



The Way Forward

Realizing Our Potential







Together we will achieve a strong, diversified province with a high standard of living. The determination and drive of Newfoundlanders and Labradorians will be supported by responsive, innovative and efficient programs and services.

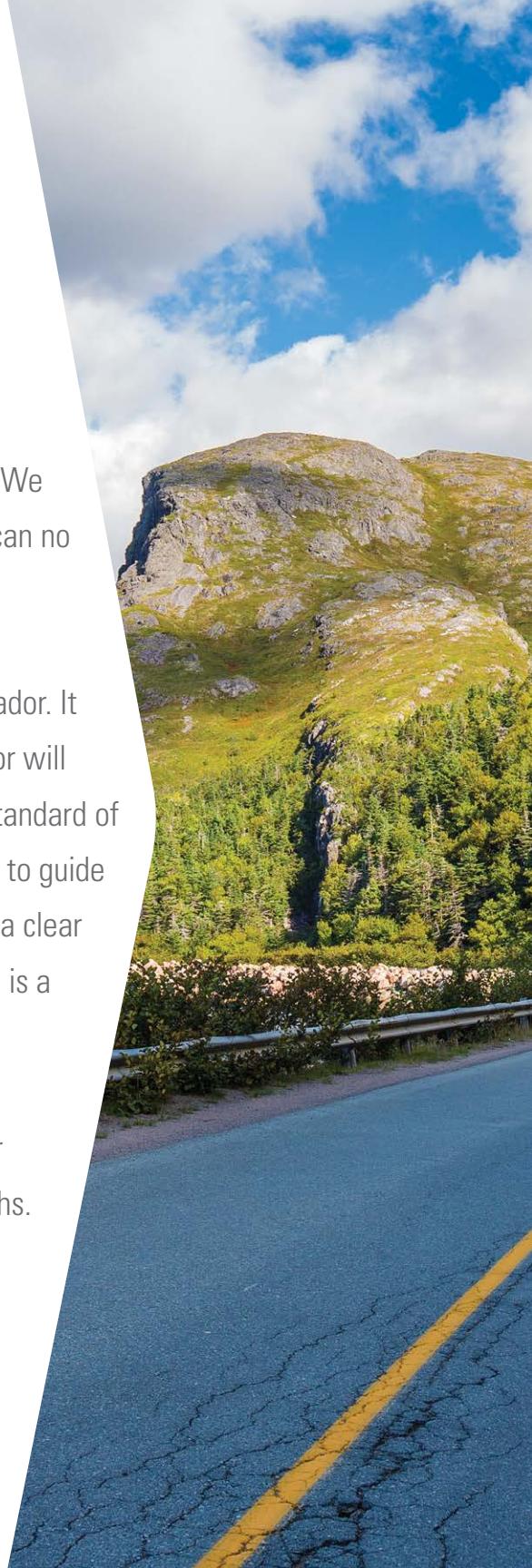
This is our roadmap to get there.

The Provincial Government is being redesigned to address our economic, social and fiscal challenges. Our focus is on positioning our province as an ideal place to live and raise a family, with a competitive work and business environment. Returning to fiscal balance and creating the conditions necessary for economic growth and private sector job creation requires a series of multi-pronged solutions. These solutions must consider the interrelated impacts of our economic, social and fiscal policy decisions. We must think and act in a way that is long-term and across Government. We can no longer afford to be bound by short-term, reactionary thinking.

This document is a roadmap guiding the future for Newfoundland and Labrador. It outlines the policy decisions the Government of Newfoundland and Labrador will make to realize our vision of a strong and diversified province with a high standard of living. The role of this plan is to inform the public about what to expect and to guide public servants in their duties to ensure Provincial Government activity has a clear focus. This document is a record of our progress and our commitments, and is a standard of conduct to which we will hold ourselves accountable.

In November 2016, our Government released *The Way Forward: A vision for sustainability and growth*, which outlined our priorities for the first six months.

At the beginning of each fiscal year, our Government will announce our priority actions to help achieve this vision. *The Way Forward: Realizing our Potential* outlines our commitments for fiscal year 2017-18.





A Focus on Improving Outcomes and Growing the Economy

Newfoundland and Labrador is a place of contrasts: rich resources, inventive people and persistent challenges with demographic, employment and health indicators. High levels of expenditures in recent years did not budge many of our most important outcomes in health and education. Despite, over the past ten years, increasing health care spending by \$1.1 billion and K-12 and post-secondary education spending by \$425 million, an increase of 61 per cent and 48 per cent respectively, many of our indicators remain well below the national average. Provincial spending must be tied to achieving better outcomes. Our Government is strategically investing in the future; we will not continue to fund the status quo.

Our Government is focused on creating a climate conducive to private sector employment and economic growth, and identifying efficiency within the public sector. *The Way Forward* outlines the solutions our Government will implement to address our challenges and maximize our opportunities.

A prosperous future for Newfoundland and Labrador cannot be achieved by one Government department acting alone. Opportunities often straddle bureaucratic silos, which is preventing Government from maximizing them. We have adopted a Government-wide approach to improving outcomes and growing the economy. *The Way Forward* considers the interrelated impacts of our economic, social and fiscal decisions. Our Government is implementing one strategy that unlocks the inherent potential of working together in a deliberate and collaborative fashion.

A Province with Common Purpose

Our Government has been hearing many ideas from the public and stakeholders on how to respond to our current economic and fiscal climate. We have heard calls for whole-of-government restructuring with aggressive deficit reduction targets, and we have heard calls for increases in spending to serve as a stimulus for the economy. We have heard recommendations on what is not working, and we have heard recommendations on programs that should be insulated from reductions. We have heard of innovative ways to grow our economy.

There are clearly disparate views. While there is general acceptance that our province has a spending problem, there is not one common view on how to address it. Balancing of varying perspectives is essential when leading a province. Our Government must make decisions for the collective good. There is great benefit from having consensus on the way forward. As we continue to implement this plan, all Newfoundlanders and Labradorians must be prepared to work together to secure a more sustainable future.

We all have a role to play in building resilient communities and providing the next generation with a solid foundation. This document outlines how our Government is enabling the construction of this foundation, in partnership with our communities, residents, Indigenous Governments and Organizations, businesses and industry associations, community and social organizations and the federal government. Together we must maximize our efforts by utilizing all available resources from the public, private and voluntary sectors, individuals, groups and communities.

Our Targets

To measure our progress, we have established a number of targets. We will pursue these targets by implementing measures to reduce spending and increase efficiency, while also strategically investing to address negative social and economic outcomes that are driving up costs. We will measure our success in each regard.

► Our Fiscal Targets

Our Government remains committed to return to surplus in 2022-23. All actions outlined in this vision will be achieved within the fiscal targets our Government has set.

► Our Efficiency Targets

Improving efficiency across the whole public sector is a priority for our Government under this vision. Success will be measured by targets, such as:

- In fall 2016, our Government committed to reduce its leased building footprint by 10 per cent, or 77,750 square feet, by 2020. We are now committing to reach this target in 2018, two years earlier than originally planned. Further, by 2020, our Government aims to now reduce our leased footprint by 110,000 square feet. 2016 is the base year for this reduction.
- By 2018, all departments will publish service standards for major citizen, client and business services.
- By 2022, our Government will increase the number of services delivered online by 50 per cent. Currently our Government offers 35 programs online, which is an increase of 2 programs since *The Way Forward* was launched in November 2016.
- As committed in *The Way Forward*, our Government has recently completed a random sample survey to assess our residents' level of satisfaction with a wide range of provincial services. Analysis of those results is beginning. In summer 2017, we will publicly release a satisfaction improvement target for Provincial Government services.

► Our Economic Targets

- By 2018, the water area available for development to support growth of the salmon industry will have increased to 50,000 MT and the mussel industry will have increased to 10,750 MT annually.
- By 2020, there will be a 20 per cent increase in timber allocations and harvest levels over the previous five year period.

- By 2020, Newfoundland and Labrador's annual tourism spending by residents and non-residents will be double 2009 levels.
- By 2022, Newfoundland and Labrador will have increased its food self-sufficiency to at least 20 per cent. Our province is currently only about 10 per cent self-sufficient in its food requirements.
- Once achieved, the above economic targets will support an average of 9,300 new person hours of employment.
- By 2022, immigration to Newfoundland and Labrador will increase by 50 per cent from 2015 levels. In 2015, Newfoundland and Labrador welcomed just over 1,100 immigrants.

Our Guiding Principles

► We Will Do Better with Less

Our program costs are the highest per capita among provinces, while many of our performance indicators suggest our outcomes are unsatisfactory. Put simply, we are not seeing a sufficient return on investment from some of the spending decisions made by previous governments. We are focusing our resources on public policy solutions that improve outcomes, while being efficient and prudent with the public's money. We will do better with less and we will ground our budgetary decisions in service improvement.

► We Will Collaborate

Our vision takes a whole-of-government approach to program design and decision-making. Successful implementation of this plan requires collaboration across the public sector, which is a priority of our Government. However, Government alone cannot achieve this vision. We are working with all Newfoundlanders and Labradorians in the pursuit of better outcomes and a stronger economic foundation. As we build a more sustainable future, we are looking to other partners to also offer leadership. Our Government is engaging and partnering with other sectors to help improve outcomes and create opportunities for Newfoundlanders and Labradorians.



► We Will Challenge Ourselves

As we achieve the goals outlined in this plan, we will challenge ourselves to do more. In this update to *The Way Forward*, we are challenging ourselves to build on many of the actions announced in November 2016. We will take on additional actions as new opportunities for service improvement, economic growth and transformation present themselves. We will look for opportunities to be even more ambitious in the goals we set for ourselves as a province. Our Government is launching tangible initiatives in phases, which will allow us to address emerging issues. This is a dynamic approach to policy development. At the beginning of each fiscal year, we will release the next phase of tangible actions to ensure our vision becomes reality. *The Way Forward: Realizing our Potential* discusses what we will do in 2017-18 to strengthen the fiscal and economic foundation of our province.

Three Phases of Action

Realizing our Potential: Six to Eighteen Months

The second phase focuses on actions to reverse negative socio-economic indicators that prevent economic growth and drive up public expenditures.

Securing our Footing: First Six Months

The first phase focused on rapidly implementing initiatives to reduce spending and support economic growth.

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Building for our Future: Beyond Eighteen Months

The third phase focuses on creating long-term conditions for growth in the province by investing in the future, including redesigning government services to fit demographics of the future and investing in children and youth.

Our Progress to Date: Securing our Footing

Our actions are evidence-based, measurable and concrete. In addition to this updated version of *The Way Forward*, our Government has also released a report card on the first phase of activity, *Securing our Footing: First Six Months*, which covers the period of November 2016 to May 2017.

As part of *The Way Forward*, our Government has already made significant progress towards modernizing and transforming public sector operations, realized considerable efficiencies and moved forward on improving services and outcomes. Our progress includes completing actions such as:

- Reducing Government's building footprint by 40,000 square feet;
- Adopting a flatter, leaner management structure within the core public service and consolidating marketing and engineering functions;
- Utilizing zero-based budgeting to develop the forthcoming Budget 2017;
- Introducing a new *Public Procurement Act* that modernizes procurement practices;
- Establishing a Major Investment Projects Unit;
- Adopting a Health-in-All-Policies approach; and,
- Establishing a Leaders Roundtable with Indigenous Governments and Organizations that will hold its first meeting on May 26, 2017.

Further, as part of *The Way Forward* our Government has strengthened the approach to public infrastructure which acts as a stimulus to the economy. Specifically, we have:

- Proceeded to procure the Corner Brook Long Term Care Facility;
- Released a multi-year infrastructure plan that will invest nearly \$3 billion over the next five years;
- Announced a new Municipal Infrastructure Program, valued at \$100 million over the next three years, which includes a new approach to cost-share ratios to incentivize regional collaboration through infrastructure and sharing of services; and,



- Adopted multi-year planning and early tendering of road work, including releasing a list of roads projects each winter. In 2017-18, our Government is investing \$77.2 million in roads through this plan.

The economic impact of total gross infrastructure spending, which includes federal, municipal and private sector contributions, is expected to generate an average of \$560 million in annual GDP and 4,900 person years of employment per year over the next five years. Multi-year infrastructure planning enables our Government to develop a longer-term plan for capital investments in our province and provides residents with a future view of public sector facilities and services.

The work our Government is undertaking through *The Way Forward* is complemented by our partnership with the Maritime Provinces and the federal government on the Atlantic Growth Strategy. The Atlantic Growth Strategy's objective is to build a vibrant economic future by focusing resources to stimulate the region's economy.

A Second Report Card Will Be Issued Before Budget 2018

It is critical that we continue to measure our outcomes to ensure that public investments are channeled to programs and services which enhance our society and the quality of life of Newfoundlanders and Labradorians. Actions committed for 2017-18 will be reported on publicly in a second report card, which will be released before Budget 2018.

The Way Forward

To achieve our vision, the actions we will take are designed to achieve four objectives:

- (1) a more efficient public sector;
- (2) a stronger economic foundation;
- (3) better services; and,
- (4) better outcomes.

Our Four Areas of Focus





MANUFACTURER
OF
WOODEN
BOATS

Realizing Our Potential:

Phase 2 – Fiscal Year 2017-18

We will make our commitments and vision concrete and meaningful for every citizen of Newfoundland and Labrador. On the following pages, you will see our actions for 2017-18. These are the next steps our Government will prioritize this fiscal year. The focus of this second phase is to undertake action to reverse negative social and economic indicators that are preventing economic growth and driving up public expenditures.

Focus Area 1

A Stronger Economic Foundation

This section outlines the actions our Government will take in 2017-18 to build a stronger economic foundation. A number of these actions build on the work already begun as part of the first phase of *The Way Forward*.

► Place Private Sector Job Growth at the Centre of All Government Decisions (Action 2.1)

To improve the economic landscape of Newfoundland and Labrador, our Government will take a whole-of-government approach to creating the conditions necessary for new private sector job creation and economic growth. Building a sustainable economy is our top priority. Our Government's primary focus is encouraging conditions that support private sector job creation and economic sustainability through private sector growth and entrepreneurship.

To oversee this process, our Government is immediately mandating a new Cabinet Committee on Jobs to lead our province's economic recovery efforts. This committee of Ministers will serve as a forum to identify new whole-of-government opportunities to support private sector employment and economic growth. The Cabinet Committee on Jobs will seek the advice of provincial leaders, including private sector labour representatives and members of the province's business community.

Further, each Minister and Government department will be expected to report on how their actions help create stronger conditions for economic and private sector job growth in Newfoundland and Labrador. This will encourage decision-making that places our economic future at the centre of all decisions.

How We Will Improve Conditions for Private Sector Job Creation and Economic Growth

As evidence of our commitment to place private sector job creation and economic growth at the centre of all Government decisions, the following actions outline our economic development priorities for the next year. A number of these build on the work our Government has already begun as part of the first phase of *The Way Forward*.

► Accelerate the Growth of High Performing Businesses (Action 2.2)

High performing firms are companies that have witnessed or have the potential to see considerable revenue growth and are led by management teams with a growth mindset and an appetite for continued expansion. Our Government recognizes that high performing firms must be supported to address barriers that may be restricting their potential to generate innovation, employment opportunities and revenues.

Our Government will identify target sectors with high growth potential and focus its human resources and financial supports on those organizations to maximize growth and economic output. In 2017-18, high performing firms will be identified based on criteria such as Gross Domestic Product (GDP), levels of employment, opportunities for diversification within the firm and supports to encourage internationalization.

► Focus on Entrepreneurship

Future economic growth in our province depends on the innovation and ingenuity of our entrepreneurs, including women and young people starting their own businesses and people who wish to immigrate to Newfoundland and Labrador and start their own company. Our Government currently provides a range of entrepreneur supports to firms engaged in many sectors of the economy and involved in research and development pursuits. Our Government will build on these investments through a series of new initiatives that are outlined on the following page.

Explore Opportunities to Introduce International Entrepreneur and International Graduate Entrepreneur Categories to the Provincial Nominee Program (Action 2.3)



By March 31, 2018, our Government will explore opportunities to introduce International Entrepreneur and International Graduate Entrepreneur categories under the Provincial Nominee Program. In 2017-18, we will explore including these new categories with the Government of Canada, as the final decision to introduce these categories rests with the federal government. The International Graduate Entrepreneur category has the potential to enable international graduates from our post-secondary institutions, who decide to go on to start businesses in our province, to remain here and create economic opportunities for themselves and their employees.

Implement an Enhanced Loan Program for Youth Entrepreneurs (Action 2.4)

In addition, by June 30, 2018, our Government will invest \$200,000 in an enhanced revolving loan program with the Newfoundland and Labrador Association of Community Business Development Corporations to provide micro loans to young entrepreneurs. To ensure access for entrepreneurs at various stages of business development, this will include short term businesses, such as a summer operation, as well as long term business proposals. The fund will provide youth with access to loans from very small amounts up to a new level in the range of \$5,000 - \$10,000. This increased level is intended to be a catalyst for advancing innovative business ideas, succession planning opportunities and developing entrepreneurial leaders. The fund will provide financing to youth who would otherwise not receive support because of age, risk or stage of business, and will be designed as a launching point for access to services from various sources. This includes business counselling and access to other seed capital opportunities. A strategic effort will be made to increase promotion of the fund to youth in all regions of the province.

Support Women in the Development of Knowledge-Based Firms in the Fields of Science, Technology and Engineering (Action 2.5)

In 2017-18, our Government will collaborate with Women in Science and Engineering Newfoundland and Labrador (WISE NL) and other industry partners to implement a new entrepreneurship initiative focused on increasing the involvement of women scientists, engineers and technologists in new business development. Through increased networking, training and mentoring, women will be supported in the development of knowledge-based firms in the fields of science, technology and engineering. This collaboration will ensure connectivity to other entrepreneurial supports such as financing, business counselling, networking for knowledge-based firms and opportunities for international graduate students.

► Enhance Human Resources Planning to Support Sector Diversification (Action 2.6)

Our Government recently announced the creation of the Department of Tourism, Culture, Industry and Innovation. The former Department's structure placed each sector of the economy into a separate silo. The new Departmental structure eliminates these silos and instead focuses on addressing key challenges that firms operating in all sectors of the economy face when entering new markets and expanding their operations.

To enhance sector diversification efforts, beginning in 2017-18, our Government will implement an evidence-based framework for the identification of target sectors, using an industry partnership approach. This approach will require engagement of various industry partners and the use of research tools, such as asset mapping, to complete gap analysis, assess regional demand and capacity of a sector to fulfill that demand, and determine levels of competitiveness.

Also in 2017-18, our Government will commence the development of a comprehensive human resource plan to support sector diversification and the development of a productive and knowledge-intensive economy. This plan will be informed by forecasted labour market opportunities and enhanced labour market information products to assist in workforce planning for individuals and businesses. Further, by March 31, 2018, our Government will have collaborated with sector associations and industry groups to better respond to their private sector labour market needs and support industry diversification. This work will include working with priority sectors, including the agriculture, aquaculture, and oil and gas industries.

► Release a Business Innovation Agenda (Action 2.7)

In the 2016 Speech from the Throne, our Government committed to resetting the provincial innovation agenda by developing a long-term approach to expand the pool and capacity of the province's economic wealth generators, innovation and growth-focused businesses. Through the new Business Innovation Agenda, our Government is aiming to create the conditions that enable the province's innovation-driven businesses to grow and diversify. Our Government will ensure that information technology is recognized as an enabling platform across all sectors. The Business Innovation Agenda is one component of an enhanced economic development approach that will include:

- Refocused trade activity, such as trade missions which are more sector focused and firm centric;
- The development of a Regional Trade Network; and,
- Working with local firms to identify opportunities and challenges arising from new trade agreements.

A Regional Trade Network will be established by May 31, 2017 and target sectors will be identified in summer 2017. Also in summer 2017, our Government will release the Business Innovation Agenda.

► Increase the Number of Social Enterprises in Newfoundland and Labrador (Action 2.8)

To increase the number of social enterprises in Newfoundland and Labrador and enhance services for existing social enterprises, our Government will develop a Social Enterprise Action Plan, including long-term strategic goals supported by an annual work plan. Social enterprise development is another innovation tool for advancing regional growth opportunities to benefit the economy, support rural sustainability and encourage entrepreneurial governance models and service delivery. Our Government will release a social enterprise action plan by May 31, 2017.

► Introduce a Status of the Artist Act (Action 2.9)

In Canada, federal Status of the Artist legislation has existed since 1992.

This legislation provides recognition of professional artists' rights and interests and further commits the federal government to promotion of these rights and interests.

In collaboration with industry stakeholders, our Government will develop Status of the Artist legislation for Newfoundland and Labrador and advance other policy actions to enhance recognition and support of artists in the province. The legislation and other policy measures to support artists will be based on feedback from the Arts Advisory Committee. New legislation will be introduced in the House of Assembly by December 31, 2017.



► Revitalize the Approach to Supporting Culture (Action 2.10)

Newfoundland and Labrador's cultural sector is a significant part of our province's economy, both in terms of output and employment. Arts and heritage are helping to build vibrant communities and regions throughout the province and contribute significantly to the province's tourism product. The existing cultural plan is now ten years old. Our Government will engage arts, heritage and tourism stakeholders to launch a renewed plan for culture, including: examining accomplishments and gaps, cultural policy and programs, export development to enhance access to markets and develop a better understanding of the impact of the digital transformation on culture to address challenges and take advantage of new opportunities. Consultations will commence by March 31, 2018. By January 31, 2019, our Government will release a new Cultural Plan to support arts and heritage in the province.

► Increase Immigration to Newfoundland and Labrador by 50 per cent by 2022 (Action 2.11)

Immigration is a key component of economic and labour market growth in Newfoundland and Labrador and contributes to the social and cultural vibrancy of the province. In 2015, 1,122 immigrants came to the province. Our Government will increase the number of immigrants, and by 2022, the province will welcome approximately 1,700 immigrants annually.

On March 24, 2017, our Government released *The Way Forward on Immigration*, which outlined our specific approach to increasing immigration. Our Government is focused on ensuring that Newfoundland and Labrador becomes a destination of choice for immigrants and their families, while also enticing Newfoundlanders and Labradorians abroad to return to their home province. This requires working to: strengthen partnerships; maximize pathways to immigration; enhance education, attraction and promotion activities; improve settlement and retention initiatives; support better awareness and understanding of the benefits of multiculturalism and diversity in the province; and, support and increase the repatriation of Newfoundlanders and Labradorians living abroad.

► Double Resident and Non-Resident Visitor Spending by 2020 (Action 2.12)

Launched in 2009, *Uncommon Potential: Vision 2020* set a target of doubling tourism spending by 2020 (2009 baseline). At that time, the tourism industry contributed \$790 million to the economy and supported almost 13,000 direct jobs. Since then, tourism has grown to generate about \$1 billion in visitor spending each year and is responsible for over 18,000 direct jobs. Our Government remains committed to reaching a target of \$1.6 billion in resident and non-resident visitor annual spending by 2020.

In 2017-18, our Government will continue its creative and award-winning marketing campaigns and partner with Destination Canada on the Connecting America campaign and the Canadian millennial campaign to increase our marketing activities in Canada, the US and UK. In addition, under the Atlantic Growth Strategy, we will work with the Government of Canada and the Maritime Provinces to increase international marketing and market

development; product innovations; and investigative market research; and, improved metrics. Our Government will also continue to provide available statistics about the tourism industry, monthly and annually.

► Improve the Sense of Arrival for Travelers to Newfoundland and Labrador (Action 2.13)

A sense of arrival is the welcome and warmth that visitors feel once they have reached their destination. Ideally, this sense of arrival is in keeping with the perceptions generated through the promotional activities and in meeting expectations of the vacation experience in the mind of the visitor prior to the trip.

By March 31, 2018, our Government will collaborate with tourism operators, municipalities and transportation organizations at major entry points, gateways, hubs and attractions to establish common sense of arrival goals and priorities and initiate partnership activities. This collaboration will include developing market-readiness guidelines that outline best practices for welcome, beautification opportunities, wayfinding, signage and other visitor services.

► Implement a Provincial Tourism Product Development Plan (Action 2.14)

Tourism product development includes the delivery of travel experiences that are desired by travelers and that highlight the unique aspects of a region to draw travelers to the destination. Our Government will lead the implementation of a new Provincial Tourism Product Development Plan that is based on research, industry input and the province's core experience categories of nature and wilderness; people and culture; and, history and heritage.

In addition to the Provincial Plan, our Government is also working with industry partners to implement five regional destination development plans. Our Government is preparing to release a Provincial Tourism Product Development Plan.

In 2017-18, our Government will:

- Continue implementation of the priorities of the regional Destination Development Plans;
- Establish brand experiences and tourism market readiness guidelines; and,
- Establish task teams and networks, and provide development/market readiness sessions for strategic experience categories (such as anchor attractions, festivals and events, craft, artistic experiences, food and winter tourism).

► Increase Activity in the Mining Sector through Targeted Promotion and Core Digitization (Action 2.15)

Our Government will assess and promote new areas of mineral resources to stimulate increased activity in the mining sector. This will include increasing exploration and development through targeted promotional activities and development of a core digitization process (electronic format) to allow broader sharing of the province's core sample information to companies worldwide. We will also complete an assessment of mineral exploration potential based on regional and economic development considerations to identify priority areas for resource data collection and promotion. In 2017-18, the core digitization process will be initiated and priority resource assessments will be undertaken.

► Pilot an Initiative to Recycle/Repurpose Non-Renewable Resources for Quarry (Mine) Applications (Action 2.16)

By March 31, 2018, our Government will develop and launch a pilot project to improve recycling and utilization of non-renewable resources such as road base and sub-base, concrete, asphalt and mine tailings for use in various other applications. In particular, these non-renewable resources will be repurposed for quarry applications, such as use as quarry material and/or to support the rehabilitation of abandoned quarry sites. As part of this pilot, we will identify a priority list of sites requiring rehabilitation and coordinate work efforts with residents/companies to implement recycling initiatives. The results of the pilot project will be used to establish criteria for future program development.



► **Support Growth of the Aquaculture Industry to 50,000 MT Annually for Salmon and 10,750 MT Annually for Mussels (Action 2.17)**

In 2015, the aquaculture industry produced 22,815 metric tonnes (MT) valued at over \$161 million and employed over 400 people. The salmon industry is estimated to have the potential to grow to 50,000 MT annually and the mussel industry to 10,750 MT annually. Currently, there are 137 aquaculture-related licenses issued and active in the Newfoundland and Labrador licensing system; however, there are over 50 applications that have been in the system for over four years (“stale” applications). These stale licenses are limiting areas for development for both existing and new entrants to the industry. Our Government will take measures to keep applications active and free up water area for aquaculture development. In addition, our Government will establish rigorous criteria that companies must meet in order to maintain site applications and licenses in the Newfoundland and Labrador aquaculture licensing system. In 2017-18, our Government will establish new criteria to keep licenses and applications active.

► **Increase Timber Allocations and Harvest Levels by 20 per cent by 2020 (Action 2.18)**

To promote full utilization of Newfoundland and Labrador’s forest resources, our Government will develop and release a new Commercial Timber Allocation Policy for the allocation and harvest of commercial timber that is fair and equitable. The policy will examine previous allocations to commercial permit holders to ensure business sustainability as well as provide an avenue for new entrants. In addition, to support growth in the industry, our Government will implement measures such as awarding Timber Sale Agreements on Crown limits and implementing longer-term Forest Management Agreements. These measures will increase the allocation of commercial timber available for harvest and provide much needed stability to existing industry, in particular large sawmill operations.

By March 31, 2018, the Commercial Timber Allocation Policy will be developed, implemented and communicated to existing permit holders and new industry participants. Also by March 31, 2018, five per cent of the Crown

Annual Allowable Cut will be awarded through Timber Sale Agreements, and by 2020, this will increase to 15 per cent. By 2020, there will be a 20 per cent increase in timber allocations and harvest levels over the previous five year period.

Further, by January 2020, Forest Management Agreements will be offered to existing crown permit holders with allocations in excess of 50,000 m³/year. Our Government will also develop two tenure agreements (Forest Management Agreements or five-year cutting permits) per year for the next five years for operators harvesting 5,000 m³ or greater.

► Increase Newfoundland and Labrador's Food Self-Sufficiency to at Least 20 per cent by 2022 (Action 2.19)

Newfoundland and Labrador is currently only about ten per cent self-sufficient in its non-supply managed agrifood requirements. It is critical that our province makes significant progress towards food security. By 2022, Newfoundland and Labrador will have increased its food self-sufficiency to at least 20 per cent. In support of this, our Government has already taken steps to increase the availability of Crown Lands for agriculture purposes.

To further support food self-sufficiency, we will find ways to increase opportunities for new entrants to become farmers in our province. Our Government will achieve this through the following actions by March 31, 2018:

- Modifying and enhancing the Wooddale Tree Nursery to become a Centre for Agriculture and Forestry Development, that includes not only the production of tree seedlings for silviculture, but also fruit and vegetable crop propagation and research activities that advance and diversify the agriculture sector;
- Improving the Crown land approval process to create further opportunities for new entrants to the agriculture sector by significantly reducing the turnaround time for approvals, thus enabling new farmers to begin production in a shorter timeframe;
- Completing a pilot project to undertake large-scale land development on priority areas of interest, with the objective of offering agriculture leases that are more advanced in their productive capacity and readiness. This objective will enable new entrants to become profitable earlier;

- Completing a review of existing funding programs to create more opportunities to support new entrants in entering the agriculture sector; and,
- Initiating a complete regulatory review of all statutes related to the agriculture sector with the aim of modernizing the legislation in order to improve the regulatory framework governing agriculture production in the province, including sustainability, food safety, animal welfare and stewardship of the land base.



► Transition to Groundfish (Action 2.20)

The provincial fishing industry is currently experiencing a transition in resource availability, with expectations of greater activity in the groundfish sector in the coming years. Harvesters and processors will require supports to develop a competitive world-class groundfish sector that can provide top quality products to discerning markets in Canada and internationally. Building on the support delivered through the new Seafood Innovation and Transition Program announced during Budget 2016, our Government has established a Fisheries Advisory Council. An Independent Chairperson for the Council has been announced and the membership and terms of reference for the Council will be finalized in spring 2017. By March 2018, our Government will have worked with the Fisheries Advisory Council on an action plan for cod revitalization. This will include actions that support all stages of the value chain, including harvesting, processing and marketing to maximize the value of available resources to the province. These actions will be supported by programming secured through the new Federal Atlantic Fisheries Fund and the Federal Ocean Protection Plan.

► Position Newfoundland and Labrador Globally as a Preferred Location for Oil and Gas Development (Action 2.21)

To position the province globally as a preferred location for oil and gas development, our Government has established and is supporting the Oil and Gas Industry Development Council to develop a vision, set goals and exercise opportunity to:



- Decrease the time from exploration and discovery to development, a major consideration for companies when making global investment decisions;
- Promote regulatory excellence to ensure that the local regulatory environment is consistent and in-step with global standards and expectations;
- Focus on life cycle benefits from projects to maximizing benefits to the province through construction, fabrication and supply and service activities in both the development and production phases of projects; and,
- Provide fiscal certainty to attract companies to assess exploration opportunities.

Our Government will also enhance Newfoundland and Labrador's regulatory framework by implementing a Generic Offshore Oil Royalty Regime and regulations.

Our Government will also complete an assessment of the province's benefits and equity arrangements to align with vision goals by March 31, 2018. Also in 2018, we will complete a review of international regulatory standards to identify opportunities for enhancement.

► Implement a Renewed Approach to the Co-operative Sector (Action 2.22)

A co-operative is a business or other organization that is run jointly by its members. In many jurisdictions, co-operatives have proven to be incredibly important in driving business and economic activity and delivering key services. Co-operatives enable businesses and individuals to come together to satisfy market demands, create new opportunities and address sustainability.

There is significant opportunity to continue to grow the use of the co-op model by citizens in Newfoundland and Labrador. Our Government and the Newfoundland-Labrador Federation of Co-operatives (NLFC) have a formal partnership established to advance co-operative development. The key priority of this partnership is to enhance the development and promotion of the co-operative model to support business growth in rural communities throughout Newfoundland and Labrador. This partnership expires in 2017, and Government will work to develop a renewed memorandum of understanding with NLFC by September 30, 2017. The new memorandum of understanding will include activities targeting credit unions that have a desire to participate.

► Implement Regional Innovation Systems Pilot Projects (Action 2.23)

To enhance regional innovation potential and competitiveness, our Government will coordinate and facilitate five Regional Innovation Systems pilot projects. The Regional Innovation Systems pilots will foster and support regional cooperation, build networks to support innovation, advance regional opportunities and promote and facilitate information sharing and collective action. The pilots do not include more operational structures, but rather a better way of advancing economic development through more formal cooperative approaches among existing players. By September 30, 2017, our Government will begin implementation of the five Regional Innovation Systems pilot projects located in:

- Southern Labrador and Great Northern Peninsula related to fisheries and tourism;
- Corner Brook and surrounding area related to forestry and agriculture;
- Gander and surrounding area related to aerospace and defence;
- Burin Peninsula with connections to Clarenville and area related to industrial technology development; and,
- Avalon region related to ocean technology.





► Test New Approaches for Meeting Labour Market Demands (Action 2.24)

In February 2017, our Government announced the establishment of a new Workforce Innovation Centre at College of the North Atlantic's Corner Brook campus. This Centre will support and fund labour market activities, research and projects that demonstrate innovation and identify methods to better assist individuals prepare for, find, return to or maintain sustainable employment.

Reflecting our Government's commitment to diversify the economy through innovation, the Centre will partner with business, labour and community groups and agencies to foster and find innovative approaches to address local labour market needs and improve employment and training outcomes. An inaugural call for proposals will occur by June 30, 2017.

► Incorporating Women's Employment Plans in Our Government's Infrastructure Strategy (Action 2.25)

Women's Employment Plans are designed to improve the participation of women in employment on commercial and industrial projects. These Plans support our Government's commitment to reduce the gender wage gap by increasing women's access to a wider range of employment, particularly in trades and technical occupations. Our Government will establish requirements for Women's Employment Plans on infrastructure projects within the province and will commence implementation in 2017-18.

► Strengthen Apprenticeship Training Through More Flexible Delivery Models (Action 2.26)

In 2017-18, our Government will work with existing training providers to pilot the development and delivery of online learning for select block training to ensure apprentices have the option to continue to work while participating in required training. Five trades with a high number of registered apprentices have been selected for the pilot: plumber, construction electrician, welder, automotive service technician and carpenter.

► Increase Revenue to the Province Through International Education (Action 2.27)

Our Government will increase revenue generated from international education in the K-12 system. A review of options to expand our province's K-12 International Education Program will include the feasibility of working with other jurisdictions to establish Newfoundland and Labrador-administered schools abroad, selling or licensing the use of our K-12 education curriculum to other jurisdictions, developing e-learning education services for access by international students and increasing the number of international students studying in our K-12 schools. By March 31, 2018, Government will have determined a model for governing the delivery of the province's K-12 International Education Program.

Further, K-12 students who graduate with a high school diploma based on our provincial curriculum may choose to later study at one of our province's post-secondary institutions, as this is a natural pathway. As an important source of potential future residents for the province, international post-secondary students present a real economic opportunity for Newfoundland and Labrador. Post-secondary institutions attract talent and provide a gateway to our province for many motivated, innovative and entrepreneurial individuals from around the world. We will work with Memorial University, College of the North Atlantic and private post-secondary institutions in the province to assist in enhancing post-secondary institutions' efforts to attract and retain international students and graduates in Newfoundland and Labrador, and explore opportunities to provide international students with easier pathways for immigrating to our province.

► Review the Environmental Assessment Process (Action 2.28)

The objective of the environmental assessment process is to ensure that development proceeds in an environmentally acceptable manner. The Department of Municipal Affairs and Environment, in partnership with the appropriate regulatory and economic development departments, will conduct a review of Part X of the *Environmental Protection Act* and the *Environmental Assessment Regulations*, 2003 in 2017-18. The last review of this process occurred in 2002. The review will begin with a jurisdictional scan of relevant legislation, business processes and best practices across Canada.

► Review Municipal and Environmental Permitting Processes (Action 2.29)

Our Government is committed to improved efficiencies and services with respect to its public facing and internal business processes while ensuring the highest standards for environmental protection and land use planning. In 2017-18, we will review a number of key existing regulatory and legislative permitting and licensing processes in an effort to better align with Lean best practices and process improvement tools. The review process will support more timely approvals for clients and stakeholders, including municipalities, individuals and companies seeking zoning changes within protected road zones and individuals, companies and industry involved in development, technology and business ventures requiring permits or approvals from the Department of Municipal Affairs and Environment.



This review will examine regulatory and legislative requirements associated with specific permits and licenses, business processes, timelines, IT infrastructure, public interfaces and service standards across Government.

► Modernize Procurement (Action 2.30)

Our Government has modernized the public procurement framework and expanded opportunities for local businesses. Our Government introduced public procurement legislation last fall, which provides increased transparency, consistency and flexibility within our procurement practices and ensures an open and competitive bidding process. In 2017-18, our Government will introduce regulations under the new *Public Procurement Act* that will increase bidding thresholds to align with trade agreement commitments. An increase in thresholds will provide greater opportunity for acquisitions below this value to be sourced locally within Newfoundland and Labrador. Local suppliers will also realize benefits through increased opportunities to bid on Government services that were once excluded from procurement legislation. This new legislation will build demand for the products and services of local businesses.

► **Undertake a Comprehensive Review of the Current Tax System (Action 2.31)**

Our Government will undertake a comprehensive independent review of the personal and business tax system, including tax expenditures and mining tax, with the objectives of improving efficiency and simplification the system. This review will also include consulting with industry to identify gaps, with specific focus on labour-based incentives for businesses in emerging industries and for employers in the skilled trades who increase the number of apprentices they employ. In 2017-18, our Government will begin work on this tax review.

Focus Area 2

A More Efficient Public Sector

This section outlines the actions our Government will take in 2017-18 to improve efficiency in the public sector. Treasury Board will oversee this process to ensure our Government achieves its spending targets annually and will ensure that core Government and our Agencies, Boards and Commissions continue to be assessed regarding the efficiency and effectiveness of programs. Our Government will continue to use zero-based budgeting in its financial planning. Treasury Board will drive a culture of financial prudence and will continue to identify tangible opportunities to modify policies, procedures, systems and controls to ensure expenditures are kept at sustainable levels, while ensuring better outcomes for Newfoundlanders and Labradorians.

A number of these actions build on the work already begun as part of the first phase of *The Way Forward*.

► Strategically Leverage Federal Funding (Action 2.32)

Our Government will leverage federal programs and policies to ensure that the related funding is applicable and suitable to Newfoundland and Labrador. We will complete a review of federal program, policy and funding initiatives currently in place and potentially available to the province by June 30, 2017. In the longer-term, our Government will aim to increase the level of federal funding to the province and the number of federal-provincial programs and initiatives in which Newfoundland and Labrador is participating.

► Implement More Effective Business Financing (Action 2.33)

To demonstrate our ongoing commitment to creating and supporting an environment where entrepreneurship and innovation can flourish, there is a need to improve integration of funding provided by departments and agencies to businesses. A range of business financing instruments are available. A review is required to

determine if all are still relevant in today's economy and whether any gaps exist for companies. Our Government will improve the integration of business financing programs, which are currently provided by multiple departments and agencies. Our Government will also complete an analysis of existing non-commercial economic development funding to improve Government-wide collaboration and maximize resources.

In 2017-18, our Government will establish key performance indicators for business financing programs to ensure economic development objectives are being met, with a focus on better processes to improve coordination, efficiency and effectiveness. In addition, we will communicate and implement enhancements and/or modifications to business financing programs.

► **Expand the Role of the Government-wide Audit Committee (Action 2.34)**

As we continue to increase financial accountability and adopt best practices in governance and financial reporting, our Government will expand the role and composition of the Government-wide Audit Committee. This includes implementing changes to the current committee to allow for external membership, as recommended by the Auditor General. The purpose of the Audit Committee is to foster a positive and effective internal control environment by monitoring and reporting on matters related to financial reporting, governance, and efficiency and effectiveness of provincial programs. In 2017-18, our Government will appoint external members to the Government-wide Audit Committee and the Committee will begin working on their expanded role.

► **Reduce the Number of Government Agencies, Boards and Commissions by 20 per cent (Action 2.35)**

Our Government has begun a review of the more than 200 public sector Agencies, Boards and Commissions (ABCs) to identify efficiencies, including assessing levels of activity and areas of duplication. In 2017-18, our Government will make progress on reducing the number of ABCs. A target is set to reduce the number of ABCs in the province by 20 per cent by 2020. This review will include advisory, regulatory and adjudicative boards and commissions, particularly those without permanent staff. It will not include school districts and regional health authorities.

► Adopt a Flatter, Leaner Management Structure in Government Agencies, Boards and Commissions (Action 2.36)

In February 2017, our Government announced the implementation of a flatter, leaner management structure for core Government departments. In 2017-18, our Government will work with ABCs to undertake similar exercises to optimize the number of direct reports to managers, directors and executive members based on the nature of the service and clientele and to limit duplication of management personnel in those organizations.

► Undertake Expenditure Reviews within Agencies, Boards and Commissions (Action 2.37)

To date, our Government's expenditure reduction efforts have largely focused on efficiency within the core public service. Opportunities exist for Government ABCs to undertake similar reviews to identify savings.

In addition to reviewing management structures, in 2017-18, ABCs will also commence expenditure reviews that prioritize efficiency and service improvement and consider all aspects of operations. Treasury Board will provide oversight for these expenditure reviews.

► Implement a Government-wide Shared Services Model for Back-Office Functions (Action 2.38)

Shared services involves the central processing of transactions and services for one or more functions on behalf of several business units within an organization. In 2017-18, our Government will appoint a project team to establish a public sector shared services organization for various accounting and finance processes, such as accounts receivables, collections, accounts payables, banking, payroll and purchasing, as well as human resources and information technology. This shared services organization will include select ABCs, as well as all core Government departments. Our Government recognizes that there is considerable value in sharing services across the public sector and will be looking at opportunities to include as many public bodies as possible in the new shared services organization.

In 2017-18, the project team will start a work plan that details an implementation time line for expanding the organization in scope and participating public bodies. Early opportunities to consolidate corporate services will be identified and pursued, such as consolidating payroll and collections within core Government as outlined in this document. This process will be informed by consultation with core Government departments and ABCs. By 2022, we will have a fully implemented shared services model. Our Government will leverage where possible and build on the work completed to date on shared services for the health sector.

► Reduce Silos in Government Operations

Our Government will continue to take steps to consolidate corporate services within the public sector. Steps to consolidate functions within core Government will enable the province to later seize the larger opportunity of shared services within the broader public sector, including ABCs.

Consolidate Collections (Action 2.39)

Government currently has collections functions spread across multiple departments. The consolidation of collections activities within Government will reduce redundancy, increase the amount of money returned to the province and standardize collections processes. Consolidation will provide a unified view of all receivables owed to the province across multiple departments, which will enable cases to be prioritized based on total liabilities owed. Our Government will begin consolidation in 2017-18.

Consolidate Payroll Administration (Action 2.40)

The Human Resource Secretariat currently provides payroll administration services to core Government, while the Department of Education and Early Childhood Development has a separate work unit for Teachers Payroll. To improve efficiency of payroll operations, in 2017-18, our Government will commence work to consolidate payroll functions.



► Conduct Operational Reviews (Action 2.41)

Our Government, through Treasury Board, will continue to review areas that arose during the zero-based budgeting analysis for future savings in areas such as the use of consultants, travel, communications, professional development and outcome evaluation. Treasury Board will continue to evaluate services being provided and the relative costs to determine opportunities for improvement.

In addition, in 2017-18, our Government will also:

Review Use of Legal Services within Government (Action 2.42)

The Department of Justice and Public Safety provides legal counsel to all core Government departments and often contracts external legal counsel for additional support. Legal services are a cost pressure for our Government. Our Government will undertake a review of the use of legal services within the core public service to identify opportunities for efficiencies. This review will be concluded by March 31, 2018. Our Government will also encourage ABCs to review their use of legal services to determine potential efficiencies.

Review Court Administration (Action 2.43)

Currently the Supreme Court of Newfoundland and Labrador and the Provincial Court of Newfoundland and Labrador have separate administrative structures. Our Government will work with both court systems to identify opportunities for collaboration and sharing of services in an effort to improve efficiency. This review will begin in 2017-18.

Reduce Costs Associated with Government's Fleet (Action 2.44)

Our Government's fleet is comprised of over 3,000 vehicles, including light vehicles, heavy equipment and utility vehicles (such as snowmobiles and all-terrain vehicles). In 2016-17, our Government spent approximately \$32 million on vehicle maintenance and \$5 million on new acquisitions. In 2017-18, we will undertake a horizontal review of fleet management to determine opportunities to employ new models of delivery and reduce the number of Government vehicles and associated costs.

► Reduce Government's Building Footprint (Action 2.45)

We will continue to take action to optimize office space utilization by rationalizing space requirements and identifying vacant and underutilized space that is currently being paid for by our Government. In addition, we will continue to evaluate the potential for disposition of select provincially-owned buildings to generate cash flows and realize operational efficiencies. In fall 2016, our Government committed to reduce its leased building footprint by 10 per cent, or 77,750 square feet, by 2020. We are now committing to reach this target in 2018, two years earlier than originally planned. Further, by 2020, our Government aims to reduce our leased footprint by 110,000 square feet from 2016.

► Support Innovative Work Arrangements (Action 2.46)

The advancement of technology has changed the way people work and has enabled employees to increase their mobility. With access to mobile tools such as laptops and smart phones, some workers can work anywhere at any time. Our Government will develop innovative work arrangement policies which support employees working in remote locations, virtual offices or shared work spaces.

By March 31, 2018, Service NL will explore virtual offices for suitable functions. If adopted, employees will be supported to use mobile technology to work without dedicated office space, accessing shared work space on an as needed basis.

► Reduce Red Tape and Publish Service Standards for Major Programs (Action 2.47)

Our Government is utilizing Lean to improve services and reduce waste. Lean process improvement tools have revolutionized organizations globally. By March 31, 2018, our Government will have commenced the roll out of Lean process improvements in a number of Government departments. In 2017-18, our Government will expand the number of Lean projects on-going in departments and explore establishment of a Lean certification program within the public sector.

Complementary to this, our Government will publish service standards for major programs, including average timelines for decisions, to provide more transparency and clarity for the public on how decisions are made. By 2018-19, all departments will publish service standards for major programs and services that will show decision making processes and processing times. Publishing approval processes and turnaround times will help better promote the programs that our Government offers to residents and businesses. As early adopters, service standards for our business and economic development programs, including processing times, were made public in March 2017.

► Enhance Government-wide Service Delivery (Action 2.48)

Our Government faces increasing citizen service delivery expectations. The use of online and mobile platforms, such as smart phones and tablets, has changed the way people interact to share information and access services. This has driven citizen demand for change in how they interact with Provincial Government services.

Our Government has recently completed a survey of Newfoundland and Labrador residents on service delivery expectations. The data collected from this survey will help inform the next phase of our transformation from a paper-based application culture to a digital-by-design model. To begin to implement this model, in 2017-18, our Government will create a Digital-by-Design Project team to identify areas of service delivery that could be redesigned to provide the ability to use the services they require when they want and how they want. Also in 2017-18, work will continue on consolidating toll-free numbers for Provincial Government services to provide more streamlined access for Newfoundlanders and Labradorians.

Focus Area 3

Better Services

This section outlines the actions our Government will take in 2017-18 to improve provincial services. A number of these actions build on the work already begun as part of the first phase of *The Way Forward*.

► Improve Community Support Services (Action 2.49)

Beginning in 2017, our Government will implement the Home Support Action Plan, released in August 2016, to transform the Provincial Home Support Program, in support of seniors and persons with disabilities. In addition, our Government will expand the role of personal care homes. These improvements will modernize service delivery of these community support services, support appropriate utilization of health care resources and be more client-centered.

► Implement an Individualized Funding Model (Action 2.50)

Our Government will develop a new model of funding clients availing of provincial social programs and services. Financial assistance for individuals is currently dispersed over a number of programs offered across several departments with varying application processes and eligibility requirements. Implementation of an individualized funding model will involve a single point of access utilizing current resources. Similar to what already occurs in other jurisdictions, individuals will participate in developing their support plans and will have control over an individualized amount of funding for personalized supports that are responsive to their identified needs.

This new model will reduce duplication of services and administrative costs of providing supports through multiple programs. In addition, reports from other jurisdictions show this approach to be either cost-neutral or

cost-saving. Supporting principles will include portability and flexibility across departments, agencies, regions and the client's life span. Under the model, clients will be able to tailor their funding based on the supports they require to: aid in the development of daily living skills; improve care of self and home; find or maintain suitable housing; support access to recreation and other community resources; and, increase their capacity to undertake paid or volunteer work.

In 2018, our Government will have implemented an individualized support funding model starting with the provision of community support services provided through the Department of Health and Community Services.

► One-Window, Multi-Year Community Grants (Action 2.51)

Our Government will implement a strategic one-window, multi-year approach to community grant funding. This will ensure an efficient and consistent approach to administration, accountability and evaluation. Financial systems and legislative frameworks will be modified as required to facilitate the development of multi-year funding arrangements with community organizations where appropriate. The legislative changes required under the *Financial Administration Act* to support multi-year funding recently received Royal Assent. Multi-year funding will enable community groups to plan more efficiently.

► Partner with the Community Sector to Improve Services and Find Efficiencies (Action 2.52)

In 2017-18, our Government will begin to explore and pilot opportunities to partner with the community sector to improve service delivery and identify system efficiencies. Pilots will be evaluated and expanded where positive outcomes are identified through means that are cost effective. This approach could lead to an expanded role for the community sector as partners in the delivery of services. While the first actions will focus on enhancing services to children, youth and families involved with child protection and related services, enhancement of the role of community sector providers could be expanded to other areas based on lessons learned.



► Expand Housing and Transportation Services for Seniors (Action 2.53)

To support seniors to live independently in their communities for as long as possible, our Government must ensure seniors can access appropriate, secure and affordable housing and transportation options as they age. Seniors are often challenged to find smaller-sized, affordable and accessible housing. Lack of transportation is a barrier for seniors in accessing services and programs in their communities. Meeting the costs of transportation, household maintenance or rent may be particularly difficult for seniors on a low income.

In 2018, our Government will support individuals to more fully participate in their communities and promote social inclusion through implementation of an Age-Friendly Transportation Program. In addition, in 2018, our Government will implement a plan to ensure a range of affordable housing options and supports are available for people as they age. Meeting the transportation and housing needs of older adults encourages participation in communities, promotes social inclusion and supports healthy independent living.

► Implement Client Focused Interventions to Support Individuals with Complex Needs (Action 2.54)

Some residents in our province face challenges including: insufficient transportation, lack of affordable housing, inadequate access to mental health and addictions services, chronic disease prevention and management support, unemployment and food insecurity. Government will implement client focused interventions to support individuals with complex health and social issues. This initiative will support individuals receiving services from multiple departments, agencies and service providers and will improve program coordination and policy barriers that often lead to fractured and uncoordinated provision of services.

By March 31, 2018, Government will have implemented collaborative and client-focused interventions to improve support individuals with complex health and social issues.

► Enhance Consumer Protection (Action 2.55)

Beginning in 2017, our Government will commence implementing a series of new consumer protection measures to protect consumers against fraud or bad business practices. These measures will be fully implemented by 2020.

By December 31, 2017, our Government will proclaim legislation and implement regulations for payday loans. Also by December 31, 2017, our Government will implement food safety training requirements for food service workers employed in commercial food service establishments. Additionally, in 2017-18, we will initiate an auto insurance review with the goal of modernizing the system to provide greater benefits and better value to residents of the province. One of the things this review will explore is practices in other jurisdictions on applying a cap to automobile insurance claims for minor injury non-economic loss claims.

In 2018, our Government will identify opportunities to alert consumers about bad business practices through such means as an online searchable database. In 2020, our Government will introduce legislative amendments concerning auto insurance and real estate trading and will also post online convictions made under provincial consumer protection legislation.

► Advance Regional Collaboration through Infrastructure and Sharing of Services (Action 2.56)

Municipalities have been prescribed broad responsibility for water, sewage, waste collection, street lighting, animal control, bylaw enforcement, snow clearing, road maintenance, fire and emergency services, recreation, public transit, land use planning, and economic development. Local service districts are empowered to provide similar services to municipalities, whereas unincorporated areas do not have a municipal legislative framework or formal governance structure. Our Government has implemented a new infrastructure program that strategically enables communities to pursue regional infrastructure improvements and allows for the expansion of shared services. By 2019, our Government will implement regional governance and/or sharing of services pilot(s), as appropriate.



Focus Area 4

Better Outcomes

This section outlines the actions our Government will take in 2017-18 to improve outcomes. A number of these actions build on the work begun as part of the first phase of *The Way Forward*.

► Expand Primary Health Care Teams (Action 2.57)

In 2017, our Government will expand the number of primary health care teams throughout the province to provide timely access to primary health care supports for individuals to help them achieve optimal health and well-being. We will work with communities and health care providers to expand inter-disciplinary teams to ensure more individuals can access an appropriate primary health care provider within their region and close to their communities. Our Government will establish these health care teams in Corner Brook and on the Burin Peninsula and identify additional sites across the province. We will work with other communities and the Regional Health Authorities (RHAs) to identify additional opportunities to expand the use of primary health care teams throughout the province.

In 2017, our Government will work with RHAs and communities to identify sites for inter-disciplinary health care teams to be implemented, using an evidence-based approach. Also in 2017, our Government, as part of the Family Practice Renewal Program, in partnership with the Newfoundland and Labrador Medical Association, will introduce new fee codes and supports to enable increased coordination and collaboration between family physicians and other health care providers.

► Respond to Recommendations from the All Party Committee on Mental Health and Addictions (Action 2.58)

On the release and review of the recommendations of the All Party Committee on Mental Health and Addictions, our Government will transform the way mental health and addictions services are delivered. This will involve enhancing access to community-based services and improving access to acute care services, when and where they are required across the province. We are preparing to respond to the recommendations of the All Party Committee to address gaps in our system, strengthen existing programs and services, and break down the barriers of stigma and timely access. By June 30, 2017, our Government will present a multi-year plan to support implementation of the All Party Committee's recommendations.

► Improve the Use of Technology in the Delivery of Quality Health Care (Action 2.59)

Our Government will implement and utilize multiple technologies to improve and maintain the quality of health services by enabling access to health information for providers, clients and managers of health services.

In 2017-18, our Government will link all pharmacies in the province to the Pharmacy Network and all laboratory data will be linked to the Electronic Health Record. Also in 2017-18, we will offer enrollment to a minimum of 300 fee-for-service physicians in e-DOCSNL (the province's electronic medical record system).

In keeping with our commitment to increase Government's digital presence, in 2018, we will develop an online health services portal which will include a health services directory for community based services. Also, in 2017-18, we will develop a Chronic Disease Registry which will inform community based program and services planning.



► Implement a Centralized Ambulance Dispatch Centre (Action 2.60)

The creation of a Centralized Medical Dispatch Centre was recommended in a 2013 review of the Provincial Ambulance Program as the critical first step towards an integrated emergency response system.

Implementation of Centralized Medical Dispatch Centre will enable the program to respond to changing demand and reallocate resources in a timely and efficient manner based on need. Implementation of a Centralized Medical Dispatch Centre also allows for collection of data necessary for the future design of a revised Emergency Management Services (EMS) system.

In 2017-18, our Government will define the requirements for a Centralized Medical Dispatch Centre for the Provincial Ambulance Program, after which time the Centre will be established.

► Implement Healthy Living Initiatives to Achieve a Healthier Tomorrow

Our Government will focus on policies, practices and creating environments that are supportive of health and well-being where people live, learn, work, play, commute and access health services.

Increase Awareness and Engage Individuals to Take Action for Healthy Living (Action 2.61)

To support healthy living, in 2017-18, our Government will encourage increased use of Carrot Rewards (a free mobile app that rewards individuals for living healthier lives) with the goal of reaching 10,000 users. We will also encourage parents and children to make physical activity a priority in daily life in Newfoundland and Labrador, and ensure the expansion of the recently launched Eastern Health Veggie and Fruit Campaign to reach parents and families of young children throughout the province.





Create Communities that Support Healthy Living (Action 2.62)

In 2017-18, our Government will support municipalities to implement policies and practices that support health outcomes in municipal plans and to implement policies and/or practices to support healthy eating and breastfeeding.

Engage Schools to Create Settings that Support Healthy Living and Learning (Action 2.63)

Our Government will provide funding for up to 100 interested schools to action initiatives identified through use of the Healthy School Planner tool, which helps schools create healthier learning environments. The Planner enables schools to assess their current school environment from a health and wellness perspective along with an opportunity to explore specific topics including healthy eating, physical activity, tobacco use and positive mental health and develop a plan to address any identified gaps.

► **Implement Child Health Risk Assessments for School-Aged Children (Action 2.64)**

Our Government will begin implementation of a health risk assessment tool for school-aged children, beginning in kindergarten, to monitor healthy child development. We will immediately begin comprehensive research to inform the development of a child health risk assessment tool. The assessment tool will complement the Healthy School Planner as healthy living plans are developed for school-aged children. By September 2019, our Government will have implemented a health assessment tool to measure health and well-being for school aged children.

► **Implement Healthy Living Assessments for Seniors (Action 2.65)**

Healthy living assessments will provide seniors aged 70 and over and their families with an opportunity to identify health-related issues that are potentially preventable or amenable to interventions to improve a senior's health and quality of life. Through these assessments, seniors will be able to identify and resolve issues early

to help them live healthier lives and support them to stay in their homes. In 2018, our Government will implement voluntary, annual healthy living assessments for seniors aged 70 and older not currently in receipt of long-term care or community support services.

► **Streamline the Financial Assessment Process for Community Support Services and Residential Long-Term Care Services (Action 2.66)**

Our Government will streamline the financial assessment process for community support services and residential long-term care services to make the application and eligibility process more transparent and client-friendly. Currently the processes are resource intensive with multiple assessment tools to determine the amount, if any, a client must contribute towards the cost of these services. The processes are also burdensome, invasive and often not easily understood by the client. As such, our Government will implement streamlined processes, incorporating a single, income-based, financial assessment tool which will improve Regional Health Authority efficiencies and make the application and financial assessment processes easier for clients. By March 31, 2018, our Government will have streamlined administrative processes for financial assessment.

► **Implement Responsive Justice and Public Safety Measures (Action 2.67)**

Our Government, in partnership with community stakeholders, will implement justice and public safety measures that are responsive to the public's needs, including establishing a Sexual Assault Response Pilot Program to provide victims of sexual assault with free and independent legal advice to improve a victim's understanding of the court process and allow for better preparation and access to justice. Our Government is undertaking a feasibility study on the establishment of a Drug Treatment Court to provide specialized court-monitored treatment and community service supports for individuals who have engaged in non-violent offences caused by drug addictions. Once the study is complete, our Government will assess the recommendations and implement as appropriate, with federal support.

► Provide Increased Educational Support to Disengaged and At-Risk Students and Youth (Action 2.68)

If students and youth become disengaged from the educational system, the options for individual intervention are limited. Along with exploring intervention strategies, our Government will expand options for acquiring high school equivalency testing. Further, our Government will support increased opportunities for career education and will work on increasing the accessibility for distance education supports.

► Improve Performance of Child Protection Services (Action 2.69)

In 2018, our Government will identify strategies to address the issue of continued program growth in children's protection and in care services. This will include an analysis of: supports and services provided to families to mitigate the risk for children and prevent removal; information from front line staff focus groups on the reasons why children come into care; and, permanency planning for children in care and consideration of how we support foster families. The analysis and subsequent approaches identified will be further informed by a jurisdictional and literature review of promising and best practices in child welfare that address factors that impact program growth.

► Advance and Finalize Land Claims and Self-Government Agreements (Action 2.70)

Our Government is intent on continuing to work with Indigenous Governments and Organizations to create the conditions for continued success. To this end, in 2017-18, our Government will continue to work with Indigenous Governments and Organizations and the Federal Government towards advancing and finalizing self-government agreements and towards advancing and finalizing land claims in the province.

► Release a Climate Change Action Plan (Action 2.71)

Our Government is committed to making progress on the challenging but critically important issue of climate change. We are working toward reducing provincial greenhouse gas emissions to ten per cent below 1990 levels, by 2020. While this is a challenging goal that will require concerted action, our Government has taken key steps and is committed to doing more to close the gap to the set target. Our Government will release an approach to taking further action on climate change in Newfoundland and Labrador in 2017-18.

► Modernize College of the North Atlantic (Action 2.72)

College of the North Atlantic's network of campuses throughout the province holds significant potential for enhanced roles as centres for entrepreneurship, innovation, research and development, community access and capacity building. Our Government will enhance the College's ability to serve as local and regional economic generators and community hubs. Details of a review of College of the North Atlantic will be announced in the coming weeks. College of the North Atlantic will continue to identify further areas for review, including distance education, with the goal of enhancing and maximizing its use in program delivery.

Further, to support collaborative economic development activities and reduce silos, our Government, in collaboration with College of the North Atlantic, will co-locate some economic development practitioners from the Department of Tourism, Culture, Industry and Innovation to select campuses in 2017-18. In addition to improving our Government's ability to identify connections between business clients and the College's applied research and industry capabilities, this co-location will provide positive impacts for implementation of Regional Innovation Systems pilot projects and entrepreneurial supports for College faculty and staff. Co-location also has the benefit of supporting other Way Forward initiatives, such as supports for entrepreneurship.

► Increase Memorial University and College of the North Atlantic Collaboration (Action 2.73)

Supporting economic and labour market growth requires coordination and collaboration between the province's two public post-secondary institutions and other stakeholders, such as Indigenous Governments and Organizations, business and industry. Our Government will work with Memorial University and College of the North Atlantic to enable them to increase the amount of research programs and initiatives undertaken at both institutions, to identify ways for the University and the College to collaborate, partner and pool resources in applied research areas and to assist in supporting and facilitating the transfer of students between the two institutions.

Our Government has formed a Council of representatives from the Provincial Government, Memorial University and College of the North Atlantic. The Council held its first meeting on March 23, 2017. The Council will meet at least twice annually and Government will report on outcomes and recommendations regularly.

► Proceed with the Premier's Task Force on Improving Educational Outcomes (Action 2.74)

Our Government, through work to be completed by the Premier's Task Force on Improving Educational Outcomes, will focus on better engaging students in learning and improving student outcomes. The Task Force will provide a picture of our strengths and areas to improve. The Task Force will review priority areas that include early learning, mathematics, reading/literacy, inclusive education, student mental health and wellness, multicultural education, Indigenous education, cooperative education, and teacher education and professional development.

The Premier's Task Force recently completed provincial public consultations to gather input on the priority areas identified in their mandate. Their analysis and the work on recommendations to be delivered to Government is ongoing and is expected in late spring 2017. The Department of Education and Early Childhood Development will work through the various recommendations once received to develop a comprehensive Education Action Plan to better engage children and youth in learning and to foster development of skills and competencies. The implementation of recommendations will commence in the 2018 school year.



Building for our Future: Beyond Eighteen Months

The Way Forward is a living document. Each year, our Government will announce the actions we will take to help realize our vision. The focus of the third phase of our vision is to create long-term conditions for growth by investing in the future, including redesigning government services to fit demographics of the future and investing in children and youth. In pursuit of these objectives, our Government has set down a variety of long-term goals to establish a stronger economic foundation and achieve better outcomes for Newfoundlanders and Labradorians.

We will measure our progress through targets such as:

- ▶ By 2022-23, our Government will return to surplus.
- ▶ By 2018, the water area available for development to support growth of the salmon industry will have increased to 50,000 MT and the mussel industry will have increased to 10,750 MT annually.
- ▶ By 2020, there will be a 20 per cent increase in timber allocations and harvest levels over the previous five year period.
- ▶ By 2020, Newfoundland and Labrador's annual tourism spending by residents and non-residents will be double 2009 levels.
- ▶ By 2022, Newfoundland and Labrador will have increased its food self-sufficiency to at least 20 per cent. Our province is currently only about ten per cent self-sufficient in its food requirements.
- ▶ Once achieved, the above economic targets will support an average of 9,300 person hours of employment.
- ▶ By 2022, immigration to Newfoundland and Labrador will increase by 50 per cent from 2015 levels. In 2015, Newfoundland and Labrador welcomed just over 1,100 immigrants.
- ▶ By 2025, Newfoundland and Labrador's breastfeeding initiation rate will increase by seven percentage points. The current provincial rate is 72.7 per cent, while the national rate is 90 per cent.

- ▶ By 2025, Newfoundland and Labrador's obesity rate will be reduced by five percentage points. The current provincial obesity rate is 30.4 per cent, while the national rate is 20.2 per cent.
- ▶ By 2025, Newfoundland and Labrador's smoking rate will be reduced by four percentage points. The current provincial smoking rate is 21.7 per cent. This target will bring us to the national rate of 18.1 per cent.
- ▶ By 2025, Newfoundland and Labrador will increase our physical activity rate by seven percentage points. The current provincial rate of physical activity during leisure is 48.3 per cent. This seven percentage point increase will see Newfoundland and Labrador surpass the national rate of 53.7 per cent.
- ▶ By 2025, Newfoundland and Labrador residents will increase their rate of vegetable and fruit consumption by five percentage points. The current provincial rate is 25.7 per cent, while the national rate is 39 per cent.

This document is a roadmap guiding the future for Newfoundland and Labrador. It outlines the policy decisions our Government will take to realize our vision. These progress targets are an initial list and additional targets will be added. At the beginning of each fiscal year, our Government will announce its priority actions to help achieve this vision.

The Way Forward is a roadmap for sustainability and growth for Newfoundland and Labrador. With an approach focused on efficiency in the public sector, a stronger economic foundation and the pursuit of better services and better outcomes, our Government will work to improve the future for all Newfoundlanders and Labradorians.

We must work together with a common purpose to realize our potential and build for our future. Residents of Newfoundland and Labrador can expect that our Government will remain focused on taking tangible, measurable action to improve fiscal, social and economic outcomes. Challenges may emerge, but the principles of our vision will guide our decisions into the future.



