the Panel are:

1. to provide a consultative forum for Labrador West and Sept-Illes stakeholders to engage in regular, transparent, equitable, and constructive dialogue;
2. improve understanding of environmental, social and economic issues/opportunities pertaining to mining operations and community development; and
3. collaborate in partnership to achieve shared sustainable development goals and address identified issues/opportunities.

Trans Labrador Highway Phase I

News Release August 16, 2010 - The first tender calls for the widening of approximately 38.5 kilometres of Phase I of the TLH between Happy Valley-Goose Bay and Churchill Falls. The second tender calls for the widening of 48 kilometres from near Raff River to the Churchill Falls Airport Access Road. This work is being cost-shared with the Federal Government under the Building Canada Fund.

To date, approximately 370 kilometres of Phase I of the TLH – more than 75 per cent - has been widened. Contracts are in place that will see an additional 46 kilometres widened before the end of this construction season. With these latest tenders now called, all remaining widening work on Phase I of the TLH is expected to be completed over this construction season and the next. By the end of this construction season, it is expected that more than 180 kilometres of Phase I will have been hard-surfaced. Hard-surfacing of Phase I is expected to be completed by 2014.

Trans Labrador Highway Phase III

Officially opened on December 16, 2009. This connects all three phases into one continuous Trans Labrador Highway route that spans approximately 1,150 kilometres from Labrador West to Southern Labrador. The cost is approximately $130 million for Phase III. Summer 2010 will see an additional $15M to official complete Phase III. Work will include things like the completion of two permanent bridge structures currently under construction, finishing work on the road surface and the completion of guide rail and permanent signage.

Air Travel costs

Air Labrador discontinued service to the island, Labrador West and Quebec effective May 1, 2009 on the grounds that the company cannot continue to offer flights with
so many empty seats. This left one airline operating in Labrador West – Provincial Airlines.
From: Michelin, Kathy
Sent: Friday, August 20, 2010 2:21 PM
To: Watkins, Michelle
Subject: HCS, CYFS and TW
Attachments: BN - Premiers Visit to Labrador West Aug 2010 (3).doc

Kathy Michelin
Senior Analyst
Labrador and Aboriginal Affairs
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Capt. William Jackman Health Centre

- Captain William Jackman has 16 acute care beds and provides primary and limited secondary services such as surgery and obstetrics. The facility also has 5 long term care beds that provide residential accommodations for the frail elderly with high care needs.

- Between fiscal years 2003/04 and 2009/10 there was a total investment of $7,006,267 in this facility for capital equipment and repairs/renovations which include:
  - $118,900 for chemistry analyzer, glide scopes, and other laboratory equipment,
  - $150,000 for an anesthetic machine,
  - $220,000 for an ultrasound machine,
  - $610,000 for special equipment purchases throughout 2007/08,
  - $996,700 for a new digital mammography machine,
  - $50,000 for a colonoscope,
  - $50,000 for a new chemotherapy exhaust hood,
  - $296,800 for other patient care and support equipment,
  - $200,000 for exterior building upgrades,
  - $100,000 for a main boiler system upgrade,
  - $300,000 for ancillary boiler system upgrade,
  - $728,300 for a new fire alarm system,
  - $600,000 for operating systems stabilization,
  - $117,000 for duct cleaning, electrical, mechanical, and alarm system and signage installations,
  - $300,000 for a combined chemistry analyzer,
  - $95,000 for a patient telemetry system,
  - $50,000 for an audiology booth,
  - $65,000 for an autoclave sterilizer,
  - $60,400 for other patient care and support equipment,
  - $25,000 for new monitors and defibrillators,
  - $1,000,000 for operating systems stabilization including electrical and mechanical systems, and
  - $873,000 for repairs and renovations per the fire commissioners' office recommendations.

- In Budget 2010/11, an additional $1,333,000 was allocated for capital equipment and repairs/renovations including:
  - $250,000 for an anesthetic system,
  - $200,000 for 3 renal dialysis units,
  - $90,000 for a microbiology analyzer and backup,
  - $75,000 for email server and IT related equipment,
  - $93,000 for patient care and support equipment,
  - $250,000 for renovations for the dialysis unit,
  - $150,000 for upgrades to codes and standards in program delivery,
  - $200,000 for improved wheelchair accessibility in patient rooms, and
  - $25,000 for renovations and upgrades to the Respiratory Therapy area.
CT Scanner

- The provision of CT services in Labrador City has been an issue for residents and has been brought forward by municipal and provincial officials on behalf of the community.
- A commitment has been made to provide CT services in Labrador City. A decision has been made to purchase a fixed 64 slice machine and house it in temporary quarters until the new health centre becomes operational at which time it can be relocated.
- The Minister has had discussions as recently as August 18, 2010 with IOC regarding their possible role in supporting the new service.

Medical Transportation Assistance Program (MTAP)

- Residents of Labrador have several concerns with MTAP, including the amount eligible for reimbursement, the length of time it takes to receive the reimbursement and patients unable to afford the upfront costs.
- A number of enhancements to the program have been made in recent years to address concerns from residents of Labrador:
  - Prior to April 1, 2005, all residents were responsible for a $500 deductible. Currently there is no deductible for residents of Labrador.
  - The first $1,000 of eligible expenses in the 12 month period is paid by the Program for patients from Labrador and increase from $500 prior to May 1, 2007.
  - Beginning October 1, 2010, private vehicle expenses will be claimable expenses for specialized medical travel in excess of 5,000 km within a 12 month period reimbursed at $0.16 per km with no monetary deductible applied.
- Normally after an application is received it takes 6-8 weeks for a cheque to be processed and put in the mail.
- There are provisions through the Department of Human Resources, Labour and Employment to prepay medical travel expenses for income support clients and/or residents who demonstrate financial need through the completion of a financial assessment.

Dialysis

- Based on approval in Budget 2010/11, Labrador City has established a master plan to develop a 2 station Hemodialysis unit with capacity to accept up to 8 patients on a 6 day cycle in existing space at the Captain Jackman Memorial Hospital.
- The Provincial Kidney Program is working with the Labrador Grenfell RHA and Eastern Health to support a tentative opening by the end of October 2010. Normal timelines for establishing a satellite site is 18-24 months.
- Demolition is complete with renovations beginning in September 2010.
- Nursing staff have been successfully recruited.
- One biomedical position has been posted and support will be provided by Eastern Health until appropriate resources are recruited and trained for the region.
- There are currently 3 residents of Labrador City who have temporarily relocated to access Hemodialysis services - 1 in Grand Falls-Windsor, 1 in Goose Bay and 1 in St. John’s.

Capital Projects
New Labrador West Health Centre:

- Approved Budget: $: $90.0 million
- Location: Labrador City
- Proposal: Construction of a new health centre to replace the existing Captain William Jackman Memorial Hospital.
- Current Status: Site Preparation for the new health centre was completed in Fall 2008 and the extension of Municipal Services was completed in 2010. The foundations and structural steel are slated for completion in October, 2010 with water tank and associated work being completed during the 2010 and 2011 construction seasons. The main building construction package is expected to be tendered Fall 2010 with construction starting in June, 2011.
- The new facility will have 14 acute care beds and 14 long term care beds. The 14 long term care beds include one double room, one palliative care bed, and one respite short stay bed.

Physician Staffing

- Labrador Grenfell noted that there are no significant issues with the recruitment and retention of physicians in the Labrador City area and indicated that their physician resource complement is fairly stable.
- Labrador Grenfell provides specialty services and patient appointments through the use of visiting specialists that travel to the region on varying intervals as necessary. These rotations are noted as follows:

<table>
<thead>
<tr>
<th>Specialist</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gynecologist</td>
<td>two that alternate visits about every three months</td>
</tr>
<tr>
<td>Cardiologist</td>
<td>every three months</td>
</tr>
<tr>
<td>Ophthalmologist</td>
<td>every four months</td>
</tr>
<tr>
<td>Rheumatologist</td>
<td>once a year</td>
</tr>
<tr>
<td>Neurologist</td>
<td>every 3-4 months along with an EMG Tech.</td>
</tr>
<tr>
<td>Paediatrician</td>
<td>usually every 3-4 months</td>
</tr>
<tr>
<td>Dermatologist</td>
<td>every two months</td>
</tr>
<tr>
<td>ENT Specialist</td>
<td>every 3-4 months</td>
</tr>
<tr>
<td>Audiologist</td>
<td>every three months</td>
</tr>
<tr>
<td>Nephrologist</td>
<td>every 3-4 months</td>
</tr>
<tr>
<td>Psychiatrist</td>
<td>usually every 4-5 months</td>
</tr>
</tbody>
</table>

Child, Youth and Family Services

- A commitment under the Northern Strategic Plan for Labrador is to continue to explore meaningful ways to increase and improve early learning and child care services. CYFS is providing support to increase the number of child cares spaces in Labrador through the Capacity Initiative, including:
  - funding to College of the North Atlantic campus in Happy Valley-Goose Bay to put an infant room in place;
  - funding to Nunatsiavut Government to increase the number of childcare spaces in their communities; and
• funding to a non-profit group in Labrador West to expand their license to include after-school programming.

• Currently there are two projects in Labrador West that are in development but not yet licensed.  
• The major issue in Labrador West is suitable space.

Transportation

1. Update on the widening and hard-surfacing of the TLH Phase 1  
   • As of Saturday past (August 14th) Humber Valley Paving had 71 km of asphalt laid with excellent rideability results. They will have a total of 96 km paved by mid September.
   • The final tender for widening has been called and closes on September 2nd. It calls for 40 km of widening to complete the Lab West portion of widening.
   • An additional RFP will be called for the next phase of paving, likely in the late fall or winter. Will encompass another 40 km of hard surfacing.
   • Total Value of Widening commitments and expenditures to date - $33,668,561
   • Total Value of Hard surfacing commitments and expenditures to date - $20,958,052

2. Update on Collage of the North Atlantic campus  
   • Site is shared with the Health Care Facility.
   • The construction of a new CNA Facility is intended to replace leased facilities. The new facility will be capable of holding 250 students with a project budget of $22 million.
   • The site development & services package are complete.
   • The main building package, valued at $17.9 million, was awarded on August 7, 2009.
   • Construction of building exterior in progress and scheduled to be closed in November to permit interior work to proceed over the winter.
   • The project substantial completion date is April 30, 2011 with building occupancy scheduled for September 2011.

3. Update on the railway underpass  
   • TW met with Consolidated Thomson (CT) on Tuesday (August 16th). Bridge tender closed with only one bidder and over budget. TW stressed the conditions of the permit to finish the work at the R503 crossing by August 2011 to fulfill operating permit conditions and to have the project started this year with significant commitments in place for completion. CT going to evaluate best approach for moving forward and will advise.

4. TW is not aware of any concerns surrounding inadequate parking at the new hospital site.

5. Concerns raised about no residence for the new campus:  
   • This is a policy/program issue which is outside the scope of TW's role - Design and Construction. Please refer to ED for further information.
I was speaking with Noreen Careen from the Women’s Centre. They are moving along great with the daycare facilities and childcare spaces. I am not sure that this will be a hot topic for Labrador West anymore. The Steering Committee has not come out publicly and announced anything yet, for obvious reasons, however they are looking at three different afterschool/daycare type facilities for this upcoming year.

AMEC is currently looking at floor plans and design for the afterschool facility that will be at the Catholic Church. They hope to have this up and running by September.

The have another consultant looking at the old LCC school as potential for another program.

They have been in contact with the Department of Education on potentially setting something up at JR Smallwood.

They also have great community support through IOC, Wabush Mines and Dexters. Also, community businesses have made offers for furniture and games to outfit the facilities.

They have a Community Development Worker hired who is managing all the research and facilities. The Steering Committee has applied for an extension on their funding to allow the worker to continue.

Kathy Michelin
Senior Analyst

Labrador and Aboriginal Affairs

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Hi Kathy,

This is to confirm that the information requested of me as the NSP designate is the same as provided to your office on August 19. We did collaborate within the department to produce that document so it is good to know the necessary information is available to you. Thanks for the confirmation that it meets your needs and a second document will not be necessary.

As per our conversation, the NSP Air Ambulance update on August 9, 2010 remains current with the additional note that re-location from St. Anthony to Happy Valley Goose Bay occurred on June 4, 2010.

The hostel for patients/ families who will travel to access services at the new Labrador West Health Center seeking access to services has not been presented as an issue and is not part of the current design or plan.

Hope your preparations for the Premier’s visit and the opening of the CT scanner go well. Please call if you require further information and hope you get to enjoy some of the week end.

Doris.

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Hi Doris,

One final item, status updates on the number of doctors, if there is a shortage, the progress towards recruiting a full complement, etc.

Thank you so much for your assistance on this.

Cheers, Kathy

Newfoundland Labrador

Kathy Michelin
Senior Analyst
Labrador and Aboriginal Affairs
As per our conversation, the NSP Air Ambulance update on August 9, 2010 remains current with the additional note that re-location from St. Anthony to Happy Valley Goose Bay occurred on June 4, 2010.

The hostel for patients/families who will travel to access services at the new Labrador West Health Center seeking access to services has not been presented as an issue and is not part of the current design or plan.

Air Ambulance: In Budget 2008, a King Air ambulance was purchased. The air ambulance has been re-located to Happy Valley-Goose Bay as of June 4, 2010. The reason for Happy Valley-Goose Bay was made after an independent review and analysis of the air ambulance services concluded that the air ambulance should be in a central location for Labrador to better service Labrador City, Wabush, Churchill Falls, the North Coast and the South Coast. There is currently one medical flight team stationed in St. John’s. A second medical flight team is undergoing recruitment and will be stationed in Happy Valley-Goose Bay.

Kathy Michelin
Senior Analyst

Labrador and Aboriginal Affairs

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e kathy.michelin@gov.nl.ca
Michelin, Kathy

From: Bryant, Lynn
Sent: Saturday, August 21, 2010 2:24 PM
To: Michelin, Kathy; Watkins, Michelle
Cc: Garrett, Justin
Subject: Fw: Hot Topics in Labrador West

Importance: High

Michelle/Kathy

Please note as per below!

Lynn

Lynn Bryant, M.Sc.
Director, Policy & Planning
Department of Transportation & Works
Government of Newfoundland & Labrador
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Fax: 709-729-5418
E-mail: lbryant@gov.nl.ca

Sent Via BlackBerry

From: Antle, Gerry
To: Bryant, Lynn
Cc: Garrett, Justin; Smart, Robert
Sent: Sat Aug 21 14:51:51 2010
Subject: RE: Hot Topics in Labrador West

A caution needs to be raised on the last bullet re CNA:

The project substantial completion date is April 30, 2011 with building occupancy scheduled for September 2011.

While the contract states “substantial completion April 30, 2011”; the Contractor’s schedule indicates August 2011. TW has met with the Contractor on several occasions in an effort to accelerate the schedule. The project is part of the federal stimulus program, through the Knowledge Infrastructure Program (KIP) with a deadline of March 31, 2011. At this time, it appears substantial completion will be approximately June/July 2011, and we are working with EDU, to try and ensure no loss of federal funding.

From: Bryant, Lynn
Sent: Saturday, August 21, 2010 11:15 AM
To: Antle, Gerry
Cc: Garrett, Justin
Subject: FW: Hot Topics in Labrador West

Gerry,
FYI - this is what went over.

Lynn

------------------------------------------------------------------------
Lynn Bryant, M.Sc.
Director, Policy & Planning
Department of Transportation & Works
Government of Newfoundland & Labrador
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E-mail: lbryant@gov.nl.ca

------------------------------------------------------------------------
From: Garrett, Justin
Sent: Fri 20/08/2010 2:18 PM
To: Michelin, Kathy; Bryant, Lynn
Subject: RE: Hot Topics in Labrador West

Hi Kathy,

Please see below for responses to your questions regarding Hot Topics in Labrador West.

Let me know if you require anything further.

Justin

1. Update on the widening and hard-surfacing of the TLH Phase 1
   - As of Saturday past (August 14th) Humber Valley Paving had 71 km of asphalt laid with excellent rideability results. They will have a total of 96 km paved by mid September.
   - The final tender for widening has been called and closes on September 2nd. It calls for 40 km of widening to complete the Lab West portion of widening.
   - An additional RFP will be called for the next phase of paving, likely in the late fall or winter. Will encompass another 40 km of hard surfacing.
   - Total Value of Widening commitments and expenditures to date - $33,668,561
   - Total Value of Hard surfacing commitments and expenditures to date - $20,958,052

2. Latest update on the air ambulance
   - As previously discussed, the air ambulance is operated by Labrador Grenfell Regional Health. Please refer to the Board or the Department of Health for an update on air ambulance services.

3. Status update on progress of hospital and campus:
   - Health Care Facility
     - The Design & Construction has a project budget of $90 million.
     - The new facility will have 28 beds (14 acute and 14 long term care), general laboratory and x-ray, CT scanning (new service), surgery suites, pharmacy, emergency, administration offices and community services.
     - The site development & services package are complete.
• The foundation and structural steel contract, valued at $4.6 million, was awarded on February 2, 2010 and has a substantial completion date of March 1, 2011. This work is ahead of schedule and anticipated to be completed late fall.
• Construction of the water tank and pumping stations for the health centre (and CAN) water supply are in progress and are scheduled to be completed by the summer of 2011.
• Tender for the main building package will be called in fall 2010 with a spring 2011 construction start.
• Building substantial completion is scheduled for December 2013 with building occupancy by April 2014.

College of the North Atlantic
• Site is shared with the Health Care Facility.
• The construction of a new CNA Facility is intended to replace leased facilities. The new facility will be capable of holding 250 students with a project budget of $22 million.
• The site development & services package are complete.
• The main building package, valued at $17.9 million, was awarded on August 7, 2009.
• Construction of building exterior in progress and scheduled to be closed in November to permit interior work to proceed over the winter.
• The project substantial completion date is April 30, 2011 with building occupancy scheduled for September 2011.

4. Update on the railway underpass:
• TW met with Consolidated Thomson (CT) on Tuesday (August 16th). Bridge tender closed with only one bidder and over budget. TW stressed the conditions of the permit to finish the work at the R503 crossing by August 2011 to fulfill operating permit conditions and to have the project started this year with significant commitments in place for completion. CT going to evaluate best approach for moving forward and will advise.

5. Concerns raised about inadequate parking at the new hospital/campus site:
• Neither TW nor the Labrador Grenfell Regional Health are aware of any issues concerning parking.

6. Concerns raised about no residence for the new campus:
• This is a policy/program issue which is outside the scope of TW’s role - Design and Construction. Please refer to ED for further information.

----------------------------------------

Justin Garrett, MPA
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From: Michelin, Kathy
Sent: August 19, 2010 10:49 AM
To: Bryant, Lynn; Garrett, Justin
Subject: Hot Topics in Labrador West

Good morning:
The Premier is traveling to Labrador West next week and we are compiling information on potential hot topics and positives to highlight.

We are looking for:
1. the latest update on the widening and hard-surfacing of the TLH Phase 1 distance and funding to date
2. the latest update on the air ambulance
3. latest update on progress of hospital and campus construction and funding to date
4. if TW has any update on the railway underpass – any comments
5. there have been concerns raised about the potential inadequate parking available at the new hospital site, especially between the hospital and campus – any comments
6. there have been concerns raised about no residence for the new campus – any comments

There have been a number of positives to mention also which include the tenders for the construction projects to begin; the opening of Phase 3 of the TLH; the progress of the widening and hard surfacing of Phase 1...

If there are other highlights or hot topics that you can think of, please let us know.

I apologize for the short notice, however we will need this information as soon as possible (absolute latest being lunchtime tomorrow).

In the meantime, I will contact Djon locally to see if he can provide any information.

Cheers, Kathy

Kathy Michelin
Senior Analyst
Labrador and Aboriginal Affairs

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e kathymichelin@gov.nl.ca
Michelle,  
Don was away for a short stint last week and may have been out of range. I will check with him now.  
Jackie

Jacqueline Lake Kavanagh  
Director of Policy and Strategic Planning  
Department of Justice  
Government of NL

t: 709 729-0284  
ci: 709 687-7674  
f: 709 729-3949

---

From: Watkins, Michelle  
Sent: Monday, August 23, 2010 9:04 AM  
To: Lake-Kavanagh, Jackie  
Subject: Premier’s visit to Labrador

Good morning Jackie,  

The Premier may be going to Labrador West this week. Our DM had e-mailed his colleagues last week for any hot issues. We did not hear from Justice. Are you aware of anything?

Michelle

---

Michelle Watkins  
Director, Labrador Affairs  
Government of Newfoundland and Labrador  
Department of Labrador and Aboriginal Affairs  
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Happy Valley - Goose Bay, NL A0P 1E0  
tel: 709-896-1780 fax: 709-896-0045 mobile: 709-899-1582  
email: michellwatkins@gov.nl.ca
From: Carter, Paul
Sent: Monday, August 23, 2010 9:27 AM
To: Watkins, Michelle; Dutton, Sean
Subject: RE: Lab West note

Michelle, noticed an error in my section of the note regarding CT and the underpass. Commitment to government is that this structure will be in place by August of 2011 by way of TW infrastructure update. I had indicated the end of 2011.

Paul Carter
Executive Director - Labrador
Department of Natural Resources
Government of Newfoundland and Labrador
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From: Watkins, Michelle
Sent: Friday, August 20, 2010 6:49 PM
To: Dutton, Sean
Cc: Carter, Paul
Subject: Lab West note

Hi Sean,

Attached is the first kick at the note. We received an enormous amount of info and it has been a challenge to condense everything. Currently, the note is 6 ½ pages. I have made some italicized comments or some of the bullets. As well, I have a lot more detailed info from departments if you require. I received feedback from most relevant departments but not ENVC.

I have spreadsheets on the Lab West spending. We have only captured new initiatives since 2003 – does not reflect core/operational funds. Departments struggled to provide at that level. I am bringing it home to review and will have for you on Monday.

Please feel free to touch base.
Michelle

Michelle Watkins
Director, Labrador Affairs
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tel: 709-896-1780 fax: 709-896-0045 mobile: 709-899-1582
Meeting Note
Department of Labrador & Aboriginal Affairs
Premier Danny Williams, Jim Baker, Elizabeth Matthews, and Darrell Hynes
September 10, 2010 (1:00PM)
Two Seasons Hotel, Labrador City

Attendees: Janice Barnes, Mayor, Labrador City
Ron Barron, Mayor of Wabush
(Biographies Attached)

Purpose of the Meeting:
- To meet with the Mayors of Labrador West to discuss progress of major projects and Labrador West priorities in the region.

Background:
- Labrador City was incorporated in 1961 and Wabush in 1967. Additional information regarding community profiles on Labrador West is available in the attached Social Impacts Assessment Information Note.
- Resource Development and Major Construction projects in Western Labrador are available in the attached Social-Impacts Assessment Information Note.
- On August 23, the Department of Labrador and Aboriginal Affairs identified issues in Labrador West in preparation for the Premier’s visit to the area (Annex B).
- The Town of Labrador City, during the pre-budget consultations with Minister Marshall on January 19, 2010 emphasized:
  (i) The shortage of affordable housing in the region and requested the province to build a modified (less than 50 units) seniors complex with the ability to expand if necessary. The rationale for a smaller complex is that private developers cannot secure funding for a seniors complex as the numbers of seniors in Labrador West does not warrant a 50 unit facility.
  (ii) The need for a daycare facility in Labrador West.
  (iii) Concerns over the high cost of airfare, particularly with purchasing airline tickets upfront and waiting several weeks for reimbursement.
- Minister Kennedy attended the Labrador West health care forum on April 22, 2010 where concerns were raised regarding the air ambulance, residents were advocating for a portable CT scanner and reiterated the financial stress of paying up-front for airline tickets under the Medical Transportation Assistance Program.
- Minister Hickey and MHA Baker met in Labrador West on June 18, 2010 to provide an update to community stakeholders on the Northern Strategic Plan for Labrador. Minister Hickey also met with the Mayor of Labrador City and the HYRON Board of Directors.
- Minister Hederson attended meetings in Labrador City on July 6th and 7th, 2010 regarding affordable housing and social housing issues.

Section 27(1)(i), Section 27(2)(b)
Potential Agenda Items:

- The Town Councils of Labrador City and Wabush most likely will be seeking an update on the major construction projects and may focus on several of the issues identified in Labrador West issues note prepared for the Premier’s visit to the region. The Town Councils of Labrador City and Wabush were vocal in the past regarding delays in major construction projects in the region. However, substantial progress has been made in these projects as outlined in the Expenditures and Major Projects in Labrador Information Note (Annex C).

- The Town Council of Labrador City may reference the new housing sub-division expansion in Labrador City. The CBC Labrador Morning Show reported on September 08, 2010 that up to 15 houses are scheduled for completion this year with a total of 120 houses to be completed in years ahead. The CBC reported that the price of the houses will vary from $350,000 to $500,000.

- The Town Council of Wabush may reference the financial difficulties it is facing as it seeks to comply with the provincial waste management plan. The Town reported in the Aurora newspaper on January 04, 2010 that it anticipates an additional cost of $250,000 to implement new waste management procedures. The Town of Labrador City may discuss this issue as well.

Potential Speaking Points:

- The Premier may want to discuss the following initiatives that Government is actively pursuing regarding Labrador West:

  (i) A number of ministers have visited the region in 2010 to hear first hand the concerns of residents in the region.

  (ii) Provide an update on the Major construction projects as per the Information Note Expenditures and Major Projects in Labrador (Annex C).

  (iii) The Premier has tasked Minister Hedderson to establish a Panel (Internal and External) to discuss potential options to deal with the higher income households’ high rental rates province wide, and bring back suggestions for consideration.

  (iv) Labrador and Aboriginal Affairs will be consulting with appropriate departments/agencies in the fall 2010 for potential budget items for the last year of the Northern Strategic Plan for Labrador. Social impacts in Labrador West and potential solutions will be discussed further with Departments/agencies during this consultation process.

Prepared/Approved by: Ron Bowles, ADM / Sean Dutton, Deputy Minister (Acting)
Approved by:

September 08, 2010

Attachments:

Annex A: Social Impacts Assessment
Annex B: Labrador West Issues
Annex C: Expenditures and Major Investments in Labrador
Annex D: Mayor Biographies
ANNEX A

Information Note
Department of Labrador and Aboriginal Affairs

Title: Social Impacts Assessment

Issue: Phase I Expansion at the Iron Ore Company of Canada (IOC) operations and other Western Labrador iron ore developments - potential social impacts for the Labrador West region. This note was prepared at the request of Cabinet Secretariat.

Background:
- In light of increasing demand for iron ore, Rio-Tinto/IOC announced on May 6, 2010 that it is resuming Phase I of a three part expansion at its Labrador West and Quebec operations. In this regard, $435 million of investment has been approved by IOC’s shareholders and builds upon earlier expansion work completed in 2008 for a total investment of $539 million. Phase I expansion is expected to be completed by 2012. Overall, the three phase expansion is expected to create at least 250 construction positions with significant upward possibilities and require upwards of 200 new operations employees once fully implemented. Within this larger three phase expansion, Phase I is expected to generate approximately 100 new operations positions once complete. A smaller portion of these positions will be based in Quebec, at rail and port operations.
- In addition to the IOC expansion, there are other developments at Wabush Mines, Direct Shipping Iron Ore (DSO) projects, the Bloom Lake Railway, and exploration activity occurring at Julienne Lake and other deposits that may provide future development along with major construction projects ongoing or planned for the region. For an overview of the status of resource development, exploration and major construction projects in Western Labrador, please refer to Annex A.
- As a result of the IOC expansion and other ongoing activity in the region, there are a number of social impacts that may warrant further analysis and consideration by the appropriate departments/agencies within government.
- Annex B provides Labrador City and Wabush community profiles.
- The Information Note was originally submitted to the Cabinet Secretariat on June 9, 2010 and an updated version was submitted July 19, 2010.
Potential Social Impacts:

Labour Market

- Prior to the economic downturn, in early to mid-2008, there were significant pressures on the labour supply in Labrador City. Local employers, particularly in the service sector, were voicing concerns over their capacity to attract workers.

- The delayed expansion alleviated some of this pressure, however, recruitment issues in Labrador overall have been stronger than the rest of the province generally. The significantly lower unemployment rate in Labrador City is a strong indicator of a tight labour market where labour demand is outpacing labour supply.

- As an example of these pressures, as IOC was originally gearing up for the expansion, they were hiring the majority of students that returned to the area for work in the summer months. Local employers in the service sector traditionally hired a portion of these students to meet excess demand during the season in other sectors of the economy. In some cases, businesses were considering options such as reduced hours or shared workforces to stay open.

- With the expansion now proceeding, the pressures will escalate. Already, there are indications that hotels are constantly booked up and visitors to the area cannot get hotel accommodations and are having to go to Fermont, Quebec to stay overnight. The food service industry may struggle. On top of responding to local demand, some restaurants are already providing meals for some of the contractors and these new demands will increase as the influx of workers occurs.

- IOC is expected to open a kitchen facility in late summer of 2010 that will be able to accommodate approximately 300 workers per day.

- From one perspective, these conditions bode well for business expansion. However, the limited supply of workers will be a major constraint. As demands in the service sector increase, this will give rise to increasing wage pressures that, in turn, will likely impact the cost of living in the area.

- Statistic's Canada's release of the latest Employment Insurance (EI) statistics for the month of June 2010 shows Labrador City with the fastest year-over-year decline in the number of people receiving benefits amongst large Atlantic Canadian centres with a decline rate of 49.1% from June 2009 to June 2010.

- Nationally, Labrador City ranked third for year-over-year decline behind Windsor, Ontario (60.5%) and Leamington, Ontario (49.2%). Provincially, the number of regular EI beneficiaries in June 2010 was down 9.6% from June 2009.
• The number of posted job openings based on Human Resources Labour and Employment's Job Vacancy monitoring in the first six months of 2010 grew by more than 170% (361 posted job openings) compared to the same period in 2009 (133 posted).
• The Labrador West region is having difficulty filling positions, particularly in the service industry with labour from the local workforce.
• There are a number of employers with Temporary Foreign Worker (TFW) and a number of these employees are interested in remaining in the province and have applied to the Provincial Nominee Program.

Housing
• There is a need for increased affordable housing in Western Labrador so low income and low income single family women headed households can afford to live in the community. Although IOC has constructed a bunkhouse, it is cheaper for contractors and companies to use hotel rooms. This has also made it difficult to book hotel rooms in Labrador West. Also mobile homes are being sold in Labrador West and these occupants will be looking for new affordable housing options. The Town of Labrador City is currently doing an inventory of boarding house spaces and basement apartments.
• Canada Mortgage and Housing Corporation (CMHC) reports that the year to date average for housing prices is up 19% to $195,000 compared to $164,000 a year ago. Prices have rebounded to where they were prior to the IOCC expansion being cancelled in 2008.
• Since 2006 there have been 125 new homes and 89 apartments built in Labrador City. In addition, the Town of Labrador City has received applications to develop 200 new lots.
• The Town of Wabush has 50 houses currently under construction and applications to develop another 80 lots. In addition, a new condominium complex with 22 units is expected to open by the end of summer 2010. Three former bunkhouses in Wabush are being converted into apartments and will provide a total of 66 units upon completion.
• NL Housing currently has 87 homes in Labrador City, 81 one of which are presently rented to families with an average income of $13,700. Of the six homes remaining, four have tenants selected and the refurbishing of these homes is being completed and two will have tenants selected in the near future. NL Housing also has nine families in Wabush and Labrador City that are presently being subsidized with private landlords through rent supplement agreements.
• NL Housing has a current waitlist of fourteen (14) applications for whom they do not have any homes available for placement. Applicants will have to depend on normal turnover of units in order to obtain a home with NL Housing. This waitlist is made up of single parent families, couples with children and non elderly singles. The average income of these applicants is also in the $13,000 range.
• With respect to affordable housing options in Labrador West, there is a shortfall of available housing, especially for lower income families that are above the $32,500 threshold required for social housing. This growth will place additional pressures on limited rental housing supply, likely resulting in additional rent increases.
• Some families which are not receiving income supports have been given notice to vacate apartments and houses. Owners plan to rent primarily to contractors, for as high as $1000 per person, per month.
• Even with the development of construction camps, it still can be reasonably expected that further pressures will be exerted on the existing housing market. This will particularly impact lower income individuals and families. HRLE advises that as more and more workers and their families move to the area, it is likely that other social issues will also increase (e.g. demand for addiction and mental health services).

• With respect to new development in the hotel/motel sector, one hotel is currently undergoing expansion, there is currently a new motel under construction, and there is a new application received for another motel that will have approximately 100 rooms, however it is still in final design stage.

• For individuals and families living in the area and not living in subsidized rental accommodations, a supplement will likely be necessary for them to maintain that housing. Additional planning would include the provision of additional housing stock (private and public). There are residents in the area that are advocating for some level of ceiling or caps on rental rates, and appropriate services to support the growing population of the community.

• In September 2007, NL Housing gave conditional approval to Hope Haven (a shelter and resource centre for women and their children fleeing abusive situations) for $1,000,000 in forgivable funding under the Federal/Provincial Affordable Housing Program. This funding was for a 10 unit affordable housing project in Labrador City. They were also approved for $117,000 of forgivable funding under the federal/provincial Residential Rehabilitation Assistance Program (RRAP). In May 2009, the Executive Director for the Hope Haven proposal, Marsha Power-Slade, said in a CBC radio interview that the local economy of Labrador West had been negatively impacted by the global market, resulting in a decrease in population and consequently an increase in available rental units. They were not seeing the extreme shortage of housing in Labrador West that had been seen during the previous two or three years. As a result Hope Haven cancelled the project. There were two private sector proposals received in the 2009 Affordable Housing Proposal Call from Labrador West. Neither could be evaluated as they did not include the Technical or Financial information required for evaluation. The funding set aside for the Hope Haven project was reallocated to other proponents across the province.

• The local transition house for women has indicated the length of stay for women has often been extended at the shelter because they cannot find suitable and affordable rental accommodations. This has put pressure on the capacity to support women in crisis.

• In 2009, NL Housing raised the amount available per unit under the Federal/Provincial Affordable Housing Program from $100,000 to $150,000 per unit. This information was communicated to Hope Haven by NL Housing; however, no proposals were submitted.

• The Town of Labrador City, during the pre-budget consultations on January 19, 2010, emphasized the shortage of affordable housing in the region and requested the province to build a modified (less than 50 units) seniors complex with the ability to expand if necessary. The rationale for a smaller complex is that private developers cannot secure funding for a seniors complex as the numbers of seniors in Labrador West does not warrant a 50 unit facility.
Justice

- The Royal Newfoundland Constabulary (RNC) is responsible for providing policing services to Labrador West (Labrador City, Wabush, and Churchill Falls).
- The current complement of RNC members in the area is 20 in Labrador City/Wabush and three in Churchill Falls. From a comparison perspective, there are 27 RCMP officers in central Labrador (19 in Happy Valley-Goose Bay and 8 in Sheshatshiu).
- It is anticipated that IOC and other expansion projects for the region will result in additional criminal activity, particularly with respect to the sale and trafficking of illegal drugs. Traffic law enforcement is also a concern arising from these projects and the recent completion of the Trans Labrador Highway.
- As a result of these concerns, the RNC has tentatively identified the need for enhanced resources in the form of a dedicated Traffic Law Enforcement/Highway Patrol Unit (three members) and a K-9 unit (one member).
- There has been significant turnover of RNC members in the region in the past two years due to attrition and this has led to junior members being transferred to the area. As a consequence, adequate and affordable housing for these members has been a challenge. In response to this, Government provided funding in 2009 to purchase eight condominium units in Labrador City/Wabush to serve as accommodations for RNC members. The RNC is anticipating further turnover in the next three years due largely to retirements and transfers and is examining the possibility of requesting additional funding to purchase more housing units.
- The RNC Detachment also includes holding cells which are administered by the RNC through the use of civilian guards on a call-in basis. The facility and its operations are currently under review by the RNC and Corrections and increased demands on this facility may result in needed upgrades.
- There is a full-time Probation Officer in Wabush and it is anticipated that the caseload for this person could be manageably increased. However, there is no Victim Services Coordinator in the area at present and an increase in crime, particularly of a violent nature, might justify creating such a position.
- A full-time Provincial Court Judge was reinstated in Wabush in 2007. This judge also serves southern Labrador and Happy Valley-Goose Bay on circuit. Increased caseloads in Labrador West might compromise the judge's ability to provide judicial services on circuit to these areas.
- The Legal Aid Commission established an office in Labrador City in March 2009, staffed by a lawyer and one administrative support worker. In addition to providing representation before the court at Labrador West, the legal aid lawyer travels on circuit to some of the circuits covered by Happy Valley-Goose Bay. In addition, lawyers from other areas of the province travel to the court and circuit court locations. Increased caseload may impact on the lawyer's ability to travel on circuit; and may impact on the requirement for additional support from other lawyers.
- The RNC reports that in 2009 there were 2938 calls for service compared to 3284 in 2008.
  - With these calls 115 were Crimes against Person, compared to 125 the previous year, 87 Crimes against Property, compared to 294 the previous year; and an increase in other Criminal Code crimes to 104, compared to 103 in 2008. In total, Criminal Code calls of service were down from 522 in 2008 to 506.
  - In addition there were drops in calls involving controlled drugs and substances from 31 to 26, and all other federal Statutes from 12 in 2008 to 10 the following year.
• There was a significant rise in the number of provincial traffic offences between 2008 and 2009, with the number of offences rising from 385 to 773. However, motor vehicle accidents were down from 263 in 2008 to 216 in 2009.
• The ratio for calls of service per member of the RNC also declined to 172.82 from 193.17 the previous year, and the ratio for Criminal Code Calls also declined to 29.76 from 30.70.

Violence Prevention Services
• The Labrador West Women’s Centre advised the Women’s Policy Office (WPO) that the regional coordinating committee for violence prevention is located in Eastern Labrador. Labrador West could benefit from their own violence prevention coordinator and program and this person could also be responsible for Churchill Falls. This new office could provide community based education and raise awareness of the unacceptability of violence against women and other vulnerable populations in this region.

Child Care
• The capacity for child care has increased in the last twelve months due to the work of the Women’s Centre and IOC. Some female staff at IOC had to take a leave of absence due to the absence of child care spaces in Labrador City. This community now offers the following services for parents: 160 seat capacity for preschool program i.e. children 3 to 4, 60 spaces for regular child care, 45 after school child care service (this will come on stream in the next year as phase 3).
• The Town of Labrador City, during the pre-budget consultations on January 19, 2010, emphasized the need for a daycare facility in Labrador West.

Non-Profit Groups Providing Service to the Public
• The Labrador West Women’s Centre advised WPO that the Family Resource Services Centre is in demand and its funding and programs most likely will need to be expanded. This centre is having difficulty finding affordable rental space and this is one of its limitations to expanding. The women’s centre in Labrador West is also experiencing the same problems.
• The social infrastructure could be strengthened as well, particularly for community groups and agencies delivering services (voluntary and non-profit sector). It will be important to ensure that the community is at the planning table to help identify solutions. It may be possible to engage in public/private partnerships in housing and social development to explore options such as the development of social enterprise businesses which would provide employment in the area to support vulnerable/at risk populations and at the same time increase capacity to meet expected increased demand in the service industry.

Health Services
• There have been concerns raised around the availability of physician services in Labrador West both at present and into the future.
• There are ongoing challenges with providing services in remote areas of the province that have long been recognized. Labrador West is one of those areas where a range of services needs to be available to the population; however, because the volume of services needed in many areas is small, the ability to have a suitable cohort of physicians providing on site availability is impossible in many circumstances. Labrador
West has, for example, 80-90 deliveries per year with the service provided by the general practitioners (GP), and with the general surgeon performing caesarean sections when needed. The volume of work would not make it feasible to have an obstetrician in the community 24/7.

- Having a solo practitioner available 24/7 is certainly not reasonable from a personal/family perspective and some would challenge this model from a safety perspective. In areas of low volumes, when the risk of being called is low, safety may be less of a concern. However, the effect on one’s personal life is significant. The ability to recruit physicians who would be content with such a lifestyle has become increasingly difficult, if not impossible.

- The anticipated need for Labrador City is 9.2 FTE GPs which recognizes the clinical, administrative, research and teaching obligations.

- The specialty care areas are a little more daunting as many of these services will need to be shared through the Labrador Grenfell Regional Health Authority (LGRHA) in order to have the correct complement of physicians available to provide these services.

- Presently, there exists in Labrador West six GPs (6.36 FTEs), one general surgeon and one anesthesiologist. There is a seventh GP hired and will start shortly; however, finding office space in Labrador City has proven to be a challenge. An eighth GP is anticipated to start in 2011. Traveling clinics are provided by obstetricians, internal medicine physicians, otolaryngologists, dermatologists and psychiatrists every 3-4 months. The provision of specialist physician services in Labrador West will require coordination and support from outside the LGRHA and involve perhaps all of the other RHAs.

- Government provides bursaries for physicians training at Memorial University who wish to practice in specific areas of the province. Salaried physicians have an annual bonus that is based on the rurality of their practice. The RHAs provide assistance to physicians in relocating to rural sites with generally more funding provided to the more rural locations along with ongoing benefits based on the rural location. Government has also in the past year provided funding to RHAs to enable the hiring of recruiters specific to physicians. These positions will have a reporting structure that provides a provincially coordinated approach to recruitment.

- Minister Kennedy attended the Labrador West health care forum on April 22, 2010 and stated that there is no plan for a third air ambulance in Labrador West and was willing to look at Quebec based air charters and at renting chartered airplanes to respond when necessary in Labrador West. Residents at this forum were advocating for a portable CT scanner and expressed concerns regarding the financial stress of purchasing tickets up-front for airline tickets under the medical transportation assistance system.

- The concerns raised at the health forum were also discussed on January 19, 2010 during the pre-budget consultations with Minister Marshall. With respect to project expansion there most likely will be greater reliance on the Medical Transportation Assistance Program.

- The province announced funding in the 2010-2011 budget for a dialysis unit for the Captain William Jackman Memorial Hospital in Labrador City.

**Education**

- With regards to K-12 in the region there are three schools. A.P. Low Primary (K-3) had an enrollment of 390 students for the 2009/2010 school year. In addition, Menihek High School (8 - level 4) had an enrollment of 588; and J.R. Smallwood Middle School
(4-7) had an enrollment of 445 students. There is sufficient classroom capacity within the existing K-12 system to accommodate increased enrollment in each school up to a capacity of 575, 700 and 550 respectively. In addition, the K-12 infrastructure in Labrador West is in good condition.

- With increased mine activity and associated attractive salaries, there will be recruitment and retention challenges for support staff (secretarial, janitorial) in the schools, and bus drivers. Also increased competition is expected for trades’ people for repairs and maintenance.
- College of the North Atlantic (CNA) has one campus located in Labrador West. This campus offers courses in the areas of Academic Access and Applied Arts, Business Studies and Information Technology, Industrial Trades and the first year of the Engineering Technology program.
- The Labrador West campus has a maximum capacity of approximately 273 students, and the 2008/09 annual enrolment in regular programming was 208.
- Due to a slowdown in the mining industry, CNA reallocated some seats from the Mining Technician program to introduce programming in welding and office administration.
- Labrador Institute of Memorial University has a satellite office located at CNA’s current Labrador West facility. This office provides support to students wishing to attend Memorial University and has, in the past, offered various courses on an as needed basis.
- The Labrador West campus is currently operating out of a rental facility. The construction of a new facility was announced on May 25, 2009 through the federal governments Knowledge Infrastructure Program (KIP). This new facility will not result in an increase in available capacity; it is strictly a relocation of the campus. It is located adjacent to the proposed new hospital facility.
- The housing shortage will impact teacher recruitment for the Labrador School Board and the Conseil Scolaire Francophone de Terre-Neuve-et-Labrador as many new hires are from outside the community and therefore would require housing.

**Action Being Taken:**

- The Premier has tasked Minister Hederson to establish a Panel (Internal and External) to discuss potential options to deal with the higher income households’ high rental rates province wide, and bring back suggestions for consideration.
- Minister Hederson attended meetings in Labrador City on July 6th and 7th, 2010 regarding affordable housing and social housing issues. Discussions were held with stakeholders from both Labrador City and the town of Wabush to explore options to address the need for more affordable housing for residents who are wage earners with current incomes above the social housing income limit of $32,500. In addition, discussions were held on the current waitlist and the maximum use of the available social housing units owned by NL Housing in the town.
- Minister Hickey and MHA Baker met in Labrador West on June 18, 2010 to provide an update to community stakeholders on the Northern Strategic Plan for Labrador. This provided a venue to hear first hand from community stakeholders on their perspective on potential social impacts. In addition, Minister Hickey met with members of the Hyron Board of Directors and the Mayor of Labrador City to discuss their concerns.
- Labrador and Aboriginal Affairs will be consulting with appropriate departments/agencies in the fall 2010 for potential budget items for the last year of the Northern Strategic
Plan for Labrador. Social impacts in Labrador West and potential solutions will be discussed further with Departments/agencies during this consultation process.

- The Department of Finance (Economic And Statistics ) will undertake further work including:
  - Detailed Overview of the Labrador West (LW) economy
  - Overview of projects and investment timelines
  - Regional Forecast Scenarios and Potential Economic Impacts of Current and Planned Developments
  - Development of economic scenarios of employment, labour income and GDP impacts for 2010 to 2015
  - High, Medium and Low Population projections for LW for 2010 to 2015

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Approved By: Sean Dutton, DM (A)
Approved By: Minister

August 23, 2010

Attachments:

Annex A: Resource Development and Major Construction Projects in Western Labrador
Annex B: Community Profiles of Labrador City and Wabush
Annex C: Lessons from Northern Alberta
Annex A
Resource Development and Major Construction Projects in Western Labrador

Background
- The Iron Ore Industry in Newfoundland and Labrador operated under challenging conditions in 2009 due to the decline in the demand for steel. Iron ore shipments from Western Labrador declined over 50 percent to $1.2 billion as a result of lower prices and production. Market pressures have since improved and the industry is rebounding. Anticipated increases in iron ore production is one of the main factors behind the rebound in real Gross Domestic Product (GDP) forecast for the province in 2010. The value of iron ore shipments this year is forecasted to approach $1.7 billion, an increase of more than 40% over 2009. Iron ore exports are expected to account for approximately 63% of the total value of mineral shipments and over 10% of the value of total exports from the province in 2010. The iron ore industry is the main reason behind higher incomes and employment rates in Labrador West relative to many other areas in the province. The communities of Labrador City and Wabush accounted for only 1.8% of the province’s population in 2006, but 3.5% of the employment income earned in the province.

Resumption of Expansion at IOC:
- In 2008, IOC made a series of expansion plan announcements that would see overall concentrate production at the operation increase in multiple phases by approximately 50 percent. At this time, the total dollar value of Phase I and II investment was estimated to be approximately $800 million and would see production increase from 18 million to 22 million tonnes annually. Phase III expansion would see a further production increase to 26 million tonnes.
- During 2008, expansion at IOC had commenced and significant work was ongoing. However, subsequent to the looming global financial crisis in late 2008 and due to weakening demand for iron ore, IOC suspended its expansion plans in December of 2008 and announced production curtailments for 2009 including a production shutdown during the late summer period.
- Since this time, markets for iron ore have been steadily recovering and IOC is now back to full production.
- In light of increasing demand, Rio-Tinto/IOC announced on May 6, 2010 that it is resuming a Phase I expansion at the operation. In this regard, $435 million of investment has been approved by IOC’s shareholders.
- The new revised estimate for Phase I expansion, inclusive of costs already sunk and work implemented at the operation in 2008, is now $539 million. This phase of expansion will increase IOC’s ore crushing, delivery and grinding capacity to 22 million tonnes and will set the stage for subsequent Phase II and III expansion to reach 26 million tonnes. Phase I expansion is expected to be completed by 2012.
- Overall, the three phase expansion is expected to create approximately 250 construction positions and require upwards of 200 new operations employees once fully implemented. Within this larger expansion, Phase I is expected to generate approximately 100 new operations positions once complete. A smaller portion of these positions will be based in Quebec, at rail and port operations.
- In preparation of resumption of Phase I expansion, IOC has put in place a construction camp to house construction workers (250 rooms) and has also worked with a private
developer to refurbished a vacant school into a transition accommodations complex for operational employees and temporary workers (80 units). These activities will assist in alleviating housing pressures in the region.

- Additional employment opportunities for new employees will likely also arise over the next couple of years as senior workers retire from the company.
- At present there are approximately 250 unionized and 33 management employees eligible for retirement and another 100 who will be eligible with five years. In general terms, approximately 25% of these eligible employees are expected to retire in any given year.
- Additional pressures on the community may arise should a significant portion of retirees stay in the area. This has been a general trend in recent years, and IOC has seen increased retirements upon eligibility due to other mining related opportunities being available in the area whereby IOC retirees can also generate a second income in addition to their IOC pension incomes.
- IOC currently employs approximately 1900 employees of which 1500 are based in Labrador City.

**Wabush Mines:**

- Conditions at the Scully mine have been stabilizing over the past several months and the longer-term outlook for the operation is positive.
- The operation is now owned 100 percent by Cliffs Natural Resources. Production is being restored (4.5 million tonnes for 2010) - coupled with future plans to reach name plate capacity (6 million tonnes/year). All displaced unionized workers during the 2009 production curtailment have been recalled to work.
- Significant investments are also being planned for the operation including manganese reduction technology. The current mine life estimate has been extended significantly. Approximately $55 million of investment is being considered by the company for the current year.
- At present, Wabush Mines directly employs approximately 400-450 workers in Labrador and approximately 300-400 in Pointe Noire, Quebec.
- Wabush Mines is currently actively recruiting smaller numbers of new employees for its current investment activity (<10) and is also beginning recruiting efforts to replace upcoming vacancies resulting from near-term retirements (20-30) positions.
- It is very likely that attaining nameplate capacity will also require additional new employees; however, no firm numbers have been established at this time.

**Direct Shipping Iron Ore Projects (DSO):**

- Two new DSO projects in north western Labrador near Shefferville, Quebec are in the development stages - Labrador Iron Mines (LIM) and New Millennium Capital Corporation (NML). The LIM project is currently under construction and NML is within environmental assessment. While relatively small in comparison to IOC operations, combined these projects will require approximately 270 Newfoundland and Labrador operations workers.
- Operations will be fly-in; fly-out; however, employees will be drawn from Labrador communities first, followed by the Island. Given the mining connection in Labrador West it is expected that at a significant portion of the employees involved may reside in the area. Both companies will also be establishing offices in the community to lead construction and operations project management.
• There will also be indirect mining services and supply activities resulting from these operations in Labrador west.
• Information provided does not include potential development of NML’s LabMag iron ore deposit near Schefferville, Quebec. If this project were to advance including pelletizing in the Labrador City/Wabush area, it would be much larger than the DSO projects and comparable to current IOC operations.

Bloom Lake Railway:
• The new Bloom Lake Railway is approaching final construction alleviating its construction phase workforce pressure in the region and transitioning to its operations phase. The railway will be headquartered in Wabush and will see approximately 20 employment positions based in Labrador West.

Julienne Lake Iron Ore Deposit:
• The Julienne Lake iron ore deposit, near Labrador City and Wabush, is currently owned by the Province and represents a significant undeveloped iron resource. Natural Resources (NR) is currently examining ways to determine the extent and value of the deposit as a basis for maximizing its potential benefit to the province.
• Most recently, $2.1 million was announced in budget 2010-11 to conduct a resource assessment. Exploration work has commenced on this project.

Exploration Activity:
• There is also other iron ore exploration activity occurring in western Labrador that could at some future point result in additional operations being established. These projects are currently in the early exploration stage.

Alderon Resources Corporation
• Current $7 million summer iron ore exploration program ongoing approximately 20 kilometers from Labrador City/Wabush. Current plans are to further delineate the iron ore resource base and economic studies to prove if it is economically viable.

Champion Minerals Incorporated
• Early exploration stage project in north western Labrador in the Schefferville area and near the LIM and NML DSO properties as well as a second project in Quebec approximately 25 kilometers from Labrador City/Wabush.
• Total Proximate exploration activity to Labrador City/Wabush in the nearer term could involve as many as 50-75 workers.

Other Construction Projects in the Region:
• College of the North Atlantic Campus
• Healthcare facility
• TLH hard surfacing
• Bloom Lake Railway Route 500 underpass (Consolidated Thompson)
• Other private residential and business development activity
Annex B
Community Profiles of Labrador City and Wabush

Labrador City Community Profile:
- The 2006 census population for Labrador City was 7,230. This represents a decline of 6.6% since 2001.
- In 2006 the median age in Labrador City was 36 years, in comparison to 42 years for the province.
- The 2006 personal income per capita in Labrador City was $35,700 compared to $22,900 for the province. After tax personal income per capita, adjusted for inflation, was $21,900 for Labrador City in 2006 and $14,900 for the province.
- It should be noted that the median couple income in Labrador City are some of the highest in the province. Half of the couple families in Labrador City had incomes of more than $103,700 in 2006 compared to $56,500 for the Province. In 2006 there were 280 lone parent families in Labrador City; half of these families had incomes of less than $28,800 in 2006 compared to less than $25,300 for the province.
- According to the 2006 census in Labrador City 79% of homes were owned versus rented and the average value of dwellings in Labrador City was $73,205. Real estate prices due to expansion of IOC and other mines in the area has resulted in housing prices rising significantly since the 2006 census. On July 6, 2010 the Labrador City town manager estimated the average value of dwellings to be $250,000.
- The unemployment rate for May 2006 for people 15 and older was 8.9% compared to 18.6% for the province. The number of individuals in Labrador City who received Income Support Assistance at some point in the year 2008 was 245.
- The average benefits for those people collecting Income Support Assistance in Labrador City in 2008 was $6,100. 3.4% of the population received Income Support Assistance at some point during the year 2008 compared to 10% in the province.
- The number of individuals who collected Employment Insurance at some point in 2008 was 775. 15.9% of the labour force in Labrador City collected Employment Insurance in 2008 compared to the provincial rate of 34.0%.
- In 2006, in Labrador City, 90.5% of people 25-34 years of age had at least a high school diploma with about 11.8% of people aged 25-54 had a Bachelor degree or higher.
- A major indicator of well-being is how a person rates their own health status. In 2005, 63.7% of individuals in Labrador West rated their health status from very good to excellent compared to 64.5% for the province.

Wabush Community Profile:
- The 2006 Census population for Wabush was 1,755. This represents a decline of 7.1% since 2001.
- The median age in Wabush was 38 years in 2006, compared to the provincial median age of 42.

1 Labrador City and Wabush Community Profile data is courtesy of Community Accounts.
• The 2006 personal income per capita in Wabush was $35,900. After tax personal income per capita, adjusted for inflation, was $22,100 for Wabush in 2006.
• Wabush has one of the highest median couple incomes in the province. Half of the couple families in Wabush had incomes of more than $102,400, compared to provincial average of $56,500. In 2006 there were 60 lone parent families in Wabush, half had incomes of less than $37,600 compared to the provincial average of less than $25,300.
• According to the 2006 census in Wabush 84.1% of homes were owned versus rented and the average value of dwellings in Wabush was $60,335. Real estate prices due to expansion of IOC and other mines in the area has resulted in housing prices rising significantly since the 2006 census. On July 6, 2010, the town manager of Wabush estimated the average value of single dwelling homes was $259,000, row houses $207,000 and mobile homes $180,000.
• The unemployment rate for May 2006 for people 15 and older was 8.6%. The number of individuals in Wabush who received Income Support Assistance at some point in the year 2008 was 15.
• 0.8% of the population received Income Support Assistance at some point during the year 2008.
• The number of individuals who collected Employment Insurance at some point in 2008 was 170. 14.2% of the labour force in Wabush collected Employment Insurance in 2008.
• In 2006, in Wabush 91.8% of people 25-34 years of age had at least a high school diploma with about 9.5%of people aged 25-54 had a Bachelor degree or higher.
Annex C
Lessons from Northern Alberta

- The two areas in Northern Alberta that are heavily populated with people working in the production of oil are the Regional Municipality of Wood Buffalo, whose population rose to 103,334 in 2008, up 141 per cent from 1999, and Fort McMurray which has expanded to 72,000 in 2008 from about 36,000 in 1999. This estimate does not include the transient population of approximately 20,000 to 30,000, which includes people living in work camps or tents along the Athabasca River.

- Fort McMurray has experienced a 9 per cent compounding annual growth rate over the last seven years – urban planners generally consider a rate of 3 per cent to be explosive. With the deferral of oil sands projects, the permanent population is currently forecasted by the Oil Sands Development Group (OSDG) to increase by about 2 per cent annually over the next three years, representing a growth of approximately 10,000 people over this time period.

- The growth of the economy and population in Fort McMurray has put an enormous strain on public infrastructure, including housing, roads, bridges, schools, the airport, the water treatment plant, sewer system, recreational facilities and hospitals. Fort McMurray has been forced to build a new sewage treatment plant to meet the needs of its growing population. In addition, highway and road maintenance has become a major concern this past decade due to increased usage both commercial and personal.

- The rapid rise in population in the area homelessness and affordable housing has been an issue in Alberta for the past decade. In response the Government of Albert appointed the Alberta Affordable Housing Task Force to focus on solutions for homelessness and affordable housing.

- In 2009, the average rental price of a two-bedroom apartment was just over $2,300 per month, and the average cost of a single-family home was more than $682,000 in Fort McMurray. In comparison, the average rental price of a two-bedroom apartment in Calgary was $1,148, and a typical single-family home cost an average of $405,000. The cost of a room for rent in Fort McMurray can range between $400 and $1,500 per month, and the cost of a hotel or motel for one person can range from $109 to $500 per night.

- There are between 8,000 and 27,000 people employed as mobile workers at any given time, with this number heavily influenced by the level of ongoing construction activity. Three quarters of mobile workers stay in camps or lodges; others stay in rented dwellings, hotels, motels or campsites in the region influencing cost and availability of housing.

- Two new communities are planned to house about 40,000 people in thousands of new homes on 1,600 hectares of land. The communities are to include new schools, health clinics, recreational facilities, parks and other community services. The Wood Buffalo Housing & Development Corporation, the region’s affordable housing authority, expects to bring about 370 units to the market by late 2010 to assist lower income residents.

- In order to attract workers many employers have begun to offer assistance to employees to address housing challenges, including salary components such as cost of living allowances; flying employees to and from their homes in other regions; and temporary accommodations for workers in camp/lodge facilities.

- Suncor, one of the main employers in the region, offers financial assistance for relocation dependent upon the position. Their relocation package provides financial
assistance, temporary housing arrangements and in some cases, access to a transition allowance and/or mortgage assistance. In addition, positions that are not “fly in-fly out” or “camp” qualify for retention packages and housing program benefits subject to approval.
Annex B

Information Note
Department of Labrador and Aboriginal Affairs

Title: Labrador West Issues

Issue: Identification of issues in Labrador West in preparation for Premier’s visit to the area.

Background:
- Since 2003, the Provincial Government has spent about $2.4 billion in Labrador. Annex A provides a preliminary breakdown of Government spending on new initiatives in Labrador West since 2003.
- Based on 2006 census data, Labrador West has some of the highest personal income per capita in the province at over $35,000 versus $22,900 for the province.
- In 2007, the Iron Ore Company of Canada (IOCC) initiated the development of a Labrador West Community Advisory Panel. The Panel is independently facilitated with over thirty active participants. Labrador and Aboriginal Affairs (LAA) attends Panel meetings regularly.
- Recent economic activity associated with the region’s mining industry has increased dramatically over the past year, resulting in increased pressure on existing infrastructure and services. This activity is primarily driven by IOCC expansion, however, it is also attributed to other investments at Wabush Mines, Consolidated Thompson’s Bloom Lake Mine and Railway, new Direct Shipping iron ore projects near Schefferville, and current exploration activity.

Issues:
- The following identifies current issues expressed in the Labrador West region. The attached note on Social Impact Assessment for Labrador West provides further details on some of the items.
Health

- Residents of Labrador have several concerns with the Medical Transportation Assistance Program (MTAP), including the amount eligible for reimbursement, the length of time it takes to receive the reimbursement and patients unable to afford the upfront costs. Normally after an application is received it takes 6-8 weeks for a cheque to be processed.

- Labrador West residents have expressed concern over the lack of a dialysis unit for the area. Based on approval in Budget 2010/11, Labrador City has established a master plan to develop a two station Hemodialysis unit with capacity to accept up to eight patients on a six day cycle in existing space at the Captain Jackman Memorial Hospital.

- Labrador Grenfell noted that there are no significant issues with the recruitment and retention of physicians in the Labrador City area and indicated that the physician resource complement is fairly stable.

- It is anticipated that Labrador West residents will express concerns about air ambulance service. Although recent changes have been made with the relocation to Happy Valley-Goose Bay, some Labrador West residents continue to advocate for a localized service in their area.

Housing:

- Newfoundland and Labrador Housing Corporation (NLHC) recently requested updated income information (option “c”) from Revenue Canada for 16 families that are living in social housing in Labrador West. These families are living under a rent cap of $550 which was put in place several years ago when over 50% of our homes in Labrador City were vacant and had been vacant for more than eight years prior.

These sixteen families were within NLHC income level thresholds when they moved in but are now working and have incomes higher than the $32,500 threshold. Minister Hedderson made a commitment to one family during a recent visit to Labrador West that NLHC would not ask them to leave although they were above the threshold level. This commitment was made with consideration in mind of the current housing shortage presently being experienced in that area. The purpose for requesting this information is to update NLHC files as normally requested in each new tax year and during lease renewals.

- In a story in the Aurora on August 17, 2010 Marsha Power Slade, Executive Director of Hope Haven (transition house) states: the organization wasn’t able to secure the funding for 10 new affordable housing units, but they’re not giving up. She said the organization is applying for funding to help facilitate a community plan on housing and is finding ways to develop more affordable housing.
NLHC approved $150,000 per unit for a 10 unit project to be built in 2009 that Hope Haven decided to cancel. NLHC is writing a letter to the Editor of the Aurora to clarify the August 17, 2010 report.

**Mining Activity**

- IOGC’s expansion is moving forward, and investments at Wabush Mines including Manganese reduction continue.
- Consolidated Thompson’s Bloom Lake railway is nearing final construction and ore is being shipped to Sept Iles. Its first shipment offshore from the port occurred in late July. The company is also planning to double production in the near future.
- It is likely that completion of a planned underpass by Consolidated Thompson may be delayed in part this season. The company had previously committed to the municipalities that this structure would be built by the end of December 2010. This has raised significant concerns with the Mayors of Labrador City and Wabush in recent weeks. Government’s requirement of Consolidated Thompson is that this structure must be built by August 2011.
- The Direct Shipping Ore projects near Schefferville by Labrador Iron Mines and New Millennium Capital Corporation have been frustrated by a Quebec Innu blockade erected in June. Delays have resulted and may continue. This issue has not attracted a lot of attention in Labrador City and Wabush, however.
- Mineral Strategy work is ongoing and Natural Resources (NR) is expecting to release a discussion paper in the near term followed by consultations through the fall. This initiative is valued at $235,000. A significant portion of these costs will study infrastructure constraints on future development of iron ore resources in Labrador.
- Exploration work at the Julienne Lake iron ore deposit has been ongoing since July. $2.1 million was announced in Budget 2010/11 to conduct the resource assessment. MPH exploration and mining consultants are leading the study, under the direction of Natural Resources. NR officials met with the Mayors of Labrador City and Wabush in early August to update on the current status of the project. The Mayors were reported to be pleased with this activity.
- There are also two significant iron ore exploration projects within 20 kms of Labrador City/Wabush, at an early exploration stage, including Alderon Resources and Champion Minerals.

**Labour Relations**

• It is noted that while the centre of the Voisey's Bay mine labour dispute is not in Labrador West, this issue is of concern throughout Labrador. Also, given that the United Steelworkers has a strong presence in Labrador West, it is likely that striking workers, as well as the media, may comment on this matter.

• Waste Management

Section 27(1)(i), Section 27(2)(b)

• The provincial solid waste management strategy is not as prescriptive for final solutions in Labrador as it is for the island portion of the province; it was left as flexible so that appropriate solutions could be found given its large geography and small population. Government is working with stake holders in Labrador to seek input so that appropriate plans can be put in place and will likely be unique compared to the island. Interim measures have been taken in Labrador West to facilitate closure of the Wabush incinerator and a study is underway for communities in the Labrador south coast.

• The Town of Labrador City requested funds in May 2010 to complete upgrades to the new landfill, which was started last year. The request includes construction of an equipment storage building, weigh scales, electrical power hook-up, litter fencing, paving, and a public drop off area.
  o All items were approved with the exception of paving and the public drop off area. The total approved funding is $900,000 plus engineering costs.
  o A decision on paving was deferred pending discussion with the Department of Transportation and Works (TW) for possible cooperation on an existing TW contract to achieve efficiencies of scale. TW has yet to advise on this.
  o The request for the public drop off was for $1.4M, which is excessive for the population to be served. Municipal Affairs (MA) is working with the Town to develop an appropriate scope of work.
  o Tenders closed on August 7, 2010 for the equipment storage building, weigh scales and related work. No bids were received; an apparent reflection on the current construction and economic environment in Lab West and a resulting lack of interest by contractors to get involved with relatively small contracts. In addition, the quote from NL Hydro for “Contribution in Aid of Construction” for the electrical service hook-up was in excess of $250,000; 5 times the estimate. A teleconference is scheduled for September 7 and 9, 2010 to discuss these issues and options with the town.
Infrastructure

- Site preparation for the new Labrador West Health Centre was completed in Fall 2008 and the extension of municipal services was completed in 2010. The foundations and structural steel are slated for completion in October, 2010 with water tank and associated work being completed during the 2010 and 2011 construction seasons. The main building construction package is expected to be tendered Fall 2010 with construction starting in June, 2011.

- The new College of the North Atlantic campus site is shared with the health care facility. The College will be capable of holding 250 students with a project budget of $22 million. Currently, site development and services package are complete. Construction of building exterior is underway with a project substantial completion date of June - July, 2011 and building occupancy scheduled for September 2011.

- Stakeholders are concerned that the new College facility will not have a student residence. Currently, most students are from the local area but the area would like to promote the College as a Mining School of Excellence. A residence could attract outside students.

- TW met with Consolidated Thompson on August 16, 2010 regarding the railway underpass. The bridge tender closed with only one bidder and was over budget. TW stressed the conditions of the permit to finish the work at the R503 crossing by August 2011 to fulfill operating permit conditions and to have the project started this year with significant commitments in place for completion. Consolidated Thompson is evaluating the best approach for moving forward and will advise TW.

Municipal Governance

- Neither Labrador City nor Wabush have submitted to MA their audited financial statements for 2009. The deadline for these statements under the Municipalities Act is June 30, and they are also in non-compliance with their Local Government Gas Tax Agreement.

- MA sent each Town a letter indicating that they will not be eligible for capital works funding, approvals to borrow, or Special Assistance if they do not deliver audited financial statements for 2009 to MA by August 31. MA will withhold Gas Tax and Municipal Operating Grants until the financial statements are received.

- As the above letters were sent on August 18, 2010, the Towns may or may not have received the letters by the time of the Premier’s visit to the area.

- Discussions between Labrador City and Wabush regarding an amalgamation initiative ceased in the summer of 2009, following response from residents during public hearing meetings. There have been no subsequent discussions on amalgamation with the new councils elected in September 2009.

Commercial Weigh Scale Enforcement

- Effective August 19 - 25, 2010 weigh scale inspectors from Goobies Weigh Scales and the Highway Enforcement Officer in Labrador City-Wabush will
commence a weight and dimensions enforcement initiative on the Labrador West portion of the Trans Labrador Highway (TLH).

- A similar exercise was recently conducted in central Labrador. A number of overweight vehicles have been detected along with high use of quad axle trailers.
- The Province does not recognize quad axle trailers, as this configuration is not a part of the Atlantic MOU on Vehicle Weights and Dimensions. Based on recent enforcement monitoring, there appears to be a number of these vehicles in Labrador.
- Plans are underway to construct a permanent fixed weigh scale station on the TLH outside Labrador City. To date, the site has been prepared but construction has yet to begin.
- Public competition for the recruiting of six full time permanent weigh scale staff has been advertised, with anticipated completion by early Fall. It is uncertain how successful these competitions will be as filling positions in Labrador West can be challenging.

Child Care Services

- CYFS is providing support to increase the number of child care spaces in Labrador through the Capacity Initiative; including funding to a non-profit group in Labrador West to expand their license to include after-school programming.
- Currently there are two projects in Labrador West that are in development but not yet licensed.

Tourism

- There have been informal discussions in the community for a permanent, provincial visitor information centre in Labrador City. This discussion centers on the completion of Phase III of the TLH with more visitors expected in the future.
- Concerns were raised by the Mayor of Happy Valley-Goose Bay that some visitors had been discouraged by staff at visitor information centres (VIC) from visiting Labrador due to poor road conditions. All provincial VICS receive information on road conditions in Labrador via Tourism, Culture and Recreation’s (TCR) regional product development officer in Labrador, Destination Labrador and TW’s road conditions website. This information is also given to the Tourism Line Call Centre.
- TCR is undertaking a year round exit survey beginning January 2011. The Provincial Visitor Exit Survey (exit survey) is one of the province’s core research initiatives for collecting and analyzing information on non-resident visitors.

Due to logistics, survey cost and methodology considerations, the exit survey will only include exit points on the island portion of the province.

TCR advises that the survey results will benefit tourism development in Labrador through up-to-date visitor profiles. TCR will work closely with local tourism-related businesses, operators and other organizations such as Destination Labrador to ensure survey results and analyses are available and utilized to support decision
making for future product development, marketing and other tourism-related investments and initiatives.

In addition, TCR will be working with tourism partners in Labrador to design and conduct research specific to the Labrador product and visitor. This proposed research will be undertaken in fiscal year 2011/12.

**High Air Travel Costs**
- Air Labrador discontinued service to Newfoundland, Labrador West and Quebec effective May 1, 2009, leaving one airline operating in Labrador West (Provincial Airlines) to provide air service to Newfoundland. Effective August 1, 2010, Air Canada introduced air service between Newfoundland and Wabush. Currently, the average cost for a return flight from Wabush to St. John’s is about $1,200.

**Recruitment and Retention of Public Servants**
- The Public Service Secretariat (PSS) identifies challenges in recruitment and retention within the public service for the Labrador West area. The challenges are primarily due to the unavailability and high cost of housing.
- The Province’s Labrador Benefits Agreement for public servants expired March 2009. Negotiations are ongoing. The unions have advised that they will apply for conciliation in an attempt to resolve outstanding issues relative to the Agreement.
- GS advises that it has difficulty in filling the Occupational Health and Safety Officer position in Labrador West. United Steelworkers is sensitive to such vacant positions. The position is currently being re-advertised.

**Nalcor Investments**
- In 2009, Labrador West experienced intermittent power interruptions due to upgrade requirements to the distribution system. Hydro has invested in a three year upgrade project at an estimated cost of $20 million. The purpose of the upgrades is to improve the distribution system reliability and allow for some additional commercial and residential growth. The project includes construction of two new terminal stations, conversion of existing lines to 25 kilovolt and extensions to the area’s distribution system.

**George River Caribou Herd Management**
- On August 9, 2010 Government announced the delay in the George River Caribou Hunting Season in Labrador due to preliminary results of a census. Internal results indicate a dramatic decline in the herd population to about 50,000.
- There may be some concerns raised in Labrador West since this is a hub for outfitters’ caribou operations. A potential cessation of future hunting activity would impact outfitting operations from this area.

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Section 27(1)(i), Section 27(2)(b)
Recent Wolf Activity in Labrador West

- Since July 1, 2010, several wolves frequented Labrador West communities. The general public was concerned as a wolf had taken one dog from a home-owner’s backyard.
- Conservation Officers increased patrols and adjusted schedules in an attempt to deal with the problem. Based on recent measures, two wolves were put down and two others were snared and removed. There have been no reports since the removal of these animals.
- Officers received great assistance from the community with calls of wolf sightings.

Prepared by: Michelle Watkins, Director LAA in consultation with NR
Approved by: Sean Dutton
Approved by: Minister

August 23, 2010

Revised: September 8, 2010
Annex A

Labrador West Regional Spending New Initiatives 2003-2010
(Preliminary)

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<td>Health and Community Services</td>
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<td>Environment and Conservation</td>
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<td><strong>Total</strong></td>
<td><strong>$288,081,082</strong></td>
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Please note remaining Departments reported no expenditures in Labrador West
ANNEX C

Information Note
Department of Labrador and Aboriginal Affairs

Title: Expenditures and Major Investments in Labrador

Issue: To provide an overview of expenditures and major projects in Labrador since the inception of the Williams Government in preparation for the Premier’s visit to Labrador West This note was prepared upon request by Cabinet Secretariat.

Background:
- On March 23, 2010, Labrador and Aboriginal Affairs (LAA) provided updated Labrador expenditure data with a comparative of Labrador and provincial per capita expenditures to Cabinet Secretariat.

- From its first Budget in 2004 to the end of March 2011, Government will have expended $2,421,672,135 in Labrador (2004/05 - 2010/11).

- The below tables provide per capita expenditures in Labrador and the province as a whole. Government’s expenditures in Labrador have increased by 54% over the time period, versus 35% for the province overall.

### Expenditures in Labrador on a Per Capita Basis

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<th>Year</th>
<th>**Population</th>
<th>Amount Spent</th>
<th>Cost per Capita</th>
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<tr>
<td>2004/2005</td>
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<td>26,300</td>
<td>$501,688,539</td>
<td>$19,075.61</td>
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### Expenditures in Province on a Per Capita Basis

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* Nalcor 2010/11 provincial estimate not provided
** Based on 2001 and 2006 Census
The overall Labrador expenditure data recorded at $2,421,672,135 translates into per capita spending of $92,078.79 with a total Labrador population of 26,300 (2006 Census). This data reflects all Government spending, including core operational expenditures throughout Labrador.

Annex A provides a breakdown of major projects included in the overall Labrador expenditures.

On August 23, 2010, LAA submitted an information note on Labrador West issues as well as a revised information note on a Social Impacts Assessment of Labrador West.

In preparation for the August 23 note, further data compilation was conducted on Labrador West specific expenditures. Preliminary figures indicate that $288,681,082 was spent in Labrador West on new initiatives since the inception of the Williams Government. With a population of 9,660 (2006 Census), this translates into per capita spending of $29,884 since then.

Annex B provides a breakdown of major projects for Labrador West.

Current Status:
- The following provides status on three major projects in Labrador West.

**Trans Labrador Highway Paving Initiative**
- Humber Valley Paving, the contractor for the Labrador West portion of the highway has approximately 89 km of asphalt. They will have a total of 96 km paved by the end of September.
- Approximately 52 km has been paved on the Happy Valley-Goose Bay end of the highway with 80 km expected to be completed by the end of September.
- The final tender for widening has closed and the award is pending. It calls for 40 km of widening to complete the Labrador West portion of widening.
- An additional request for proposal will be called for the next phase of paving, likely in late fall or winter, which will encompass another 40 km of hard surfacing on the Labrador West portion of the highway.
- The total value of widening commitments and expenditures to date is $33,668,561.
- The total value of hard surfacing commitments and expenditures to date is $20,958,052.

**Labrador West Health Centre**
- The project budget for the new facility remains at $90 million.
- The new facility will have 28 beds (14 acute and 14 long term care), general laboratory and x-ray, CT scanning (new service), surgical suites, pharmacy, emergency, administration offices and community services.
• The site development and services (water and sewer) packages are complete.
• The foundation and structural steel contract, valued at $4.6 million, was awarded on February 2, 2010 and has a substantial completion date of March 1, 2011. This work is ahead of schedule and anticipated to be completed late fall 2010.
• Construction of the water tank and pumping stations for the health centre (and CNA building) water supply are in progress and are scheduled to be completed by the summer of 2011.
• The tender for the main building package will be called in fall 2010 with a spring 2011 construction start.
• Building substantial completion is scheduled for December 2013 with building occupancy by April 2014.

College of the North Atlantic Labrador West Campus
• The project budget for the new campus is $22 million.
• The site is shared with the Labrador West Health Centre facility.
• The construction of this facility is intended to replace leased facilities with a capacity of holding 250 students.
• The site development and services (water and sewer) packages are complete.
• The main building contract, valued at $17.9 million, was awarded on August 7, 2009.
• Construction of the building exterior is in progress and scheduled to be “closed in” by November 2010 to permit interior work to proceed over the winter.
• While the contract states “substantial completion April 30, 2011”; the contractor’s schedule indicates August 2011. Transportation and Works (TW) has met with the contractor (Colby Construction) on several occasions in an effort to accelerate the schedule. The project is receiving funding from the federal Knowledge Infrastructure Program (KIP), which requires substantial completion to the federal government’s satisfaction by March 31, 2011. At this time, it appears substantial completion will be approximately June/July 2011. TW is working with Education to try and ensure no loss of federal funding. The Council of the Federation wrote to the Prime Minister on August 6, 2010 to request the completion date for projects funded under the federal “stimulus” programs be extended to December 31, 2011.
• Building occupancy is scheduled for September 2011.

Prepared by: Michelle Watkins, Director / Ron Bowles, ADM in consultation with TW
Approval: Sean Dutton, DM (Acting)
Approval:

September 8, 2010
### ANNEX A: Highlights of Major Investments in Labrador

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<td>New school L’Anse Au Loup</td>
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<td>New Francophone school Happy Valley-Goose Bay</td>
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<td>Labrador West College of the North Atlantic Building</td>
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<td>TRO Capital Expenditures</td>
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<td>Shelter Enhancements</td>
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<td>Maintenance and Improvement</td>
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<td>Rent Supplements</td>
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<td>TLH Phase III Construction and Phase I surfacing</td>
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<td>TLH Phase I widening and hard surfacing</td>
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<td>TLH Phase III grading and construction</td>
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<td>Replace Rail System Charles River Bridge</td>
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<td>New Weigh Scale Inspection Station</td>
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<td>Depots for Cartwright junction and Crooks Lake</td>
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<td>Development of Facilities Depot Cartwright</td>
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<td>Shelter for Rigolet</td>
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## ANNEX B: Highlights of Major Investments in Labrador West

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<th>DEPARTMENT</th>
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<td>Education</td>
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<td>CNA campus in Lab. West</td>
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<td>Health and Community Services</td>
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<td>Human Resources, Labour and</td>
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<td>Employment</td>
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<td>Youth and Student Services</td>
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<td><strong>$7,984,048</strong></td>
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<td>Hydro</td>
<td>Two terminal stations and line conversion (Future)</td>
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<td>Innovation Trade and Rural</td>
<td>20 Projects</td>
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<td>Development</td>
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<td>Justice</td>
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<td>New Prosecutor</td>
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<td></td>
<td>Purchase 8 Condos for RNC</td>
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<td>New Legal Aid Office</td>
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<td>Municipal Affairs</td>
<td>Renovations Wabush Arena</td>
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<td>Roads, Water and Sewer Upgrades</td>
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<td>Arena Roof Upgrade</td>
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<td>Sewage treatment Plant upgrade</td>
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<td><strong>$3,515,590</strong></td>
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<td>Newfoundland and Labrador Housing</td>
<td>Provincial Home Repair Program</td>
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<td>Maintain 87 Social Housing Units</td>
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<td>Natural Resources</td>
<td>Mineral Development Julienne Lake</td>
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<td>Hatch Study- Labmag Project</td>
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<td><strong>$2,214,500</strong></td>
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<td>Tourism, Culture and Recreation</td>
<td>Cain’s Quest</td>
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<td>Upgrades Arts and Culture Centre</td>
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<td><strong>$186,595</strong></td>
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<td>Transportation and Works</td>
<td>Widen 130 km of road and asphalt for 110 km of Phase 1</td>
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<td>Weigh Scales and Scale House</td>
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<td><strong>$56,126,613</strong></td>
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<td>Women’s Policy Office</td>
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<td>Government Services</td>
<td>Weigh Scale Inspectors</td>
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<td>Environment and Conservation</td>
<td>Environmental Studies and Fieldwork projects</td>
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<tr>
<td><strong>TOTAL</strong></td>
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<td><strong>$208,088,682</strong></td>
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Annex D
Mayor Biographies

Mayor Janice Barnes

Janice has been a resident of Labrador City for more than 30 years and has always had a passion for community development. She is currently employed with the Department of Innovation, Trade and Rural Development as the Economic Development Officer. Volunteering is the backbone of our community and in the spirit of giving back, she volunteers with a number of not-for-profit organizations. She is a strong advocate for post-secondary training opportunities, improved health care and has been an active lobbyist for upgrades to our transportation system. Janice served as the Deputy Mayor in the previous Council.

Mayor Ron Barron

Mayor Barron was born in Labrador City on October 29, 1965. He was the 13th child of Frank and Laura Barron. He decided at an early age to work here and raise a family. Ron is married to Marlene and they have a 15 year old son, Greg. When they find time from their busy lives they like spend time at their cabin.

Ron has been an active member of his community. He, along with his parents, were instrumental in reactivating the Wabush Teen Centre. Ron serves on the Seniors Building Committee which he sees as being a crucial part of our community. He is hoping to make this a reality during his term as Mayor. As well, Ron served on the Policy, Finance and Recreational committees.

This is Ron’s third term on Council. The first term he served as Deputy Mayor and the second term as Councillors before deciding to run for Mayor. Ron is a member of the executive for USW Local 6285 where he serves as co-chair of the union side of the JOSH committee. He is volunteer coach for the Labrador West Minor Hockey Association where he served as Bantam Director for two years. Ron works in Wabush Mines as a conductor for the Wabush Lake Railway.

Ron is looking forward to his term as Mayor and serving the citizens of his community. His door is always open if you have any issues you would like to discuss.