

2011 POLICY BLUE BOOK
PC PARTY OF NEWFOUNDLAND & LABRADOR

New ENERGY

DUNDERDALE
newenergynl.ca



our vision for nl 01

These past eight years, we as Newfoundlanders and Labradorians have joined forces boldly to transform Newfoundland and Labrador.

Rejecting pessimism, we have taken responsibility for our destiny and charted our own course. We have secured a stronger foundation for growth by investing billions in infrastructure – roads and highways, wharves and bridges, terminals and ferries, water and waste, schools and hospitals, all of them essential to new growth. Through strategic planning in every sector and region of our province, we have identified new ways to build on that foundation, capitalizing on our strengths and seizing opportunities. Our foundation has never been stronger; our prospects, never brighter. The once-poor cousin of Confederation is now a Have province, leading Canada in growth and confidence.

Something extraordinary is happening in our province.

There's new energy all around us and it's changing how we see ourselves and our place in the world. Newfoundland and Labrador is on the rise, energized and ready to reach our full and incredible potential. We're leading, not following. We're creating our success, not waiting for it to happen.

Now is the time, not to fall back, but to move boldly forward to realize the full promise of our potential. Now is the time to achieve growth in industries, traditional and new; in regions, large and small; and in families throughout Newfoundland and Labrador. Now is the time to



ensure Newfoundlanders and Labradorians everywhere can take full advantage of the opportunities at our door.

New energy is opening new avenues for growth that will benefit families like yours.

As Premier, I will lead a team that builds on this new energy, driving our plan for more jobs, better health care, stronger partnerships, and resource development that is right for the people of our province. As a government, we will use our revenues from nonrenewable resources to secure a renewable future for the benefit of generations to come.

We will continue to cultivate conditions conducive to growth: responsible fiscal discipline, a solid foundation of reliable infrastructure, competitive taxation, minimal red tape and progressive public services, including a range of instruments and initiatives to help businesses grow and families thrive.

Returns on growth will give us the means to continue reducing our province's debt and interest costs, lowering taxes, sustaining the quality health care programs we provide, securing the essential services we deliver and supplying the progressive initiatives we advance to help people find a clear path forward.

This is our time – now, more than ever before.

Together, through a partnership of collective effort and individual responsibility, we as Newfoundlanders and Labradorians will ensure that Newfoundland and Labrador grows stronger and more prosperous than ever before.

Kathy Dunderdale
Leader of the Progressive Conservative Party
of Newfoundland and Labrador



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MOVING FORWARD



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fiscal responsibility 02

Costing Our Approach: Our Firm Commitment to Fiscal Sustainability

- The 2011 Blue Book, *New Energy*, highlights our priorities – the initiatives that we have chosen to make Newfoundland and Labrador stronger.
- Each year, in choosing Budget initiatives, we will establish a ceiling for new spending growth and make our choices accordingly.
- The pace of growth of public investments must be sustainable. Our commitment to fiscal sustainability is firm. In implementing the commitments identified in this Blue Book and in fulfilling our responsibilities as a government, we will ensure annual provincial expenditures *do not grow beyond the level our economy can sustain*.
- To be fiscally responsible in certain circumstances, we may need to rearrange priorities. We will make those decisions in consultation with Newfoundlanders and Labradorians in the pre-Budget process.
- Implementation of our priorities will be phased, if necessary, to accommodate fiscal constraint.
- It should be noted, however, that a number of expenditures involve spending money to save money.
- Priorities that require upfront investment to reduce future costs will be acted upon early in the mandate.
- Every year, we shall ensure all our investment choices are fiscally responsible and sustainable.

Responsible Approach to Debt Management

We have demonstrated a responsible approach to debt management by reducing Newfoundland and Labrador's net debt by nearly a third since 2003, from a high of

almost \$12 billion to about \$8.2 billion – a reduction of nearly \$4 billion.

- We will continue to demonstrate our commitment to fiscal security by continuing to pay down the province's debt in a responsible, balanced manner.
- We will take on additional public debt for specific purposes **only** if it is affordable and makes our province stronger and our children better off than they would otherwise be.

Long-term Plan to Secure Pension Liabilities

Approximately \$3.9 billion of the province's \$8.2 billion net debt consists of unfunded public pension plan liabilities and other post-retirement liabilities. Since 2003, we invested approximately \$2 billion of Atlantic Accord revenue into the Teachers' Pension Plan and nearly \$1 billion into the Public Service Pension Plan. Nevertheless, by 2029 according to the current trend, the Teachers' Pension Plan will be only about 21% funded and the Public Service Pension Plan will be only about 42% funded. Addressing public pension plan liabilities and other post-retirement liabilities will be a priority.

- We will develop a long-term plan to reduce our unfunded public pension plan liabilities in a responsible manner by making set periodic payments.
- At least a third of any surplus will be invested in the pension funds.

Annual Reduction of Direct Debt

The second component of the province's net debt is direct debt, which we have continued to pay down annually as this debt becomes due, without re-borrowing.

- We will continue to make payments on the province's direct debt, thereby reducing interest payments.

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Population Growth Strategy

• We are committed to cultivating conditions that enable families and communities to grow. We will develop a Newfoundland and Labrador population growth strategy focused on creating and improving conditions favourable to in-migration and an increased birth rate.

Child Care Pilot Project

To enable parents to balance child-rearing and careers, we moved forward in the 2011 Budget to introduce a child care pilot project focusing on home-based regulated child care, to make child care in Newfoundland and Labrador even more accessible and affordable. This initiative includes:

1. supports for home-based child care business providers offering regulated child care for children of a mixture of ages, with a maximum of six children per home;
2. start-up grants for operators; and,
3. annual infant stimulus grants for offering regulated infant care to children 24 months of age and younger, with a maximum of three children per home.

The pilot project will run for a period of two years. Lessons learned will guide us forward.

Child Care Credit and Infant Care Investment

Our government has demonstrated its commitment to child care in this province by:

- introducing a nonrefundable Child Care Credit of \$539 per child; and,
- providing an Infant Care investment of \$1,000 for each child born or adopted in Newfoundland and Labrador.

Parental Benefits

- We will protect the jobs of workers who take a specified period of maternity or paternity leave.

Adoptions Reform

- We will make it easier and swifter for people to adopt children from within this province and from outside our province and our country. In developing and implementing reforms, we will be responsible and vigilant in ensuring the safety of children is not compromised.

Commitment to Low and Competitive Taxes

As we have demonstrated through some of the most significant tax cuts in our province's history, we believe in keeping taxes low so Newfoundland and Labrador families have more disposable income to invest in themselves and their communities.

- We will ensure Newfoundland and Labrador families continue to enjoy tax rates that are low and competitive.
- We will review our income tax rates and provisions to ensure that our income tax system is progressive and competitive.

Residential Energy Tax Rebate

• As announced on April 19, 2011, our government has introduced a tax rebate equal to the eight per cent provincial portion of HST on residential electricity and heating. All residential electricity is eligible for the rebate, not just the heating portion. This \$38 million initiative will directly result in lower energy bills and benefit all residents of the province, particularly during the cold winter months. A family purchasing \$5,000 of residential energy a year will save an estimated \$400.

- Since the Home Heating Rebate program will also be continued, the total benefit to the people of Newfoundland and Labrador will be an estimated \$55 million a year.

Maintaining Our Solid Record of Family-friendly Tax Policies

We are committed to maintaining the suite of tax reductions, fee reductions, tax credits and incentives that our government has provided since 2007, which include the following:

- Personal Income Tax cuts, which were the biggest personal income tax rate reductions ever in Newfoundland and Labrador
- Low-Income Tax Reduction
- Home Heating Rebate
- Low-Income Seniors' Benefit
- Refundable Tax Credit for Seniors
- Heating Allowance
- Provincial Home Repair Program
- Residential Energy Tax Rebate
- Residential Energy Efficiency Program
- Voluntary Firefighter Tax Credit
- Child Tax Credit
- Reduction of vehicle registration renewal fees and other fees.

Since 2007, our government has introduced tax reductions totaling approximately \$1.6 billion in cumulative savings for taxpayers. In 2011, Newfoundland and Labrador taxpayers are paying approximately \$500 million less in taxes as a result of these measures.

EDUCATING FOR CAREER SUCCESS



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excelling in k-12 **05**

Excellence in Advanced Technology

- We will place interactive white boards in all schools in our province.
- Through the use of web-based technologies, students and teachers can be connected in virtual space despite the wide distances dividing them. We will identify ways and means of applying such technologies more effectively to enable students in small schools and rural locations to avail of programming once restricted to larger centres.
- We will invest in making Newfoundland and Labrador a leader in the development of new e-learning programs. Taking maximum advantage of the particular strengths that some schools and certain teaching professionals have in particular disciplines, we will pursue opportunities to establish cross-institutional web-based linkages that may propagate these skills.
- We will identify opportunities for local researchers and enterprises in leading-edge growth sectors, such as software development, robotics, green energy development and life sciences, to work with teachers and students in the classroom or lab setting in ways that will promote a culture of innovation and invention.

Excellence in Science

- Recognizing the opportunities available to graduates with a firm grounding in the sciences, we will work with school boards and teachers to encourage students – both male and female – to choose science courses.
- We will provide funding to invest further to update science laboratories and equipment.
- We will augment our high school curriculum in ways that will showcase the work of scientists and innovators working in Newfoundland and Labrador, highlight science-based career opportunities in our province, and identify development

opportunities in our province that will be driven by leaders in science and innovation.

- We will encourage all schools – through posters, brochures, news clippings, professional literature and academic journals – to showcase notable advances in science, technology and industry, both locally and abroad, that will motivate and inform students with interests in these fields.
- We will establish a scholarship that recognizes student innovators.
- We will encourage the private sector to partner in sponsoring science, technology and robotics fairs, exhibitions and competitions to promote applied learning and showcase creativity.

Excellence in Mathematics

- In collaboration with school boards and teachers, we will develop a strategy to increase participation rates in senior high Academic and Advanced Mathematics programs.
- We will encourage employers in Newfoundland and Labrador in disciplines requiring a firm grounding in mathematics to sponsor scholarships for senior high Advanced and Academic Mathematics programs, and we will work with them to promote these scholarships and celebrate the recipients.

Celebrating Student Excellence

- We will encourage schools to continue to draw attention to the successes and leadership of students and teachers at public assemblies and through other means in the school.
- We will continue to invest in music and cultural education that promotes the development of students' talents.
- We will continue to invest in opportunities for student groups, such as sports teams and

musical ensembles, to travel across and outside the province to compete and showcase their talents.

Focusing on Teachers

- We will work collaboratively with teachers and school boards to ensure teachers have manageable workloads.
- We will work with teachers to explore options for addressing concerns about discretionary leave.
- We will provide additional teachers, student assistants, training and professional development, and time for teacher collaboration to ensure the proper delivery of student support services.
- We will work with teachers to explore options for student supervision during lunch hour to allow teachers to focus on education while ensuring students are adequately supervised.

Motivators, Mentors and Role Models

- We will motivate students by sponsoring visits to our schools and classrooms (both in person and by video links) of pioneers, leaders and motivators in a range of disciplines, including the sciences, engineering, business, sports, the arts and humanitarianism, and also role models in the Aboriginal community and persons with disabilities who have made significant achievements in various disciplines.

Women in Nontraditional Careers

- We will encourage young women in our K-12 schools to consider taking courses that lay a solid foundation for careers in skilled trades and other professions in which women are underrepresented. In particular, we will encourage women to take advantage of opportunities to take courses and pursue extracurricular activities in areas related to mathematics, physics, computer science, robotics and engineering, highlighting the successes of women in these fields.
- We will encourage educators to promote to young women in secondary school the benefits of the skilled trades and technology program.

Focusing on Individual Students

- We will work with educators and parents to review and, where necessary, improve upon individual support services policies to ensure our students receive the education they need to achieve their full potential as individuals.

Career Planning

- We will expand the Futures in Skilled Trades and Technology program to all schools in the province. We will promote skilled trades and technology occupations and development projects in Newfoundland and Labrador during education week.
- We will evaluate course offerings to ensure Level II and III courses are career relevant.
- We will start students thinking earlier about the wide world of career opportunities that exist now and that may emerge in the future, and we will show them the connections between their curriculum and those careers.
- We will encourage schools and boards to partner with industry and labour to promote career options in the skilled trades and technology occupations.
- We will encourage schools to engage professionals in many different career disciplines to give students early insights about career paths.
- We will coordinate an online body of information to enable teachers and career counselors of junior and senior high school students to provide the facts students need to make sound career and curriculum decisions, including information on emerging provincial career opportunities.

Emergency Preparedness

- School boards and schools must have effective protocols for responding swiftly, efficiently and effectively to emergencies and tragic events. All members of the team must understand their respective roles and be fully prepared at all times to respond to any challenge. We will work with school boards and schools to ensure these protocols are clearly articulated, practised regularly and thoroughly evaluated.

post-secondary 06

Tuition Fee Freeze

• Newfoundland and Labrador has the most-competitive tuition fees in the country thanks to the investments our government has made since 2003. We have frozen tuition fees at our public post-secondary institutions (Memorial University and College of the North Atlantic) for the past seven years and achieved the lowest tuition fees in all of Canada (except for the fees Quebec reserves for Quebec students). We will continue to freeze public post-secondary tuition fees by investing over \$52 million throughout our mandate to keep tuition fees from rising.

Student Aid Enhancement and Debt Reduction

Newfoundland and Labrador has the best student aid program in the country thanks to the investments our government has made. Since 2003, we have:

- introduced a new formula to calculate parental discretionary income in order to enable students from middle-income families to access the student loan program;
- decreased the amount of spousal contributions to give married students greater access to assistance;
- eliminated the interest on the provincial portion of student loans; and,
- increased the up-front needs-based grants for students, simultaneously reducing the amount of money a student has to borrow.

We will continue to support all of these initiatives, and build upon them for the benefit of our students. In particular, we will:

- eliminate the provincial student loan over four years, and replace it with an up-front needs-based grant;
- ensure student debt reduction grants are available, not only to full-time students, but also to part-time students; and,
- ensure students are given regular information on the status of their loans and repayment options.

Post-secondary Infrastructure Funding

Sound investments in post-secondary education reap huge dividends that benefit

all of us. We have been making strong investments in our public post-secondary system year by year, guided by our 2005 White Paper on Public Post-secondary Education, entitled “Foundation for Success”. Investments in operations and capital works to give students access to leading-edge laboratories and research facilities will ensure our public post-secondary institutions remain competitive nationally and accessible for our people.

• We will consult with Memorial University and College of the North Atlantic about infrastructure needs related to the science research building, the business building, the medical research laboratories, the libraries at St. John’s and Corner Brook, CNA headquarters and shop modernization to determine priorities and timelines.

Grenfell Campus, Memorial University

• We will continue to work collaboratively with Memorial University to maximize the potential of Grenfell Campus at Corner Brook for the benefit of its students; strengthen its programs; and promote research and development to further diversify economic growth in the western region of the province. To continue to grow the Grenfell Campus, we will work with the University to complete the construction of the academic building, the 200-unit student residence and the environmental laboratory building, and explore other options for future growth.

Student Housing

• We will complete the construction of new Memorial University St. John’s and Grenfell Campus residence buildings.

Aboriginal Communities

• We will work with Memorial University and College of the North Atlantic to develop innovative programs to provide better access and greater opportunities for young people in our province’s Aboriginal communities to acquire post-secondary education and training.

Workforce Development Secretariat

- We will establish a workforce development secretariat in the provincial government to link industrial development and employment opportunities with people who do the work. This unit will work with all departments, provincial and federal, that focus on employment, education, skills development, business development and industrial development. It will have the mandate and power to cut across all departments and agencies to achieve results. The cost of establishing the secretariat is \$3.5 million.
- The workforce development secretariat will engage in an awareness campaign to highlight the career disciplines in which skilled labour is in short supply and opportunities are strong in Newfoundland and Labrador so prospective students can make informed education and career choices.
- It will collaborate with developers and employers to ensure we continue to recruit and train the skilled workers we need to enable projects to proceed, to advance industry expansion and to support existing enterprises.
- It will recruit Newfoundland and Labrador expatriates to come home to take these skilled careers and participate in building our province.

Advancing Apprenticeship Opportunities

In many trades, a graduate must complete apprenticeship training to qualify for employment. We will increase our supply of skilled workers by advancing apprenticeships opportunities by:

- Expanding the government apprenticeship hiring program to allow for additional apprenticeship placements within government departments and agencies.
- Including in tender specifications a requirement to hire a specified percentage or number of Newfoundland and Labrador apprentices.

- Requiring that industry demonstrate a commitment to hiring a specified percentage or number of Newfoundland and Labrador registered apprentices and engineering and technology students when approving development plans for large-scale projects.
- Working with labour to encourage greater use of apprentices among employers and greater participation of member journeypersons in mentoring apprentices.
- Developing individualized apprenticeship training plans for registered apprentices with more than 7,200 logged apprenticeship hours to help them obtain journeyperson certification.
- Offering a study guide for registered apprentices and trades qualifiers to use before challenging the journeyperson exam.

Women in Skilled Trades

A PC government will continue to invest in and support initiatives that provide access for and encourage women to become involved in skilled trades careers.

To encourage more women to consider apprenticeship training, we will embrace opportunities to build on the successful arrangement we negotiated with International Brotherhood of Electrical Workers (IBEW) to increase female representation in skilled trades. The terms of the contract included the development of a mentorship program in the electrical trade. The IBEW also committed to match female students in their first year of apprenticeship with appropriate employment.

Additional measures aimed at improving women's participation opportunities in skilled trades:

- Continuing to support the female industrial training officer position with the Department of Education, based in Corner Brook. The officer has been able to take the lead in

promoting women in skilled trades and in providing support and guidance to students entering post-secondary education and to apprentices pursuing their certification.

- Continuing to provide scholarships to women enrolling in trades courses to facilitate their learning.
- Supporting initiatives to promote participation by women, such as expanding the Women in Trades initiative, supporting career exploration programs and camps for females and continuing to target scholarships for females, through the previously established Office to Advance Women Apprentices.
- Supporting high school initiatives, such as the Skilled Trades and Technology program, that encourage greater participation of females in the skilled trades.
- Working with College of the North Atlantic to increase offerings of exploration programs, such as the Orientation to Trades and Technology Program; and to hold targeted career forums for females, particularly in rural areas.
- Working with employers and unions to set goals for female participation in skilled trade employment opportunities.
- Continuing to negotiate gender agreements, as has been accomplished on major projects, to ensure women are able to avail of the benefits of these projects.
- Continuing to promote opportunities for women to enter trades and other careers in

which women are particularly underrepresented.

- Working to eliminate any systemic discrimination against women that may deny them promotion within (or entry into) certain careers on the basis of gender.
- Working to ensure all workplaces foster an atmosphere of respect for women and respond to disrespect promptly and effectively.

[Labour Market Development](#)

- Through the Labour Market Development Agreement and the Labour Market Agreement, we will work to develop training, labour and support programs that are best suited to the opportunities and circumstances in Newfoundland and Labrador.

[Guide to Relocation in Newfoundland and Labrador](#)

- As recommended in the Youth Retention and Attraction Strategy, we will maintain a web-based Guide to Relocation in Newfoundland and Labrador to provide a one-stop web portal for individuals to access information on relocating to the province. The web portal will provide access to real estate information, movers and shippers, information on schools, and community services in the destination region.

[Skills Transfer](#)

- We will ensure the agreements we enter into for resource development include skills transfer components so Newfoundland and Labrador acquires enduring expertise.

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GROWING OUR REGIONS



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Rural Secretariat

- We will strengthen the Rural Secretariat and give it a higher profile, engaging citizens and communities to ensure government policies, programs and legislation are supportive of rural needs and priorities.

Regional Networks

The Rural Secretariat will move forward in the next phase of its work with a clear vision of the importance of networking, cooperating and sharing. Building strong, interconnected communities in regions where people can thrive will continue to be our focus. We believe every region needs to be able to draw upon certain strengths to make it viable.

- It needs a **network of citizens** who take responsibility for the well-being of their communities, cooperating, sharing, volunteering, getting involved in municipal governance, recognizing local strengths, seeking solutions and communicating those aspirations to others.
- It needs **reliable infrastructure** – and indeed, just as most of our natural resources are located in rural areas, so too most of our infrastructure investments (in fact, 71% of Innovation, Trade and Rural Development investments) over the past eight years have been in rural areas.
- It needs an **employment base**, grounded on local strategic strengths: nearby natural resources, strategic advantages, regional services, and a brain-trust of community leaders committed to identifying opportunities for innovation and diversification.
- It needs to be connected to a **network of care**, ideally a seamless continuum from home care to hospital care to long-term care, with a strong emphasis on promoting

good health and autonomy through active living, healthy aging and mutual support.

- It needs to be connected to a **network of education**, with a continuum of learning from early childhood throughout adulthood in an environment of mutual support.

- It needs a **quality of life** that includes social and recreational activities near to home – a lifestyle that invites people to sink down roots, that feels more like a family than a society, and that gives people a sense of being linked in to everything exciting happening in our world.

Communities themselves will become more viable through the networking of citizens, volunteers, non-profit organizations, service groups, churches, students, businesses, labour organizations and government agencies. Some sectors are divided and governed according to differing administrative spheres, but that should not impede access to services. Technology will be a vehicle for decentralization by collapsing great distances in virtual space. Best practices of other jurisdictions will be examined and tried.

Critical Infrastructure

- We believe modern transportation and communications links between regional economies and global markets are essential. We will continue to work to provide modern, reliable connections for people, products and information.

Micro-lending Program

- We will continue the Micro-lending Program, which gives small enterprises and social enterprises the capital they need to get off the ground or make a strategic expansion.

Northern Strategic Plan for Labrador

- We will move forward to build upon the achievements to date of the Northern Strategic Plan for Labrador, mapping others on the horizon, building on the initiatives already taken, consulting on emerging needs and adjusting our work according to evolving circumstances.

Power

- Our long-term plan for Labrador is to harness the vast power of the Churchill River system, step by step, to fuel strong, sustainable growth throughout Labrador. The Lower Churchill River is the greatest undeveloped hydropower resource in North America. Our plan is to develop Muskrat Falls first, then develop Gull Island and finally, in 2041, put to optimal use the power of the Upper Churchill to fuel strong, sustainable growth in industry and employment throughout Labrador – growth that means employment, opportunity and prosperity, generation after generation. As we ramp up toward the development of Muskrat Falls, we will proceed with Phase II of the Coastal Labrador Energy Efficiency Pilot Project under the province’s Energy Plan.

- We will continue to examine options for developing small hydro sites in coastal Labrador to provide access to green, low-cost power. We will complete the review of Labrador isolated commercial customer electricity rates and ensure rates in the future are not onerous for customers. We will continue to provide a diesel subsidy where

required, ensuring the cost of power is reasonable. We will move forward progressively toward the day that every region of Labrador is fueled by green, renewable energy generated by its mighty river waters.

Underground Voisey’s Bay Mining

- We will promote underground mining in the Voisey’s Bay region.

Northern Gateway

- We will pursue every opportunity to see Labrador recognized nationally and internationally as a Gateway to the North and positioned to take a lead role in providing goods, services and a base of expertise for all other regions of Canada’s North.

Trans-Labrador Highway

- We will complete the Trans-Labrador Highway, ensure the quality is maintained and provide more off-highway services.

Labrador Sport Travel Subsidy

- As part of a province-wide initiative to promote sport, we will increase funding for the Labrador sport travel subsidy so more Labrador teams can travel to compete.

Other Initiatives in Labrador

Through this Blue Book are many other initiatives that will benefit Labradorians and build on the investments we have made in Labrador throughout the past eight years.

Provincial Transportation Strategy

- Reliable transportation infrastructure is a prerequisite to economic growth. We will develop a comprehensive Provincial Transportation Strategy to identify and meet our transportation needs in ways that will promote economic development and safety. This strategy will enable us to build, renew and maintain our transportation infrastructure in a way that is comprehensive, coordinated and predictable. The multiyear planning will address a range of needs from roads to ferries to air services.
- We will dedicate a portion of gasoline tax revenues to the Provincial Transportation Strategy to ensure revenue is assigned to improve our roads network.
- We will satisfy our own transportation procurement needs to the greatest extent possible from within the province.

Infrastructure Strategy

- We have made strong investments in infrastructure construction, repair and replacement, even in times of limited fiscal capacity, recognizing that such investments ultimately expand our economy and, by extension, our fiscal capacity. Since 2003, we have invested approximately \$7 billion in infrastructure (roads and highways, wharves and bridges, terminals and ferries, schools and hospitals, and more). Through investments unprecedented in scale, we have spread offshore oil revenue and other revenue throughout our province, benefiting every region of Newfoundland and Labrador. We will continue to construct new infrastructure and repair and upgrade existing infrastructure by setting responsible priorities according to our province's fiscal means.

Moose Management Strategy

- As we announced on July 6, 2011, we are launching a suite of initiatives to reduce the number of moose-vehicle collisions on Newfoundland and Labrador roadways. These initiatives include a wildlife fencing pilot project, a wildlife detection system pilot project, a Collision Data Management System (which will record the precise

locations of all collisions, including those involving moose), an increased number of moose hunting licences, additional brush clearing, vegetation control and measures to improve driver awareness. We will explore options to enable people receiving moose hunting licences to designate surrogates to hunt a moose for them. We will work with the province's outfitters on ways to provide more moose-hunting opportunities for non-resident hunters.

Provincial Ferries and the Vessel Replacement Strategy

- We will continue to implement our vessel replacement strategy, which envisions the construction, here in this province, of a total of ten ferry vessels to help us meet our intra-provincial marine transportation needs.
- We will develop a long-term ferry fleet management strategy to plan rationally, in advance, for vessel maintenance and replacement to minimize disruptions to people who depend on these marine services.
- We will work closely with provincial ferry user committees and unions to undertake measures to improve scheduling and contingency planning for service disruptions.
- We will continue to invest in provincial wharves and terminals for our provincial ferry services.

Air Access Strategy

- In 2010, we released our five-year air access strategy, "Taking Flight", to foster and accelerate air access development. The strategy is to attract new national, trans-border and international routes; enhance the capacity and frequency of flights at our airports; increase passenger and cargo demand for air services; establish NL as a passenger and cargo hub for the North; establish NL internationally as a preferred destination for tourism and business; establish strong partnerships and alliances between private and public stakeholders; and set the province's direction on air service development to 2015. We will continue to implement the strategy's recommendations in the years to come.

Regional Sharing of Services

• Municipalities are communities of neighbours working cooperatively to deliver basic services, foster local business growth and enhance the quality of life of citizens. Working collaboratively, municipalities have tremendous power to move their regions forward through the choices they make. Regions should have access to the tools they need to prosper. By sharing services, regions can avoid duplication of effort, achieve economies of scale and meet people's needs at reduced costs. We will provide incentives to sharing to advance regional cooperation initiatives.

Fiscal Sustainability

• We have undertaken a full review of the criteria for municipal financing and initiated consultations with municipalities. We have provided transitional funding while the department has continued its work on the new Municipal Operating Grants formula. When their work is completed, we will introduce the new MOG formula.

No Forced Amalgamation

• We will not force amalgamation on any municipality against the will of its citizens. We will encourage towns to consider amalgamating when it makes sense to do so, and we will work with towns to help make freewill amalgamation proceed smoothly. Through the sharing of services, it is possible to achieve most of the benefits of amalgamation without actually amalgamating, so we will work with towns to find options that work for them. We will encourage towns to find creative ways to preserve their identities and heritage while enjoying the benefits of cooperating. The two are not mutually exclusive.

Invigorating Municipal Governance

• Working with Municipalities NL, we will encourage residents to run for municipal council.

• In honour of the foundational work by the late Dianne Whalen, we will expand the "Make Your Mark NL" campaign to

encourage women to seek elected office municipally, provincially and federally and to step forward to serve in other representative and leadership capacities. We will encourage women who have already taken this step to serve as mentors and role models to others.

• We will do more to ensure our municipal clerks have access to the training they need to do their work effectively. In consultation with Municipalities Newfoundland and Labrador and the Nunatsiavut Government, we will identify best practices for providing such training and assistance, and apply these lessons elsewhere in the province.

Emergency Preparedness

• Under the direction of Fire and Emergency Services – Newfoundland and Labrador (FES-NL), we will ensure emergency response plans for each region of the province are tested and fine-tuned so responders are ready for any emergency situation. We will ensure emergency equipment is stationed strategically around the province. We will work in collaboration with municipalities, community organizations and others to put into effect new practices to improve our emergency preparedness and disaster response.

• We will work with municipalities as they complete and test their emergency preparedness plans.

• We will undertake a comprehensive review of emergency response services throughout our province, including our ambulance services, ambulance operators, emergency responders, paramedics and other services and personnel.

• We will continue to invest in firefighting equipment, vehicles, infrastructure, training and services, building on our significant investments of the past two terms. We will encourage towns to share firefighting services to achieve economies of scale and cost savings that could finance additional lifesaving equipment

PROSPERING BUSINESSES



12 enterprise
13 trade

Payroll Tax

• To make the tax on labour competitive with the rest of Atlantic Canada, we will work toward the elimination of the Health and Post Secondary Education Tax (HAPSET), which is also known as the payroll tax. We have already taken incremental steps in this direction. As we stated on April 19, 2011, retroactive to January 1, 2011, the payroll exemption threshold has been raised from \$1 million to \$1.2 million, meaning an additional 90 businesses will not have to pay any payroll tax while the tax burden is reduced for 845 others. This measure puts \$2.3 million back into the hands of the province's employers. We will raise the exemption incrementally, reducing the value of the tax by approximately \$10 million per year for the next four years.

BUYNL

Newfoundlanders and Labradorians are bringing products to markets both locally and around the world. If people were to see a full inventory of the products we produce, they would be amazed at their number and variety, and inspired to buy locally, if not to launch enterprises of their own or to partner with other producers for greater success. An online catalogue or database of locally-manufactured products, developed incrementally over time, would tell the province's story. While such a project could be formidable in scope, there are also reasonable ways of showcasing the broad range of products produced by local companies large and small across a wide range of sectors.

• We will work collaboratively with local business associations to develop a plan for producing an online BUYNL catalogue to showcase locally-manufactured products and their producers. The project will, by its nature, be a work perpetually in progress, but the benefits of telling this story are such that it is worth the effort.

Import Substitution

Many of the products our retailers sell and consumers buy in Newfoundland and Labrador could be produced here at home. Local enterprises could be supplying the local market and also exporting those products abroad. For certain sectors and certain products, such as agrifoods, small-scale manufacturing and professional services, it seems reasonable to produce things locally that are currently imported.

We will extend and strengthen the province's Supplier Development Program, which helps local small and medium-sized enterprises supply quality goods and services at competitive costs to public and private sector entities in local, national and international markets. Collaborating with public sector entities, industry associations and private sector companies, we help local firms identify potential buyers for their products and services, navigate and interpret the procurement process, access supply opportunities, and establish mutually beneficial vendor-buyer partnerships. Our Department of Innovation, Trade and Rural Development will work with industry associations and private sector firms to systematically identify and take advantage of import substitution opportunities in all regions of the province.

Tender Review

• Through reform of public tendering practices, we will open doors for local firms – both individually and in multi-enterprise networks – to supply public institutions. Our Government Purchasing Agency will implement revisions to reform procurement and capital works tendering projects to make them more amenable to local suppliers bidding on contracts. The Public Tender Review Committee will examine possible impediments to local firms succeeding in procurement opportunities due to the nature of tender and bid packages, and will provide suggestions with respect to removing these impediments.

- We will examine ways to subdivide tenders so local firms are able to bid on components they are capable of doing without being shut out by components that fall outside their range.

- The Government Purchasing Agency will continue to roll out the Tender Award Reporting System to all government-funded bodies allowing for the collection of purchase and award information that will be used to further supplier development.

- The Government Purchasing Agency will acquire a procurement system which will provide supplier, product and bid opportunity information as an instrument to grow supplier capacity within the province.

Enterprise Retention

- We will help work with Memorial University's Faculty of Business and representatives of the business community to identify and address barriers to survival and growth facing local businesses. In partnership with the Atlantic Canada Opportunities Agency, Memorial University's Faculty of Business and small business leaders, we will initiate a review of the suite of programs available to the Small and Medium-sized Enterprise sector with a view to coordinating efforts and filling gaps to strengthen the sector.

Business Support Programs

- We will review all programs available to enterprises in Newfoundland and Labrador to ensure they are properly focused and flexible to meet the needs of local entrepreneurs.

- We will also work with the Government of Canada to examine and improve programs offered either jointly or exclusively by the federal government to ensure they are properly focused and flexible to meet the needs of local entrepreneurs.

- We will identify new and better ways to prepare businesses to take maximum advantage of venture capital, angel investments, bank-based programs and other sources of capital for product development, business expansion and diversification.

Women Entrepreneurs

- We will continue to work with the Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) to promote opportunities for women to establish, expand and diversify business enterprises in our province.

- In particular, we will continue to invest in the Self-Employment Assistance program (SEA), which provides financial and entrepreneurial assistance to eligible individuals who are interested in seizing opportunities to start a business.

- We will continue to support the network of women business owners who have joined forces to pursue export markets for their products and services.

- We will partner again with NLOWE and the Government of Canada in organizing international trade missions to identify new opportunities for business sales and international partnerships that can lead to greater success.

- We will partner with NLOWE in sponsoring Supplier Development Sessions, connecting businesses with government purchasers.

- Under the Business Networks Program, we will continue to work with NLOWE to make Newfoundland and Labrador an international leader in developing a supplier diversity strategy for certified women business owners, and to enable business owners to leverage the advantages of being certified as a women-owned business by WEConnect Canada, a leading international certification standard for Canadian women-owned businesses.

Head Start for Youth in Business

We will build on recommendations of Youth Retention and Attraction Strategy to provide a stronger head start for young people interested in a future in business.

- We will move forward with the Entrepreneurship Forum to target youth entrepreneurs from each region and enable them to collaborate with a panel of business advisors for mentorship and direction.

- We will promote youth entrepreneurship by encouraging successful young entrepreneurs to provide advice and mentoring to other young people interested in establishing small businesses.

- We will identify opportunities to promote succession planning, especially in rural areas.

- We will encourage the establishment of more cooperatives in rural regions to enable young entrepreneurs to pool resources and expertise to promote business success.

- We will expand the Export*Advantage* Internship Program to enable more employers to hire qualified graduates with training in international business.

- We will put a special emphasis on working with young entrepreneurs interested in creating sustainable businesses based on renewable resource development, eco-tourism or environmental protection to promote economic diversification.

Business Networking

- We will continue to support forums that encourage networking among businesses, sector by sector, and across various sectors. Networking opens doors for improved marketing, partnership building, enterprise diversification, skills development, knowledge growth and business success.

Competitive Corporate Taxation

We believe corporate tax policies can be used to promote development and employment growth. We already have a competitive corporate tax rate and a low small business tax rate. We have a solid foundation on which to build an even more competitive taxation regime, and room to maneuver to introduce some innovative programs through the tax system to stimulate more investment in the province. We are prepared to use our tax system in creative ways to stimulate more investment in the province.

- We will commission a comprehensive review of the rates of business tax and other costs imposed by the government,

comparing them with those of other jurisdictions.

- We will consult regularly with business and labour associations on measures we can take and instruments we can use to make our business environment even more attractive and even more competitive. We will work to make Newfoundland and Labrador one of the most competitive tax regimes in North America to promote growth and jobs.

Capital Wealth Management

- We will continue to facilitate the growth of a concentrated body of expertise in Newfoundland and Labrador in capital wealth management.

Stock Savings Plan

- We will review the Newfoundland and Labrador Stock Savings Plan to determine if revisions or alternatives are required to encourage Newfoundlanders and Labradorians to invest more in provincial enterprises.

Minimum Wage

- Having raised the minimum wage incrementally over the past five years, we will convene an advisory committee on the minimum wage in 2012 and every two years thereafter.

Growing Business and Confidence

Many of our policies on business attraction and growth are dealt with in subsequent sections regarding specific industries: mining, energy, agriculture, fisheries, tourism and so forth. Businesses thrive where opportunities abound, and they certainly do abound in Newfoundland and Labrador. General approaches we have taken and will continue to take include investing in reliable infrastructure; maintaining competitive tax rates; reducing red tape; advancing education and training to establish pools of skilled labour to meet business and industry demands; advancing professional networks and associations; taking the lead in drawing together labour and business; promoting and marketing Newfoundland and Labrador; and ensuring public officials are knowledgeable and responsive to business needs.

Export Development Strategy

• In 2010, we unveiled our province's Export Development Strategy. Our vision is to lead in the provision of market entry and expansion expertise that results in enhanced export success for Newfoundland and Labrador companies and increased economic growth for the province.



The strategy has four general goals and 14 strategic priorities, all of which will constitute the core of our trade policy moving forward. The goals are these: to increase the export knowledge and preparedness of Newfoundland and Labrador companies; to increase the number of new exporters; to increase the sales and growth of existing exporters; to diversify markets of existing exporters; and to introduce new exporters to targeted markets. We wholly embrace the Export Development Strategy and consider it to be an integral part of this document.

Networks and Niche Development

- We will work to nurture a coordinated and mutually supportive approach among the provincial, federal and industry agencies working on trade and export development to improve the export performance of Newfoundland and Labrador firms.
- We will focus on diversifying successfully into non-resource, knowledge-based goods and services that we can sell to the markets of the world.
- Through our branding strategy, we will continue to promote our province as a great place to work and raise a family, and our people as innovative and energized.

National and International Trade Agreements

- We will take full advantage of the North American Free Trade Agreement, which gives us open access to the huge North American marketplace, and we will work to produce more high-quality specialty products that can also penetrate other markets, especially in Europe and Asia.

- To protect and advance our best interests, Newfoundland and Labrador has elected to join the talks between the Government of Canada and the European Union toward the development of a Canada-European Union Comprehensive Economic and Trade Agreement. We will continue to work to ensure every agreement to which we are a party advances our best interests, including the Atlantic Procurement Agreement and the Agreement on Internal Trade.

Trade Partnership Development

- We will identify opportunities both at home and abroad to forge new and stronger partnerships connecting local firms, sectors and communities with others around the world, capitalizing on our strengths to open markets to local products, services and people.

- We will continue to sponsor and participate in forums that encourage networking among businesses, both within and among sectors of our economy, recognizing that networking opens doors for improved marketing, partnership building, enterprise diversification, skills development, knowledge growth and business success.

- We will build on successful partnerships already achieved in international markets, recognizing that such successes build goodwill and open doors to other enterprises.

Cultivating Global Awareness and Skills

- To ensure global thinking permeates everything we do, we will strengthen efforts to work with existing firms to take advantage of emerging global value chains in order to produce and service products that are international in scope; provide educational opportunities in K-12 and post-secondary settings to forge stronger connections with people in countries that are current or prospective trading partners; and work with immigrant communities to build a better understanding of the economies, cultures and languages of old and new trading partners.



HARNESSING NEW ENERGY

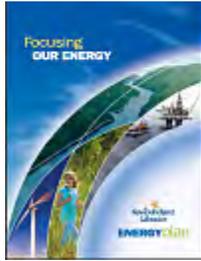


14 renewable energy
15 oil and gas

renewable energy 14

Energy Plan

• In 2007, we released our province's first comprehensive energy plan, "Focusing Our Energy", a strategy developed to prepare Newfoundland and Labrador to capitalize fully on the extraordinary energy resources that stock our "energy warehouse". Appreciating the importance of "getting this right", we have adopted a perspective sufficiently broad to encompass all our energy resources and sufficiently far reaching to take us out to and beyond the return of Upper Churchill control in 2041.



Lower Churchill Phase One – Muskrat Falls

• The principal reason for developing Phase One of the Lower Churchill project at Muskrat Falls is that this is the least-cost option for meeting our province's energy needs and it will result in the lowest power rates for consumers. Without Lower Churchill development, our province would be facing the prospect of financing enormously expensive upgrades and



eventual replacement of the Holyrood Generating Station, which would do nothing to ease our reliance on the costly, nonrenewable fossil fuels we burn there for energy.

• To determine that the Muskrat Falls project truly is the least-cost option for providing electricity to Newfoundlanders and Labradorians, two independent reviews of this project were commissioned: one by the Public Utilities Board and the other by Navigant, an internationally respected leader in the energy sector. Released in September, the Navigant report confirms Nalcor's findings that Muskrat Falls will save ratepayers \$2.2 billion over fifty years and is the least-cost option.

• This project will produce more power than we can use. Even if we did not sell that extra power, the project would still be the least-cost option to meet our electricity needs. Selling the extra power will create revenues for our province. That is why we have brought Emera into the picture. The agreement with Emera allows us to turn the value of that surplus power into extra revenue to benefit our province's people.

• One of the most significant gains for our province is the ability to transmit power in Nova Scotia, New Brunswick and New England. This gives us a route to get the additional power to export markets. It also opens the door for us to export additional power in the years that follow. For the very first time, Quebec will not have the power to block us from exporting our power to markets. There are protections for this province every step of the way to protect the best interests of the owners of this power, the people of Newfoundland and Labrador.

Jobs and Benefits

• The estimated total capital cost of the project is \$6.2 billion, including \$2.9 billion for the generating facility at Muskrat Falls and transmission infrastructure in Labrador; \$2.1 billion for the Labrador-Island link and transmission infrastructure upgrades on the Island; and \$1.2 billion for the Maritime Link. The project will generate 8,600 person-years of "direct" employment and 18,400 person-years of total employment in Newfoundland and Labrador. At peak employment during the construction phase, which we expect to occur in 2013, we will see about 2,700 people working. Total income from the construction phase for labour and business in Newfoundland and Labrador will be approximately 220 million dollars a year, which adds up to 1.4 billion dollars over the course of the project. This activity will generate some 210 million dollars in provincial tax revenues, plus some 525 million dollars in federal tax revenues. Nation-wide, the construction phase will generate 540 million dollars a year in labour and business income, totaling 3.5 billion

dollars by the time this project has been completed.

Renewable Power for Sustainable Growth

• Development of the clean hydropower resources of the Lower Churchill is a vital component of our comprehensive Energy Plan and a giant leap forward for sustainability. Few factors can drive sustained economic growth more effectively than a large supply of renewable energy at a relatively low cost. Lower Churchill development means transforming from an economy reliant on nonrenewable energy revenues to an economy grounded on sustainable, renewable, clean energy resources. As hydro-power can fuel sustainable economic activity in perpetuity, it is a key vehicle for our drive to self-reliance.

Our plan to develop the renewable resources of the Lower Churchill is to complete Muskrat Falls first and then Gull Island. Three decades from now, in 2041, our renewable energy strength will be even greater as the entire 8,000-plus megawatts of Upper and Lower Churchill power will be ours to control, harness and market to support industry and prosperity in Newfoundland and Labrador. Energy from the Churchill River system will fuel industrial expansion and employment growth throughout Labrador and the island. It will ensure our province's status as eastern North America's energy warehouse for generations to come.

Hydropower for Coastal Labrador

• In conjunction with the signing of the Muskrat Falls term sheet, we also announced the provision of 2.5 million dollars to further study small-scale hydroelectric projects for Labrador coastal communities. The province currently provides almost 20 million dollars a year in grants and subsidies to lower the costs to consumers in Labrador's coastal communities of the electricity that is currently provided through diesel generation. We are hopeful that this study of small hydro sites will provide alternative methods of providing reliable and clean power to these households.

We will actively seek proposals from businesses and partnerships to construct a power line to supply communities of Labrador's North Coast.

Upper Churchill Contract Strategies

• The Upper Churchill Contract has three decades more to run. In the initial phase from 1972 to 2016, Quebec has been paying a quarter of a cent per kilowatt hour. From 2016 to 2041 under the renewal phase, Quebec will get Upper Churchill power for just a fifth of a cent per kilowatt hour. Meanwhile, they have been selling that power at a huge markup. In 2008, the power they were getting from us for a quarter of a cent per kilowatt hour they were selling for 9 cents per kilowatt hour – 36 times what they paid for it. In 2008, Quebec made 2.3 billion dollars from Upper Churchill power. Our province made 50 million, which is to say that for every dollar they made, we made 2 cents. CFLCo is currently before the Court seeking redress for this injustice.

National Energy Corridors

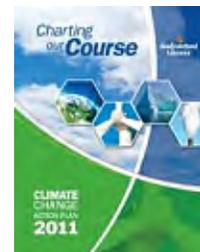
• The federal government has tremendous power and leverage to lower barriers between provinces and forge a path toward fairness and true community. We will continue to press Ottawa to take a lead role in opening east-west energy corridors that give provinces the freedom to transmit energy to markets within the country. The Government of Canada should get involved in opening these corridors because it is good for the Canadian economy, it is good for the people of Canada, it builds regional strength and it creates economic opportunity.

Affordable Industrial Power

• We will work with industries to achieve competitive power-purchase agreements.

Climate Change Action Plan

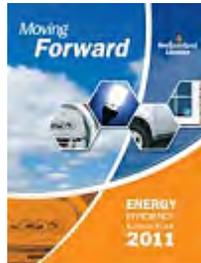
• We will implement the Climate Change Action Plan 2011 entitled "Charting Our Course", which we released in August 2011. This Action Plan builds on the province's first-ever Climate Change Action Plan, which we released in 2005. The Office of Climate Change, Energy Efficiency and Emissions Trading within the Executive Council (which we established in 2009) will be the lead agency for strategy and policy development, including a new Climate



Change Action Plan, a greenhouse gas strategy and a five-year energy efficiency strategy. We were determined to make strategic linkages with existing processes, including the Environmental Assessment process related to specific initiatives, the Strategic Environmental Review process related to general initiatives, the Natural Area Systems Plan, the Innovation Strategy, the Energy Plan and the Waste Management Strategy.

[Energy Efficiency Action Plan](#)

• We will implement the Energy Efficiency Action Plan 2011, entitled “Moving Forward”, which we released in August 2011. This plan aims to provide a comprehensive picture for the province of energy consumption, energy efficiency efforts to date, and new directions for the future. We recognize the importance of leading by example in the government’s own operations as well as providing a strong and sustained focus that reaches out to all sectors of the economy.



[Residential and Industrial Energy Efficiency](#)

We will examine best practices to strengthen initiatives that advance residential and industrial efficiency.

[Energy Innovation Roadmap](#)

• We will abide by the Energy Innovation Roadmap Phase One, which we released in 2010, and we will support the production of Phase Two of the Roadmap. Phase One includes a detailed analysis of Newfoundland and Labrador’s energy sector and innovation opportunities in several key areas, including oil and gas, hydroelectricity, onshore wind, remote energy systems and energy transmission. It also considered health and safety and environmental protection to guide future improvements in technology and practices. Phase Two of the project will define the actions required to develop, commercialize and market innovations and technologies within the priority areas identified in Phase One, and it will identify the investments and partnerships required to support the long term implementation of the roadmap.

[Alternative Energy](#)

• Alternative energy sources include energy from earth (geothermal, biomass), air (wind), fire (solar) and water (tides, waves). We have successfully employed technologies that harness geothermal energy to offset energy requirements in some public buildings, such as schools. We will continue to seek ways to use innovative, environmentally-friendly technologies to shift our reliance on electricity. We have also been inspired by the success of the wind / hydrogen / diesel clean-energy project in Ramea and will look for opportunities to apply this technology (or similar innovations) in other remote and rural locales of the province.

Exploration

With development projects at Hibernia, the Hibernia South Extension, Terra Nova, White Rose, North Amethyst (a satellite field of White Rose) and Hebron, plus continuing exploration in other regions, Newfoundland and Labrador has become one of Canada's petroleum giants. We are determined to build on these successes to promote continuing exploration, development, technology transfer and other local benefits so that all regions of Newfoundland and Labrador will continue to benefit from the development of our oil and gas resources. In accordance with our 2007 Energy Plan, we will encourage oil and gas exploration activity through a range of initiatives, including these:



- Through a working group comprising the provincial government and petroleum industry representatives, including Nalcor, we will continue to identify measures to promote targeted exploration activity and address other industry needs.
- Through Nalcor, we will continue to purchase existing proprietary seismic data for reevaluation and acquire new data to fill in gaps.
- We will continue to develop data management information repositories for onshore and offshore resources.
- We will advance a comprehensive petroleum resource marketing plan.

Effective Management and Maximized Benefits

As the 2007 Energy Plan states, governments, as resource owners, have four levers at their disposal to ensure sound and effective management and to maximize benefits over the long term:

1. **Equity Ownership:** Taking equity ownership in projects to ensure first-hand knowledge of how resources are managed, to share in that management, to foster closer government/industry alignment of interests and to provide an additional source of revenue.

2. **Fiscal Regime:** Implementing a progressive fiscal regime, including royalties, that provides an appropriate sharing of the downside risk, the upside potential, as well as clarity to potential investors.

3. **Regulatory Framework and Land Management:** Ensuring we have an effective and efficient regulatory and governance structure to encourage responsible, timely and effective resource development.

4. **Local Benefits:** Encouraging industry sustainability by strategically capturing local benefits through business development, technology transfer and job creation, and increasing the level of processing, refining and other value-added activities in the province. This will also result in the expansion of local capabilities and increase our competitiveness.

Equity Ownership

- We will continue to pursue the acquisition of the 8.5 per cent federal interest in the Hibernia Project in a manner that makes economic sense for the province.
- We will establish a policy to obtain a 10 per cent equity position in all future oil and gas projects requiring a Development Plan approval, where it fits our strategic long-term objectives.

Fiscal Regime

- We will implement the Offshore Natural Gas Royalty Regime when industry consultations are complete. This regime has five key objectives: encouraging development of economic projects; obtaining higher royalties from a project when prices and profitability are higher and providing "downside protection" for developers in low

price environments; creating a predictable and transparent system; designing a system that is sufficiently flexible to adapt to different types of projects; and ensuring the regime is internationally competitive.

- We will establish an internationally competitive Generic Offshore Oil Royalty Regime in line with the principles and structure of the Offshore Natural Gas Royalty Regime.

Regulatory Framework

- We will review the onshore petroleum regulatory structure to ensure it responds to the needs of industry and the province.
- We will continue to work with the federal government and stakeholders to improve the efficiency and effectiveness of our current offshore regulatory structure, consistent with the principles of the Atlantic Accord.
- We will work with the affected Aboriginal governments and groups to ensure that developments in areas under claim or subject to a treaty are managed efficiently and effectively for the benefit of those Aboriginal peoples and other residents of the province.

Employment and Industrial Fabrication

- We will focus on benefits requirements that target maximum sustainable supply and service industries and employment where we have the potential to create or capitalize on our competitive advantages. To accomplish this, we will work with our stakeholders and partners, including unions, fabrication yards and oil and gas companies.
- We will establish a fund with an initial \$5 million investment to provide financial incentives for export-based petroleum fabrication and manufacturing opportunities. These financial incentives will be based on clear guidelines, targets and program parameters.
- We will develop and implement a comprehensive capability marketing plan to be used in conjunction with our supply and industrial fabrication industry companies to sell our expertise inside and outside the province.

Refining, Secondary Processing and Other Value-added Activities

- We will aggressively pursue refining, petrochemical, and other value-added secondary processing opportunities. We will request that companies provide an assessment of the feasibility and provincial benefits of refining oil and/or pursuing other secondary processing opportunities in Newfoundland and Labrador prior to submitting a Development Plan.

Landing Natural Gas

- We will request that all companies provide a detailed assessment of the feasibility and provincial benefits of landing gas in Newfoundland and Labrador prior to submitting a Development Plan.

Land Management

- We will encourage the federal government to work with us to establish time limits for developing new and existing significant discovery licenses offshore; to ensure companies outline detailed plans and timelines for execution for exploration activity; to establish a reporting and monitoring program which will ensure the exploration activity is being pursued as planned; to facilitate the development of satellite fields including reduced cycle time approvals; and to develop open-access requirements to existing facilities by third parties.

Boundary Resolution

- We will be vigorous in defending Newfoundland and Labrador's rights and interests in negotiating resolutions of disputed boundaries in such regions as 'Old Harry'.

Offshore Safety

- We accept the recommendations of Commissioner Robert Wells to promote offshore safety, including his call for the establishment of a separate Canada-Newfoundland and Labrador Offshore Safety Board. We will continue to press the federal government to endorse these recommendations.

Comprehensive Review of Marine Safety Centre of Excellence

- We will continue to press the Government of Canada to work with our government in

commissioning a comprehensive review of marine safety in waters off Newfoundland and Labrador with a view to ensuring Canada – arguably the world’s greatest coastal state – becomes the global leader in marine safety. A broader examination of safety may lead to recommendations that some of the safety functions consolidated at Trenton or Halifax might be better consolidated hundreds of kilometres farther east in ocean-bound Newfoundland and Labrador; or that the safety functions of 9 Wing Gander, 5 Wing Goose Bay and CFS St. John’s should be bolstered to improve mariner safety; or that Newfoundland and Labrador bases of operation could serve as staging grounds for Northern Gateway operations extending into the Arctic; or that

existing expertise in marine technology, R&D, industry and training which abounds in Newfoundland and Labrador could be harnessed more effectively to promote Canada’s supremacy in maritime search and rescue; and so forth. Canada is blessed with incredible rescue professionals, experienced in the harshest of conditions. We have a real opportunity here to set an example for the world, not only with respect to rescue techniques, but also with respect to the organization of rescue services. There is far more we can do to harness the strengths we already have in order to build the kind of marine safety network we are capable of achieving for the benefit of those brave enough to work at sea.

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GIVING INDUSTRIES AN EDGE



- 16 innovation, r&d
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- 19 mining
- 20 agriculture
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Innovation Strategy

• Our Innovation Strategy has proven to be a solid foundation for growth.

We are continually assessing its progress and endeavouring to maximize success through the application of the



strategy's accountability framework. With this strategy to guide us, we will nurture a strong culture of creativity and cooperation with the necessary skills and knowledge, the right financial supports, the supportive regulations and policies, good physical and information infrastructure, appropriate and competitive industry structures and the ability to identify and capture market opportunities for new or better goods and services. Components of the strategy include support for youth innovation, a scholarship fund, a graduate employment incentive and R&D incentive information for businesses.

Technology Parks and Other Support for Strategic Clusters

• The Innovation Strategy identifies promising clusters in a range of disciplines, such as marine technology, environmental technology, information technology, life sciences, and cultural and tourism industries. Technology Parks encourage the transfer of technology from universities and colleges to the marketplace, foster close interaction between businesses located in the park and the public sector (including institutions and related spin-offs if they are nearby), nurture start-up and emerging technologies, and promote economic development. By nurturing collaboration and cooperation, we will increase the number of high-value jobs, strengthen our industrial base, aid in research and development, and bring homegrown efficient solutions to market.

Research & Development

In 2008-09, we launched our province's new Research & Development Corporation (RDC) to work with, and encourage collaboration among, R&D stakeholders including industry,

academia and government agencies and departments.

• Through the RDC and the Innovation Strategy, we will continue to incubate vital new opportunities that will propel Newfoundland and Labrador toward new growth as we head deeper into the 21st century.

• We will continue to provide, through the Research & Development Corporation, funding to stimulate a significant level of pure and applied research in Newfoundland and Labrador.

• We have been taking advantage of the Embedded Entrepreneur Initiative of NRC-IOT, which provides entrepreneurship and managerial guidance for ocean-industry businesses to work with researchers focusing on strategic areas, helping to bring industry-relevant ideas from concept to prototype. We will continue to emphasize collaboration and partnerships among institutions, between education and industry, and within strategic clusters throughout our regions.

• We will continue to harness the power of our public post-secondary institutions – Memorial University, the Marine Institute and College of the North Atlantic – to help us make the most of our investments through the Industrial Research and Innovation Fund (IRIF).

• We will continue to demonstrate due diligence in working to capture venture capital as well as research financing from a wide range of sources. Our initiatives will facilitate commercialization by charting a course from prototypes to saleable products.

• We will partner to make Newfoundland and Labrador more competitive in terms of spending per capita on research and development.

• We will also strive to increase the share of private-sector R&D significantly as a proportion of total R&D. The government

will partner with large industrial players active in the province to find mutually beneficial ways for them to increase significantly their research and development investments here.

Health Research

- As a government, we have invested significant funds in health research and facilities, including the Newfoundland and Labrador Centre for Interdisciplinary Research in Human Genetics. We will build on those investments.

Broadband Province-wide

- We will work with the private sector and the federal government in a concerted effort to provide province-wide high-speed access within four years. In June 2011, we invited internet service providers to develop a plan to assist in improving broadband access in underserved areas. Through the Rural Broadband Initiative, we will work with industry and government partners, and within the confines of a sector that is heavily-regulated by the federal government, to advance initiatives that improve broadband access. The call for proposals creates the environment to have formal discussions with industry and protects their intellectual property while providing the government with the ability to address broadband availability. Already our investments have totaled \$20.6 million and levered more than \$90 million. Broadband access is now available in 450 communities – up from 114 in 2003.

e-Government Infrastructure

Newfoundland and Labrador is becoming a leader in e-government through the work of the Office of the Chief Information Officer (OCIO) across all departments. We are ready to do more to harness the power of modern computer and telecommunications technologies to deliver services more effectively to the people of Newfoundland and Labrador while at the same time nurturing public service expertise and provincial leadership in the information technology and information management fields.

- Through the OCIO, we will install Consolidated Server Architecture, including redundancy backups to guard against catastrophic failures, in order to improve reliability and reduce risk to government.

- We will continue to expand the Information Management Capacity Assessment Tool (IMCAT) across government departments to enable them to assess and improve their information management capability.

- Through the OCIO, we will develop an e-government framework to facilitate an orderly implementation of service improvement opportunities both within the organization and for clients of government departments and agencies.

- Through the OCIO, we will implement appropriate back-office processes to improve the internal efficiency of government as it relates to client-focused service delivery.

- Where appropriate, the government will network with Newfoundland and Labrador-based information technology firms and professionals to support the government's initiatives while promoting growth in our province's IT sector.

Digital and Cellular Telephone Service

- We will work with service providers to develop a plan to expand digital and cellular telephone access to more regions of the province.

Establishing and Promoting Innovation Successes

- We will work with innovators, enterprises and educators to identify opportunities to establish and promote our province's leadership, on an international scale, in key areas in which we have natural strengths, including ocean technology, fisheries sciences, aquaculture, marine transport, life sciences research, aerospace technology, software development, and communications technology engineering, digital multimedia production, web development, electronic game development and film production.

2011 Memorandum of Understanding

In the summer of 2009, in an attempt to end a protracted strike in the Newfoundland and Labrador shrimp fishery, the Fish, Food and Allied Workers, the Association of Seafood Producers and the Government of Newfoundland and Labrador signed a Memorandum of Understanding designed to provide the level of analysis required to inform the debate on the rationalization and restructuring initiatives necessary to ensure the long-term stability of the province's fishing industry. In 2011, the province received the report of the independent chair of the Memorandum of Understanding Steering Committee on Fishing Industry Rationalization and Restructuring.

Fisheries Marketing

On July 18, 2011, we announced that we are accepting all seafood marketing proposals in the report of the independent chair of the MOU steering committee. Specifically, we will explore options with the federal government and the fishing industry to establish a seafood marketing council, a number of seafood sales consortia and improved access to inventory financing for the province's fishing industry.

- We will provide support to the fishing industry to help them further develop the details of how a provincial seafood marketing council would be structured and function. The industry will be required to play an active role in establishing the council, including sharing in funding the organization.
- We are willing to provide funding to offset initial incremental set-up costs for participants who are interested in establishing sales consortia, subject to input and support from the federal government and the fishing industry. We are also willing to participate in a working capital guarantee program, which could be accessed by sales consortia to enhance their inventory financing capacity.

- We will work with federal government agencies and commercial banks in a collaborative effort to assist in the provision of inventory financing arrangements. We will also work with the sales consortia after they have been established. The purpose is to make available to sales consortia inventory financing greater than that which would otherwise be available from commercial banks. This should enable consortia to have a greater ability to hold product in inventory for an extended period, to allow for a more orderly release of product into the marketplace than is currently the practice in the industry.

Fisheries Rationalization and Restructuring

The MOU report states that, because of market forces, the fish processing sector has been downsizing and the downsizing will continue. The report calls for deliberate rationalization of the sector by a further 30 per cent over a relatively short period of time at a cost of approximately half a billion dollars.

While the MOU report lays out an approach to rationalization, it does not present a plan for fishing industry restructuring. The report makes clear the parties could not reach an agreement on how to proceed with restructuring, stating "at this juncture many key industry participants appear unwilling or unable to contemplate more fundamental restructuring initiatives". However, the report also states that "initiatives designed to support rationalization alone will be insufficient to allow industry and government to achieve the kind of meaningful restructuring that is necessary".

Rationalization without restructuring would leave significant and fundamental challenges unaddressed. A massive expenditure that leaves the problems unsolved is not the solution.

Considering the importance of this industry to Newfoundland and Labrador, we cannot cease trying to chart a way forward as partners around the table: harvesters,

processing plant workers, other fisheries workers, the fisheries union, processing plant owners large and small, and the provincial and federal governments.

- Therefore, we will be vigorous in working to engage again the parties to the Memorandum of Understanding, and others if that is determined to be helpful, to complete the critical phase that is missing from this MOU report by developing a comprehensive restructuring proposal for a sustainable fishing industry in Newfoundland and Labrador.

Workforce Adjustment

- We will continue to advance measures to assist workers and communities affected by the closures of fish processing plants. The MOU report describes the measures we have already taken over the past eight years to assist communities affected by processing plant closures. These include:

- *Transition support services through HRLE to help displaced workers develop an individualized transition plan to include access to labour market information, retraining options, counselling on relevant provincial and federal programs concerning employment opportunities, resume writing, job search, training, wage subsidies and self-employment supports. This also includes retraining through public, private and non-profit training institutions.*

- *Regional economic diversification through programs made available through INTRD. This includes wage subsidy to support transition to other jobs, through the Fish Plant Worker Employment Support Program (FPWESP) - Wage Subsidy component for Small- and Medium-sized Enterprises (SMEs) which provides new entrepreneurs and expanding small businesses with funding to employ fish plant workers negatively affected by the closure of a fish plant.*

- *Short-term job creation through the Fish Plant Worker Employment Support Program (FPWESP), which provides a short-term solution to help workers deal with their immediate financial needs. Eligible workers are employed by local governments and community organizations to work on projects*

that contribute to tourism development, economic development, community/municipal infrastructure or community services.

Fish Harvesting Sector Measures

- We will press Ottawa to work with the province and fish harvesters to identify ways and means to rationalize the harvesting sector without harming harvesters in the process.

- We will press Ottawa to bring forward a program for fishing licence buyouts.

- We will press Ottawa for reform of capital gains policies for fishing enterprises.

- We will be forceful in pressing Ottawa to enhance the province's voice and role in the management of fisheries issues that fall within federal jurisdiction.

Lobster Licence Buyout

- We will cost-share with the federal government a lobster sustainability and rationalization program to enable licence-holders to exit the industry, thereby enhancing the viability and incomes of those who remain.

Sustainable Management and Custodial Management

- We have long expressed frustration that the Northwest Atlantic Fisheries Organization (NAFO) has been ineffective in curbing unsustainable fishing practices. We have long called on the Government of Canada to stand boldly before the United Nations and declare it will assume custodial management of the fish stocks of the northwest Atlantic to terminate the unsustainable fishing practices that are threatening the recovery of the fish stocks of the region. We are calling once again on the Government of Canada to assert custodial management over the Nose and Tail of the Grand Banks and the Flemish Cap.

Fisheries Science

- We will continue to invest provincial funding in our new fisheries scientific research initiative. In 2010, we announced the provision of \$11.75 million to establish the Centre for Fisheries Ecosystem Research at Memorial University's Fisheries and Marine Institute. This funding included \$6.5 million

for human resources and operating costs of the centre over the next five years plus \$5.25 million to charter large vessels, such as the *RV Celtic Explorer*, for offshore research. We also announced \$2 million to fund the Canadian Centre for Fisheries Innovation (CCFI) plus \$200,000 for a highly-sophisticated inshore fisheries research vessel, the *RV Gecho II*, to study coastal bays with unique habitats, inshore spawning and nursery habitats, enabling the province to better monitor inshore and offshore species migration. Our total investment was \$14 million. This vital work will continue.

- We are calling on the Government of Canada to enhance offshore fisheries research initiatives significantly in order to better understand what is happening in the northwest Atlantic. Canada ought to be the world leader in fisheries science and expertise, and Newfoundland and Labrador ought to be the place in Canada where fisheries science and expertise is concentrated.
- We are also calling on the Government of Canada to preserve and indeed enhance its investments in coastal surveillance using vehicles that operate on, above and beneath the ocean surface. Investments in the Canadian Navy and the Canadian Coast Guard and the utilization of satellite technology and other resources ought to reflect the enormous importance of safeguarding this vital resource.

Fisheries Loan Board

The FFAW has called for the establishment of a fisheries loan board. Our province operated such a board many years ago. Nova Scotia currently operates a Fisheries and Aquaculture Loan Board. We will learn from past practices in our province and examine the best practices of other jurisdictions with a view to establishing a fisheries loan board that will strengthen the fishing industry in Newfoundland and Labrador.

Fisheries Technology and New Opportunities Program (FTNOP)

- Through our Fisheries Technology and New Opportunities Program, we will continue to support research and environmentally sustainable fisheries development work in the

harvesting and processing sectors with emphasis on more-efficient utilization of traditional species, better use of under-utilized species and enhanced value-realization of all fisheries resources. The program is helping our fishing industry become more innovative and competitive. Through this initiative, we will continue to support projects that contribute to the processing, harvesting and marketing sectors.

Canada-EU Comprehensive Economic and Trade Agreement (CETA)

- We will strive to ensure our province's best interests are protected under any Comprehensive Economic and Trade Agreement between Canada and the European Union. We will continue to address trade concerns such as tariffs so our products can compete more effectively in the marketplace.

Aquaculture Industry

- We will continue to invest in aquaculture to replace some of the wild fish supply that has been lost and give fishing communities an alternative to reliance on wild fisheries.
- As the latest annual report of the Department of Fisheries and Aquaculture indicates, we will complete the development of an Aquaculture Development Framework and put the framework into action.
- We will complete and implement the Aquaculture Sustainable Management Framework.
- We will continue to invest in strengthening our aquaculture industry, building on the enormous capital investments we have made to date to grow opportunities in rural areas.
- We will work to expand aquaculture to other regions.
- We will focus on developing stable, sustainable careers in this industry, emphasizing quality over quantity of product.
- We will target additional regions for aquaculture enterprise development while continuing to work with regions where aquaculture has proven to be successful.

- We will work to grow fish species that can be processed locally into lucrative value-added products, and work with processors to make this happen.
- We will promote local consumption of locally-grown fish.
- We will further advance initiatives to expand cod aquaculture, recognizing the added time and investment needed to produce cod for market.
- We will ensure optimal use is made of the Centre for Aquaculture Health and Development, located in St. Alban's.
- We will explore new opportunities to develop farmed and wild fish products that cater to Asian markets where the love for diverse and innovative seafood products is renowned.

- We will explore new ways to process farmed and wild fish and add value to the products we market.
- We will continually update information on best practices in aquaculture health on a global basis.
- We will ensure aquaculture developers file rehabilitation and closure plans and post financial assurances for site liabilities prior to starting operations to ensure funding is available for the province to carry out the necessary site rehabilitation should the lessee be unwilling or unable, for example through bankruptcy, to do so. This greatly reduces the risk of future orphaned or abandoned aquaculture sites being generated in Newfoundland and Labrador.

Leader in “Blue” Technology

Our strategic location in the North Atlantic positions us perfectly to capitalize on opportunities in the ocean technology – or “blue” technology – sector. For centuries, we have been fishers and mariners. Today, our expertise extends to fish farming, subsea cabling, deep-ocean exploring and offshore oil production. The ocean is the last great frontier on our planet, and we are already among the world’s leading pioneers, harnessing the power of institutes, infrastructure, technology and minds that are among the best anywhere. New opportunities abound in oil and gas, fisheries and aquaculture, fisheries science, ocean observation, weather forecasting, subsea robotics technology, marine transportation, vessel design and engineering, marine recreation and tourism, offshore safety, defence and security, education, advanced R&D, advanced simulation and modeling. The work we have progressed over the past eight years has already opened wide the doors of opportunity here. The American-based *Marine Technology Reporter* describes Newfoundland and Labrador as “an international epicenter of marine technology.” We believe a sector already worth some \$250 million a year to our province’s economy can grow in value to more than \$1 billion a year by 2015. That means rewarding careers for our people, new investment, diversification and sustainable economic activity for our communities.

Ocean Technology Sector Strategy

• In 2010, we launched our province’s Ocean Technology Sector Strategy with the release of “Oceans of Opportunity”. The strategy identifies the role of the government as threefold: (1) to help identify and eliminate barriers to ocean technology development by providing improved access to capital, facilitating initiatives in international markets, and



providing resources to market products and services; (2) to advance collaboration between industry and educational institutions to foster an environment of innovation, and help develop and attract a highly-qualified workforce; and (3) to encourage local business operators and related organizations to consider the innovative products and services produced by the ocean technology cluster as a means of advancing their own business objectives.

- We will appoint an Assistant Deputy Minister for Oceans to coordinate the government’s activities in the ocean technology sector in cooperation with the RDC.

Incubation

• We will adopt an improved technology incubation model. We will provide greater access to funding for start-up firms and incubation facilities through a new Ocean Technology Development Fund to complement existing provincial and federal programs. We will support product development and marketing efforts of post-incubation and independent start-up companies. We recognize that public operations can serve as a beta test ground, a first market, or a technology demonstration platform. We will advocate for businesses, departments and agencies to use technologies developed by the local ocean technology cluster.

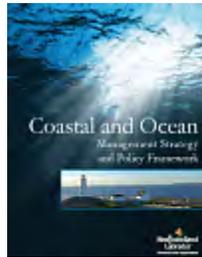
Partnerships

- We will explore the role of research and educational institutions in developing and transferring skilled people and new technologies to industry.
- We will continue to work toward the establishment and successful operation of a comprehensive ocean observing system in the Northwest Atlantic Ocean as a means of growing the ocean technology cluster in the province. This would be a means of linking several small-scale ocean observing systems currently in place, including the SmartBay initiative, the Bonne Bay Marine Station, the

Newfoundland Operational Ocean Forecasting System, and private sector activity related to the collection and analyzing of information in the marine environment to provide forecasts or data for its clients.

Coastal and Ocean Management Strategy and Policy Framework

• In 2011, we released our new provincial Coastal and Ocean Management Strategy And Policy Framework to provide long-term strategic direction on sustainable use of coastal and ocean resources in Newfoundland and Labrador. We will follow through in putting the strategy and framework into practice. Our vision is of healthy and productive coastal areas and ocean resources contributing to a prosperous economy and to the well-being of present and future generations of Newfoundlanders and Labradorians. The strategy is grounded on five principles: conservation, precaution, sustainability, integrated management and adaptive management.



Marketing Intelligence

• We will collaborate with key stakeholders to identify international markets where technologies, services and expertise

developed by locally-based companies fill an identified market niche or are competitive.

• We will cooperate with industry associations and non-governmental organizations to develop improved market intelligence and provide a more receptive channel for industry input into future government actions and policies.

Infrastructural Supports

• We recognize the value of strong infrastructural supports for the development of the ocean technology cluster. Examples include the wave tank at the Institute of Ocean Technology, the marine simulator at the Marine Institute, offshore construction facilities at Bull Arm and Cow Head, and the synchrolift in St. John's harbour.

Collaboration

• We will bring together representatives from each of the oceans-related industries from the private, public and education and training sectors to start strategizing about how best to manage and develop our various oceans industries in an integrated and mutually supportive way. The provincial government will convene regular meetings of senior public and private sector representatives involved in the various oceans-related industries for the purpose of developing an integrated and synergistic approach to ocean-industries development.

Recognizing the Value of Mining

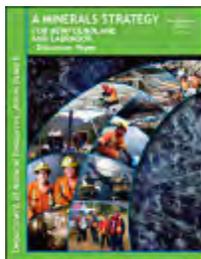
Iron. Nickel. Copper. Cobalt. Gold. Uranium, Fluorspar. Zinc. Lead. Silver. Antimony. Molybdenum. Titanium. Vanadium. Tungsten. Dimension stone. Anorthosite. Dolomite. Silica. Gypsum. Limestone. Barite. Pyrophyllite. Aggregate. Slate. Peat. Rare earth elements. Such commodities hold the promise of investment and employment opportunities throughout Newfoundland and Labrador, particularly in rural regions.

Consider how mining and processing have transformed Labrador West into a centre of immense wealth and opportunity. Other regions are also seeing the benefits of exploration and development, and we have only scratched the surface (quite literally in some cases) of the opportunities that abound here. Over the past five years, the mining industry has been the second-largest contributor to the provincial Gross Domestic Product after petroleum, employing 5,000 people while generating \$3.3 billion in mineral shipments, \$72 million in exploration investments, and nearly a billion dollars a year in direct and indirect revenues. In rural regions, the sector holds great promise for further economic development and job growth.

- Recognizing that Newfoundland and Labrador is a treasure-trove of minerals, most of them undeveloped or undelineated, we will do far more in the years to come to put our province's mineral wealth to work for the prosperity of our province and the self-reliance of our people and communities.

Minerals Strategy

- We will move forward to implement the new Minerals Strategy. In 2011, our government released a consultation paper on the development of a minerals strategy for Newfoundland and Labrador, the first wholesale review of minerals policy undertaken by any



government in the province since the Moores administration of the seventies. The strategy will pursue four goals: competitiveness for the industry, fair return for our people, progress for our communities and workers, and sustainability.

Promotion and Investment Attraction

- To attract external investment and its many direct and spin-off benefits, we will do more to promote the competitive advantages of mineral exploration in the province, concentrating on the mineral potential, geoscience database, regulatory regime and stable environment.
- We will target potential investors from traditional and emerging markets.
- We will engage more strategically in conferences, trade shows, investment symposia and information sessions at such venues as the Prospectors and Developers Association of Canada Annual Meeting, Cordilleran Round-Up, China Mining, the Mineral Resources Review, Labrador Expo and other in-province opportunities.
- We will keep our promotional activities fresh, focusing on delivery via the internet, trade journal articles, and direct advertising.
- We will partner, where appropriate, with industry associations, federal departments and other provincial departments to promote our industry.
- We will continue to help local prospectors to attend national mining conferences to promote networking.

Exploration and Development Incentives

- We will maintain strong investments in exploration and development through our Mineral Incentive Program, which assists the local exploration industry, helps attract exploration investment to the province and leverages some two dollars for each dollar invested.

- We will conduct a cost-benefit analysis of the various mineral exploration incentives (such as tax credits or direct incentives) offered by other jurisdictions in selecting best practices for Newfoundland and Labrador.

Prospector Assistance

- Recognizing the importance of prospectors in contributing to lucrative mineral discoveries, we will maintain the Prospector Training and Assistance Program.
- We will continue to facilitate the work of prospectors through support of the Matty Mitchell Prospectors Resources Room in collaboration with the Newfoundland and Labrador Chamber of Mineral Resources.
- We will continue to provide direct financial assistance to eligible prospectors for traditional and grass-roots prospecting, for air support to remote properties and for advanced prospecting projects.

Public Geoscience

- To ensure our geoscience database is comprehensive and current, we will continue to invest in improving the collection of geoscience data, which benefits the mineral exploration sector, recognizing that every dollar invested in public geoscience yields at least five times that investment in exploration investments, and potentially much more if exploration leads to a mine.
- We will invest in maintaining our core libraries so the information is available to mineral exploration companies, whose work can lead to economic growth.

Infrastructure

- We will identify the key infrastructure needs for further mining exploration and development, and will make prudent investments to open up new opportunities.

Regulation and Legislation

- We will ensure our legislation, regulations and permitting process for mineral exploration, mine development and quarry development are modern, balanced and reflective of the needs of the industry and the province.

Access to Land

- In developing the government's Natural Areas System Plan (NASP), we will ensure the process of defining areas in which exploration is not permitted balances conservation, economic opportunity and, where applicable, Aboriginal interests.

Research and Development

- Through geoscience data collection and high-level scientific analysis by Geological Survey professionals, we will continue to expand the body of knowledge available to prospectors and developers.
- We will continue to finance impartial, state-of-the-art geoscientific investigations throughout Newfoundland and Labrador to unveil the distribution, nature, quantity and origin of Newfoundland and Labrador's mineral resources.
- We will engage the province's Research & Development Corporation (RDC) and our province's post-secondary R&D professionals, including Memorial University's Department of Earth Sciences and the Inco Innovation Centre, to stimulate strategically-advantageous research and development activity in our province's mining and mineral exploration sector.
- We will promote the development of technological solutions that may assist in locating deeply buried mineral deposits, improving the efficiency of exploration, providing metallurgical solutions to improve extraction and efficiency of mining, developing innovative mining techniques, and providing means of reducing the environmental impact of mining.

Developing New Resources

- We will promote the search for commercially-attractive new deposits of both conventional and unconventional mineral commodities.
- We will explore opportunities to meet the major demand in the northeastern United States for aggregate (crushed stone, sand and gravel).
- With the world's largest producer of rare earth elements, China, reducing the

availability of these minerals, which are vital for modern technologies such as computers, cell phones, lasers, catalytic converters and other leading-edge products, an opportunity exists for Newfoundland and Labrador to develop our own deposits of rare earth elements both in Labrador and on the island. We will work with developers to explore opportunities to turn these resources to our advantage.

- We will explore opportunities for development of the dimension stone and industrial mineral sectors.

Taxation

- We will review the tax regime – the Revenue Administration Act, the Mineral Act and the Mineral Holdings Impost Act – to ensure it strikes the right balance between providing appropriate revenue to the province while remaining competitive in the global mining industry. Any incentives or relative advantages we may provide will be promoted fully to ensure the province reaps their benefits through increased investment and development activity. We will continue to ensure the province benefits fairly in corporate income tax from mining operations.

Benefits

- In recognition that minerals are nonrenewable resources that ought to benefit not only current generations but also future generations of Newfoundlanders and Labradorians, we will ensure the province maximizes benefits from mining through such provisions as may be negotiated, including local employment benefits, gender equity plans, use of local supply and contracting companies, spin-offs in research and development, training, secondary processing of raw materials in the province, and the negotiation of impacts and benefits agreements with Aboriginal groups in certain circumstances.
- We will continue to apply the provisions of the Environmental Assessment Act, which may include the completion of a benefits agreement pertaining to a particular project as part of the approval process.

Training, Education and Workforce Issues

- Consistent with the letter and spirit of the recommendations of the 2007 Skills Task Force, we will continue to strengthen post-secondary programs to train trades and management professionals for the mining industry so we reap maximum benefits from these developments.

- We will do more to ensure the people of our rural communities have access to employment opportunities as well as education and training so they can benefit fully from local mining and exploration opportunities.

- We will identify ways to ensure that members of society who continue to be under-represented in some areas of the mining sector – particularly Aboriginal people and women – can avail of the opportunities.

Health and Safety

- We will review and continually monitor occupational health and safety legislation and regulations regarding mines, to ensure our people are operating in healthy and safe workplaces.

- We will improve mine safety of worker regulations in light of the findings of consultations we have undertaken through the Department of Government Services.

- We will introduce strengthened mine health and safety regulations, learning lessons from mining accidents and tragedies in other jurisdictions so we can prevent them from occurring here. These strengthened regulations will cover a wide range of issues: illumination, cap lamps, conveyor belts, emergency procedures/mine rescue, and requirement for geological characterization and composition analysis of rock being mined or quarried; underground mine operations; open pit mine designs; mine shafts; mine hoists; the handling and storage of explosives; and the use of electricity in mines.

- We will take measures to ensure our mining workplaces are respectful, free of discrimination and harassment.

Healthy Relationships

- We will encourage exploration and mining enterprises and the local communities to develop healthy relationships through community engagement and consultation, addressing any reasonable concerns the local residents may raise.

Outreach

- We will continue to engage in outreach initiatives through our Mines Branch, in conjunction with those delivered by national and local mining industry associations, including the Prospectors and Developers Association of Canada's "Mining Matters", Women in Mining (WIM) Canada, the Mining Industry Human Resource Council (MiHR), Aboriginal groups, mining companies, other governments and our departments of Business, Education, and Innovation Trade and Rural Development. This outreach will include providing ready public access to user-friendly information that will be needed to make informed decisions on many issues from exploration to rehabilitation, including planning for the long-term use of public lands. Through outreach, we will also inform young people of mining sector careers that may be available to them, and inform entrepreneurs of business opportunities that may be available to them.

- We will continue to promote the creation of rock kits for schools, to help inform our students of our mineral resources, mineral exploration activities, mining operations and mineral resource uses.

- We will continue to engage in outreach programs such as Provincial Mining Week, a Mining in Society show and a Women-in-Mining forum.

Sustainable Mining and the Environment

- We will work with mining industry communities to understand and address environmental issues associated with industry activities.

Climate Change

- In collaboration with our mining sector, we will explore actions – such as innovation in energy efficiency, technology development and investment in new capital projects and technology – that mining companies can take to adapt to changing climate conditions and reduce greenhouse gas emissions to meet established or anticipated targets. Our government, through our Climate Change Action Plan, has committed to reduce GHG emissions by 2020 by 10 per cent below 1990 levels.

Agrifoods Strategy

- We will implement our new five-year Agriculture and Agrifoods Action Plan entitled “Our Farms, Our Food, Our Future”.

Greater Food Security

- We will work to increase the production of food to enhance food security and reduce the carbon footprint associated with food transport.

- We support the “slow food” movement, which aims to promote increased supply of local food demand with locally-grown food products. We will work with farmers to ensure Newfoundland and Labrador is able to supply increasingly more of the foods we consume, thereby increasing food security.

- We will work to encourage Newfoundlanders and Labradorians to purchase and consume more locally-produced food products.

- We will promote the purchase and use of Newfoundland and Labrador-produced foods by Newfoundland and Labrador schools, hospitals and other public institutions.

- We will promote the growth of a local food security network, develop domestic produce markets and assist growers.

Marketing and Trade

- We will gather farmers, trade professionals and others to determine ways to market Newfoundland and Labrador agricultural products more effectively.

- We will cooperate with our agricultural industry to aggressively market the full gamut of homegrown products both locally and in markets beyond Newfoundland and Labrador.

- We will advance the establishment of an online database identifying locally-produced agricultural products.

Working Capital

- We will explore opportunities to provide or secure greater working capital for innovative agricultural enterprises where such help is warranted. We will maintain the provincial Agrifoods Assistance Program.

- We will continue to support a farm loan guarantee program to provide farming enterprises with access to capital they need to grow.

- We will promote continuing growth and diversification through continued strong investments in the Agriculture and Agrifoods Development Fund.

- We will continue to work with the Government of Canada through the Atlantic Innovation Fund and with outside investors to leverage additional funds to move agrifoods projects forward to commercialization.

Agricultural Land

- We will continue to advance the land-clearing program and work with farmers and others to find ways to engage more land suitable for farming for agricultural purposes.

Dairy

- We will work with the Dairy Farmers of Newfoundland and Labrador to facilitate further growth in the value of the province’s dairy industry, including through the expansion of value-added food production and an expanded School Milk Program.

- We will engage the province’s dairy farmers – among the most successful in the country – to identify best practices in the industry and share that knowledge with other farmers in our province, ensuring that the government shares the vision and complements the approach of those with proven agricultural expertise.

- We will work to expand the local goat industry, providing training for producers and seizing opportunities to supply the

demand for goat products such as meat and dairy products.

- We will work to identify opportunities to diversify into the production of cheese, yogurt and other value-added dairy products.

Poultry

- We will work with the Egg Producers of Newfoundland and Labrador to strengthen and expand the local industry, seizing opportunities to claim a greater share of the production of egg-based value-added products.

- We will work to expand the size and value of the local turkey production industry, addressing barriers to competitiveness such as the high costs of feed and rations.

- We will work with the Chicken Farmers of Newfoundland and Labrador to facilitate an expansion in the size and value of the local broiler (chicken) industry, addressing barriers to competitiveness such as the high costs of feed and rations.

Other Farmed Animals

- We will work to expand the local sheep production industry, facilitating the introduction of sheep that are specially suited to the local environment and working with producers to identify opportunities to increase the value of trade in local sheep products. We will also identify opportunities to expand local beef and swine farming.

- We will work to expand the size, diversity and value of the local fur industry, working with farmers to facilitate expansion in an environmentally-responsible manner.

Crops

- We will support research and development initiatives focused on the development of new or improved crops.

- We will work to increase the value and marketability of local cranberry, strawberry, bakeapple, partridgeberry and blueberry products.

- We will work to achieve sustained regional self-sufficiency in forage production, facilitating the shift to increased production of silage corn. We will identify land in Labrador suitable for forage production and provide opportunities to utilize this land appropriately.

- To facilitate crop production, we will work with local apiarists to facilitate the expansion of the province's apiculture (bee-keeping) industry, ensuring the bees kept in this province are disease-free to the greatest extent possible.

- We will promote increased local farming of root crops; herbs and spices; and medicinal herbs such as echinacea, goldenseal, ginseng and St. John's wort.

- We will work to explore opportunities for non-timber forest production of resources that might include wild mushrooms, fiddleheads, fir pitch and bent willows.

Infrastructure

- We will maintain support for the Fruit and Vegetable Storage Program.

- We will continue to provide off-farm access roads and electrical services for agricultural operations.

Professionalization and Succession Planning

- We will work with farmers to promote professionalization and succession planning in the province's agriculture industry.

New Entrants

- We will develop a suite of initiatives to attract and support new entrants in various sectors of the agricultural industry. We will facilitate mentoring and mutual support networks.

Organic Farms

- We will explore opportunities to gain a greater share of the growing market for organic foods, and work with organic farmers to identify incentives and other assistance that may facilitate growth.

Future of Forestry

Our forests have immeasurable value to Newfoundlanders and Labradorians. They are vital ecosystems that sustain life in incredibly complex ways, whether by giving wildlife, fish and plants a place to thrive, or by helping to filter our atmosphere and drinking water, or by producing and safeguarding our soil. They are spectacular attractions for tourists, hunters and recreation enthusiasts, providing a means for people employed in these sectors to earn a living. They are classrooms where students and researchers engage in the sciences and pursue valuable research and development work that may lead to important scientific and technological advances. They provide resources we can harvest to sustain economic activity and employment in many communities, including Corner Brook, and many other logging and sawmilling communities. While the province has experienced the impact of the radical shift in the North American pulp and paper industry, our forests remain a valuable resource that we will use to build thriving, sustainable enterprises and employment opportunities for people in many regions.

Forest Innovation Strategy

- We will develop a Forest Innovation Strategy to identify new opportunities for the Newfoundland and Labrador forest industry. The strategy will consider opportunities across a broad spectrum, examine the best practices of other jurisdictions worldwide, identify opportunities for small-scale enterprise development, examine opportunities for diversification and value-added production, consider strategies for modernization of forest operations, and identify opportunities for research and development as well as commercialization. The strategy will not only build upon the work of the Forest Industry Competitiveness and Strategy Study but examine the full breadth of forest-based development opportunities.

Centre for Forest Science and Innovation

- We will complete the establishment of the Centre for Forest Science and Innovation to draw together the expertise and research activities of the provincial and federal governments, Memorial University, College of the North Atlantic and other entities. We will continue to partner in the Model Forest of Newfoundland and Labrador. We will continue to invest in developing our province's expertise in forest management and research.

Forest Research and Innovation Fund

- We will invest through the Forest Research and Innovation Fund to advance the work of the Centre for Forest Science and Innovation and the Forest Innovation Strategy. Grants will support research as well as modernization and diversification of forestry operations.

Resource Analysis and Management Strategy

The key principle guiding all our actions in the forestry sector is sustainability. To apply this principle effectively, we must continually advance our understanding of the dynamics at work in our forest ecosystems.

- We will continue to require timber resource analyses and forestry development plans to assess and manage our forestry resources responsibly, strategically and sustainably in the best interests of the people of Newfoundland and Labrador.

Resource Replenishment

- To promote sustainability, we will continue to invest in the Wooddale Provincial Tree Nursery and the Goose Bay Tree Nursery to facilitate silviculture and reforestation.

Forest Protection

- We will continue to examine the impact of climate change on our forests and seek ways to avoid the worst consequences, such as soil erosion, vulnerability to forest fires and pest infestations.

- We will maintain the fleet of new waterbombers the province recently purchased to better protect us from forest fires.

Competitiveness and Diversification

- In 2008, we released the recommendations of a Forest Industry Competitiveness and Strategy Study regarding the current state and structure of the industry and provide a path forward that is responsive to the global economy. Our approach gave people closest to the resource an opportunity to be part of the formulation of policy that will guide the future direction of the forest industry. We will continue to work with the forest industry to promote competitiveness and diversification.

Corner Brook Pulp and Paper

- We will continue to work with Kruger to promote the success of the Corner Brook Pulp and Paper mill. We will continue to work with all sectors in the forest industry – newsprint, sawmills, wood pellets – to promote competitiveness and diversification.

Wood Pellet Production

- We will reform the Residential Wood Pellet Rebate Program to promote the use of wood pellets for home heating.
- We will identify and pursue opportunities to promote and grow the province’s wood pellet industry.

Ecotourism

- We will explore new opportunities for forest-based ecotourism.

Education

- We will continue to sponsor the Junior Forest Warden Association, through which young people have opportunities to learn about forest ecology.
- We will build on the success of the 2009 “Futures from Forests” initiative, which was designed to get senior and junior high school students thinking about the forest industry and how forests are managed in Newfoundland and Labrador. The resource package produced by the Department of Natural Resources, Department of Innovation, Trade and Rural Development and Natural Resources Canada’s Canadian Forest Service was unveiled during National Forest Week.
- We will build on the success of the 2010 “Kids in the Woods” event, tree-planting ceremonies, forest tours and presentations to school-age children that coincided with National Forest Week.

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CELEBRATING OUR PROUD HERITAGE



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Honouring Our Veterans

From Beaumont-Hamel to Bosnia, from Korea to Kandahar, Newfoundlanders and Labradorians have served to defend our values, our allies and ultimately our own families from tyranny. In the trenches, on the high seas, in cockpits and turrets and field hospitals, our sons and daughters have placed their lives on the line. Many have suffered and many have died to secure freedom for others, and we owe them our attention and admiration for what they have done. We are bringing forward a series of policies to honour our veterans as well as those who continue to serve in our defence.

Committee on the Honouring of Veterans

- We have struck a committee on the honouring of veterans to recommend appropriate ways to honour those who have served. These ways may include the erecting of monuments, the naming of highways and public buildings, the establishment of scholarships, support for museum exhibitions, and so forth.

Centennial of the Battle of the Somme at Beaumont-Hamel and Others

- We will proceed with planning to commemorate the 100th anniversaries of significant events in the Great War and the role of Newfoundlanders and Labradorians in those events. We will plan for a series of events to mark, in 2016, the 100th anniversary of the Battle of the Somme at Beaumont-Hamel, other battles of the First World War and the sacrifices of all who have served to defend us.

Gallipoli Memorial

- We will work with the government of Turkey to erect a bronze caribou at Gallipoli in honour of the Newfoundlanders and Labradorians who fought and died at that site.

Beaumont-Hamel Interpretation Centre

- We will establish at Bowring Park a Newfoundland and Labrador Beaumont-Hamel Interpretation Centre, reflective of the site at Beaumont-Hamel in France.

Educational Travel and Partnership

- We will explore opportunities to expand educational travel initiatives that give more students valuable opportunities to visit sites of military significance.

- We will strengthen community partnerships with places in Europe, Asia and Africa where our veterans have served, to give our people a keen understanding of the importance of those contributions to the people whose countries our veterans fought to save, while connecting their citizens with the communities of those who fought for them.

Fort Townshend Development and Interpretation

- We will consider opportunities to develop and interpret the ruins of the original Fort Townshend, which are in large part beneath The Rooms.

New Curriculum

- We will commission the production of new curriculum materials to celebrate the contributions of men and women who have served abroad and on the home front, including those who have played an essential supporting role. These materials will also draw attention to the roles our communities have played in times of training and war. We will work to make this an enduring online memorial.

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Celebrating Our Heritage and Culture

We owe it to our children to celebrate our heritage and culture in ways that enable them to appreciate the roots that make us strong. Our heritage and culture define us. They tell our story. They anchor our pride, optimism and self-confidence. Each person's narrative is unique, but there are common threads that weave them all together.

Aboriginal Heritage Partnerships

• To celebrate the culture, crafts, languages and stories of the First Nations, Inuit and Métis people of Newfoundland and Labrador, we will work in partnership with our province's Aboriginal communities to nurture the growth of tourism enterprises, cultural enterprises and educational initiatives that showcase this heritage for the benefit of all Newfoundlanders and Labradorians and people around the world. We will take additional steps to reflect the province's Aboriginal heritage in K-12 curriculum.

Native Friendship Centre

• In recognition of the special challenges faced by some Aboriginal people in the Northeast Avalon region and the important supportive work of the Native Friendship Centre, we will identify ways and means of increasing our support for the Native Friendship Centre.

Endowed Professorships in Newfoundland and Labrador Studies

• We will work with Memorial University to provide endowed professorships in Newfoundland and Labrador studies to address the diminishing pool of faculty with expertise in social studies, history and other disciplines directly focused on Newfoundland and Labrador's unique heritage.

Colonial Building

• We will continue to invest in restoring and interpreting Colonial Building, the first seat of

government for our province and, before that, of our Dominion.

• We will commission the development of an educational website to celebrate the history of Colonial Building through words, photos and videos.

Arts and Culture Centres

• We will complete an organization review of the province's Arts and Culture Centres and develop a revitalized strategic plan that includes lower rental costs, which will open the Centres to the community, especially high schools, and ensure the facilities are used to their fullest potential in developing and showcasing our province's cultural talents.

Labrador Cultural Travel Fund

• We will increase funding under the Labrador Cultural Travel Fund.

Cultural Economic Development Program

• We will maintain the Cultural Economic Development Program to grow our province's cultural enterprises.

Performing Arts Symposiums and Festivals

• We will provide support for multi-artist performing arts symposiums and festivals.

Multiculturalism

Some have come to Newfoundland and Labrador more recently than others, bringing cultural riches that add to our wealth. We will abide by principles laid out in our Immigration Strategy, "Diversity ~ Opportunity and Growth", ensuring our multicultural heritage is reflected and celebrated and welcoming investors and entrepreneurs from around the world who are interested in creating new opportunities in Newfoundland and Labrador.

Vision 2020 – Provincial Tourism Strategy

• Having charted a bold course in concert with our tourism industry partners in Hospitality Newfoundland and Labrador, we



will put into action all the goals of “Vision 2020: Uncommon Potential – A Vision for Newfoundland and Labrador Tourism”

and take Newfoundland and Labrador’s tourism product to the next level. Produced in 2009, Vision 2020 is a 10-year strategy to make Newfoundland and Labrador a leading tourism destination offering an authentic and exotic experience through the ‘creativity’ brand pillars of our people, culture, and natural environment. Our target is to double the annual tourism revenue in Newfoundland and Labrador by 2020. Vision 2020 as an integral part of our Blue Book. We will work with Hospitality Newfoundland and Labrador and others to implement and evaluate Vision 2020.

Winter Tourism

• We will focus greater attention on developing and marketing winter tourism opportunities in Labrador and on the island.

• We will open a discussion about the next step in promoting Marble Mountain, including targeted advertising to capture a greater share of the eastern North American market. We will continue to invest in snowmaking equipment for Marble Mountain. We will also consider the best options for the long-term success of Marble Mountain accommodations currently owned by the province, including the option of selling the villa and some land to the private sector for new development that promotes entrepreneurship and spinoff successes.

• We will work to develop a strong Labrador winter tourism product that will appeal to tourists seeking unforgettable winter tourism experiences that reflect our province’s Aboriginal heritage. We will highlight Cain’s Quest and the Labrador Winter Games as examples of unique experiences.

New Product Development

• We will continue to develop and promote shoulder-season and multi-season tourism opportunities. We will work to develop new tourism products in places such as Twillingate and Labrador.

Task Force on the Quality of the Tourism Experience

• We will establish a Task Force on the Quality of the Tourism Experience to identify deficiencies in tourism products and propose solutions to raise the bar and benefit enterprises and the province. The task force may examine a wide range of issues, including accommodations, food, signage, information and interpretation.

Standards of Excellence

• We will work with Hospitality Newfoundland and Labrador to introduce a rating system for tourism operators, rewarding those that invest in raising the standard of the product they offer.

Social Media Marketing

• We will take our online tourism tools to the next level of interactivity, further integrating our travel information and trip planning with the online sites of municipalities and businesses, harnessing the full power of mapping initiatives such as Google Maps, Bing Maps and Wikimapia; linking creatively into the global positioning system (GPS) functions of personal communication devices; exploiting the tourism benefits of near-field communication (NFC) technology, location-based service (LBS) mobile marketing and Quick Response (QR) code applications; and fully engaging social media technologies for photo sharing (Flickr, Panoramio), video sharing (YouTube), livecasting (Skype, Ustream.tv), microblogging (Twitter), social networking (Facebook), location-based social networking (Foursquare, GoWalla) and others. We will be even more sophisticated in targeting online marketing to web users according to search keywords, site themes and location identifiers. We will capitalize fully on positive international media coverage of

Newfoundland and Labrador's travel destinations and tourism products. We will seize opportunities to tap into the youth tourism market, inviting social media whizkids to generate a high 'coolness' currency among youth, who may see Newfoundland and Labrador as a cool place to study, work, live and raise a family.

Cultural Vehicles

- We will capitalize on tourism marketing opportunities associated with high-profile cultural vehicles.
- We will work collaboratively with artists – particularly those who have demonstrated success in the cultural tourism sector – to find effective ways to steadily expand our cultural tourism offerings to increase the value, diversity and attractiveness of our tourism product.
- We will celebrate the success of the Fogo Island Arts Corporation and the Shorefast Foundation.

Multicultural Vehicles

Newfoundland and Labrador is blessed with residents, including post-secondary students and immigrants, from around the world. Many of these people maintain strong connections with other countries; they speak the languages; and they appreciate the things about Newfoundland and Labrador that are particularly appealing to people from away.

- We will do more to engage our multicultural communities in strategic marketing activities of all sorts in order to get the word out around the world about our tourism products. We will also seek their advice about ways to improve our tourism products and services to meet the needs of people from various countries and cultures around the world.

Seniors Tourism

- We will do more to attract seniors' tour groups to Newfoundland and Labrador, emphasizing how naturally suited Newfoundland and Labrador is for nurturing meaningful friendships, celebrating our heritage and communing with unspoiled nature.

Marine Atlantic Ferry Access

- We will work with the Government of Canada to ensure the Marine Atlantic ferry system meets the needs of our tourism sector and of tourists.

Gateway Attractiveness

- We will invest in improving the look, friendliness and functionality of the province's tourism gateways in such places as Port aux Basques, Argentia, Labrador West, southern Labrador and our airports. These locations represent our opportunity to leave a positive first impression and point our guests in the direction of venues and experiences that interest them and benefit us.

Signage

- We will work with communities and enterprises to ensure that local attractions, tourism operations and communities are fully and fairly promoted under a state-of-the-art provincial signage policy that is tailored to our communities' needs.

Adventure Tourism Program

- We will expand the Adventure Tourism / Outdoor Recreation program at the Corner Brook campus of College of the North Atlantic, incorporating the work of the Centre for Forest Science and Innovation and the Forest Innovation Strategy to promote high-quality eco-tourism experiences.
- We will encourage producers of adventure tourism television programming to showcase Newfoundland and Labrador' strengths.

Living Sustainably

Living sustainably means minimizing the harm we need to avoid while promoting the development we need to achieve. Finding a harmonious balance is the responsibility of the government, working in dialogue with proponents, opponents and the larger community. Important tools we use to promote sustainability and environmental stewardship are the environmental assessment process as defined by the Environmental Protection Act; the Natural Areas System Plan; the Climate Change Action Plan; the Energy Plan; and the Waste Management Strategy.

Natural Areas System Plan

- We will proceed with the development and implementation of a new Natural Areas System Plan to establish and manage provincial protected areas. Currently, 57 protected areas are managed by the department, and 34 of these have coastal components.

Moose Management

- Opinions differ on the optimal size for the province's moose population. We recognize the importance of good scientific data to inform our decisions and as such we are committed to developing a Moose Management Strategy. This strategy would address issues like an appropriate target population, hunting quotas and research requirements.

Eco-Youth Teams

- Many programs focused on youth – from Green Teams to Junior Rangers, from the Conservation Corps to MI Ocean Net, from Scouts to Cadets – promote environmental stewardship and sustainable living. We will consult with young people on the development of a new approach to engaging young Newfoundlanders and Labradorians in green activism – a model for other jurisdictions. We will make a special effort to engage Aboriginal youth and Aboriginal elders in developing this initiative in recognition of the strong connection to the

environment that endures in Aboriginal cultures.

Public Transit and Green Transport

- We are encouraging the municipalities of the northeast Avalon to cooperate in search of ways to expand environmentally-friendly public transit opportunities. Some options include incentives to use vehicles that burn less fuel, incentives to car-pool, incentives to promote bicycling and so forth.

Flood Risk Awareness

- We will update the province's flood maps to incorporate new data and establish a risk alert system to warn local residents and travelers when flood risks are high.

Coastal Erosion Monitoring

- We will proceed with a coastal erosion monitoring program in areas where erosion poses significant concerns.

Wilderness Preserves

- Where appropriate, we will designate wilderness preserves to protect natural ecosystems. We will balance the need for protection with the need to promote economic development.

Contaminated Sites Cleanup

- We will proceed with the cleanup of contaminated sites to ensure the health of nearby residents is not compromised. We will also work with developers to put in place reserve funds to finance cleanup work when industrial operations cease.

Climate Change

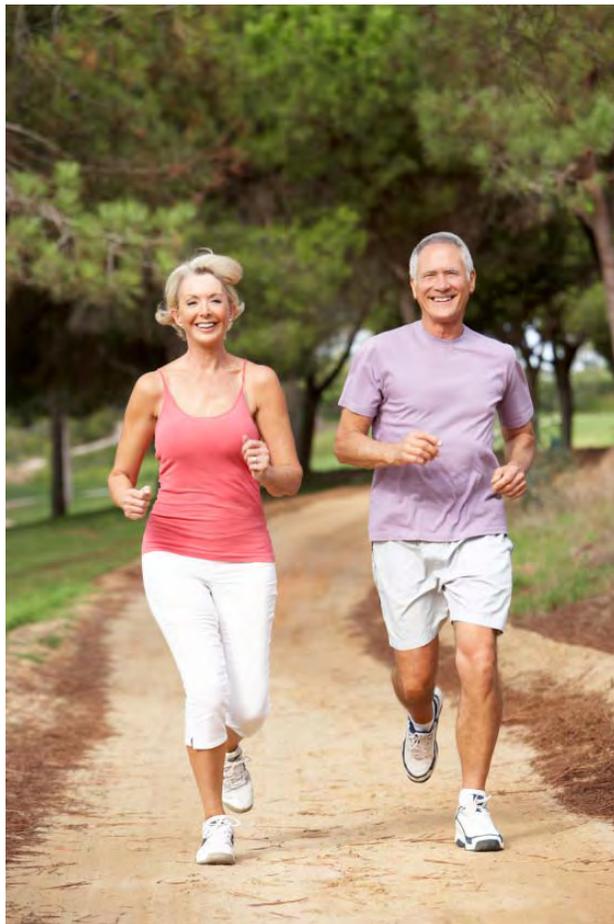
Policies on climate change are identified in the section of this Blue Book regarding renewable energy.

Agricultural Sustainability

Policies on agriculture and food security are identified in a separate section of this Blue Book on agriculture.

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PROMOTING HEALTHY LIFESTYLES



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Fitness Tax Credit and Support Programs

- We will introduce a provincial fitness tax credit to offset some costs of sport and exercise.
- We will also partner with the private and community sectors on initiatives, such as the Canadian Tire Jumpstart program, that enable children to participate in sport and recreational activities their families might not otherwise be able to afford.

Infrastructure and Programs

- We will continue to fund regional recreational facilities such as new arenas and recreational programs. We will partner to develop multi-purpose facilities like the new facility announced for Pasadena, which includes two-story and one-story space, a therapy pool, a rock climbing wall, a walking track, a community kitchen, areas for family, youth and senior activities, and a reception areas and office.

Health and Fitness Curriculum

- We will develop curriculum to promote active living, nutrition and other healthy life choices. We will increase opportunities for physical exercise at schools, adjusting the physical education curriculum to engage students who face particular challenges.

Sport and Recreational Travel Support

- We will open up new opportunities for young athletes to travel to participate in sport and recreational events.

Canada Fitness Test

- We will explore the reintroduction of the Canada Fitness Test program, or an updated version, in schools to promote fitness targets by age level. This former national program established age-appropriate fitness targets and rewarded young people for achieving those targets in regular fitness tests open to all who wanted to participate. Rewards consisted of bronze, silver and gold sew-on patches distributed according to the fitness level achieved. We need to work with health care professionals and others to ensure this

program is designed to include the least fit individuals and also to include males and females with disabilities and health conditions that pose special challenges.

Renewing 'Participation'

- We will develop a promotional campaign similar to the Participation and Body Break campaigns to encourage specific fitness activities, including both competitive and noncompetitive recreation and sport activities. The campaign will promote healthy recreational activities like cycling, swimming, Pilates, aerobics and dance, and healthy uses of promising new technologies such as the Wii, Kinect for Xbox 360, PlayStation Move and others.
- We will encourage people to organize and participate in not-for-profit community fitness programming (such as exercise classes, organized hikes, fitness days, road races, dance classes, aerobics and so forth).

Move 2 Improve

- In selected classrooms, we will pilot the "Move 2 Improve" program, developed by Allison Cameron at City Park Collegiate School in Saskatoon based on research by Dr. John Ratey from Harvard Medical University. The program – which is also being tested at Beaverbrook School in Moncton, N.B. – incorporates exercise into students' daily routine. By interspersing periods of focused physical activity with periods of instruction in core curriculum, developers have found students can focus better and progress further.

Coaching

- We will find ways to expand programming and coaching, including volunteer coaching, so all students wishing to participate in team sports are able to do so, not exclusively the very elite.
- We will continue to provide the opportunities, the impetus and the rewards for elite athletes to excel and push past their personal limitations, but in the interest of

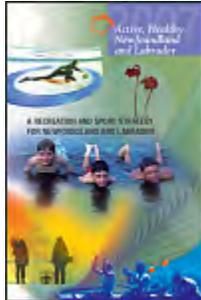
promoting fitness and in the spirit of inclusiveness, we will also provide opportunities for all students to enjoy the benefits of team sports and discover the thrill of pushing past limitations to achieve personal bests.

Everyone Plays

- We will promote an expansion of team sports to make room for teams of players not at the top level so all can participate in competition with those at their skill level.

Recreation and Sport Strategy

In 2007, we released our Recreation and Sport Strategy entitled "Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador". As the strategy states, our vision is of "a vibrant and active population safely participating in physical activity, recreation and sport at all levels for quality of life, improved health, enhanced social interaction, personal fulfillment and excellence, all within a system that is safe, equitable, ethical and accountable."



Own The Podium

- We will continue to raise the bar for athleticism in this province, nurturing a culture that rewards athletes for setting the highest goals for themselves.
- The Premier's Athletic Awards will continue to provide opportunities to honour athletes who have risen to the challenge and excelled in their sports.

- We will continue to open doors for those who are committed to becoming elite athletes, capable of competing in regional, provincial, national and international events.

- We will continue to provide grants to our elite athletes, continue to support high-level competitions and continue to maintain the Newfoundland and Labrador Sports Centre (Powerplex) and the regional training centre in Stephenville while continuing to provide funding for regional recreational infrastructure and initiatives.

- We will continue to support our elite athletes, including athletes competing in Olympic, Paralympic, and Commonwealth Games.

A Fitness Revolution

Newfoundlanders and Labradorians are ready for a revolution in the way we think about fitness, sport and recreation. Unfitness is holding us back, both individually and collectively. Embracing fitness is fundamental to self-reliance. Getting fit is not easy for many. We owe it to ourselves to help one another out. We need to make it easier to live active lives. We need to reach out to children in age brackets in which lifelong habits are learned. We need to reach out to adults and seniors who are especially vulnerable to the consequences of unhealthy lifestyles. We each need to reach out to the person in the mirror, set realistic goals and start to enjoy the benefits of sound lifestyle choices. Fitness is a vital component of "wellness", which is dealt with more broadly in the section that follows.

Healthy Living Division

- We will establish a Healthy Living Division of the government's new Population Health Branch to provide cohesive and focused oversight of the government's policies and programs promoting wellness, healthy living, healthy aging, physical education, fitness, recreation and sport.

Access to Nutritionists and Dieticians

- To give people greater access to information about nutrition, we will explore options such as hiring more nutritionists and dieticians and using telehealth and e-health technologies.

Wellness Plan – Phases I and II

- We have been applying the measures in Phase I of the province's Wellness Plan while working to develop Phase II. In 2006, we launched Phase I, "Achieving Health and Wellness: Provincial Wellness Plan for Newfoundland and Labrador". The first phase focuses on healthy eating, physical activity, tobacco control and injury prevention. The second phase builds on the first and adds actions in the areas of mental health promotion, environmental health, child and youth development, health protection and healthy aging.



Support for Parents and Children

Childhood obesity is an escalating problem in Newfoundland and Labrador. Poor diet and inactivity have been identified as causal factors. The health consequences of childhood obesity are potentially severe. We have taken action to change attitudes and behaviours through the Provincial Wellness Plan, the Healthy Students, Healthy Schools initiative, Kids Eat Smart, the Sport and Recreation Strategy.

- We will work with our schools and health care institutions to reduce access to unhealthy foods and teach students about healthy food choices.

Choosing Healthy Lifestyles

One of the most effective things a person can do to promote greater self-reliance is to take individual responsibility for choosing a healthier lifestyle. We are determined to promote healthier living in all age groups to avoid some of the consequences and costs of preventable illnesses.

Non-surgical Cosmetic Industry

- We will work with tattooing, body piercing and pedicure practitioners and identify the best practices of other jurisdictions in developing appropriate standards for the non-surgical cosmetic industry to protect public health and safety.

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Seniors' Discount on Licence and Permit Fees

- We will provide seniors with a 35% discount on licences to hunt, fish and engage in various other activities for which permits are required and people are assessed a fee, in recognition and appreciation of their lifelong contributions as citizens.

Collective Memory Project

- In collaboration with Memorial University's department of Folklore, we will commission an informal Collective Memory Project in which we will invite seniors to record and archive the stories of their youth. We will seek to engage young Newfoundlanders and Labradorians in recording these sessions in an effort to cultivate a climate of mutual understanding and respect connecting the generations while preserving our oral history.

Respecting Our Seniors

We envision a province in which our seniors can enjoy healthy, active lives, secure in the knowledge that they can avail of a continuum of health care and long-term care according to their particular needs. We

believe in finding creative ways to help seniors achieve optimal independent.

Healthy Aging Policy Framework

Since 2003, we have made seniors a priority.

In 2007, we released our Provincial Healthy Aging Policy Framework, and we continue to abide by the principles and goals it establishes. Among other actions,

- We will establish a transportation fund of \$1 million to partner with community organizations to improve transportation options for seniors.
- We will work to reduce the prevalence of chronic disease and conditions.

Care Close to Home

Also see the section of this document on care close to home.



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DELIVERING QUALITY HEALTH CARE



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Health Care System

The primary role of our health care system is to treat people when they need care. People expect to be able to access health care when they need it and to receive the care they need from a team of health care professionals working as partners. They expect their health care system to be streamlined so there is a graduated continuum of care. They expect the system to be modern, applying best practices using state-of-the-art technology and with an enduring focus on quality and safety. In working to meet these expectations, we must deal effectively with the challenges posed by an aging population, high rates of chronic disease, and a vast geography with a dispersed population. We must also deal effectively with the challenge of improving system performance to continually enhance the quality and sustainability of the health system.

We believe our health system should be integrated, streamlined and seamless, affordable and sustainable, leading-edge, attractive to health care professionals, client driven and community-based.

Priorities

- The health care challenges that shape our greatest priorities in health care are an aging population dispersed over a vast geography in small communities; the high prevalence of chronic conditions in our society, especially among seniors; childhood obesity; and wait times. We will make great headway addressing these priorities.

Wait Time Reductions

People expect to receive services as quickly as possible. Over the past number of years, we have taken a strategic approach to addressing the issue of wait times throughout the health care system. We have made investments which are improving access and reducing wait times for endoscopy services, improving access to select orthopedic surgeries and creating additional operating room capacity. We have further improved our services by launching a centralized intake

process for orthopedic patients and improving communication with the public regarding wait times through providing access to a website and frequent public updates regarding our progress.

- Reducing wait times to meet reasonable benchmarks will remain one of our highest priorities. We will proceed with the establishment of a new Access and Clinical Efficiency Division within the Department of Health and Community Services to provide provincial leadership on the issue of reducing wait times for key health services.

Emergency Rooms

- Within the first 120 days in office, we will produce a provincial strategy on reducing wait times in emergency rooms. This strategy will identify means of improving the timeliness of services, utilization of existing emergency room capacity, physical infrastructure and policies to enhance “patient flow”, and communication with patients regarding the anticipated wait time.

Orthopedics

With an aging population, the demand for joint replacement is growing. While we have made improvements, more can be done.

- Within the first 120 days in office, we will produce a provincial strategy on reducing wait times for orthopedic surgeries for joint replacement. This strategy will focus on means of enhancing the use of existing orthopedic services in the province, improving patient flow and ultimately improving the timeliness of access to services.

Cancer Care

The impacts of a cancer diagnosis are many and far-reaching, impacting not only the patient, but family, friends and co-workers. One third of cancer can be prevented, and early detection and effective treatment of another third is also possible. We recognize these impacts



and have responded through \$133 million in new investments in cancer care in the past eight years, with initiatives focused on improving prevention, screening, diagnosis, treatment, implementing recommendations from the Cameron report, providing coverage for new cancer drugs, improving screening for colorectal cancer and planning for a new Positron Emission Tomography (PET) scanner.

- We will continue to work to enhance cancer care throughout the province to improve the lives of cancer patients and their families.

- Guided by the Provincial Cancer Control Policy Framework that was launched in 2010, working together with partners and stakeholders, we will focus on further reducing the incidence and impact of cancer and improving the quality of life of those living with cancer in Newfoundland and Labrador.

- The Provincial Cancer Control Advisory Committee will play a key role, providing advice regarding actions that need to be taken to improve the full continuum of cancer care in the province. In consultation with the Provincial Cancer Control Advisory Committee, a review of all cancer screening programs in the province will be conducted and within 90 days, we will conclude a review of whether it is appropriate to lower the age to begin breast cancer screening.

Lab and X-ray Services

- We will continue to be vigilant to ensure the government abides by the letter and the spirit of the recommendations of the Cameron Inquiry to better serve the people of Newfoundland and Labrador.

- We will work cooperatively with local radiologists and the Canadian Association of Radiologists to facilitate plans to expand accreditation programs and peer review for the profession.

Telemedicine, Digital Networks and the Health Infoway

Newfoundland and Labrador has long been a leader in telemedicine and e-health initiatives. Virtual linkages are overcoming many of the challenges associated with geographic dispersal of our population and placing high-quality health care within reach of families far from specific services. Such links speed diagnosis and treatment, reduce travel costs, expand rural care options, facilitate professional development, and more.

- Already we have taken steps to broaden the health infoway in our province, and we are ready to work with health care providers to do much more.

Mental Health and Addictions Strategy

By recognizing mental illnesses and addictions primarily as health issues, we can bring a fresh approach to the diagnosis and treatment of these afflictions, involve clients in their own care and replace the stigma and helplessness with dignity, confidence and hope.

Mental Health and Addictions Initiatives Already Announced

A number of initiatives already announced will provide significant benefits in the years ahead. For example, we will:

- construct a modern replacement for the Waterford Hospital;
- open new addictions treatment facilities and new facilities for the treatment of children and youth with complex mental health needs;
- develop an interactive, web-based e-mental health service: an innovative and engaging method that creates greater access and service delivery of mental health services in areas that are geographically isolated;
- create a provincial public awareness campaign to decrease the stigma and discrimination, and increase understanding of how and when to seek help; and,
- enhance tele-mental health services to increase rural and remote access to mental health and addictions counselling.

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Chronic Disease Strategy

Arthritis, cancer, chronic pain, diabetes, heart disease, kidney disease, lung disease and the effects of stroke – unlike many acute illnesses that can be treated and cured – are chronic conditions that can remain with people for the rest of their lives.

- As we announced in the 2011 Throne Speech, we are moving forward this year to release our new Chronic Disease Management Strategy which will include a comprehensive and collaborative approach to chronic disease prevention and management throughout the province. “Improving Health Together: A Policy Framework for Chronic Disease Prevention and Management in Newfoundland and Labrador” characterizes the approach our government will adopt using five terms: client-centred, accessible, evidence-based, integrated and accountable. Our approach focuses on: (1) being the manager of your own health; (2) promoting health and preventing disease; (3) organizing and coordinating services to meet the needs of individuals; (4) using current information and standards to provide quality care; (5) collecting and using data to guide and monitor programs and services; and (6) working together for better health.

Obesity

- We will develop specific, authoritative healthy living recommendations for use in educational literature and promotional ad campaigns specifically targeted to healthy eating and exercise.
- Working with health care professionals, dieticians and fitness experts, we will develop programs specifically designed to combat childhood obesity. The programs will be designed to work with families and schools. We are cognizant of the damage children may suffer if body image issues are presented in ways that are insensitive and traumatizing. In developing these programs, we will work with professionals and others who understand such matters and have expertise in such conditions as anorexia and

bulimia to ensure we do not inadvertently cause avoidable harm. We will also be careful to ensure these programs do not lead to bullying.

- We will ensure healthy foods are available in all schools and other public institutions. We will require these institutions to limit access to sugary, fatty and salty foods at the same time that they are improving access to healthier food choices. We need to be especially proactive in replacing high-fructose beverages, high-sugar snacks and high-salt foods in schools.

Diabetes

The former Auditor General in 2011 recommended measures to address chronic diseases such as diabetes and aggravating factors such as obesity.

- We will make full use of Electronic Medical Records in order to capture patient data such as personal information, health complications, risk factors, diagnosis of multiple diseases, and test results.
- We will provide support for the maintenance of the diabetes flow sheet which was designed to document results of patient visits. In particular, we will provide funding for the Provincial Chronic Disease Collaborative Database at the Eastern RHA which was designed to collect and report information documented in the diabetes flow sheets.
- We will provide resources to manage and monitor individuals who receive insulin pumps as part of their diabetes care.
- We will include salaried physicians in the tracking of diabetes diagnosis and treatment.
- In developing and implementing our comprehensive chronic disease prevention and management strategy, we will be informed by the province’s 2008 report entitled A Review of Chronic Disease

Prevention and Management Services (Diabetes) in Primary Health Care Teams.

Dialysis Facilities and Services

Since 2004 we have invested over \$150 million to enhance dialysis services throughout the province, either through creating new treatment services for communities where there was a need or through expanding already existing services. To date, investments have increased the number of dialysis sites from 7 to 14 and the number of available treatment seats from 340 to 494. Following full implementation of investments announced in Budget 2011, we will have 15 sites and be able to accommodate 531 patients.

We recognize the demand for dialysis services is increasing and that some individuals continue to travel further from home than desired to receive treatment.

- We will continue to enhance dialysis services in the province by ensuring we have state-of-the-art equipment and highly trained

professionals available to meet patient needs.

- We will also continue with our prudent, incremental approach to improving access to dialysis services based upon need, number of people impacted and availability of health professionals to ensure delivery of a safe and high-quality service.

Specialty Residencies

- In consultation with Memorial University's Medical School, we will explore the establishment or enhancement of Medical School residency programs in hard-to-fill specialty areas, and offer bursaries in return for local service.

Pharmacare

- We will work with other governments to explore options to reduce the costs of medications. We will work to make medications more affordable for patients.

Continuum of Care

We envision a province in which our seniors can enjoy healthy, active lives, secure in the knowledge that they can avail of a continuum of health care and long-term care according to their particular needs. We believe each senior is unique, and rather than impose a one-size-fits-all approach, we should tailor our programs to a wider range of circumstances. We believe we can help seniors to live independently longer as we encourage and enable their communities to help meet their needs more effectively. We believe in finding creative ways to enable our seniors to stay in their own homes longer, intervening only to the degree that they desire and require so they can enjoy maximum independence.

Long-term Care and Community Support Care

- We will implement our new Long-term Care and Community Support Care Strategy, “Close to Home”. Under this approach, individuals and families receiving long-term care and community support services will be assisted in a manner that addresses health and social needs; optimizes rights and participation in decision making; encourages choice, independence and mobility; and demonstrates standards of quality in all aspects of service provision. Such an approach will be client-centered, needs-based and individualized; ensure family involvement and support; be accessible; be flexible and responsive to changing needs; be accountable; and be fair and just.



We have proposed a client-centred model of care, a continuum of care that optimizes the individual’s independence. One of the primary goals of a client-centered system is to ensure individuals receive supports early enough to prevent the need for more intensive supports or movement to a more restrictive residential care option.

The strategy outlines five policy directions.

1. We will promote healthy living and wellness. This means supporting individuals to achieve and maintain good health and well-being; and creating and maximizing opportunities for individuals with chronic disease to reach optimum health.
2. We will deliver person-centred service. This means enhancing the availability of service to support individuals in their homes; increasing the types of living arrangements available; enhancing the community emergency response to individuals in crisis to assist them to remain at home; increasing the focus on restorative and rehabilitative care; enhancing the role of personal care homes; ensuring the most suitable type and level of support in the most appropriate location; and increasing palliative and end-of-life services and capacity.
3. We will deliver family and informal caregiver support. This also means increasing community capacity to provide care for those who need it.
4. We will ensure quality services and service delivery. This means strengthening the capacity of the workforce to provide high-quality care; increasing service coordination and integration to ensure seamless transitions as individuals access various services; ensuring provincially owned or licensed residences meet current and future standards; increasing the focus on quality of life in all aspects of care; and modernizing the legislative and regulatory framework for all sectors to ensure a focus on quality outcomes.
5. We will ensure system sustainability. This means ensuring care services are provided based on need and are affordable and sustainable; and ensuring an adequate supply of long-term care facility beds to meet the population needs.

Care At Home

Our focus will be on enabling seniors and others in need of support to remain in their own homes and as independent as possible for as long as possible.

- We will work with community care providers to enhance the availability of at-home care. We will provide a continuum of care based on need, enabling people to remain in their own homes longer and rely on graduated care based on need, moving them into institutions only when home-based care is unsafe.

Level II Plus

- As a pilot project, we will enable personal care homes that meet certain criteria to accept clients who require a degree of care beyond Level II.

Supporting Family-provided Care and Unpaid Caregivers

- We will develop a new model of home care that realigns patient care funding so that it is based on the patient's assessed needs. Clients will have the option of receiving that care from family members. We will enhance supports for unpaid caregivers. This may include in-home respite, seniors' day programs, institutional respite and seniors' activity programs. We will support and expand community programs that provide in-home help. These may include making meals, housekeeping and light home maintenance. We will help sustain caregiver support networks such as Caregivers Out of Isolation. We will support education and training for unpaid caregivers. This will enhance their knowledge of the needs of the people they serve.

Home Care 'Needs Test' Changes

- We will amend the home care needs assessment test to allow recipients to keep more of their savings.

Restorative Care and Rehabilitative Services

We will invest in restorative care and rehabilitative services.

- No one is served when patients who do not require acute care are occupying acute care

beds. Restorative care gives these patients the therapy they need to heal and grow stronger so they can leave hospital altogether. Restorative care is provided at the five-bed unit we established in Twillingate.

- We also recognize the need to improve rehabilitative services that will help individuals avoid entering hospitals in the first place.

Supportive Housing Options

- We will commission research on housing requirements and supportive care needs of persons as they age. We will improve the range of housing opportunities that support healthy aging. We will support partnerships to assess the need for a range of affordable and accessible housing options. Partners will involve government, the public, the regional health authorities, and others. We will support affordable and accessible rental housing for seniors through the Affordable Housing Program. We will continue to provide rent supplement for low income persons, including seniors, residing in Newfoundland Labrador Housing. We will reduce rent for seniors living in Newfoundland Labrador Housing from 30 to 25 percent of net income per month. We will support and enhance the Provincial Home Repair Program. We will identify and support other programs and services that allow seniors to maintain or modify current housing. We will endorse affordable housing design and construction. Universal design guidelines will promote accessibility for all including seniors. We will assess the role of assistive technologies in helping seniors remain in their homes and communities. We will increase seniors' knowledge of housing options. We will apply the age-friendly lens to policies, programs, and services that address seniors housing. We will assess and deal with seniors housing issues such as property taxes, home heating costs and other home expenses.

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CLEARING PATHS TO OPPORTUNITY

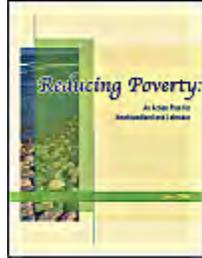


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Poverty Reduction Strategy

In 2006, we launched our Poverty Reduction Strategy, "Reducing Poverty: An Action Plan for Newfoundland and Labrador", initiating an approach that has made us a national leader in poverty reduction. National anti-poverty leaders have pointed to our approach as a model for the country. Our Poverty Reduction Strategy has three elements: (1) prevention of poverty, which means keeping people from slipping into poverty in the first place; (2) alleviation of poverty, which means doing a better job of meeting the needs of people who rely on social support networks; and (3) liberation from poverty, which means removing the barriers so people can escape poverty and find freedom through newfound personal self-reliance. In 2009, we issued our first progress report on our performance. We are genuinely determined to make a difference in the lives of those for whom poverty is a prison.



- We will continue to seek feedback and continue to tailor our initiatives to ensure they are doing what we need them to be doing.

Poverty Reduction Strategy: Next Steps

To meet the goal of having the province with the lowest levels of poverty requires a sustained focus and commitment. We will continue an aggressive approach to supporting all Newfoundlanders and Labradorians to share in the social and economic benefits of the province.



- We will develop, implement, review and continually tailor a new phase of our Poverty Reduction Strategy to address the needs that remain, particularly those that have not been altered significantly enough during the first phase of our Poverty Reduction Strategy. Some elements will be continued; some will be revised; and some will be included only

for a finite period of time to enable other initiatives to proceed. To achieve enduring results, we will focus on the root causes of poverty. We are determined to ensure our initiatives actually benefit those they are intended to help.

Social Housing Strategy

A primary component of poverty reduction is housing. The issues are complex, they vary across the province and they extend far beyond issues of poverty reduction, though ultimately all aspects of the housing market

have an impact on poverty. We have already outlined our approach to social housing – one component of the comprehensive housing initiative. In 2009, we released our Social Housing Strategy



entitled "Secure Foundations: A Social Housing Plan for Newfoundland and Labrador". Its goals continue to shape the approach of our government as we move forward.

- Objectives of the strategy include greater integration of housing and support services to promote self-reliance and community participation; increased supply of accessible housing; initiatives that support personal development and community participation; enhanced information exchange on housing need and market trends; enhanced coordination and integration of programs and services between government partners; enhanced capacity of Aboriginal organizations and community partners to deliver housing services; enhanced management of assets and service to clients and delivery partners; increased rental options for low- and moderate-income households; increased assistance to low- and moderate-income households for repair of privately-owned homes; and increased housing assistance for Off-Reserve Aboriginal households; improved quality of NL Housing homes.

[Support to Purchase Affordable Housing](#)

- We will develop a program to support families with incomes up to \$60,000 with the first purchase of a modest-priced home. The inability to get a down-payment is the primary barrier blocking moderate-income families from home ownership. Our program will be a multi-sector partnership that provides equity and other supports to prospective homeowners whose incomes fall beneath the threshold and whose chosen home falls within an established limit (perhaps \$200,000 or \$250,000, as determined following a period of investigation). We will develop this program in partnership with a range of agencies – municipalities; the Canada Mortgage and Housing Corporation; financial institutions; the non-profit sector; and legal firms. We propose Newfoundland Labrador Housing Corporation would provide a grant to partially or fully fund a 5% down-payment. (If the maximum home price is set at \$200,000, the maximum grant would be 5% of that, or \$5,000.) Following a period of consultation, we will finalize and unveil the details of the role each partner will play. This initiative has the potential to provide a novel path to home ownership for low-to-moderate-income households, assisting 200 or more households for each million-dollar provincial investment.

[Homelessness and Related Housing Issues](#)

- We will commission a study to quantify the housing needs of Newfoundlanders and Labradorians in various regions, accounting for needs that may be hidden from view. We will consider solutions to “couch surfing”, “daytime homelessness” among boarders and others who are expected to be out of their dwellings during daytime hours, and the scourge of slum landlords. We will explore measures that would encourage and assist homeowners to add rooms and apartments and to undertake other renovations to address local housing supply issues. We will explore ways to encourage the construction of small-size dwellings to meet the needs of smaller families with limited financial means. We will be especially vigilant to ensure we do not, through policies and regulations, create

circumstances that penalize individuals from leaving violent, abusive situations they may be enduring at home. We will work with community organizations to identify and implement progressive approaches to address homelessness effectively.

[Single Parents](#)

- We are determined to work more effectively to help single parents – most of whom are single moms – to escape poverty and achieve personal self-reliance with all the benefits that means for them and their children. Novel approaches to child care, education, employment and housing could make a tremendous difference for some. By being creative and thinking outside the box, we can open doors of opportunity to many of these struggling families.

[Food Banks, Community Kitchens and Community Food Sharing](#)

Community food sharing is a legitimate way for neighbours to help neighbours in need. Under the *Donation of Food Act* our Party brought forward in the nineties, grocery stores and other retailers are able to avoid discarding and destroying tonnes of perfectly good food by donating it to food banks where it is distributed to families who choose to avail of community food sharing services. These centres provide a means for individual citizens, through their freewill choices, to make a difference in poverty reduction. Many organizations incorporate food donation in their charitable work and do tremendous good while teaching young people valuable lessons about giving.

- We will provide additional assistance to community food sharing organizations to offset their operational costs so they can continue the great work they are doing.

[Canada Pension Plan and Income Support](#)

- We will allow social assistance recipients to wait until age 65 to apply for their Canada Pension Plan benefits so they do not have to take a lifelong lower rate by applying at 60.

persons with disabilities 33

Participating Fully

Among our people, there is a wide spectrum of individual differences, and disabilities are among these differences. Disabilities need not prevent people from participating fully in their communities or maximizing their potential as unique individuals. Often by making simple adjustments to the ways we do things, we can remove barriers and free people from focusing on limitations.

Strategy for the Inclusion of Persons With Disabilities

- In 2010, our government undertook a series of public consultations to help develop a strategy on the inclusion of persons with disabilities. In the term ahead, we will publish and implement this strategy. Its core principles will be equal access, respect, equity, choice, self-determination, autonomy and privacy. Among the initiatives that will continue is the Provincial Advisory Council for the Inclusion of Persons of Disabilities, which was established by our government in 2009. The Council advises the Minister Responsible for the Status of Persons Disabilities on matters relating to persons with disabilities. It also advises policies, programs, strategies and recommendations are developed to advance persons with disabilities. The Council will continue to work in consultation with persons advocates, educational institutions, employers and all levels of government.

Lowering Employment Barriers

- We will continue to finance programs that will provide funding to employ persons with developmental disabilities. Through incentive programs and services, we will help persons with disabilities obtain employment that provides sustainable long-term income and meaningful work experiences.

Opening Doors

- Through programs like Opening Doors, we as a government will continue to provide meaningful and rewarding employment opportunities for persons with developmental disabilities.

Accessible and Affordable Housing

- We will continue to enhance opportunities for persons with disabilities to obtain housing that is accessible and affordable, and that enables them to live independently. Under the Home Accessibility Modification Program, we will continue to offset the costs of making modifications to private homes to accommodate persons with disabilities. We will provide incentives to the private sector to stimulate the building of additional affordable housing units for persons with disabilities. We will continue to make modifications to public housing as needed to accommodate persons with disabilities.

Home Support

- We will expand opportunities for home support for persons with disabilities so they can live in their communities as independently as possible.

Transportation

- We will develop a program to offset the costs of making modifications to private vehicles to accommodate persons with disabilities affecting mobility.

Inclusive Education

- We support the principle of inclusion of persons with disabilities in the classroom. Inclusion means enabling all students to feel at one with their peers. Inclusion must be applied in ways that ensure each classroom setting is conducive to optimal learning by all students in that room. We will provide student assistants, teaching coaches and learning devices as required to facilitate the inclusion in the classroom of persons with disabilities.

- Through the use of technology and innovative teaching strategies, we will make our classrooms more-effective learning environments for hard-of-hearing and visually impaired students.

- We will sponsor appearances in our province's schools of persons with disabilities

who have made significant achievements in various disciplines.

- We will explore new ways to educate students about disabilities to promote awareness and break down barriers.
- We will work to identify children with autism earlier and to intervene earlier and more effectively with proven therapies.
- We recognize that persons who are deaf and communicating using American Sign Language share a unique culture and should have regular opportunities to interact with others who sharing the American Sign Language. We will work to facilitate these opportunities. Students who are deaf or hard of hearing are being fully integrated in the school system with their peers. Supports are being provided in the classroom to facilitate communication and learning.
- We will expand the Labour Market Agreement for Persons with Disabilities, which provides support for post-secondary students, offsetting some of the significant costs of the additional educational supports many require.

Physical Accessibility

We will be vigilant in ensuring the public buildings we construct:

- are accessible to persons with physical disabilities that affect mobility;
- contain features that make them accessible to people who are blind or visually impaired; and,
- are equipped with visually-cued life safety alarms and text-based telephone devices to make them accessible to, and safe for, persons who are deaf or hard of hearing.

Decision-making Capacity

- We affirm that persons with disabilities have the right to make their own decisions and to use support if they choose.

Paralympics

- We will work cooperatively to support motivated and talented persons with disabilities who seek to train for, qualify for and compete in Paralympic sports.

community sector 34

'Who Cares' Campaign

- We will build on the 'Who Cares' campaign to draw attention to the work of volunteers.

Community Service

Through cooperation with volunteers and the community sector, we are making our communities stronger and more responsive to citizens' needs. The community sector augments the work that governments do, engages citizens in making communities stronger and better connected, and stretches the value of our resources to achieve maximum impact. Community service organizations and social enterprises are investing in infrastructure and activities, putting their compassion into action to help people in need. As people pour themselves into their community, they become amazing role models for our children while improving our quality of life. As a government, we acknowledge the role of the voluntary, non-profit sector and its immense value and importance to the social, economic and cultural fabric of our communities.

Community

- We will reinforce our commitment to the value, role and importance of the community (voluntary, non-profit) sector in the social, economic, and cultural fabric of our communities.
- We will create an investment fund to support innovation, research and development, and best practices, and explore new ways of doing business.
- We will encourage approaches to support and strengthen social/community enterprise activity and encourage a greater understanding of the social enterprise model

as a legitimate means of economic, social, environmental and cultural development.

- We will develop and launch a research plan for the community sector.
- The Voluntary Non-Profit Secretariat will work jointly and in partnership with the community sector to augment accountability and mutual engagement.

Voluntary Resource Hubs

- We will explore opportunities to develop Voluntary Resource Hubs located strategically to support community sector / non-profit organizations and volunteer engagement.
- We will review the Labour Market Development Agreement and Labour Market Partnerships to better integrate the employment needs of individuals while providing important and timely support to community groups in meeting their missions.
- We will work directly with the sector to produce a training plan for boards, volunteers, organizations and employees – delivered by the sector for the sector to build new leadership skills and support organizational standards and best practices.

Social Enterprise Development

- We will encourage approaches to support and strengthen social enterprise activity (both existing and developing) and encourage a greater understanding of the social enterprise model as a legitimate means of community economic development.

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SECURING THE VULNERABLE



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child protection 35

Child, Youth and Family Services

• We have no greater obligation than to protect children from harm. We will continue to advance the protection of children through the new department of Child, Youth and Family Services, which has the well-being of children as its overriding concern. Under the direction of its social workers and other professionals, we will be proactive in ensuring our policies safeguard children from risk of maltreatment by parents. The department will improve the child protection case management system to ensure all children in need receive the timely and effective care they require. We will be vigilant in examining and identifying any deficiencies in child protection in Newfoundland and Labrador; consolidating the recommendations of reports regarding child protection; examining the best practices of other jurisdictions; and making recommendations for improving child protection in Newfoundland and Labrador. The government has the responsibility for the well-being of children in care. We must do everything we can to ensure the checks and balances are effective in protecting children and their families and ensuring the accountability of the system.

Child Exploitation Policing

• In 2008, we created a Child Exploitation Unit – a sub-unit of the Royal Newfoundland Constabulary’s Child Abuse and Sexual Assault Unit – to focus on the exploitation of children in its many forms, with particular attention to the growing problem of internet-based child pornography, localized child prostitution and internet-based luring of children. We will provide additional resources to enable the police to identify and combat child exploitation.

Bullying Prevention and Student Safety

• We will work with educators, parents and students to develop and apply a wide range of initiatives to combat bullying (including cyber-bullying) and other forms of aggression and violence against students. We will also be vigilant and creative in continually promoting online safety, drug

and alcohol abuse awareness, and lifeline initiatives such as a youth support helpline.

Foster Parenting

• Working with professionals and others throughout our province, we will identify new and better ways to encourage people to become foster parents so children who are at risk of maltreatment by parents and cannot be safely cared for in their own home have a safe, secure, stable and nurturing environment in which to live. Among the most important components of child protection is foster parenting.

• We will build on actions we have already taken to provide greater resources to support foster parents. We will work with them and their association to nurture a culture in which foster parents are appreciated and supported for the extraordinary work they do.

• We will develop and implement a continuum of care for children in care including additional support for specialized foster homes.

• We will bring forward progressive policy changes that free foster parents from unnecessary administrative responsibilities so they are able to do their primary work of being loving, nurturing parents to the children in their care.

• We will listen attentively to foster parents’ concerns to ensure we are responsive to their needs, concerns and perspectives.

Alternative Living Arrangements

• We will develop better arrangements for providing temporary emergency care for children removed from their homes for their protection. While there are circumstances in which such “Alternative Living Arrangements” (ALAs) are the best or only short-term choices for children needing protection, our long-term goal is to identify and implement better alternatives.

violence prevention 36

Violence Prevention Initiative – Phase I

No person should live in fear of violence, so we will continue to fulfill our obligation to protect those who are vulnerable and shape a society in which violence is not tolerated. We have addressed the recommendations of Phase I of the province's



Violence Prevention Initiative spanning the period from 2006 to 2012. In 2005-06, we began to implement our province's new Violence Prevention Initiative, entitled "Taking Action Against Violence 2006-2012".

Violence Prevention Initiative – Phase II

- We will unveil and implement Phase II of the Violence Prevention Initiative to advance the goal of protecting the vulnerable from harm and fear.

Transition Houses

- We will continue to invest to expand access to transition houses to ensure women and their children have a place nearby where they can go for shelter and protection when they face threats to their safety in their own homes.

- We will also continue to invest to make these houses more secure, ensuring they have 'panic button' connections with local police.

Specialized Family Violence Court

- Our government currently sponsors a pilot program similar to those offered in other jurisdictions called the Specialized Family Violence Court. Selected perpetrators of domestic violence receive counselling to address the root causes of the violence in a concerted attempt to eliminate the violence at its source. Victims of domestic violence also receive support and counselling from this process.

Elder Abuse

- We will continue to focus attention on elder abuse, raising awareness and offering help.

Regional Coordinating Committees

- We will continue to engage the ten Regional Coordinating Committees of the Violence Prevention Initiative, providing the resources required for them to work to identify regional needs.

Sexual Assault Crisis and Prevention Centre

- We will continue to invest in the Newfoundland and Labrador Sexual Assault Crisis and Prevention Centre to ensure it has the resources to meet clients' needs.

Safety Audits

- We will commission workplace violence prevention safety audits to ensure workers' safety is not at risk from on-the-job violence.

Respect

- We will continue to sponsor campaigns in school, in the workplace and through the media to draw people's attention to the need to respect women. Such messaging continues to be needed to cement the attitude changes already achieved through the promotion of equality; to send a message that attitudes and behaviours do matter in a social context, and that our children are learning from us; to counter the onslaught of messages in various media – such as television, music, magazines and the web – to which children and others may be exposed; to challenge the culture of disrespect that for many years existed in some male-dominated professions and that may continue to exist in some quarters; to educate those whose attitudes may be rooted in bygone eras or in countries in which women, even today, are not respected or assured of equality; and to reduce and ultimately to eliminate the overt and subtle forms of discrimination, oppression and violence to which women may be subjected.

Police Forces – Training, Hiring, Resources and Infrastructure

- We will continue to build on our significant investments to strengthen our police forces, to train more officers, to hire more personnel and to provide the resources and infrastructure our Royal Newfoundland Constabulary and RCMP officers require to operate effectively and protect us from crime.

Drug Treatment Court

- We will establish a Drug Treatment Court including video conferencing in Newfoundland and Labrador. As described in the National Anti-Drug Strategy, Drug Treatment Courts (DTCs) aim to reduce crime committed as a result of drug dependency through court-monitored treatment and community service support for offenders with drug addictions. They also aim to reduce the burden of substance abuse on the Canadian economy, which has been estimated at \$9 billion annually for areas including law enforcement, prosecution and incarceration.

School Zone and School Bus Safety

- We will amend the appropriate legislation to strengthen penalties for motorists who speed in school zones or who violate school bus laws, such as by not stopping when required to let students cross. We will explore new ways to monitor violations.

Cybercrime

- We will provide additional resources to our police forces to identify and combat cybercrime, including online child exploitation, identity theft and online fraud.

Lamer Inquiry Follow-through

- We will remain vigilant in adhering to the recommendations of the late Justice Antonio Lamer regarding wrongful convictions and shortcomings of our justice system.

Her Majesty's Penitentiary and Other Correctional Facilities

- The principal prison in Newfoundland and Labrador, Her Majesty's Penitentiary, is in need of considerable infrastructure investments and, ultimately, outright replacement. We continue to urge the Government of Canada to cost-share such an initiative. We are cognizant of the recommendations of "Decades of Darkness", the 2008 report on our prison system. We will ensure that the present correctional facilities will be used to their optimal potential.

Women in Conflict

- We will continue working with stakeholders in Labrador to develop programming and services for women in conflict or potential conflict.

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GOVERNING RESPONSIBLY



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Our Commitment to Accountability

• Our commitment to accountability is strong and supported by our actions. Since 2003, we have introduced the *Transparency and Accountability Act* and the *Lobbyist Registration Act*; proclaimed and strengthened the *Access to Information and Protection of Privacy Act*; opened the books of the House of Assembly to the Auditor General; commissioned the Green Report and led the implementation of its sweeping recommendations to overhaul House of Assembly operations; began requiring strategic action plans and follow-up implementation reports from government departments and agencies; posted volumes of this information in the public domain on the government's web sites; commissioned Justice Cameron to inquire into failures of hormone receptor testing and recommend sweeping reforms; and then proceeded to implement those recommendations. We have heeded the recommendations the Auditor General has made in annual reports reviewing departments and Crown agencies. In his most recent report, the Auditor General stated that of the recommendations he followed up on, our government has completed or is in the process of completing actions on 89.1 per cent of them. We will continue to demonstrate that our commitment to accountability is unwavering.

Government That Listens

• On a broad range initiatives, we will demonstrate clearly that we are a government that listens to people, not only sometimes, but as a matter of course.

Public Tender Act

• Having introduced reforms to the *Public Tender Act*, we will reform the "Request for Proposal" (RFP) process to bring it in line with

the spirit and intent of the Act while ensuring the people of the province receive the best value for public investments.

Strategic Planning and Performance Reporting

• We will maintain the policy we introduced to require government departments and agencies to publish strategic plans and annual performance reports to demonstrate the actions they are taking and the results they are achieving.

Online Information Clearinghouse

• We will provide more information online and organize it in an accessible format, building an information disclosure clearinghouse hub to ensure more information is readily available to the public. We will utilize social media as public information vehicles.

Access to Information and Protection of Privacy - Reform

• We recently received the recommendations of the 2011 statutory review of the *Access to Information and Protection of Privacy Act*. We will introduce appropriate reforms to the legislation. We will continue to protect personal information, commercially sensitive information and cabinet documents.

Sunset Clauses

• We will remain vigilant in regularly assessing programs with a critical eye to ensure they continue to prove effective and are not maintained beyond their period of usefulness.

Red Tape Reduction

• Having reduced the regulatory burden by about a quarter, we will continue to identify opportunities to reduce red tape.

Newfoundland and Labrador – A Leader in Confederation

Working together during the past eight years, not only have we changed the face of Newfoundland and Labrador, but we have also changed the face of Canada, and Canadians have taken notice. In terms of economic growth, we are leading the country. In promoting the development and cross-jurisdictional trade in renewable energy, we are leading the country. In progressive student aid policies and tuition fees reduction, we are leading the country. In poverty reduction initiatives, we are leading the country. In promoting tourism, taking pride in our heritage and marketing our unique culture, we are leading the country. In sector after sector, we are showing Canadians how to turn untapped potential into new opportunities and newfound prosperity. And we have only just begun!

- We will work to advance initiatives that are in the best interests of Newfoundland and Labrador. We will cooperate to achieve goals we might not achieve alone, but we will never compromise Newfoundland and Labrador's best interests. The primary responsibility of the Government of Newfoundland and Labrador is to safeguard the best interests of Newfoundland and Labrador. We have proven ourselves to be willing and able to stand alone, when circumstances demand it, to defend Newfoundland and Labrador on issues that matter to us. We are not afraid to be tough when toughness is warranted, but neither are we afraid to be cooperative when cooperation will lead us closer to our goals. Canada is well aware of the value we bring to the table. Our country is already

benefiting immensely from Newfoundland and Labrador's success and our leadership on the national stage. A "have" province with a powerful record of growth and strength, we will continue to lead our country and continue to set a powerful example for all Canadians for generations to come.

Federal Transfers

- We will stand for Newfoundland and Labrador to achieve fair reforms to Equalization. We will stand for Newfoundland and Labrador to achieve predictable, stable and adequate programs providing federal transfers to the provinces, including the Canada Health Transfer, the Canada Social Transfer and the Building Canada base fund. Two federal transfer initiatives are set to expire in about 2014. The 2004 health accord provided an additional \$41 billion to the provinces for health care for the following ten years to 2014. The 2007 federal budget provided an additional \$39 billion in federal transfers to the provinces for the following seven years to 2014. The Government of Canada will soon be obligated to consider what will follow as these initiatives expire. With a suite of transfers up for discussion, our Premier and our government will provide strong and knowledgeable leadership in representing Newfoundland and Labrador's interests at the decision-making forums.

Representing Newfoundland and Labrador's Best Interests

- Addressed throughout this Blue Book are many other federal-provincial issues. On all of them, our government will stand strong and, at all times, represent the best interests of the people of Newfoundland and Labrador.





PROGRESSIVE CONSERVATIVE

newenergy.nl.ca