

A young girl with long brown hair, wearing a pink floral dress and white sandals, is jumping rope on a sidewalk. The sidewalk has colorful chalk drawings of hopscotch grids. In the background, there is a red house with yellow trim around the windows and door. A house number '5' is visible above the door. There are green bushes and plants in front of the house. A large red triangle is on the left side of the image.

# The Way Forward

A vision for **sustainability** and **growth**  
in Newfoundland and Labrador





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 must be redesigned to address our economic, social and fiscal challenges. We must position our province as a competitive place to live, work, do business and raise a family. Addressing these different challenges requires a multi-pronged series of solutions that considers 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 clearly outlines the policy decisions the Government of Newfoundland and Labrador will take to realize our vision. 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 serves as a record of our commitments, and as a standard of conduct to which we will hold ourselves accountable. At the beginning of each fiscal year, our Government will announce its priority actions to help achieve this vision.





# A Focus on Improving Outcomes

Newfoundland and Labrador is a place of stark contrasts: rich resources, inventive people and persistent challenges with demographic, employment and health indicators. High levels of investments in recent years did not budge many of our most important outcomes in health and education. Despite increasing health care spending by \$1 billion and K-12 and post-secondary education spending by \$400 million, an increase of 58 per cent and 44 per cent respectively over the past ten years, many of our indicators remain well below the national average. Our vision is of a province where spending is tied to achieving better outcomes. Our Government will strategically invest in the future; we will not continue to fund the status quo.

This fiscal problem was not caused by a drop in oil prices, but was instead exposed by the decline in oil prices. The past decade has been marked by an incredible increase in Government revenue, which was directed to an expansion in niche programming that was not tied to achieving better outcomes. Even in 2016-17, Newfoundland and Labrador has the highest per capita revenue, and the highest per capita program costs among provinces. We cannot treat our current situation as only a revenue problem. Our province has a spending problem.

Our challenges are not insurmountable, but overcoming them will take the courage and conviction of all residents. The time is now for a bold and decisive plan for the future.

Our vision is of a province that offers a stronger future for all residents. Newfoundland and Labrador faces complex fiscal, social and economic issues that cannot be solved by one Government department acting alone.

Problems straddle bureaucratic silos, which is preventing Government from solving them. The time is now for a Government-wide approach to improving outcomes. We can no longer afford to be fragmented. *The Way Forward* considers the interrelated impacts of our economic, social and fiscal decisions.

For years, our province had a strategy of strategies with purpose-built programs and special offices. This model of public administration was never sustainable. The policy development approach of the past was focused on designing policies and programs that would hopefully fix outcomes. However, that approach has not resulted in evidence of improving outcomes. Instead the model has resulted in an expensive, complex and crowded suite of programs and services. Public sector efficiency has not been top of mind.

Our Government is embarking on one strategy that unlocks the inherent potential of working together in a deliberate and collaborative fashion.

## A Province with Common Purpose

Over the past year, 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.

This plan aims to bring together 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. This balancing of varying perspectives is essential when leading a province. It is our Government's responsibility to make decisions for the collective good. There is great benefit from having consensus on the way forward. As we move into the implementation phase, all Newfoundlanders and Labradorians must be prepared to work together to secure a more sustainable future. By working together, we can overcome our challenges and move our province forward.

All Newfoundlanders and Labradorians have a role to play in building resilient communities and providing the next generation with a solid foundation from which to launch. This document outlines how our Government will enable the construction of this foundation, in partnership with our communities, residents, Indigenous Governments and Organizations, businesses 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 goals by implementing measures to reduce public sector 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 both regards.

### ► Our Fiscal Targets

As noted in the October 27, 2016 Fiscal and Economic Update, our Government remains committed to the fiscal targets set in Budget 2016, exceeding the target for the 2016-17 deficit and maintaining our commitment to return to surplus in 2022-23. All actions outlined in this vision will be achieved within the fiscal targets that our Government has set.

### ► Our Efficiency Targets

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

- By March 31, 2017, our Government will have reduced its footprint by 40,000 square feet. By 2020, our Government will reduce its building footprint by ten per cent. Our Government's total office space is currently 777,500 square feet.
- By 2018, all Departments will publish funding approval processes and turnaround times 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 33 programs online.
- Currently, our Government does not have baseline data on the level of satisfaction that Newfoundlanders and Labradorians have with provincial services. In the next six months, our Government will undertake a random sample survey to assess our residents' level of satisfaction with a wide range of provincial services. Upon completion of this survey, we will publicly release an improvement target.

## 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 that our outcomes are unsatisfactory. Put simply, we are not seeing a sufficient return on investment from some of our spending decisions. We must accurately focus 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 will be a priority of our Government. However, Government alone cannot achieve this vision. We will work with all Newfoundlanders and Labradorians in the pursuit of better outcomes. As we build a more sustainable future, we will look to other partners to also offer leadership. Our Government will engage and partner with other sectors to help improve outcomes for Newfoundlanders and Labradorians.

We will work with all Newfoundlanders and Labradorians in the pursuit of better outcomes.



## ► We Will Challenge Ourselves

As we achieve the goals outlined in this plan, we will challenge ourselves to do more. We will take on more 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. Moving forward, our Government will launch 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.

### 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.

01

#### **Securing our Footing: First Six Months**

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

02

#### **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.

03

### A Report Card Will Be Issued at the End of Each Phase

Our actions will be evidence-based, measurable and concrete. We will issue a report card on our progress at the end of each phase. We will 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.

# Building on Recent Decisions

Our first priority upon coming into office was to launch a process to renew government operations. In August 2016, our Government reorganized public sector operations to bring together departments and offices with compatible mandates. This was the first step in reducing silos. We also began the process of delayering the public sector by reducing the number of Deputy Ministers by 19 per cent, Assistant Deputy Ministers by 20 per cent and communications positions by 31 per cent. These decisions demonstrate our commitment to live within our means.

## The Way Forward

On October 11, 2016, our Government provided a “first look” at a number of the policy actions that will support the long-term delivery of this vision. We received input in real time from stakeholders and residents who lead organizations and businesses that are integral to the success of our province. The feedback we received that day has been incorporated in the actions we will take. 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







# Securing our Footing: The First Six Months

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 the first six months. The focus of this phase is on rapidly implementing initiatives to reduce spending and support economic growth. These are the initial steps our Government will prioritize this fiscal year.

## Focus Area 1

### A More Efficient Public Sector

#### ▶ Reduce Government's Building Footprint (Action 1.1)

We will take action to implement measures to optimize office space utilization, in particular by rationalizing space requirements and identifying vacant and underutilized space that is currently being paid for by our Government. In addition, we will also work to evaluate the potential for disposition of select provincially-owned buildings to generate cash flows and realize operational efficiencies. By March 31, 2017, our Government's leased office space will be decreased by 40,000 square feet. By 2020, our Government will reduce its building footprint by ten per cent. Currently, our Government's total office space is 777,500 square feet.

#### ▶ Adopt a Flatter, Leaner Management Structure (Action 1.2)

In an effort to determine where operations can be more efficient, our Government will review department organizational structures inclusive of management positions, functions and roles and responsibilities with a view to assess the appropriate management subordinate reporting relationships. By March 31, 2017, our Government will have completed a review of department organizational structures and management subordinate reporting relationships. We will then implement new human resource guidelines to reasonably optimize the number of direct reports to managers and/or directors based on the nature of the service and clientele, and to limit duplication of management personnel.

## ► Reduce Silos in Government Operations

### Reduce the Number of Government Agencies, Boards and Commissions by 20 per cent (Action 1.3)

There are currently 218 agencies, boards and commissions (ABCs) in Newfoundland and Labrador. Our Government will review the ABCs to identify efficiencies, including assessing levels of activity and areas of duplication. A target is set to reduce the number of ABCs in the province by 20 per cent by 2020. The review will focus on advisory, regulatory and adjudicative boards and commissions, particularly those without permanent staff. It will not include school districts and regional health authorities. The review will commence in early 2017 with changes taking effect by March 31, 2020.

### Implement a Single Entry Medical Transportation Assistance Program (Action 1.4)

Currently, financial assistance for medical transportation is provided through two different programs, one for beneficiaries of the Medical Care Plan who incur substantial out-of-pocket travel costs to access specialized insured medical services not available in their community and another for individuals receiving income support services. Our Government will launch a single provincial medical transportation financial assistance program that combines existing provincial medical transportation resources into a single, efficient and equitable program. Over the next six months, our Government will pilot this approach with a select group of clients and implement full roll-out in 2017.

### Consolidate Government Marketing Functions (Action 1.5)

Government marketing services are currently delivered through a decentralized model with marketing staff spread across multiple departments and agencies. The consolidation of marketing responsibilities and functions will result in stronger marketing resources within the public sector, increased efficiencies, effectiveness and success of Government marketing activities. This consolidation will be completed by March 31, 2017.

### Consolidate Engineering Services (Action 1.6)

Engineering services are currently spread across multiple departments. Our Government will consolidate engineering services, as appropriate, within one department by March 31, 2017. The consolidation will enable better engineering project management and will maximize the use of professional resources and skills.

## ▶ Reduce Red Tape and Publish Service Standards for Major Programs (Action 1.7)

Our Government will utilize Lean to improve services and reduce waste. Lean process improvement tools have helped revolutionize organizations globally. 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 March 31, 2017, our Government will have implemented Lean process improvement projects in seven government departments. By 2018-19, all departments will publish service standards for major programs and services that will show decision making processes and processing times. As early adopters, service standards for our business and economic development programs, including processing times, will be made public by March 31, 2017.

## ▶ Implement a Government-wide Shared Services Model for Back-Office Functions (Action 1.8)

Shared services involves the central processing of transactions and services for one or more functions (e.g., finance, human resources, information technology and supply chain) on behalf of several business units within an organization. By March 31, 2017, our Government will identify the preferred shared services model to be implemented for key functional areas across the core public service and select entities. 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 the shared services structure for health care.

## ▶ Enhance Government-wide Service Delivery (Action 1.9)

Government faces increasing citizen service delivery expectations. Service delivery improvements will provide more ways for Newfoundlanders and Labradorians to access provincial services. Our Government will become digital-by-design. In winter 2016-17, the Motor Registration Division in Mount Pearl will enable clients to book appointments for service online and receive text messages on where they are in the queue.

By March 31, 2017, our Government will undertake a survey of Newfoundland and Labrador residents on service delivery expectations to help inform this transformation from a paper-based application culture to a digital-by-design model. Our Government will also begin work towards consolidating toll-free numbers.

## ► Utilize Zero-Based Budgeting (Action 1.10)

In preparing for Budget 2017, our Government is implementing a zero-based budgeting approach. In previous years, departments had a base budget and justified funding requirements under the assumption that the base budget was already approved. Under the zero-based budgeting approach, departments will need to build their budget requests from zero and justify any continued investment in all areas of operation. Government agencies, boards and commissions will also be required to follow the zero-based approach for discretionary spending areas.

## ► Procure the Corner Brook Long Term Care Facility (Action 1.11)

Our Government will proceed to procure the Corner Brook Long Term Care Facility, beginning in 2017. This project will proceed following a value for money assessment which will identify the best method for designing, building, financing and maintaining this new facility. Residents will benefit from receiving high quality care in a modern facility.



## Focus Area 2

### A Stronger Economic Foundation

#### ► Enhance Access to Crown Lands (Action 1.12)

Crown Lands make up 88 per cent of the land mass of Newfoundland and Labrador and are a significant social and economic resource for the province. Municipalities have indicated that they require Crown Lands for commercial or residential development, but the payment of market value for these lands prior to development is a financial burden. In addition, the application for Crown Lands is an onerous process that can take anywhere from six months to three years to finalize. There are as many as 100,000 inquiries annually to Government regarding Crown Lands, including many requesting a status update on application processing times.

In November 2016, our Government will launch a new municipal leasing program that will allow municipalities to access Crown Lands within their municipal planning boundaries for economic development purposes through long-term leases with flexible payment options, including payment deferral until the development is generating revenue. In 2018, our Government will provide Crown Lands applications online and will have implemented new, publicly available, streamlined approval processes.

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 in light of the global food crisis projected by 2050. In the longer-term, our Government will increase the availability of Crown Lands for agriculture purposes, which will contribute to increased agricultural food production and improve food security in Newfoundland and Labrador.

## ► Increase Immigration to Newfoundland and Labrador by 50 per cent by 2022 (Action 1.13)

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. Actions to support achievement of this target will be guided by the outcomes of ongoing public consultations on immigration. By March 31, 2017, our Government will release its specific approach to increasing immigration as part of our Immigration Action Plan.



## ► Increase the Number of Vendors Completing Government IT Work (Action 1.14)

Currently, our Government uses a Vendor of Record model that is comprised of partner organizations which have been approved to manage the majority of Government IT contracts. Accordingly, this model limits availability of related Government IT work to other interested companies. The new model will allow more companies to bid on Government IT work, thereby increasing competition and choice of vendor. By 2017-18, our Government will implement a Managed Service Provider approach, which will expand opportunities for local vendors to conduct work on public sector IT initiatives.

## ► Double Resident and Non-Resident Visitor Spending by 2020 (Action 1.15)

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 annually in resident and non-resident visitor spending by 2020. In addition to continuing implementation of provincial marketing efforts, our Government will coordinate tourism research and support new developments such as improving visitor access to Wi-Fi services. To enhance visitor services, our Government will develop a standardized identifier for those promoting mobile services for travelers through a common logo for public Wi-Fi locations and mapping of public Wi-Fi locations. By April 30, 2017, our Government will coordinate tourism industry research including continuation of data collection and analysis of the 2016 Exit Survey, and will develop a standardized Wi-Fi identifier. We will also strengthen the sustainability of core attractions that attract travelers and stimulate repeat visitation.

## ► Implement a Provincial Tourism Product Development Plan (Action 1.16)

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. This plan will be released by March 31, 2017.

## ► Transition to Groundfish (Action 1.17)

The provincial fishing industry is currently experiencing changes in resources with the decline in high valued shellfish and increased abundance of groundfish resources. As this change proceeds, the industry will require supports to develop the groundfish industry through quality assurance initiatives and market development opportunities in order to access new markets and maintain competitiveness. Building on investments announced during Budget 2016, our Government will work with industry stakeholders to establish the Fisheries Advisory Council and will assist the Council in its planning and implementation activities for transitioning to groundfish.

## ► Implement Regional Innovation Systems Pilot Projects (Action 1.18)

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. In the next six months, our Government will identify the Regional Innovation Systems pilot areas and engage stakeholders to design the pilots. To further support the development of innovation systems in Newfoundland and Labrador and drive technology-led economic development, our Government will engage partners to investigate the establishment of innovation network hubs in the province.

## ► Introduce a New Procurement Act (Action 1.19)

Our Government will modernize the public procurement framework and expand opportunities for local businesses. Our Government will introduce public procurement legislation this fall, and ensure an open and competitive bidding process. We will also develop regulations and commence training for suppliers and government employees. The new legislation and regulations will take into consideration: innovation and contribution to local economic growth, best value for money, social, economic and environmental priorities, purchasing efficiencies and the scaling of goods and services procurements.

## Focus Area 3

### Better Services

#### ► Establish a Major Investment Projects Unit (Action 1.20)

To improve the province's response to major investment projects, our Government will establish a Major Investment Projects Unit within existing resources. Major investment projects include business development projects that require government investment above a certain threshold. The goal of the Major Investment Projects Unit will be to develop an integrated process that coordinates multiple authorizations and permits, including active tracking and reporting and other monitoring requirements and timelines as outlined in regulatory frameworks and applicable legislation. The unit will assess impacts on the economy throughout the province when projects are being considered, improve internal and external communications regarding projects under review, eliminate duplication and ensure shorter timelines, while guaranteeing regulatory standards, such as environmental assessment and appropriate permits, are maintained or enhanced. A Major Investment Projects Unit will be established in 2017-18.

#### ► Release a Multi-Year Infrastructure Plan (Action 1.21)

In early 2017, our Government will make a multi-year infrastructure plan publicly available. This will outline commitments to education, health, buildings and roads infrastructure over the next five years. The plan will be updated to reflect emerging priorities and released annually in advance of the budget, and will balance fiscal responsibility with the need to address key infrastructure priorities. As part of the multi-year planning process, we will seek every opportunity to leverage federal infrastructure funding in order to maximize investments in a difficult fiscal climate. The plan will take into consideration demographics, social and economic development, tourism, alternate procurement methods, climate change and other relevant information.

## ► Improve the Provincial Road Network (Action 1.22)

Our Government will take several measures to enhance planning and decision making for road projects and to improve information sharing with the public and other stakeholders. In the first six months, we will:

- Adopt multi-year planning and early tendering of road work. Release a full list of roads projects for the coming year in January 2017.
- Pilot nighttime road construction. Release a tender for a nighttime road construction project in January 2017.

## ► Release a Five-Year Marine Infrastructure Plan (Action 1.23)

Our Government will develop and release a five-year plan for marine-related infrastructure, including terminal facilities, access roads, wharves and washrooms. The goal of this integrated marine infrastructure plan is to improve services at ferry terminals for the traveling public, including both residents and tourists. By March 31, 2017, our Government will release a five-year marine infrastructure plan.

## ► Advance Regional Collaboration Through Infrastructure and Sharing of Services (Action 1.24)

Municipalities have been prescribed broad responsibility for water, sewage, waste collection, street lighting, animal control, bylaw enforcement, snowclearing, road maintenance, fire and emergency services, recreation, public transit, land use planning, libraries 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. By March 31, 2017, our Government will implement a new infrastructure program that strategically enables communities to pursue regional infrastructure improvements and allows for the expansion of shared services. By 2019, Government will implement regional governance pilot(s).

## ► Review the Newfoundland and Labrador Housing Corporation (Action 1.25)

Our Government, through the Newfoundland and Labrador Housing Corporation, will conduct a review, in consultation with employees, clients and community stakeholders, with an aim to: ensure the mandate of the organization reflects current priorities; optimize the use of federal and provincial funding in the delivery of programs and services; and realize efficiencies, improve services and streamline the organization with no negative impact on clients. This will increase the overall efficiency, effectiveness and affordability of provincially-run social housing programs and will identify the means to reduce complexity and duplication within the system. The Newfoundland and Labrador Housing Corporation will be mandated to provide recommendations by March 31, 2017. An action plan of applicable recommendations will be developed to address priority areas by June 30, 2017.

## ► Position Newfoundland and Labrador Globally as a Preferred Location for Oil and Gas Development (Action 1.26)

To position the province globally as a preferred location for oil and gas development, our Government will establish and support an 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.

By March 31, 2017, our Government will enhance Newfoundland and Labrador's regulatory framework by implementing a Generic Royalty Regime and regulations.

## ► Designate Industry Facilitators for the Natural Resources Sector (Action 1.27)

Our Government will designate officials to be facilitators for early stage proponents within the mining, oil and gas, and renewable energy sectors. These individuals will liaise with operators and companies in early stages of exploration and development to guide them through the provincial policy and regulatory frameworks, as well as liaise with government departments to ensure a streamlined response. This will reduce barriers to access and entry and help companies navigate through the various support and regulatory functions for operation in the province. By March 31, 2017, Industry Facilitators will be designated and the Provincial Government website will be updated with contact information.

## Focus Area 4

### Better Outcomes

#### ► Establish a Leaders Roundtable with Indigenous Governments and Organizations (Action 1.28)

Our Government is committed to working collaboratively with Indigenous communities in Newfoundland and Labrador to ensure programs and services reflect their needs. Our Government wants Indigenous leaders to know there are real opportunities to work together to make positive change, and through the annual Leaders Roundtable with Indigenous Governments and Organizations, we will shape an agenda together, as stronger relationships with Indigenous peoples is part of building for our future. Each year, the Premier will invite leaders of Indigenous Governments and Organizations, including Native Friendship Centres and Indigenous Women's Organizations, to meet and establish priority actions. We will invite Indigenous leaders to participate in the first meeting by June 30, 2017.

#### ► Adopt a Health-in-All-Policies Approach (Action 1.29)

The attainment of good health is impacted by many factors including income level, education and the built environment. Our Government will build health impact considerations into all policy decisions, from infrastructure planning to labour market supports. This Health-in-All Policies approach will enable our Government to make all decisions in a manner that strengthens focus on measurable improvements in our health status. This will help prevent illness and create the healthy environments needed to support and promote not only healthy people, but also a healthy economy with improved outcomes in such areas as education, employment and crime prevention. Over the longer term, this approach will assist in reducing health care costs. This approach has also been successful in improving health outcomes in other jurisdictions.

## ► Respond to Recommendations from the All Party Committee on Mental Health and Addictions (Action 1.30)

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 immediately 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. In 2017, our Government will present a multi-year plan to support implementation of the All Party Committee's recommendations.

## ► Modernize College of the North Atlantic (Action 1.31)

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. A review of College of the North Atlantic will be completed and publicly communicated by March 31, 2017.



We will focus on engaging students in learning and improving student outcomes.



## ► Increase Memorial University and College of the North Atlantic Collaboration (Action 1.32)

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, 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. By March 31, 2017, our Government will form a Council including representatives from the Provincial Government, Memorial University and College of the North Atlantic.

## ► Proceed with the Premier's Task Force on Improving Educational Outcomes (Action 1.33)

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, inclusive education, student mental health and wellness, multicultural education, Indigenous education, cooperative education and teacher education and professional development. The recently appointed Task Force has been asked to provide recommendations to our Government by spring 2017. In the 2018 school year, our Government will commence implementation of recommendations.



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# Realizing Our Potential: Six to Eighteen Months

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. Concrete steps will be announced with the report card on our Government's progress on phase one of *The Way Forward*.

## Focus Area 1

### A More Efficient Public Sector

#### ► Strategically Leverage Federal Funding (Action 2.1)

Our Government will work to leverage and optimize 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 spring 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.

#### ► Support Innovative Work Arrangements (Action 2.2)

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 cell phones, 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.

#### ► Implement More Effective Business Financing (Action 2.3)

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 multiple line 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.

## Focus Area 2

### A Stronger Economic Foundation

#### ► Release a Business Innovation Agenda (Action 2.4)

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:

- Identification of target sectors with high growth potential;
- 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.

#### ► Increase the Number of Social Enterprises in Newfoundland and Labrador (Action 2.5)

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.

## ► Introduce a Status of the Artist Act (Action 2.6)

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. 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.

## ► Increase Revenue to the Province Through International Education (Action 2.7)

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.

## ► Increase Activity in the Mining Sector through Targeted Promotion and Core Digitization (Action 2.8)

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 (electronic format) process 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.



► **Support Growth of the Aquaculture Industry to 50,000 MT Annually for Salmon and 10,750 MT Annually for Mussels (Action 2.9)**

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 remove stale applications from the licensing system to 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 (i.e., use it or lose it). Finally, we will engage in targeted investment prospecting to encourage new entrants and existing salmonid and mussel growers to expand to underutilized and freed-up water areas.

## Focus Area 3

### Better Services

#### ► Improve Community Support Services (Action 2.10)

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-centred.

#### ► Implement an Individualized Funding Model (Action 2.11)

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 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 cost-neutral to 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.



## ► One-Window, Multi-Year Community Grants (Action 2.12)

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. Multi-year funding will enable community groups to plan more efficiently.

## Focus Area 4

### Better Outcomes

#### ► Expand Primary Health Care Teams (Action 2.13)

Beginning 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 multi-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 Burin and identify additional sites across the province. We will work with other communities and the regional health authorities to identify additional opportunities to expand the use of primary health care teams throughout the province.

#### ► 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 2.14)

To support healthy living, our Government will encourage increased use of Carrot Rewards (a free mobile app that rewards Newfoundlanders and Labradorians for living healthier lives), encourage parents and children to make physical activity a priority in daily life, 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 2.15)

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 2.16)

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 2.17)

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.

## ► Implement Healthy Living Assessments for Seniors (Action 2.18)

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.

## ▶ Streamline the Financial Assessment Process for Community Support Services and Residential Long Term Care Services (Action 2.19)

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, that 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.

## ▶ Implement Responsive Justice and Public Safety Measures (Action 2.20)

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 the victim's understanding of the court process and allow for better preparation and access to justice.

## ▶ Provide Increased Educational Support to Disengaged and At-Risk Students and Youth (Action 2.21)

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, and support and increase opportunities for career education and accessibility for distance education supports.

## ► Improve Performance of Child Protection Services (Action 2.22)

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, review of 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 2.23)

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

## ► Release a Climate Change Action Plan (Action 2.24)

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.



# 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 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.
- ▶ By 2020, there will be a 20 per cent increase in timber allocations and harvest levels over the previous five year period.
- ▶ 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, Newfoundland and Labrador's annual tourism spending by residents and non-residents will be double 2009 levels.
- ▶ By 2022, immigration to Newfoundland and Labrador will increase by 50 per cent. In 2015, Newfoundland and Labrador welcomed just over 1100 immigrants.
- ▶ By 2025, Newfoundland and Labrador's breastfeeding initiation rate will increase by seven per cent. 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 per cent. 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 per cent. 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 per cent. The current provincial rate of physical activity during leisure is 48.3 per cent. This seven per cent 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 per cent. 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 clearly 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. Starting immediately and over the coming years, 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.





Newfoundland  
Labrador