

November 15, 2017

The Honourable Christopher Mitchelmore
Minister of Tourism, Culture, Industry and Innovation
Minister Responsible for Francophone Affairs

Dear Minister Mitchelmore:

It has been my pleasure to work with you in Cabinet since December 2015. I am honoured that you have agreed to serve the people of our province in a new capacity as Minister Responsible for Francophone Affairs, in addition to your role as Minister of Tourism, Culture, Industry and Innovation. I am placing my trust in you to support economic development throughout our province and to advance Francophone affairs.

As we approach the mid-point of our mandate, we have a strong Cabinet. We are guided by our plan for sustainability and growth, The Way Forward. It focuses on strengthening our economy and creating private sector jobs, delivering better services, improving outcomes to promote a prosperous Newfoundland and Labrador, and improving public sector efficiency. I am asking you to deliver on this plan by leading the following:

Tourism

- Implementing initiatives that enhance tourism services to support doubling resident and non-resident visitor spending by 2020 over 2009 levels, including:
 - Implementing our Provincial Tourism Product Development Plan;
 - Improving the sense of arrival for visitors to our province;
 - Focusing tourism marketing on the province's natural and cultural heritage;
 - Strengthening connections between tourism and the outfitting, agricultural and fishing industries, including a review to reduce red tape barriers;
 - Developing, with the Minister of Transportation and Works, a highway signage solution that is consumer friendly;
 - Ensuring transportation infrastructure meets the needs of the tourism sector; and
 - Enhancing the availability of tourism attractions throughout the year, including winter and shoulder seasons.

Entrepreneurship and Business and Export Development

- Working with technology industry associations and businesses to accelerate growth in the technology sector through a collaborative government-industry sector work plan;

- Working with the Canadian Manufacturers and Exporters to support labour market and business and export development needs;
- Providing, in partnership with the Newfoundland and Labrador Association of Community Business Development Corporations, an enhanced loan program for youth entrepreneurs;
- Continuing support for business incubation/acceleration programs in collaboration with Memorial University and other organizations to provide prospective entrepreneurs with increased access to investors, advisors, space and networking services, with the end goal of seeding new business;
- Supporting women in the development of knowledge-based firms in the fields of science, technology and engineering, in partnership with the Minister Responsible for the Status of Women;
- Partnering with the Ministers of Finance and Fisheries and Land Resources to implement more effective business financing;
- Accelerating the growth of high performing businesses, and engaging with industry associations to grow outputs and value-added exports;
- Identifying high priority sectors and enhancing human resources planning for sector diversification; and
- Implementing the regional trade network.

Innovation, Research and Development

- Implementing the new Business Innovation Agenda;
- Working with stakeholders throughout our province on the new Regional Innovation Systems Pilot Projects;
- Working with InnovateNL to deliver provincial government supports for innovation, business development and growth;
- Supporting Newfoundland and Labrador's public post-secondary institutions to expand research and educational programming in fields that foster economic growth for the province; and
- Working with the Minister of Natural Resources, the NL Innovation Council, Nalcor Energy, and other industry partners to continue to position the province as a global Centre of Excellence for deep water oil and gas development, including encouraging and funding leading research and design efforts in areas such as: subsea resources extraction, ice management and operating in extreme weather, corrosion mitigation, enhanced oil recovery, logistics and maritime transportation, and other fields that foster the innovation needed to overcome these challenges in similar locations.

Regional and Economic Development

- Developing a social enterprise action plan;
- Working with the private sector and community-based organizations to expand broadband internet through the best and most appropriate technology available and to provide expanded community-based infrastructure and improved wireless coverage;
- Implementing a renewed approach to the co-operative sector;

- Working with the private sector and community-based organizations to provide expanded community-based infrastructure and improved wireless coverage; and
- Continuing to collaborate with Federal and Provincial Atlantic Growth Strategy partners to stimulate the region's economy, support both innovative and traditional industries, increase job opportunities, and focus on persistent and emerging regional challenges.

Arts, Culture and Heritage

- Introducing a Status of the Artist Act; and
- Revitalizing the approach to supporting culture.

French Services

- Enhancing Government's capacity to deliver services in French for the benefit of the Francophone community in Newfoundland and Labrador.

International Trade

- Advancing implementation of the Canada-EU Comprehensive Economic and Trade Agreement through enhancing industry awareness and supporting the development of export strategies to help industries and firms take advantage of new opportunities; and
- Supporting industry engagement in the North American Free Trade Agreement discussions.

Together, Cabinet is responsible for achieving the targets set out in The Way Forward. Achieving these targets is critical to attaining inclusive growth, improving employment levels and reducing poverty and realizing financial sustainability. To support reaching these targets, I ask all Ministers to consider the impact of their decisions on the health of Newfoundlanders and Labradorians through our Health in All Policies approach. You must also consider whether your decisions are best positioning our province for economic and private sector job growth.

As Premier, I expect you to be open and transparent. We must use evidence and research and engage with the public, stakeholders and our Indigenous partners to inform our decisions. We must ensure that we are focused on service excellence. I have asked all Ministers to reduce red tape, adopt Lean continuous improvement principles and publish business standards for all major programs by March 31, 2018. I also expect all Ministers to work together to support our commitment to being a government that is digital-by-design.

In fulfilling your responsibility as Minister, you must ensure collaboration in a positive and constructive manner with your Cabinet colleagues. I take this opportunity to remind you that, as you carry out your responsibilities as a Member of the House of Assembly and Member of Cabinet, adhering to the Code of Conduct and the Conflict of Interest guidelines are mandatory to ensure you discharge your duties with the highest ethical standards.

Deputy Ministers are your key source of support and will provide you with advice in meeting your responsibilities. I expect you to develop a positive, respectful and trusting relationship with your Deputy Minister and the public service.

At the end of the day, Newfoundlanders and Labradorians want to see results. You must track and report on your progress towards completing the work outlined in this letter. We will continue to highlight our progress in our annual Way Forward report cards and annual performance reports. Together, we will improve health, social and economic outcomes and deliver high quality services for Newfoundlanders and Labradorians.

Sincerely,



DWIGHT BALL
Premier