

2003 – 2004 Annual Report

**Labrador Region for the
Strategic Social Plan**

November 2003

2002 -2003 Annual Report

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INTRODUCTION

This annual report will highlight the activities of the Labrador Regional Steering Committee for the Strategic Social Plan in 2002 - 2003.

The Labrador committee for the Strategic Social Plan (SSP) was established in the fall of 2001, as a coordination mechanism for implementing the SSP as a social policy framework, on a regional level.

The regional steering committee is a partnership of departments, organizations and aboriginal associations in Labrador whose mandate, is to network to address regional concerns and implement the principles of the Strategic Social Plan in the region.

Unlike other regional committees, the Labrador steering committee only meets four times annually due to the large geography of the region and the high cost of travel. However, there are several sub-committees established and the bulk of the work is completed at a sub-committee level, with direction and support for the larger regional steering committee. An Executive Committee has been established to expedite decisions between regional committee meetings. On average, over 300 meetings / consultations are held annually with all the organizations and communities throughout Labrador, directly related to Strategic Social Plan business and activities.

REGIONAL STRATEGIC DIRECTIONS

In May of 2001, members of the regional steering committee decided on four regional directions or priority areas for Labrador. Committee members participated in an asset mapping exercise where they highlighted some of the strengths in the region while also focusing on challenges to achieving the healthy, vibrant communities that are outlined in the vision of People, Partners and Prosperity -A Strategic Social Plan.

Based on their knowledge of service delivery in the region, knowledge of communities, current crises, and some hard data in Community Accounts, all partners felt that comfortable that the strategic directions were appropriately chosen for implementation. The four strategic directions in 2001 included; 1) Recruitment and Retention of Professionals, 2) Human Development, 3) Health, and 4) Recreation. Community Safety and Security was chosen as a new priority area in the fall of 2003 and Recruitment and Retention of Professionals was included as a component of Human Development. This reflects four new priority areas;

- 1) Recreation
- 2) Human Development (Recruitment and Retention of Professionals)
- 3) Health
- 4) Community Safety and Security

The following sub-sections highlight some of the successes and accomplishments under the various strategic directions.

Recruitment and Retention of Professionals

A **Training, Recruitment and Retention Working Group** established in September 2001, to address immediate recruitment and retention issues. The Working Group includes human resource managers and staff from the departments of Human Resources and Employment, Labrador and Aboriginal Affairs, the College of the North Atlantic, Grenfell Regional Health Services, Health Labrador Corporation, School Districts 1 and 2, Human Resources Development Canada, Combined Councils of Labrador and the Strategic Social Plan.

To start the project, the Working Group conducted some initial research and prepared a **discussion paper** in December 2001, that summarized issues and possible solutions that were short term in nature. The six major issues that were identified as barriers to effective recruitment and retention include; 1) low market supply of professionals, 2) compensation / benefits, 3) relocation costs, 4) housing, 5) isolation {professional and social} and 6) training. Recruitment and retention as a whole was identified as a concern for the Labrador Strategic Social Plan members based on statistical evidence on out-migration trends, labour force data and turnover rates for specific employers. There is also substantial anecdotal information impacting recruitment and retention including; a skills mismatch between education choices and job openings in the region, ongoing vacancies, low retention in specific positions, gaps in career guidance, skill sets and training required for self government, and major resource development projects.

The following points highlight the activities undertaken by this multi-disciplinary Training, Recruitment and Retention Working Group to date;

- A **Discussion Paper** summarizing issues and possible solutions
- **Researcher/Coordinator** hired for a one year contract, which concluded in June 2003
- **Exit and Retention Surveys** were administered in the winter of 2003, report is in circulation
- Publication of a **cultural guide** introducing the region's aboriginal populations, to assist with cultural adjustment, now in reprint
- Publication of a **generic Labrador Press Kit - Labrador Come Work and Play**. Kit distributed to Labrador employers for use when recruiting
- A **promotional DVD** "Labrador Come Work and Play" depicting family and work life in Labrador - is in the final stages of production, ready by November 2003.
- **Opening the Door to the North - A Human Resource Forum** was hosted in May 2003 to identify issues in attracting and keeping staff - 38 recommendations were outlined
- **Municipal Tool Kit** developed to assist town councils in forming Welcoming Committees

Human Development

A Sub-committee was established in September 2001 consisting of regional managers from the College of the North Atlantic, Health Labrador Corporation, Human Resources and Employment, Human Resources Development Canada, Labrador Institute MUN, School District 1 and the three aboriginal groups.

The mandate of this group is to look at the longer term human development needs of Labradorians, focusing on four key areas; Early Childhood Education, Secondary Education, Post Secondary Education and Employment.

Activities undertaken to date;

- A **joint meeting** with funding organizations, aboriginal associations and post secondary institutions in the Fall of 2002, to streamline application and acceptance processes for aboriginal students.
- **High School Surveys** were administered in partnership with FINALLY! in the spring of 2003 to collect data on students knowledge and use of career planning resources, their knowledge of the economy and out-migration. Report available in the Fall of 2003.
- **Wage and Business Surveys** will be administered, in partnership with the Newfoundland and Labrador Statistics Agency, in the Winter of 2003 to collect labour market information.

Health

- A formal, structured committee has not been established for this strategic direction however, several activities are being addressed through a partnership approach.
- Partners are developing a **Inuit Nursing Access Program**, which is a case based, culturally specific nursing program to assist Inuit nurses in completing their BN.
- **White Stone, an aboriginal Youth, suicide prevention program** is being delivered in November 2003, to Innu and Inuit participants
- **Traveling Health Show on Cancer Prevention** was delivered to 3 coastal communities in 2002, with a focus on 3 cohort components; a puppet show for elementary students, a jeopardy game junior high students and the community in general.
- A **Nurse Preceptor pilot** was also completed in 2003, in southern Labrador, which provided multi-disciplinary training to regional nurses to assist with the retention rates and levels of preparedness in coastal communities.

Recreation

- The recreation strategic direction has a stronger, community based approach to delivery.
- In 2001, **Labrador Youth Online** was developed to celebrate successful Labrador youth. It was revised in 2002 and includes an extensive Labrador scholarship listing, health, employment and career information.
- In 2001, a **Health and Recreation Summit** was held with recreation volunteers to identify training needs.
- **17 community consultations** / planning session were conducted throughout the whole Labrador region in 2002. A regional **Asset Map** of programs, services, groups, agencies and infrastructure, as well as a wish list of desired activities, infrastructure and training was created.
- Evolving from these community processes, came a variety of sub-regional recommendations and structures.
- In January 2003, the **Torngat Recreation Commission** was formed on the north coast. It is a partnership between the 6 coastal communities to be a delivery mechanism for training and

leadership development, over 250,000 in program dollars have been secured and in eight months, over 200 north coast residents have accessed either a travel subsidy or training in a variety of leadership areas.

- In July 2003, the **Healthy Communities Project** began in southern Labrador, whose mandate is to encourage, support & enable individuals in Southern Labrador, to achieve healthier communities by: creating partnerships and, providing training and leadership development opportunities. !2 priority areas have been developed.
- The Central Labrador Volunteer Network formed in January 2003 to link volunteer organizations, to access joint training opportunities, to promote volunteerism and to coordinate activities in the Lake Melville region.

Community Safety and Security

To date a sub-committee has been established and an initial meeting organized with key groups. A partnership has been established with Labradorians for Peaceful Communities, the regional violence prevention coalition, to host a pan-Labrador planning session in the winter of 2004, to map out violence prevention and community safety resources and opportunities in Labrador.

KEY PRINCIPLES OF THE STRATEGIC SOCIAL PLAN

The framework of the strategic social plan is based on several key principles which include; 1) linking social and economic development, 2) focusing on early intervention and prevention, 3) shifting into evidence based decision making, 4) providing regional voice in provincial policy and 5) community / government partnerships.

All regional implementation activities reflect these principles. In addition to encouraging the committee activities to develop in these ways, partners are incorporating the principles in their day to day work. Many boards and departments have completed and continue to share their own individual strategic plans. Partners are more interested in research and gathering evidence before undertaking projects. Service delivery agents are discussing early intervention as a way to prevent problems. The business community is recognizing linkages between social and economic development by including social partners in planning and implementation of certain activities. Communities or municipalities are thinking more about partnerships and networking to secure resources for their communities. Aboriginal groups are partnering in ways that have not been considered in the past.

WHAT TO EXPECT IN 2003 - 2004

- Ongoing regional networking meetings for the SSP committee
- All projects will continue with their activities
- Two volunteer sector representatives are being added to the regional steering committee
- A Coastal Recreation Certificate will be in the initial stages of development, in partnership with coastal communities, Memorial University and College of the North Atlantic.
- Delivery of the Inuit Nursing Access Program
- Phase 2 of the White Stone Suicide Prevention Training will be delivered
- A Youth Employment Strategy for Labrador
- A report highlighting the results of the High School Survey
- A workplan for establishing Labrador as one of the 14 National Outdoor Leadership School (NOLS) sites will be developed
- A Volunteer Conference in southern Labrador in May 2004
- Leadership development, sports clinics, module training for coastal residents on the north and south coasts
- A Baseline Human Development Report will be developed to assist with activities to improve human development programs in area of early childhood education, secondary education, post secondary education and employment,
- Recommendations from “Opening the Door to the North - A Human Resource Forum” will continue to be implemented,
- Cultural guides and recruitment folders and a community DVD will be in circulation
- A Pan- Labrador planning session on Community Safety and Security

PROVINCIAL LINKAGES

- Wellness coalitions are in the beginning stages of development
- A provincial committee on the voluntary sector has been established, with regional participation
- Ongoing promotion and usage of the community accounts is continuing
- Assistance continues to be provided to regional family resource centres, under the provincial Early Childhood Development Initiative
- Participation, in various forms, in the violence prevention initiatives
- Participation in the Youth Employment Protocol
- Consultations on various legislative changes
- Continued participation and development with the Social Audit
- Participation with the Community University Research Alliance, in partnership with MUN and the Community Services Council

FUTURE /ONGOING CHALLENGES FOR REGIONAL IMPLEMENTATION OF THE STRATEGIC SOCIAL PLAN

- Small population dispersed over immense geography, high cost of delivering services.
- Provincial and federal funding do not consider geography thus restricting the ability to deliver services to a higher need population.
- Rigidity in provincial structures that prevent innovative solutions to regional issues
- Highly concentrated aboriginal populations in the region
- Limited human resources to work with communities on various projects and proposals that would secure resources to mobilize residents
- Resource based economic development projects such as Voisey's Bay, forestry, highway construction and mining opportunities lead to employment vacancies in other sectors.
- Pending aboriginal self government/reserve claims will mean profound human resource needs for Innu and Inuit communities.
- Poor educational success rates in rural schools.
- Ongoing issues with social development and addiction issues
- Emerging transportation infrastructure creating opportunities and challenges
- More time is needed to implement the Strategic Social Plan both in the community and at regional levels
- Recognition is needed that Labrador communities are at a different stage in development than other island communities, which will often require flexibility in the implementation of provincial policies

FINANCIAL STATEMENTS

Implementation Budget Forecast as of May 20, 2003

Project Name	Year Approved	Amount Approved SSP source	Approved other sources	Expenditures 2000 - 01	Expenditures 2001 - 02	Expenditures 2002 - 03	Expenditures 2003 - 04	Balance March 2003
Labrador Youth Online (225)	2000 - 01	7,825.00	---	3,737.08	4,087.92	---	---	0.00
Health & Recreation (Summit, Planning sessions, training) (172)	2000 - 01	44,459.00	---	---	23,631.65	16,480.57		4,346.78 ¹
Community Consultation (& Health Show) (224)	2000 - 01	13,594.00	---	---	2,821.71	4,338.21		6404.08 ²
Labrador Youth Online - Database Development (225)	2001 - 02	6,181.25	---	---	---	5,250.69		946.93 ³
Human Resource Strategy (Survey, career tools) (236)	2001 - 02	33,000.00	---	---	---	2,390.00		30,610.00 ⁴
Recruitment & Retention (Forum, tools, research)	2001 - 02	31,067.00	33,246.00	---	---	28,000.00	31,917.34	4,395.66 ⁵
Recruitment & Retention (amendment)	2002 - 03	---	4,860.00	---	---	---	4,860.00	0.00 ⁶
Nursing Preceptorship*	2002 - 03	24,000.00	---	---	6,000.00	4,000.00		14,000.00 ⁷

Nursing Access*	2002 - 03	20,000.0 0	---	---		20,000.00		0.00 ⁸
Torngat Recreation Commission*	2002 - 03	10,000.0 0	---	---	---			10,000.00 ⁹
South Coast Community Mobilization*	2002 - 03	13,300.0 0	---	---	---	---		13,300.00 ¹⁰
Community Skills (311 Development Central /West*	2002 - 03	4,450.00 25,000.0 0	---	---	---			29,450.00 ¹¹

1 Remaining funds allocated to ongoing skills development

2 Remaining funds allocated to Heath Show and ongoing consultations

3 Remaining funds allocated to Online hosting fees

4 Remaining funds allocated to Career Think Tank and Wage and Employer Surveys

5 Remaining invoice not yet in from the HR Forum and Product creation

6 Funds allocated

7 Remaining funds allocated to nursing salary at GRHS - not yet spent

8 Project ongoing with funds from LIA, CNA, LMDA - SSP funds all allocated

9 Project just beginning, funds allocated to travel, video conference, remaining salary/ benefits costs

10 Coordinator to be hired May 27th 2003

11 First invoice from training due back after June 4th session in Lab West (Community Mobilization funding also allocated here.

* Partner organizations are managing budgets and other sources of grants / funding has been contributed to this project.

MEMBERSHIP OF REGIONAL STEERING COMMITTEE

Labrador SSP Steering Committee

Chair: Goronwy Price - Tourism, Culture and Recreation

Vice Chair: Bernice Hollett - Premier's Council on Social Development

Regional Planner - Alicia Sutton

Education

Guy Elliot, Chairperson - *Labrador School Board*

Jeff Thompson, Director - *Labrador School Board*

Don Brown, Chairperson - *Northern Peninsula/Labrador South School Board*

Jesse Payne, Executive Director - *Northern Peninsula/Labrador South School Board*

Robert Simms, District Administrator - *College of the North Atlantic*

Tim Borlase, Director - *Labrador Institute*

Martha McDonald, Alternate - *Labrador Institute*

Regional Economic Development

Wilfred Laine, Chairperson - *Inukshuk Economic Development Corporation*

Jody Kelly, Manager - *Hyron*

Ern Condon, Social Representative - *Hyron*

Carol Best, Executive Director - *Central Economic Development Corporation*

Jeannine Chaulk, Executive Assistant - *Central Economic Development Corporation*

Blair Gillis, Chairperson - *Southeastern Aurora Development Corporation*

Judy Pardy, Executive Director - *Southeastern Aurora Development Corporation*

Kelvin Letto, Chairperson - *Labrador Straits Development Corporation*

David Yetman, Executive Director - *Labrador Straits Development Corporation*

Health

Jim Farrell, Chairperson - *Health Labrador Corporation*

Boyd Rowe, Chief Executive Officer - *Health Labrador Corporation*

Iris Allen, Director - *Labrador Inuit Health Commission*

Robert Mesher, Chairperson - *Grenfell Regional Health Services*

John Budgell, Chief Executive Officer - *Grenfell Regional Health Services*

Municipal Government

Agnes Pike, Councillor - *Combined Councils of Labrador*

Jamie Snook, Director - *Combined Councils of Labrador*

Federal Government

Lorraine Hinks, Director - *Human Resources Development Canada*
Bob Dillon, Alternate - *Human Resources Development Canada*

Brian Dorey, Director - Health Canada, Labrador Office
Gerald Alexander, Provincial Coordinator - *Health Canada, Labrador Office*

Vacant
Indian and Northern Affairs Canada

Provincial Government

Agnes Rumbolt, Regional Manager - *Human Resources and Employment/Regional Council*
Sheila Connors - *Human Resources and Employment/Regional Council*

Nelson Flynn, Director - *Newfoundland and Labrador Housing Corporation*

Kevin Lane, ADM - *Labrador and Aboriginal Affairs*
Ron Bowles, Director - *Labrador and Aboriginal Affairs*

Carol Ruby, ADM - *Youth Services and Post Secondary Education*

Reg Kean, Director - *Industry Trade and Rural Development*

Other

Lyla Andrew, Innu Nation - *Innu Nation*

Elizabeth Ford, LIA Youth Division - *Labrador Inuit Association*
Brian Lyall, LIA Youth Division - *Labrador Inuit Association*

Todd Russell, President - *Labrador Metis Association*

Cynthia Pye, Staff Alternate - *Labrador Metis Association*

Sherri Russell, Director - *FINALLY!*

Executive Council

Barbara Case, Regional Partnerships Manager - *Strategic Social Plan*