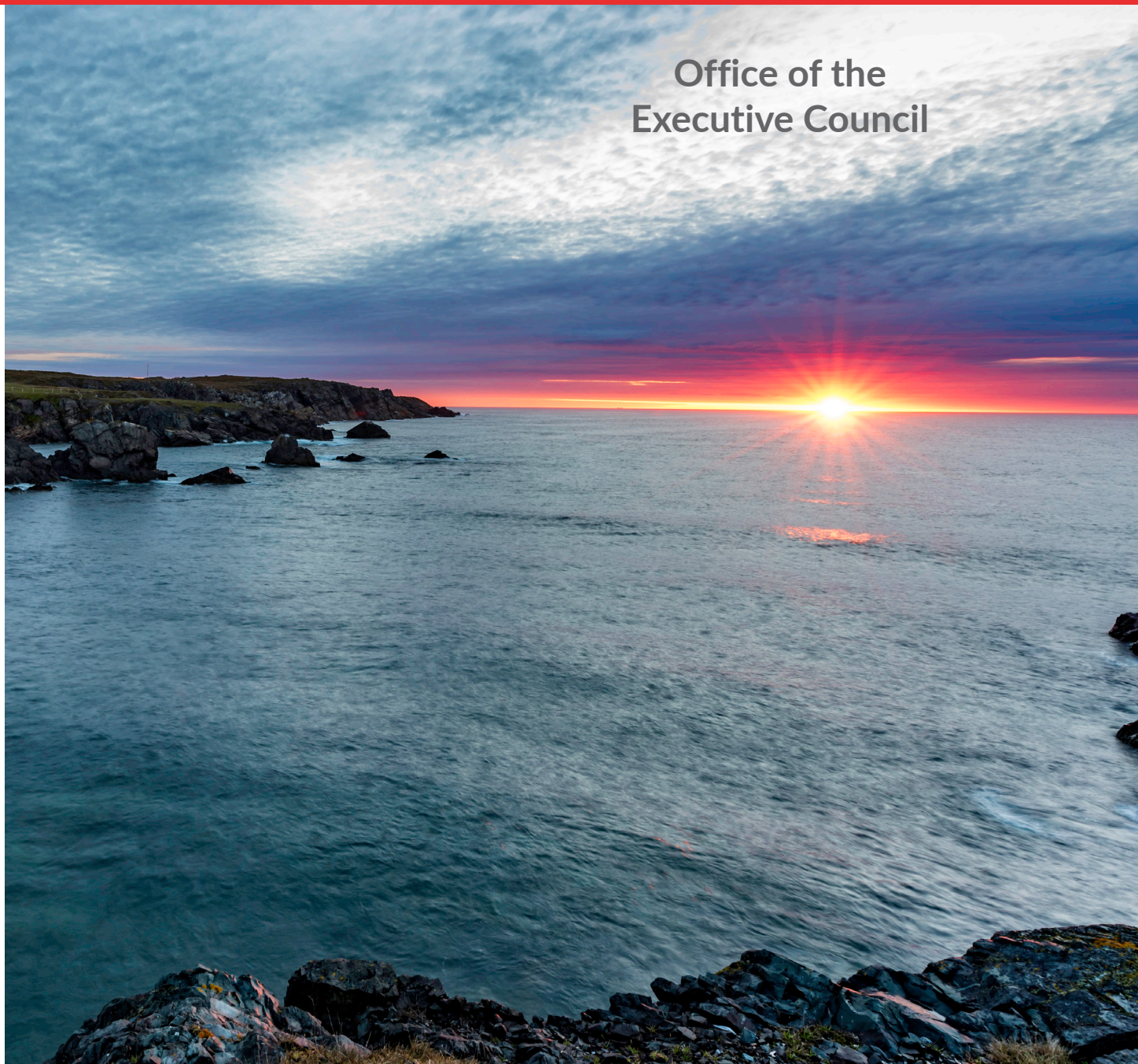
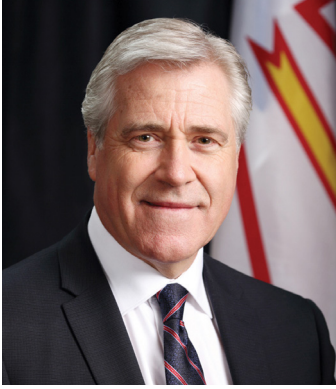


# ANNUAL REPORT 2018-19

Office of the  
Executive Council





## MESSAGE FROM THE PREMIER

As Premier of Newfoundland and Labrador, I am pleased to present the 2018-19 Annual Report for the Office of the Executive Council. This report illustrates the Office's second-year progress in meeting the goals and objectives set out in its Activity Plan for 2017-20.

The Office of the Executive Council is a diverse department that supports the overall operations of the Provincial Government. The Office supports the activities and functions of Government decision-making through its coordination role of Cabinet, leads the provision of communications advice and public awareness and marketing activities, supports the Lieutenant Governor's establishment and leads public engagement and strategic planning functions for the broader public sector.

I would like to recognize and thank all of the employees within the Office of the Executive Council for their hard work and dedication.

As Premier, I confirm that this report was prepared under my guidance in accordance with the requirements of the **Transparency and Accountability Act**. I am accountable for the results reported herein. I look forward to continuing to work with the Office for the remainder of the 2017-20 period as we continue to advance work committed in the 2017-20 Activity Plan.

A handwritten signature in black ink, appearing to read "Dwight Ball". The signature is stylized and cursive.

Hon. Dwight Ball  
Premier

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## Departmental Overview

As the Premier's department, the Office of the Executive Council (OEC) has a central role in supporting the general operation of the Provincial Government, including Cabinet operations and the public service. The Office of the Executive Council provides leadership, coordination, advice and support to the Premier, Cabinet and across the public service.

This Annual Report details progress on the achievement of 2018-19 objectives and on three-year goals outlined in the 2017-20 Activity Plan of the OEC.

For planning and reporting purposes under the **Transparency and Accountability Act**, the Office of the Executive Council comprises:

- The Office of the Clerk of the Executive Council, including Cabinet Secretariat and Planning and Coordination Office;
- The Lieutenant Governor's Establishment, including the Provincial Protocol Office;
- The Communications and Public Engagement Branch; and,
- The Financial Administration Division.

The Office of the Executive Council also comprises the Human Resource Secretariat, the Intergovernmental and Indigenous Affairs Secretariat, the Office of the Chief Information Officer, the Labrador Affairs Secretariat and the Office for the Status of Women. Under the requirements of the **Transparency and Accountability Act**, these offices and secretariats have prepared separate plans and reports on their progress.

## Staff and Budget

The Office of the Executive Council had a staff complement of 71 employees (45 females and 26 males) as of March 31, 2019 and had expenditures approximately totaling \$11.1 million for the year. Details are as follows:

Division	# of Employees	Expenditures
Office of the Clerk of the Executive Council, including Cabinet Secretariat and Planning and Coordination Office	17	\$2,896,359
Lieutenant Governor's Establishment	10	\$883,409
Communications and Public Engagement Branch	35	\$6,688,920
Financial Administration Division	9	\$639,235
<b>Total</b>	<b>71</b>	<b>\$11,107,923</b>

Further information about the Office of the Executive Council, including details on its mandate and lines of business, can be located at [www.exec.gov.nl.ca/exec](http://www.exec.gov.nl.ca/exec).

## Highlights and Partnerships

### Office of the Clerk of the Executive Council, including Cabinet Secretariat and Planning and Coordination Office

#### Health in All Policies

Health in All Policies is a collaborative approach that seeks to integrate health considerations into policy making across sectors. In its second year, the Health in All Policies Unit collaborated with several departments and focused on the following areas:

- Implementing the Education Action Plan (Education and Early Childhood Development);
- Offering professional learning to youth serving departments and agencies (Children, Seniors, and Social Development, Education and Early Childhood Development, Health and Community Services, Justice and Public Safety and others); and,
- Reviewing municipal and environmental assessment legislation (Municipal Affairs and Environment).

#### Regulatory Affairs

Newfoundland and Labrador is one of the four provinces comprising the Council of Atlantic Premiers' Joint Office of Regulatory Affairs and Service Effectiveness (Joint Office), along with Nova Scotia, New Brunswick and Prince Edward Island. The mandate of the Joint Office is to improve business conditions by reducing and aligning regulations that affect businesses in Atlantic Canada. Enhancing the regulatory environment can reduce the cost of doing business in Atlantic Canada, thereby creating conditions for greater overall economic growth.

Since being established, the Joint Office has completed several regulatory harmonization initiatives, including:

- Aligning the timing of minimum wage increases;
- Mutually recognizing head and foot safety equipment;
- Mutually recognizing temporary licenses for insurance adjusters;
- Expanding shared training of transportation enforcement officials; and,
- Adopting the One Business Number across all workers' compensation systems.

In 2018-19, work was substantially advanced on a number of regulatory harmonization initiatives, with key examples outlined below:

- In January 2019, the Council of Atlantic Premiers reaffirmed their commitment to enhance mobility and strengthen technical safety trades through the creation of an Atlantic Technical Safety Act. In 2018-19, Newfoundland and Labrador participated in a working group on the potential content of such legislation.
- Also in 2018-19, Newfoundland and Labrador advanced work in support of standardizing the transportation carrier profile for the trucking industry, establishing joint over-dimension permits for trucking, common electronic logging devices, adopting a regional transponder system and implementing a common truck driver certification program.

To support the work of the Joint Office, each of the four provinces has implemented mirror legislation, titled the **Regulatory Accountability and Reporting Act**. The content in this report fulfils the annual reporting requirements outlined in that legislation.

The Office of the Executive Council represents Newfoundland and Labrador in the Joint Office and coordinates regulatory harmonization initiatives, which are led by individual departments and agencies. Guidance and advice is also provided on regulatory best practices by reviewing Regulatory Impact Analyses that must be completed by a public body every time they wish to make a regulatory or legislative change.

Those analyses assess:

- The costs and benefits of the regulation or regulatory change;
- The competitive impacts of the regulatory change;
- Whether the regulatory change harmonizes requirements with other jurisdictions;
- Whether the regulation is drafted and publicly communicated in plain language;
- The timeliness of the regulatory response;
- Whether the regulation was transparently developed;
- Whether the regulation is results based; and,
- Whether a new regulation is consistent with the one to one removal-replacement principle. For each new regulatory requirement introduced, the principle encourages one regulatory requirement to be eliminated.

In 2018-19, the Office of the Executive Council reviewed approximately 30 Regulatory Impact Analyses.

At the January 2019 meeting of the Council of Atlantic Premiers, the four Premiers confirmed their commitment to collaborate on advancing regulatory efficiency within Atlantic Canada. At that meeting, Premiers identified the next set of priorities for regulatory cooperation, which include:

- Strengthening Workers Compensation Board processes;
- Continuing to enhance transportation efficiency; and,
- Improving healthcare worker mobility, beginning with regional certifications.

This direction will guide the work of the Joint Office for the coming year(s). In 2019-20, the Office of the Executive Council will continue its work with the Joint Office to provide a better regulatory environment for businesses in Newfoundland and Labrador and all of Atlantic Canada.



## **Community Sector**

The Planning and Coordination Office, with the Public Engagement Division, collaborated with the Community Sector Council Newfoundland and Labrador to convene a steering committee to strengthen the community sector's contributions to the province's economy. This work involved co-chairing a government-community-academia committee to identify challenges and opportunities for the sector and actions that could be jointly pursued to improve the vibrancy of voluntary and non-profit organizations in Newfoundland and Labrador. This work involved province-wide public consultations held in fall 2018.

At the end of 2018-19, a draft joint work plan was being finalized for public release. This draft joint work plan reflects the Provincial Government's recognition of, commitment to, and appreciation for our community-based organizations and volunteers, as well as their combined social and economic impact.

## **Lieutenant Governor's Establishment**

### **Ceremonies and Events**

On May 3, 2018, The Honourable Judy M. Foote was sworn in as the 14<sup>th</sup> Lieutenant Governor of Newfoundland and Labrador and the first female Lieutenant Governor in the Province's history. During the reporting period, Their Honours, The Honourable Judy M. Foote and Mr. Howard Foote participated in or hosted 334 social events, 91 ceremonial events, 19 diplomatic visits and 25 constitutional events.

Since taking office, in an effort to connect on a personal level with the citizens of the Province, Her Honour established a significant social media presence. With almost 12,000 followers, the Lieutenant Governor uses Facebook, Twitter and Instagram, among other communications platforms, to connect with Newfoundlanders and Labradorians from all over the Province and throughout Canada and the world to bring relevance and context to the Office.

Instituted during the summer of 2018, “Summer at Government House” programs have seen hundreds of citizens and tourists participate in wellness breaks. Free classes in Yoga, Tai Chi Chih and Wisdom Healing Qigong were sponsored by Her Honour and taught by qualified volunteer instructors.

During September 2018, Her Honour hosted the first of what are termed to be “sharing circles”. The first, on mental health, brought together citizens with shared and similar experiences around mental health issues for an open discussion. It is intended for these sharing circle discussions to allow people the opportunity to be heard by policy makers, whose voice might otherwise go unheard. Sharing circles are planned into the future, which will focus on issues around immigration, literacy and mental health.

### **Provincial Protocol Office**

In January 2017, the Office of Protocol transferred to the Lieutenant Governor’s Establishment and now reports to Executive Council through the Office of the Lieutenant Governor. The Office is physically located in Government House.

In 2018-19, the Provincial Protocol Office coordinated a number of diplomatic and consular visits, including:

- H.E. Niels Boel Abrahamsen, Ambassador of Denmark
- Mr. Peter Farenholtz, Consul General of Germany
- Mr. Jin HUR, Consul General of Korea
- Mr. Steven Giegerich, Consul General of the United States
- H.E. LU Shae, Ambassador of China
- Mr. David Levy, Consul General of Israel
- Mr. Kevin Skillin, Consul General of the United States
- H.E. Kelly Craft, Ambassador – United States
- H.E. Jim Kelly, Ambassador and Minister of State Ciaran Cannon of Ireland
- H.E. Maeng-ho Shin, Ambassador of Korea
- H.E. Kali Prasad Pokhrel, Ambassador of Nepal
- H.E. Vikas Swarup, Ambassador of India

- H.E. Kerim Uras, Ambassador of Turkey
- H.E. Andriy Shevchenko, Ambassador of Ukraine
- H.E. Vesa Lehtonen, Ambassador of Finland (cancelled due to weather)

The Protocol Office also assisted with a non-diplomatic visit from Norway's Standing Parliamentary Committee on Education.

## **Communications and Public Engagement Branch**

### **Public Engagement**

Public engagement serves to involve the public in the development and improvement of public policy. The Government of Newfoundland and Labrador understands that responsive actions and better outcomes are achieved when the views of Indigenous groups, stakeholders, communities, organizations and the public are taken into account during the decision-making process.

In fiscal year 2018-19, the Public Engagement Division of the Communications and Public Engagement Branch supported 64 distinct engagement projects of varying size and scope, with 10,653 total participants in 146 engagement sessions. The type of support provided ranged from the provision of expert advice on the appropriate engagement approach in order to achieve intended objectives, to comprehensive design and delivery support, and facilitation of in-person events or online activities.

The Public Engagement Division's online platform, engageNL.ca, had a record 7,003 participants respond to surveys and questionnaires in 2018-19, on topics such as youth mental health and addictions, and banning single use plastic bags. Officials also reached 33 participants through Adobe Connect (an online videoconferencing and chat platform) and 404 through teleconference. In-person engagement sessions were attended by 3,213 participants, and in-person engagement sessions took place in 40 communities across Newfoundland and Labrador reaching 1,679 people in Eastern, 622 people in Central, 734 people in Western and 178 people in Labrador.

The Public Engagement Division also provides secretariat support to a range of government committees, including serving as provincial co-chair of five committees tasked with identifying ways to grow priority sectors of the economy – agriculture, aquaculture, technology, forestry and community. Secretariat support included: organizing regular meetings, liaising with members of the committees, chairing committee meetings and supporting the implementation of the joint work plans developed for these sectors.

### **Communications**

The Communications and Public Engagement Branch oversees the Provincial Government's communications activities and provides strategic counsel to the Premier, Cabinet and departments. The branch's roles include developing communications policies and procedures; advising on communications planning; managing news release distribution services; providing video and photography support to the Premier and Cabinet; overseeing Government's web content standards; providing multimedia communications support; and overseeing Government's social media presence.

In 2018-19, the branch expanded Government's social media presence to Facebook and Instagram to more effectively reach residents, businesses, municipalities and community organizations locally and globally. The Provincial Government's Facebook account has received more than 4,600 total likes and 5,100 total followers, while the Instagram account has more than 1,300 followers. This activity complements the government-wide use of Twitter (approximately 24,600 followers) and multi-media activities.

To ensure the effective use of these new platforms, professional development sessions were held to train communications professionals on matters such as live-streaming events and incorporating social media into communications plans.

## **Marketing and Brand Management Division**

In 2018-19, consolidation of existing marketing and graphic design employees from various departments was fully operationalized, establishing a 10-person Marketing and Brand Management Division within the Communications and Public Engagement Branch. This in-house approach to creative services has helped realize efficiencies and reduce costs. It has also elevated design quality and ensured consistency across all areas of government.

Demand for the services provided by the Division increased 96 per cent in 2018-19, with strong growth expected to continue. Areas of expertise commonly required by departments include marketing campaigns, website design, collateral design (e.g., brochures, pamphlets), banner and exhibit displays, signage, and media planning and purchasing.

# Report on Performance

## Issue #1 - Better Services

An essential component of sound public administration and government stewardship is the efficient delivery of public services that brings value for money. The Way Forward outlines the Provincial Government's commitment to doing better with less. This is consistent with governments across Canada and around the world that are implementing new approaches to achieve administrative and program efficiencies, balanced with a better understanding of the needs of citizens and the interests of internal and external stakeholders.

Improving the business of government also includes ensuring that legislation, regulations and policies are not unnecessarily intrusive and burdensome to citizens, community organizations and the business community. In this way, improvements to internal business processes through the pursuit of continuous improvement projects and reductions in regulatory burden support the Provincial Government's ability to deliver services that are more effective.

**Goal:** By March 31, 2020, the Office of the Executive Council will have implemented continuous improvement and regulatory reduction processes within Government to allow for the delivery of more efficient and effective programs and services and improved engagement with residents.

**Objective 2:** By March 31, 2019, the Office of the Executive Council will have developed new processes to support regulatory efficiencies and Lean management, as well as other continuous improvement processes.

<b>Issue 1 – Better Services</b>	
<b>Planned</b>	<b>Actual</b>
Continued to develop and publish service standards for Government programs and services.	<p>In 2018-19, the Provincial Government published new service standards in the following areas:</p> <ul style="list-style-type: none"> <li>• Apprenticeship and Trades Certification, Self-Study Program;</li> <li>• Linkages application;</li> <li>• Skills Development application;</li> <li>• Income Support telephone applications; and,</li> <li>• Provincial Nominee Program - International Graduate and Skilled Worker categories.</li> </ul> <p>These standards are in addition to the service standards set by 11 departments in 2017-18. These standards were supported in their development by the OEC.</p> <p>The specific service standards outlined by each provincial department can be viewed online at:  <a href="https://www.gov.nl.ca/thewayforward/action/create-a-culture-of-service-excellence-and-innovation/">https://www.gov.nl.ca/thewayforward/action/create-a-culture-of-service-excellence-and-innovation/</a></p>
Delivered Lean continuous improvement training to program-specific teams to increase capacity for process reviews.	<p>In 2018-19, the OEC delivered multiple sessions of continuous improvement training to three departments with a specific project focus to support both new and on-going continuous improvement initiatives. This training is guided by an interdepartmental committee comprised of representatives of Cabinet Secretariat, the Planning and Coordination Office and the Centre for Learning and Development in the Human Resource Secretariat.</p>

	<p>The number of employees trained in 2018-19, by department, is as follows:</p> <ul style="list-style-type: none"> <li>• Advanced Education, Skills and Labour – 40 employees;</li> <li>• Service NL – 12 employees; and,</li> <li>• Office of the Chief Information Officer – 10 employees.</li> </ul>
<p>Leveraged Lean methodology to inform service delivery transformation as part of the Provincial Government’s digital by design project, as committed under The Way Forward.</p>	<p>In 2018-19 the following continuous improvement initiatives commenced, which will assist the digital by design project as services in these areas are brought online over time:</p> <ul style="list-style-type: none"> <li>• Service NL, Motor Registration Division – Medicals and Mandatory Reports Process Review and National Safety Code Operations Review;</li> <li>• Service NL, Engineering Division – Engineering Services Work Progress Study;</li> <li>• Municipal Affairs and Environment – Municipal Capital Works Program Review and Land Use Planning Process Review; and</li> <li>• Advanced Education, Skills and Labour – Income Support Application Review Process.</li> </ul> <p>In addition, the following continuous improvement projects were carried over from the previous fiscal year:</p> <ul style="list-style-type: none"> <li>• Royal Newfoundland Constabulary, Patrol Division - Police Operations;</li> <li>• Advanced Education, Skills and Labour - Quality Assurance Plan;</li> <li>• Fisheries and Land Resources - Crown Land Application Process;</li> <li>• Municipal Affairs and Environment - Land Use Planning and Municipal Affairs (water resources); and,</li> <li>• Newfoundland and Labrador Housing Corporation - Vacancy Turnaround Process (maintenance) and Rent Supplement Program.</li> </ul>



The Office of the Executive Council will continue its work in 2019-20 to support the public sector to more efficiently and effectively deliver programs and services.

**Objective 3:** By March 31, 2020, the Office of the Executive Council will have continued to implement internal process improvements.

**Indicators:**

- Continued to support the implementation of the Provincial Government's digital by design program by ensuring that services are streamlined, service focused and efficient prior to digitizing.
- Engaged public sector managers and leaders in the development of a long-term plan for continuous improvement in the public sector.
- Continued to deliver training and targeted coaching supports for provincial departments on continuous improvement.

**Issue #2 – Better Outcomes**

The Way Forward committed to adopting a Health in All Policies approach for the Government of Newfoundland and Labrador. Given that many of the policies that shape our health and well-being are developed outside the health care system, coordination and collaboration amongst Government departments is important to ensuring the creation of policies that support health and well-being.

**Goal:** By March 31, 2020, the Office of the Executive Council will have implemented an integrated Health in All Policies approach across the public sector.

**Objective 2:** By March 31, 2019, the OEC will have supported departments to improve the integration of health considerations in their policies and programs.

Issue 2 – Better Outcomes	
Planned	Actual
<p>Prioritized Year Two policy decisions that will use a Health in All Policies approach</p>	<p>Over the past year, the Health in All Policies Unit continued to engage across the Provincial Government to identify health in all policies implementation areas.</p> <p>With the release of the Education Action Plan in July 2018, the Health in All Policies Unit’s activities were prioritized to work within the education sector. These activities have included focussing on supporting the Department of Education and Early Childhood Development in:</p> <ul style="list-style-type: none"> <li>• The development of a new student services policy;</li> <li>• Implementation of the comprehensive school health framework; and,</li> <li>• Development of a new model of coordination of services.</li> </ul> <p>The Health in All Policies Unit has also supported continued progress monitoring from a population health and child development perspective.</p> <p>Another priority area for the Unit focused on the development of new public health legislation. The Health in All Policies Unit worked with the Department of Health and Community Services to include a health in all policies section within the <b>Public Health Protection and Promotion Act</b>. The Act received Royal Assent on December 5, 2018. This section of the Act ensures the consideration of population health in the development of</p>

	<p>laws, policies, and measures amongst all Government departments, agencies, boards, and commissions.</p>
<p>Continued to build Health in All Policies capacity in the public service</p>	<p>In 2018-19, the Health in All Policies Unit continued to focus on developing relationships with departments and agencies to raise awareness of the social determinants of health. Capacity building activities included hosting interagency and departmental workshops, including a professional learning opportunity with an international expert in social and emotional learning for children and youth. This session focused on social emotional learning in the context of comprehensive school health.</p> <p>The Health in All Policies Unit also participated in various working groups with departments and agencies. These working groups provided an opportunity to raise awareness and discuss the determinants of health, health risk and protective factors, and the influence of policy initiatives on population health. The resulting meetings also offered an opportunity to discuss existing and future departmental priorities, initiatives, and health in all policies partnership opportunities.</p> <p>Implementation of capacity building initiatives are ongoing.</p>
<p>Developed an evaluation framework for Health in All Policies</p>	<p>Development of a draft evaluation framework for Health in All Policies is ongoing. The evaluation objectives are expected to include reviewing processes in place to support health in all policies implementation; assessing the effectiveness of the information and training sessions;</p>

	<p>and identifying successes and challenges of implementation.</p> <p>The evaluation approach is expected to include process and outcome evaluation. Methods of data collection would include ongoing implementation feedback; policy documentation review; training evaluation feedback forms; and key informant interview/focus groups.</p>
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The Office of the Executive Council will continue its work in 2019-20 to implement a Health in All Policies approach in the public sector.

**Objective 3:** By March 31, 2020, the OEC will have continued to support departments to improve the integration of health considerations in their policies and programs.

**Indicators:**

- Prioritized Year three policy decisions that will use a Health in All Policies approach.
- Continued to build Health in All Policies capacity in the public service by developing educational modules.
- Consulted with departments on any implementation challenges associated with Health in All Policies.

**Issue #3 – A Stronger Economic Foundation**

As stated in The Way Forward, the Provincial Government is committed to establishing conditions within the province for business growth and employment. Throughout 2018-19, the Office of the Executive Council provided advice and support to the Cabinet Committee on Jobs to identify new opportunities to support private sector employment and economic growth.

The Office of the Executive Council has collaborated with stakeholders including the business community, post-secondary institutions, Indigenous governments and organizations, and Provincial Government departments to establish sector-specific work plans with priority actions that will promote new and existing business activity and increase private sector jobs for residents of Newfoundland and Labrador.

**Goal:** By March 31, 2020, the Office of the Executive Council will have established sector-specific work plans with high growth potential sectors to support the Cabinet Committee on Jobs in their efforts to identify new whole-of-government opportunities to support private-sector employment and economic growth.

**Objective 2:** By March 31, 2019, the Office of the Executive Council will have begun implementation of sector-specific work plans.

<b>Issue 3 – A Stronger Economic Foundation</b>	
<b>Planned</b>	<b>Actual</b>
Monitored and reported on sector-specific work plan progress.	<p>As of March 31, 2019, work plans have been released for the agriculture, aquaculture, technology, mining, oil and gas, and forestry sectors.</p> <p>The Office of the Executive Council continues to report real time progress on sector work plans through The Way Forward website – <a href="http://www.gov.nl.ca/thewayforward">www.gov.nl.ca/thewayforward</a>. This progress is monitored by the Planning and Coordination Office through engagement with provincial departments and external partners.</p> <p>Many actions in the sector work plans have progressed significantly, with highlights noted below:</p>

The Way Forward on Agriculture:

- An agri-truck and promotional booth were created to serve as a travelling pavilion. Together, these products function to increase public awareness of our local agriculture industry, and demonstrate opportunities and supports that exist for prospective, new and existing farmers in this province.
- Specific vegetables and fruits were selected for seedling production at the Centre in Wooddale. Over 255,000 vegetable transplants were delivered to provincial farmers in 2018-19.
- The successful candidate for the province's first pilot project to undertake large-scale land development with a focus on new agriculture sector entrants was announced on May 10, 2018. A second land development project was advertised on December 11, 2018 and the successful applicants were announced on January 30, 2019.
- A review of existing funding programs was completed to create more opportunities to support new entrants in entering the agriculture sector, which saw the funding for new entrants increase from \$5,000 to \$20,000 in 2018-19.

The Way Forward on Aquaculture:

- On September 14, 2018, the Provincial Government announced support of a \$250 million Grieg NL aquaculture project with repayable financial assistance, following the project's release from a comprehensive environmental assessment

process. Some 15 conditions have been put in place to ensure the project proceeds in an environmentally-sustainable manner. This project is expected to help the province reach its growth target for aquaculture production to 50,000 metric tonnes, and generate more than 800 new jobs.

- On September 26, 2018, the Provincial Government announced, through the Newfoundland Aquaculture Industry Association (NAIA), an investment of just over \$588,000 to develop labour market information tools and products for the province’s aquaculture industry. The initiative builds on over \$396,000 provided to NAIA to support the development of an Aquaculture Recruitment and Retention Strategy.
- On December 5, 2018, the Provincial Government, in partnership with the Government of Canada, announced funding to support the fish and seafood sectors through the Atlantic Fisheries Fund. Funding included more than \$1.5 million for four projects focused on improved technology and increasing aquaculture research to improve sustainability.

The Way Forward on Technology:

- On April 16, 2018, the Provincial Government announced \$250,000 to support a partnership with Brilliant Labs to provide youth in grades K-12 with hands-on participation in Science, Technology, Engineering and Mathematics (STEM) focused activities.

	<ul style="list-style-type: none"> <li>• On April 16, 2018, the Provincial Government also provided \$150,000 for professional learning and resources for schools and two itinerant teaching units to support Brilliant Labs work.</li> <li>• On May 15, 2018, the Provincial Government announced support for Quorum Information Systems to develop a customer-facing tool that allows for a full auto purchasing process online. This will result in the creation of four new full-time positions.</li> </ul>
<p>Supported coordination of actions under sector specific work plans.</p>	<p>The OEC coordinated communication between industry and the Provincial Government, including organizing multiple conference calls and face-to-face meetings for:</p> <ul style="list-style-type: none"> <li>• Agriculture Sector Steering Committee – including a face-to-face meeting and farm tours in Wooddale;</li> <li>• Aquaculture Sector Steering Committee - including a face-to-face meeting in Harbour Breton and aquaculture farm tour in Pool’s Cove;</li> <li>• Community Sector Steering Committee – including multiple face-to-face meetings in St. John’s and regional workshops throughout all regions of the province;</li> <li>• Forestry Sector Steering Committee – including face-to-face meetings in St. John’s and Corner Brook, and a summit in Corner Brook in January 2019; and,</li> <li>• Technology Sector Steering Committee – including a face-to-face meeting in St. John’s.</li> </ul>



<p>Implemented new collaborative work planning initiatives with partners in new sectors.</p>	<p>The Office organized the launch of The Way Forward on Forestry on January 29, 2019. The Provincial Government, in partnership with the Newfoundland and Labrador Forest Industry Association and forest sector stakeholders launched the Forestry Sector Work Plan (known as The Way Forward on Forestry).</p> <p>The sector work plan contains 32 actions with a focus on diversification, sustainability and growth of the forest industry in Newfoundland and Labrador. The goal of the work plan is to establish the conditions necessary to sustainably manage the province’s forest resources, to diversify and generate new and expanding business activity, and to sustain and increase private sector forestry-related employment for residents of Newfoundland and Labrador.</p> <p>The plan can be viewed online here:  <a href="https://www.flr.gov.nl.ca/forestrysummit/">https://www.flr.gov.nl.ca/forestrysummit/</a></p>
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The Office of the Executive Council will continue its work in 2019-20 to establish and implement sector-specific work plans with high-growth potential sectors.

**Objective 3:** By March 31, 2020, the Office of the Executive Council will have continued to establish and support sector-specific work plans.

**Indicators:**

- Launched the community sector work plan.
- Continue monitoring progress of sector work plans.
- Continue to support sector work plan committees.

## **Opportunities and Challenges**

### **Public Service Support and Development**

The provincial public service serves the public interest of the residents of Newfoundland and Labrador with integrity, teamwork, diversity and accountability. The Clerk of the Executive Council, as head of the public service, supports the public service in responding to the changing and increasingly diverse needs of Newfoundlanders and Labradorians. The Office of the Executive Council is a non-partisan source of objective advice and guidance to elected Government officials.

### **The Way Forward**

With the release of The Way Forward, the Provincial Government set ambitious targets to strengthen the province through four objectives: a stronger economic foundation, a more efficient public service, better service, and better outcomes. While it can be challenging to bring everyone together, the Office of the Executive Council will continue to collaborate with all stakeholders to ensure The Way Forward objectives move forward in a positive way.

## Financial Statements

The expenditure and revenue figures below are public information taken from the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2019 (unaudited) and Estimates 2019.

<b>Division</b>	<b>Actual</b>	<b>Revised</b>	<b>Original</b>
<b>Cabinet Secretariat</b>	2,896,359	3,006,400	2,322,400
Executive Support	2,236,897	2,256,000	2,077,200
Planning and Coordination	652,093	736,500	231,300
Public Service Development	7,369	13,900	13,900
<b>Lieutenant Governor's Establishment</b>	883,409	883,600	735,800
<b>Communications and Public Engagement Branch</b>	6,688,920	6,786,900	6,982,600
<b>Financial Administration Division</b>	639,235	647,200	719,800
<b>Total</b>	<b>11,107,923</b>	<b>11,324,100</b>	<b>10,760,600</b>

