

Tourism, Culture, Industry and Innovation

Annual Report 2016-17



MESSAGE FROM THE MINISTER

As the Minister responsible for the Department of Tourism, Culture, Industry and Innovation (TCII), I am pleased to submit this Annual Performance report for the 2016-17 fiscal year. In accordance with the Department's obligation as a Category 1 entity under the *Transparency and Accountability Act*, this report was prepared under my direction and I am accountable for the results reported herein.

As we look ahead, actions by TCII will be guided by *The Way Forward: A Vision for Sustainability and Growth* in Newfoundland and Labrador. These guiding principles will define how the Department develops, enhances and carries out projects, programs, and services in the future.

The advancement of key initiatives such as creation of Innovate NL, development of the Status of the Artist legislation, increasing the number of social enterprises, and releasing a Business Innovation Agenda remain a priority of TCII as guided by *The Way Forward* vision.

TCII is responsible for programs and services that underpin building a diverse and sustainable economy. Economic diversification and growth is the hallmark of this Department as we remain committed to creating an environment that captures the full potential of our province's many riches through diversification, job creation and economic growth. Developing innovative ideas, opportunities and markets creates stronger regions. It helps create diversified local economies, and we are unwavering in this commitment.

TCII continues to work closely with the tourism industry to strategically invest in integrated marketing and to creatively promote Newfoundland and Labrador. TCII oversees the historic sites, regional offices, visitors information centers and arts and culture centers in the province to support tourism and culture. Recognizing, protecting and promoting the province's culture has been a foremost priority for our Government. The addition of a Parks Division is a testament to this, and reinforces the Department's true provincial outreach.

I thank staff for their enthusiasm, hard work, and dedication. Our approach to social, economic and business development, while maintaining and enhancing strong partnerships with government, academia, and industry, demonstrates our continued

commitment to fostering a culture of innovation, productivity and creativity in Newfoundland and Labrador.

A handwritten signature in black ink that reads "Christopher Mitchelmore". The signature is written in a cursive style with a large initial 'C'.

Honourable Minister Christopher Mitchelmore

Minister of Department of Tourism, Culture, Industry and Innovation

Departmental Overview

The Department of Tourism, Culture, Industry and Innovation (TCII or the “Department”) is responsible for leading the economic agenda of the Government of Newfoundland and Labrador (the “Provincial Government”) and has a mandate that crosses multiple areas, including business growth, cultural development, tourism, social enterprise, regional development and innovation. TCII was reorganized in 2016-17 and was formerly known as the Department of Business, Tourism, Culture, and Rural Development (BTCRD).

The Department is one of the province's largest operators of tourism, culture, and heritage facilities, including Arts and Culture Centres, Provincial Historic Sites, Provincial Parks and Visitor Information Centres, which are spread over many regions of the province. TCII provides economic intelligence, innovation support, and investment services for businesses, not-for profit enterprises and community groups, while working with a wide range of partners to support and leverage investments critical for sector, industry and firm growth.

TCII is regionally responsive with multiple delivery locations across the province. The corporate headquarters is located in St. John's; a corporate office responsible for portfolio management is located in Marystown; and another corporate office responsible for provincial parks is located in Corner Brook. Regional outreach occurs through two main business and economic development offices, one located in Corner Brook and the second in Clarenville, with both supported by multiple local field office locations.

Departmental staff are also located at Provincial Visitor Information Centres, Provincial Historic Sites, Provincial Parks, and Arts and Culture Centres throughout the province. Most recently TCII has developed a policy of co-location with College of the North Atlantic (CNA), which will result in select regional staff operating out of CNA campuses beginning early 2017-18.

The Department has three executive branches: (1) Tourism, Culture and Parks, (2) Accelerated Business Growth, and (3) Regional Development and Diversification. TCII also has two corporate support divisions: Communications and Corporate Services. Leadership is provided by the Deputy Minister and three Assistant Deputy Ministers. Additional information regarding TCII can be found on Department's website www.tcij.gov.nl.ca/

Staff and Budget

Our employees play a critical role in delivering all programs and services, as well as engaging with the public, our partners and our stakeholders. As of April 1, 2017, we have a core staff of 432 of whom 279 (65%) are full-time employees, and 153 (35%) are part-time employees. Primarily part-time staff are with the Arts and Culture Centers throughout the province. TCII has 259 female employees (60%) and 173 male employees (40%). The number of seasonal employees totaled 145 (57 females, 88 males) in the summer of 2016. Of those, 101 seasonal employees (20 females, 81 males) worked in Provincial Parks throughout the province, with the remainder working with the visitor's information centers.

The distribution of TCII's core staff by region and gender is presented in the table below. The data does not include seasonal employees. In March 2017, the Central and Eastern regions

merged, as did the Western and Labrador regions, to form two consolidated regions: Eastern and Western/Labrador. Employees of Avalon region became part of headquarter operations.

Region	Total Staff	# Females	# Males
Eastern (Includes St. John's Headquarters)	305	184	121
Western and Labrador	127	75	52
TOTAL	432	259	173

TCII's 2017-18 budget is presented in the table below and includes the budgets of all entities and crown corporations that report to the Minister of TCII.

Total Gross Expenditure	Planned Related Revenue	Net Expenditure
\$106,080,200	\$6,828,500	\$99,251,700

Highlights and Partnerships

Partnerships and collaboration are essential for achieving broader economic goals. TCII partners with all levels of government, and works collaboratively with academia, industry associations, labour, business, and regional community groups, to advance horizontal initiatives and strategies. TCII also supports various sector organizations and regional and provincial economic development organizations throughout Newfoundland and Labrador. During the 2016-17 reporting period, notable TCII highlights and partnerships include:

The Way Forward Commitments

In November, 2016 the Provincial Government released its *The Way Forward* document to provide a vision for sustainability and growth in Newfoundland and Labrador. Many actions contained in *The Way Forward* are the responsibility of TCII and progress made on these commitments over the past year is outlined below.

Business Innovation Agenda: A key component of the complete innovation system support is business innovation. TCII, in collaboration with partners, is leading the development and implementation of a Business Innovation Agenda that will expand the pool and capacity of innovative and growth-focused businesses in Newfoundland and Labrador. Through the Business Innovation Agenda, TCII aims to grow the number of new innovative firms as well as the capacity of individual firms to pursue innovation-driven business growth and global expansion. A province-wide engagement process was launched on November 22, 2016 and concluded on January 31, 2017. During the engagement process TCII received feedback from industry, academia, government and community stakeholders. In addition, a Private Sector Advisory Committee, consisting of 14 private sector innovative business leaders, was established to provide specific advice on how to support new firms and advance firm-level innovation, productivity, and competitiveness. The Business Innovation Agenda will help firms accelerate business growth and strive for business excellence by removing critical barriers and identifying new opportunities to become more productive, competitive, and international. Through the new Business Innovation Agenda the Provincial Government will work towards creating the conditions that enable the innovation-driven businesses to grow and diversify in the province.

Regional Innovation System (RIS): TCII's commitment to implementing innovative approaches to advancing economic development notably includes its RIS pilot projects. Currently used in leading innovation jurisdictions, such as in Europe, the RIS model supports regional economies to build upon their competitive advantages by translating unique, localized knowledge into new innovations. The RIS approach will aim to encourage greater collaboration and build connections to critical sources of knowledge, especially with respect to applied R&D, technology adoption and innovation. The pilot areas have been selected and include industries such as aerospace and defence, ocean technology, and fisheries. TCII will work with industry partners moving forward to implement multiple pilot projects focused on building networks to drive innovation and diversification.

Business Financing Review: TCII is undertaking the review of Government's programs in consultation with other Departments, to realize operational efficiencies among Government Departments delivering business financing programs and supports.

Major Investment Projects Unit: In the spirit of continuous improvement and enhancement of service and program delivery, in 2016-17 the Department established a Major Investment Projects Unit (“Unit”). This Unit will be supported by TCII, which will serve as the lead Department in providing a single access point for all for major project investments requests. It will provide seamless and efficient internal process for the evaluation and due diligence analysis of funding requests related to the Provincial Government’s major business investment opportunities.

Service Excellence: TCII committed to developing service standards by end of fiscal year 2016-17 to provide effective and efficient services to its clients. TCII successfully met this goal when it established service standards for its clients, effective from April 2017. TCII’s new service standards include a commitment to making an appointment to meet clients requesting business counselling within two business days, to make business loan funding decisions within seven weeks of receiving all application materials, and to make decisions regarding regional development funding within 11 weeks of receiving all application materials. All of TCII’s newly established service standards are available online at: www.tcii.gov.nl.ca/service_standards.html#business.

Tourism: In 2016-17 TCII undertook and continues to work on many initiatives related to tourism in response to *The Way Forward* commitments. This notably includes continuing efforts to double resident and non-resident visitor spending, implement a *Provincial Tourism Product Development Plan*, and develop a new *Status of the Artist* legislation. These initiatives are detailed in the performance section of this report.

Atlantic Trade and Investment Growth Strategy (ATIGS)

TCII is collaborating with the Federal Government and four Atlantic Provinces in developing an Atlantic Trade and Investment Growth Strategy (ATIGS) as part of the trade and investment pillar of the broader Atlantic Growth Strategy (AGS). The ATIGS is a multi-year international business development strategy designed to support the region’s long-term growth by increasing the global competitiveness of the region and its firms. The ATIGS is aligned with Federal and Provincial priorities and will help to foster regional coordination and partnering between governments, the private sector and academia to implement joint trade and investment initiatives.

The ATIGS will be supported by a five-year Atlantic Trade and Investment Growth Agreement (ATIGA) that will fund the development and implementation of multi-year, export market strategies. By working together as a result of this new agreement, Newfoundland and Labrador companies and organizations will be better able to improve their export readiness and expand into international markets.

The Comprehensive Economic and Trade Agreement (CETA)

CETA Negotiations: The Department was responsible for leading all trade negotiations, including those related to the CETA. Once the CETA agreement is enacted, it will favorably position Newfoundland and Labrador to take advantage of the largest consumer market in the world – the European Union. CETA will create an investment environment that reduces tariffs and streamlines the flow of goods, services, and investments, providing unprecedented access to the EU marketplace. For example, CETA will eliminate over 99 per cent of fish and seafood tariffs, effectively making fish and seafood duty-free.

European Union Ambassadors Visit Newfoundland and Labrador: In May 2016, the Department welcomed a delegation of 23 European Union (EU) Ambassadors to Canada to showcase Newfoundland and Labrador's innovative business community, world class research institutions, and rich culture as a means to set the foundation required to capitalize on the anticipated trade and investment opportunities related to CETA.

Tourism

Newfoundland and Labrador Tourism had another award winning year in 2016-17, having been recognized by the Tourism Industry of Canada (TIAC) as the 2016 winner of the Social Media/Digital Marketing Initiative of the Year for our 'Paint the Town' campaign. Further, the New York based Hospitality Sales and Marketing Association International (HSMAI) awarded Newfoundland and Labrador Tourism with the first ever award for Pioneer in Visual Storytelling in recognition of our long term creative executions, which notable included the 'Crayons' theme in 2016.

These accomplishments are the result of a wide range of successful initiatives undertaken to increase tourism in the province. In 2016-17 alone a new record was set for air passengers leaving and arriving from the province's seven major airports (recording an annual increase of 4.1%), Marine Atlantic increased traffic for a second consecutive year, unique cruise visitors totaled over 23,500 (a 9.2% increase from last year), and visitation to provincial Visitor Information Centres and Provincial Historic Sites increased last year by 8.8 percent and 16.3 percent respectively. More details on these and other successes are available in the 2016 Annual Tourism Performance report available online at:

www.tcii.gov.nl.ca/tourism/tourism_research/pdf/Annual_Performance_Report_2016_April2017.pdf.

Parks

Last year an emphasis was placed on increasing park usage by improving practices related to management, marketing and customer service across all provincial parks. Key initiatives in 2016-17 included making campsites more affordable for seniors by applying an 18 percent senior's discount, which resulted in an 8 percent increase senior reservations. TCII also implemented a new Campsite Reservation Service that helped decrease reservation 'no-shows' and improved customer service by making clients pay for all campsite fees at the time of reservation. Another key initiative last year was the addition of campsite photos for almost all campsites in the provincial park system, as it enables clients to have a better understanding what to expect before they physically arrive at a campsite.

Business Investment Activities

Investment Attraction Fund (IAF): During 2016-17, three projects received combined funding of \$5.4 million under the IAF. The total projected value of these projects is approximately \$100 million. A total of \$13 million has been committed long-term through the IAF to support these projects, and in turn is expected to leverage investments of more than \$86 million from private and public funding sources for the provincial economy. Investments made through the IAF provide direct support to a variety of sectors and have a significant positive impact on the provincial economy. Besides the above approved projects, a major investment of \$17 million was approved for Canada Fluorspar (NL) Inc. to reactivate the fluorspar mine in St. Lawrence.

Venture Capital: Last year, TCII made a \$20 million multi-year commitment to two venture capital funds, *Venture Newfoundland and Labrador* and *Build Ventures*. The *Venture Newfoundland and Labrador* fund is a venture capital fund created solely for local business that

provides funding to support new start-ups and companies in the very early stages of their development. *Build Ventures* is a privately managed venture capital fund that is focused on Atlantic Canada and makes equity investments in early-stage technology based companies that have successfully gained early customers in high potential markets globally. In 2016-17, TCII invested more than \$2.1 million in projects eligible under these two programs. In keeping with the spirit of innovation and business development, these two funds provide an opportunity for Newfoundlanders and Labradorians to access the capital that helps their businesses thrive.

Non-Commercial Supports

Municipalities Newfoundland and Labrador (MNL): TCII, MNL and Atlantic Canada Opportunities Agency (ACOA) jointly undertook municipal economic development initiatives. The partnership has resulted in the creation of new tools, resources and supports for economic development to enable provincial municipalities to engage in local and regional economic development.

Co-operative Development: The Provincial Government's economic and business development agenda supports co-operatives through a partnership between TCII and the Newfoundland-Labrador Federation of Co-operatives (NLFC). This partnership is guided by a five-year Memorandum of Understanding (MOU) focused on supporting research, opportunity identification, and initiatives to form new co-operatives. There have been numerous new co-op opportunities that TCII is working upon with NLFC.

Economic Sector Organizations: TCII has shared goals with, and provides financial and non-financial supports for, many regional and provincial economic development organizations throughout Newfoundland and Labrador. These sector organizations in turn work with local stakeholders, businesses, educational institutions and community groups to promote growth in the local economy and labour market.

Destination Management Organizations: In partnership with the Tourism Board of Hospitality Newfoundland and Labrador (HNL) and the five Destination Management Organizations, TCII continued its communication and consultations to facilitate compliance with Travel Assistance Program (TAP) standards. As a result, all partners saw increase in service quality and delivery standards through the TAP.

Report on Performance

This Annual Performance report represents the end of a three year strategic planning cycle and as such overviews the performance of TCII over the last fiscal year (2016-17) and over the past three fiscal years (2014-17). TCII had the following five strategic issues during this three year reporting period:

- Strategic Issue 1: Business Development
- Strategic Issue 2: Regional Development
- Strategic Issue 3: Further Strengthening Partnerships in Tourism
- Strategic Issue 4: Commemorating the Centenary of the First World War and Honouring Veterans
- Strategic Issue 5: Supporting the Status of the Artists

ISSUE 1: BUSINESS DEVELOPMENT

Supporting business development in the province is the key priority of TCII. The Department delivers a range of client services, offers repayable and non-repayable financial supports, and partners with diverse stakeholders to ensure new businesses with good ideas have the opportunity to grow. In addition to TCII's direct services and funding supports, the Department's regional diversification fund also supports provincial business development efforts through investing in social enterprises, youth entrepreneurship, and the development initiatives of many different industry associations.

FISCAL YEARS 2014-17

Goal 1 (2014-17): By March 31, 2017, TCII will have supported business development initiatives/activities in all regions.

Goal Indicator 1: Facilitated and invested in business development initiatives.

TCII facilitated and invested in business development initiatives to accelerate economic growth in the province. In fiscal 2014 - 2017, \$13.6 million was approved through the Business Investment Fund (BI Fund) for 87 enterprises. The breakdown is as follows:

- In 2014-15 fiscal year: Invested \$3.3 million in 22 firms
- In 2015-16 fiscal year: Invested \$6.9 million in 33 firms
- In 2016-17 fiscal year: Invested \$3.4 million in 32 firms

Goal Indicator 2: Facilitated foreign direct investment (FDI) to the province.

Significant investments were made through the Investment Attraction Fund (IAF) during 2014-17 to support business development in the province. Six projects were supported through IAF during 2014-17, with disbursements from IAF totaling \$13.8 million. Investments made through IAF into these six initiatives are anticipated to yield a combined net economic impact of over \$263 million, leveraging approximately \$95.7 million in inward investment for the province and a return to treasury of \$25.2 million. These investments directly supported new developments in a variety of industries province-wide. As a result of eligibility requirements under the IAF, all investments that were made through that program during 2014-17 have directly resulted in securing FDI in Newfoundland and Labrador.

Goal Indicator 3: Provided business counseling/advisory services.

TCII provided business counselling and advisory services to its clients. In 2014 to 2017, a total of 141 SME businesses were targeted for business retention and expansion (BR&E) activity. 58 interviews were completed and 50 follow-up action plans were provided to clients.

TCII also continued to develop the BR&E sector approaches and implemented 13 sector-specific initiatives. A total of 164 operators were targeted for sector BR&E activity. The sector approach saw 84 BR&E interviews completed and 59 follow-up action plans provided to clients.

Goal Indicator 4: Supported entrepreneurs throughout the province.

TCII supports entrepreneurship through its Business Development Support Program (BDSP). This program provides contributions of up to \$100,000 on a matching basis to new entrepreneurs and expanding small businesses to help them acquire the necessary expertise to pursue new business ideas and markets in new growth areas of the economy. For the past three years, total project numbers and amounts invested are as follows:

- Fiscal year 2014-15: \$2.3 million invested in 204 projects
- Fiscal year 2015-16: \$3.7 million invested in 257 projects
- Fiscal year 2016-17: \$2.3 million invested in 203 projects.

Additionally, TCII undertook a series of Innovation Road Show presentations across the province. TCII, in conjunction with local Chambers of Commerce and Canadian Manufacturer and Exporters, also offered complimentary LEAN manufacturing workshops. These workshops were designed to support entrepreneurs by providing them with proven business models and a collection of tactical methods that emphasize delivering quality products with greater efficiency and lower cost.

Discussion

TCII supported business development initiatives/activities in all regions of Newfoundland and Labrador. TCII provided mentoring and business counseling for firms and industry associations, including advisory services for companies engaging and navigating global supply chain opportunities; pursuing opportunities for technology transfers; marketing their capabilities in national and international markets and supporting them to protect their intellectual property. TCII facilitated and invested in business development initiatives to accelerate economic growth

throughout the province. In fiscal 2014 - 2017, \$13.6 million was approved through the Business Investment Fund for 87 enterprises; \$13.8 million through the Investment Attraction Fund (IAF) supporting six projects; and \$8.3 million to 664 projects through the Business Development Support Program (BDSP).

FISCAL YEAR 2016-17
Annual Objective (2016-17): By March 31, 2017, TCII will have supported business development through partnership and collaboration
Indicator 1: Supported and invested in business development initiatives in collaboration with industry, community and government partners.
In 2016-17, through its Business Investment Fund, TCII invested \$3.4 million in 32 projects. This involved numerous collaborations with industry, community and government partners.
Indicator 2: Invested in the growth and development of the province's entrepreneurship and start-up ecosystem in collaboration with industry, academia, and government partners.
In 2016-17, TCII collaborated with and provided investment to several start up and incubation programs in Newfoundland and Labrador to work with early stage ICT firms, including Propel ICT, the Genesis Center, Common Ground and Navigate. The initiatives supported are helping grow the start-up ecosystem in the province.
TCII also continued to strengthen its collaborative relationships with key technology sector organizations to advance growth and competitiveness of technology companies, including business development partnerships with industry associations such as Newfoundland and Labrador Association of Technical Industries (NATI), Canadian Manufacturers and Exporters – NL (CME), Newfoundland and Labrador Environmental Industries Association (NEIA), and OceansAdvance.
TCII investment to support these clients is as follows:
<ul style="list-style-type: none"> • Genesis Centre - \$325,000 for incubation funding; • \$20,000 for MaRS on the Rock Program; • Propel ICT - \$118,100 for Fall 2016 and Spring 2017 Co-hort funding; • NATI - \$100,000 sector organization funding; • NEIA - \$100,000 sector organization funding; • CME - \$100,000 sector organization funding; • Common Ground - \$35,700 feasibility study for expansion; • Navigate - \$19,500.
Indicator 3: Furthered work on the Innovation Strategy, in partnership with stakeholders, to support firm-level innovation and competitiveness.

During 2016-17 the Provincial Innovation Strategy will assist the development of the Business Innovation Agenda with a focus on business start-ups and scale-ups.

Government reaffirmed its commitment as part of its overall plan to strengthen and diversify the economy through *The Way Forward*, which states: “Government committed to resetting the provincial innovation agenda by developing a long-term approach to expand the pool and capacity of the province’s economic wealth generators, innovation and growth-focused businesses.”

The participation of the business community was critical to the development of the Province’s Business Innovation Agenda. TCII launched province-wide engagement process in November 2016 that concluded in January 2017. The engagement process focused on (1) How to expand the pool and capacity of the economic wealth generators and value creators? And (2) What are the priority financial and non-financial resources required to achieve this? Extensive consultations occurred: six sessions with 48 business and industry representatives; regional/satellite tables and one-on-one outreach involving 64 businesses; and 17 written individual and group submissions to department. The information collected through consultation assisted in drafting the Business Innovation Agenda.

Indicator 4: Furthered the development of a comprehensive international business development strategy in collaboration with stakeholders.

The development of a comprehensive international business development strategy did not advance. In March 2016, TCII completed a comprehensive assessment of Newfoundland and Labrador companies who use international business development to grow and diversify their business, as well as an assessment of current goods and service exports from the Province. Phase 2 of this assessment, the development of a comprehensive international business development strategy, was not initiated. However, TCII undertook other initiatives such as:

In 2016-17, the focus changed to developing an Atlantic Trade and Investment Growth Strategy (ATIGS) as part of the trade and investment pillar of the broader Atlantic Growth Strategy (AGS), collaboratively by the federal government and four Atlantic provinces (announced on July 4, 2016). Through this, TCII will focus on projects that are firm-focused, federally engaged and leveraged, and industry engaged. TCII is continuing its work in 2017-18.

Additionally, one of the commitments in the *Way Forward* is to develop a Regional Trade Network (RTN) that would seek to increase collaboration between Provincial and Federal governments, industry associations, and other partners focused on building Newfoundland and Labrador’s international business development. TCII started working on it in 2016-17 and will continue its implementation in 2017-18.

Indicator 5: Initiated a Food Security and Agriculture Growth Strategy in collaboration with local producers and processors.

This indicator was not met by TCII as it is not the responsibility of the Department. However, TCII held three Food and Beverage Friday events to inform clients of programs and services that help grow their businesses, with average participation of 15 clients. This was an initiative recommended by processors at the 2016 Food Conference.

Indicator 6: Continued to develop the Ocean Technology Strategy and implementation plan, in collaboration with stakeholders, to facilitate sector growth.

The development of the Ocean Technology Strategy did not advance, as the sector instead focused its efforts on further developing the province's ocean technology cluster. Newfoundland and Labrador's ocean technology industry continues to be a natural sector for growth as the province is a recognized leader in supplying technologically-advanced platforms and equipment for offshore oil and gas development, sub-sea systems, marine transportation, fishing and other marine industries.

TCII provided support to Oceans Advance to promote collaboration with other stakeholders to facilitate sector growth. It actively promoted and worked with both commercial and non-commercial clients to secure funding under various funding mechanisms.

TCII led business development missions to two world-class oceans events, Oceans'16 in Monterey, California, and Ocean Business 2017 in Southampton.

Indicator 7: Continued to support and implement the Arctic Opportunities Initiative, in collaboration with stakeholders, to provide new opportunities for local companies

TCII continued to support Arctic Opportunities through Ministerial and Deputy Minister level committees and an interdepartmental working group. In 2016-17, TCII activities supporting arctic opportunities included:

- *April, 2016 - Inbound Nunavut (NU) Delegation:* TCII hosted MOU discussion with the NU/NL MOU DM committee and facilitated an industry delegation visit to St. John's.
- *June 2016 - Expo Labrador:* Exhibited
- *September 2016 - Nunavut Trade Show, Iqaluit, NU:* Exhibited and met with a delegation from the St. John's Board of trade.
- *October, 2016 - Arctic Circle Assembly, Reykjavík Iceland:* Attended conference and meetings.
- *October 2016 - Arctic Technologies Conference, St. John's:* Exhibited and organized the local engagement activities.
- *October 2016 - MASS16, St. John's:* Exhibited.
- *January 2017 - Northern Exposure, St. John's:* Exhibited at the Labrador North Chamber of Commerce's bi-annual North-South supplier development conference.
- *March 2017 - Opportunities North (Board of Trade's Arctic Opportunities Conference), St. John's.*

ISSUE 2: REGIONAL DEVELOPMENT

TCII supported regional development priorities through a range of commercial and non-commercial activities. TCII is a committed partner with all levels of government and various economic development organizations. Together with these partners businesses and regions are supported. TCII's commercial and non-commercial activities providing support for regional development are detailed in the performance section below.

ISSUE 2: FISCAL YEARS 2014-17

Goal 2 (2014-17): By March 31, 2017, TCII will have supported regional development initiatives/activities in all regions.

Goal Indicator 1: Facilitated and invested in regional development initiatives.

The Regional Development Fund of TCII provides non-repayable contributions to support non-profit organizations in activities related to regional and sectoral development, diversification and innovation. In 2014-17, the Regional Development Program (RDP) provided funding towards 440 projects in all regions of the province. The regional breakdown is below:

Region	# of Projects Approved	# of Clients*	RDP Amount Approved	Total Amount Leveraged **	Total Project Value
Avalon Total	55	36	4,654,811	\$12,462,664	17,242,944
Central Total	35	19	4,716,962	\$16,107,692	23,163,634
Eastern Total	45	30	4,045,435	\$8,662,233	12,707,587
Labrador Total	32	22	2,716,497	\$14,895,505	17,658,602
Western Total	74	39	6,256,372	\$15,882,730	22,349,932
Pan- Provincial Total	199	117	12,461,270	\$105,979,082	120,393,876
Total	440	263	34,851,347	\$173,989,906	213,516,575

* Client numbers unavailable for 2014-15.

** Total leveraged amount includes Federal Government, private sources and client contributions. Other Provincial Government sources are NOT included in amount listed.

Additionally, each year TCII invested a total of over \$3.3 million in arts and heritage programs and projects, including the Arts and Letters Awards Program, MusicNL, the Lawrence O'Brien Arts Centre, the Provincial Art Bank, and the Cultural Economic Development Program. TCII also provided \$2.5 million to support over 100 community heritage organizations and over 30 arts organizations, major festivals and cultural attractions.


Furthermore, a key element of TCII's model for regional development is its Community Capacity Building (CCB) program, which supports clients by delivering programs that enhance essential skills in regional economic planning, industry development and implementation. It is available to not-for-profit economic development organizations, including municipalities, industry/sector groups and educational institutions. The CCB program is also a key component to implement the TCII Social Enterprise Action Plan. During 2014-17, the

CCB program provided \$592,548 for the delivery of 167 training workshops to 3,347 participants.

Goal Indicator 2: Implemented action plans for sector priorities

TCII implemented some sector action/work plans for the 2016-17, while others are still in the planning stage.

TCII, in collaboration with the tourism sector, released a Tourism Destination Development Plan and Regional Destination Development Plan. The focus of the provincial Tourism Product Development Plan is to enhance and create high quality and premium experiences that celebrates people, culture and the natural environment. The details of these plans are on the website below:

- [2017-20 Provincial Tourism Product Development Plan](#)  (6.14 mB)
- [Regional Destination Development Plans.](#)

TCII partnered with the Craft Council of Newfoundland and Labrador in 2016-17 to initiate the development of a Craft Industry Plan.

Goal Indicator 3: Supported innovation and entrepreneurial culture throughout the province.

TCII partnered with broad range of stakeholders to build a strong network for innovation activities and entrepreneurial development in Newfoundland and Labrador.

Over the 2014-17 reporting period, emphasis was placed on elevating the province's business incubator and accelerator activities. *Propel ICT*, an accelerator for startups within the Information Communication Technology (ICT) sector, received \$118,100 from TCII to offer a Fall 2016 Cohort and a Spring 2017 Cohort in St. John's. *Propel ICT* provides mentoring skills to selected successful companies to help them accelerate their growth in order to get their innovative product and services to market.

TCII provided funding support to the Genesis Centre for \$325,000 to allow for the continued operations to help incubate numerous companies, such as Empowered Homes and HeyOcro within their Enterprise Program. Another investment of \$20,000 by TCII was made to Genesis Centre for the MaRS on the Rock Program (MOTR), a program that offer workshops and courses to help to build entrepreneurship skills and broadly create a culture of innovation in the province.

TCII funded \$98,442 during the 2014-2017 period for Enactus initiatives, to create and support an environment where entrepreneurship and innovation can flourish. It encourages Memorial and the College of North Atlantic to collaborate to enable them to increase the amount of research programs and initiatives undertaken at both institutions that support innovative business growth.

TCII provided continued support for the Evolution Program which allows clients with a business idea to participate in 12 week program to help validate their business idea. The Evolution Program has been recognized for its potential and has been integrated with the College of the North Atlantic (CNA) throughout the province for its potential to accelerate small business growth.

Memorial University's Centre for Entrepreneurship (MCE) was provided TCII funding for its operation in 2016-17. MCE was established to foster and commercialize ideas generated at Memorial University and to promote entrepreneurship to students as a viable career path, instead of the traditional career path of acquiring of degree and then going to work for an established company.

Goal Indicator 4: Supported regional infrastructure.

TCII's *Regional Development Program* focuses on funding diverse activities, including regional and sectoral infrastructure. In 2014-17 through *Regional Development Program*, TCII approved 132 infrastructure projects for the amount of \$19,593,911.

Goal Indicator 5: Supported Arctic opportunities initiatives

TCII supported Arctic opportunity initiatives and will continue to do so in order to advance opportunities in Arctic that are of provincial interest. It achieved this over the past three years through active partnerships with key stakeholders, by offering programming, and by participating in events that are aligned with Provincial priorities and capabilities. Examples of such events are listed in indicator 7 of the annual objective for issue 1 on page 13.

Discussion

TCII supported regional development initiatives/activities in all regions of the province in 2014-17. TCII's support included: the Regional Development Program (RDP) provided funding for 440 projects; each year TCII invested over \$3.3 million in arts and heritage programs and projects; the Community Capacity Building program provided \$592,548 for the delivery of 167 training workshops to 3,347 participants; the Regional Development Program supported 132 infrastructure projects investing over \$19.5 million. TCII also partnered with broad range of stakeholders to build a strong network for innovation activities and entrepreneurial development in the province.

ISSUE 2: FISCAL YEAR 2016-17

Annual Objective (2016-17): By March 31, 2017, TCII will have supported regional development through partnership and collaboration.

Indicator 1: Supported and invested in regional development initiatives in collaboration with industry, community and government partners.

In 2016-17, TCII invested more than \$2.1 million in regional development initiatives collaborating with 25 municipalities.

TCII also conducted 43 Community Capacity Building (CCB) sessions with its clients that involved 616 participants.

Indicator 2: Continued investment in broadband expansion throughout the province, in collaboration with industry and community stakeholders.

In 2016-17, TCII continued its implementation of broadband projects announced under the third round of the Rural Broadband Initiative (RBI). As part of the third phase of the RBI, investment was made to extend broadband service to Newfoundland and Labrador communities and households that were not serviced. TCII partnered with the Federal Government, through its *Connecting Canadians Program*, to leverage funding for the third phase of the RBI. The Provincial Government's investment under RBI's three funding rounds totaled \$14.9 million into projects with a total value of \$54.8 million. The third round successfully expanded broadband access to 228+ communities and nearly 18,000 households. All of which were done in collaboration with industry and community stakeholders.

Indicator 3: Invested in opportunities to directly engage youth in hands-on innovation projects.

TCII provided funding for various youth initiatives to students and youth in the province to help inspire entrepreneurship. It supported young people with entrepreneurial attitudes and ideas to excel and innovate. Projects supported provided exposure to math, science and technology and gave youth engineering skills and experience with advanced technology that can be used to solve real world problems.

TCII worked with Memorial University on developing a social enterprise strategy. TCII continues to work with Centre for Social Enterprise to create a Social Innovation Zone with a vision to build a culture of social entrepreneurship at Memorial University and across the province. Through TCII's presence on the Social Enterprise Advisory Board, and its contribution, TCII continues to provide guidance and support to the Centre for Social Enterprise in its efforts to provide outreach to youth, co-curricular activities, and work placements in social enterprises.

Indicator 4: Continued work with Memorial University on developing a Social Enterprise Strategy.

As documented in *The Way Forward*, our government is committed to the development of a Social Enterprise Action Plan in Newfoundland and Labrador. TCII is the lead Department in developing the plan, which includes long-term strategic goals supported by an annual work plan.

For this purpose of developing the Social Enterprise Action Plan, TCII has collaborated with stakeholders including Memorial University. TCII completed engagement process with its partner and stakeholder groups in 2016-17. The process included facilitated sessions, public online questionnaire, and interdepartmental working group meetings.

The Way Forward commits to a full implementation in summer 2017, which TCII is progressing towards.

Indicator 5: Continued to advance regional development initiatives and capacity building in the Arctic through northern partnerships and community collaboration.

The Department conducted and supported capacity building activities through the Arctic Opportunities Initiative, which aims to build knowledge and capacity while creating awareness of Newfoundland and Labrador's expertise and capabilities in the Arctic. In 2016-17, work included collaborating with the St. John's Board of Trade to encourage local participation in Arctic opportunities through participation in conferences and workshops, including: Expo Labrador, Nunavut Trade Show, Arctic Circle Assembly, Arctic Technologies Conference, MASS16, Northern Exposure and Opportunities North.

In 2016-17 key partners representing industry and Government from Nunavut participated in a collaborative mission to St. John's. The MOU was born of the mutual commitment by both the Governments to explore economic growth opportunities and promote sustainable development in the Arctic.

ISSUE 3: FURTHER STRENGTHENING PARTNERSHIPS IN TOURISM

TCII focuses significant effort into engaging tourism stakeholders to implement priority tourism product development areas to leverage the tremendous potential of the tourism industry in Newfoundland and Labrador, with an objective to grow resident and non-resident visitor spending to \$1.6 billion by 2020 (based on 2009 levels). Together, industry and government has set provincial and regional priorities to support the development of high quality, visitor-focused Newfoundland and Labrador brand experiences to attract more visitors, encourage them to stay longer and experience more.

Issue 3: Further Strengthening Partnerships in Tourism
FISCAL YEARS 2014-17
Goal 3 (2014-17): By March 31, 2017, the Department of TCII will have supported the development of tourism products and experiences aligned with market demand.
Goal Indicator 1: Ensured tools and processes to identify and validate priority tourism products and experiences aligned with market demand are developed.
TCII established market-readiness criteria for Destination Trails and implemented policies for trail funding reflective of Destination Trail criteria. TCII partnered with the Atlantic Canada Tourism Partnership to develop a Travel Trade Market-Readiness program, which will be launched in 2017-18. Western Region-Labrador Destination Development Plan (DDP) collaboration established sense of arrival priorities for the Three UNESCO Journey route.
Goal Indicator 2: Supported the development and implementation of action plans in selected regions for the development of tourism products and experiences aligned with market demand.
TCII made tremendous progress in the implementation of five Regional Destination Development Plans and the development of a Provincial Tourism Product Development Plan. In 2016-17, the final two regional Destination Development Plans were completed for the Central and St. John's/Northeast Avalon regions. After the release of these final two plans, implementation committees were formed among the Tourism Board, industry and government partner organizations, and sessions were held with regional stakeholders in Springdale, Grand Falls-Windsor, Twillingate, Gander, and St. John's to prioritize actions in each region. Implementation also continued on the three existing regional plans for Eastern, Western and Labrador. Highlights included people and program-based experience development sessions, the geological attractions network, and a Craft in Tourism Initiative offered in the Eastern Region. Industry stakeholders were engaged in winter tourism and festivals and events partnership session in the Western Region, and an extensive Three UNESCOs Journey initiative was initiated by the implementation committees of both the Western Region and Labrador Destination Development Plans.
Goal Indicator 3: Supported the development of tourism products aligned with market demand in selected regions.

TCII established planning processes with its Season Extension Program, in partnership with festival and event partners, to work towards collective goals for increasing visitation and spending.

TCII and Go Western Newfoundland established a Winter Tourism Stakeholders group and hosted a tourism opportunities and collaboration facilitated session.

Goal Indicator 4: Supported and ensured compliance with minimum quality standards for all tourism operators through the Tourism Assurance Program (TAP).

Launched in 2013, Tourism Assurance Plan (TAP) is a voluntary, industry lead province-wide initiative designed to ensure common minimum standards for service delivery by tourism operators in Newfoundland and Labrador. Minimum standards include: the ability to communicate and receive messages from customers by telephone or email, an online presence, and accept credit/debit card payment and respond to inquiries on a daily basis.

TCII, in partnership with the Tourism Board of Hospitality Newfoundland and Labrador (HNL) and the five Destination Management Organizations, continued ongoing communication and consultations to facilitate compliance with TAP standards. All partners are seeing the increase in service quality and delivery standards through the TAP, as for example, in 2016-17 the overall TAP compliance rate reached 87% (which refers to the total number of Travelers Guide listings in 2017 as compared to number of listings prior to TAP being introduced).

Goal Indicator 5: Ensured tourism product development support to tourism operators.

TCII provided experience development opportunities through sessions, mentoring, networks and regional priority task teams to advance tourism market-readiness of core experience categories. Empowering operators with the guidance of a Creating Experiences toolkit, TCII provided the tools and support for operators to develop the types of experiences that are in demand in order to grow visitation and sell the province as a tourism destination. The toolkit provided a step-by-step approach to developing world-class tourism experiences. TCII actively guided operators through the toolkit, which enabled them to develop experiences that are reflective of key market expectations, fits the brand of the province, and differentiates from other destination areas.

TCII also supported operators through other product development initiatives, including the market readiness subsidy, the season extension, best practices and business development funding.

TCII continued its partnership with Hospitality Newfoundland and Labrador to implement tourism product development priorities contained in the 2015-18 Tourism Skills and Knowledge action plan.

TCII supported private operators with in market-readiness subsidies to attend the Gros Morne Institute for Sustainable Tourism (GMIST) experience development training and to attend best practices missions.

Discussion

The Department of TCII supported the development of tourism products and experiences aligned with market demand. TCII made tremendous progress in the implementation of five

Regional Destination Development Plans and the development of a Provincial Tourism Product Development Plan. The department established planning processes with its Season Extension Program, in collaboration with festival and event partners, to work towards collective goals for increasing visitation and spending. All partners are seeing the increase in service quality and delivery standards through the TAP; in 2016-17 the overall TAP compliance rate reached 87%. TCII provided experience development opportunities through sessions, mentoring, networks and regional priority task teams to advance tourism market-readiness of core experience categories. The department also supported operators through other product development initiatives, including the market readiness subsidy, the season extension, best practices and business development funding.

ISSUE 3: FISCAL YEAR 2016-17
Objective: By March 31, 2017, the Department of TCII with stakeholders will have supported the implementation of action plans in selected regions for the development of tourism products and experiences aligned with market demand, and minimum standards will have been met.
Indicator 1: Continued Destination Development Plan (DDP) Opportunity Management Process for Central and North East Avalon DMO regions.
In 2016-17, the final two regional plans were released for Central Newfoundland and St. John's/Northeast Avalon Destination Management Organizations (DMOs) along with stakeholder prioritization sessions and the formation of Implementation Committees. This concluded the Destination Development Planning (DPP) process, which included the completion of the following five regional plans: Eastern, Labrador, Western, Central and St. John's/Northeast Avalon. DDPs were completed between 2015-2016 and 2016-17 through an intensive Tourism Destination Visitor Appeal Appraisal, substantial stakeholder consultation, analysis and prioritization in each of the regions (over 2000 stakeholders).
Indicator 2: Continued implementation and evaluation of regional Destination Development Plan (DDP) priorities.

In 2016-17, provincial and regional stakeholder implementation committees and experience category networks were formed to drive and evaluate tourism product development and DDP activities. These committees and networks implemented priority initiatives and engaged with other sectors in partnerships to advance tourism goals.

Experience development sessions were held with tourism operators in partnership with Hospitality Newfoundland and Labrador, Legendary Coasts of Newfoundland (Eastern DMO) and the Atlantic Canada Opportunities Agency (ACOA) in Cupids, Carbonear, Ferryland, Fortune, Bonavista, and Placentia. Other DDP engagement sessions took place in Springdale, Grand Falls-Windsor, Twillingate, Gander, Trepassey, Woody Point, Rocky Harbour, Port Hope Simpson, L'Anse au Clair, Red Bay and St. John's.

TCII participated in a Western Region-Labrador DDP collaboration for the Three UNESCO Journey route of Gros Morne National Park, L'Anse aux Meadows and Red Bay National Historic Site. This effort produced short- and long- term actions for both Western region and Labrador partner organizations.

TCII worked with Legendary Coasts of Newfoundland and Labrador to advance The Eastern NL Geological Network in partnerships, experience development and market-readiness.

TCII and Go Western Newfoundland established a Festivals and Events Task Team to implement regional DDP priorities.

Indicator 3: Provided support for development of market-ready, in-demand tourism products and experiences.

TCII participated in an inter-departmental committee and partnerships in food sector development with the Department of Fisheries and Land Resources. This enabled collaboration activities with producers and secondary food processors that linked locally-produced food products into tourism product and market opportunities. This interdepartmental committee has also integrated accessibility to local food products as a primary tourism development priority that requires collective effort and partnerships to address. Food experience providers and stakeholder groups were engaged in DDP activities around identifying brand food experiences, including the development of experience guidelines.

TCII collaborated with Hospitality Newfoundland and Labrador to implement initiatives aimed at addressing competitiveness issues in the accommodations sector, primarily as it relates to the 'sharing economy' and unlicensed accommodations.

TCII led an internal committee to review the sustainability of travel demand generating attractions. This effort is aimed to produce a collaborative sustainability analysis with key industry stakeholders and funding partners.

TCII established planning processes with its Season Extension Program, in partnership with festival and events partners, to work towards collective goals for increasing visitation and spending. In 2016-17 this amounted to providing over \$143,500 through the *Season Extension Program* support to partners.

TCII developed a standardized visual identifier for those promoting mobile services to visitors by creating a common logo for public Wi-Fi locations and mapping public Wi-Fi locations.

Indicator 4: Continued the alignment of marketing efforts of the DMOs and the tourism industry in support of the provincial tourism marketing strategy and tactics.

Newfoundland and Labrador Tourism continued to build on our success of increasing destination awareness and interest among potential travelers through the integrated, multi-channel “Find Yourself” marketing campaign.

The alignment of marketing efforts of the DMOs and the tourism industry in support of the “Find Yourself” campaign has resulted greater industry coordination as tourism stakeholders speak with one voice to convey a consistent, creative, brand-focused message at consumer/trade shows, on digital and social media channels, and in engagement with travel influencers, media and the trade.

The result is an increase in interest in the province as a travel destination and the delivery of more relevant information to the traveler.

For example, from 2015 to 2016, visits to multiple Newfoundland and Labrador Tourism websites increased by 16% with over 3 million visits. Facebook likes increased 35% to over 143,000, while Twitter followers increased 21% to almost 47,000 followers, and video content on all channels surpassed 2.2 million views. Instagram is a key social media channel for tourism, and followers of Newfoundland and Labrador Tourism doubled to over 39,000 over the past year.

ISSUE 4: COMMEMORATING THE CENTENARY OF THE FIRST WORLD WAR AND HONOURING VETERANS

In support of the Provincial Government’s commitment to strengthen and grow provincial culture, the Honour 100 commemoration initiative was aligned with, and worked towards, achieving the outcome of a strengthened cultural sector that preserves both our tangible and intangible heritage. As a seminal moment in the history of Newfoundland and Labrador, the First World War directly shaped the province and its people. The Provincial Government, along with stakeholders and community organizations, continues to plan and deliver initiatives through the Honour 100 program to commemorate the sacrifices of all Newfoundlanders and Labradorians. The commemoration of the centenary is aimed at reconnecting Newfoundlanders and Labradorians with their past, honouring veterans past and present, encouraging communities and organizations throughout the province to work together on commemorative initiatives, and helping to maximize youth engagement. By commemorating Newfoundland and Labrador’s involvement in the First World War through Honour 100, TCII brings these sacrifices to the forefront of our thinking, helping us to better understand this enduring legacy.

ISSUE 4: FISCAL YEARS 2014-17

Goal 4 (2014-17): By March 31, 2017, the Department of TCII will have commenced commemoration of Newfoundland and Labrador’s First World War story so that citizens are connected with our past and veterans past and present are honoured.

Goal Indicator 1: Commemorative anniversaries research, planned and selected initiatives developed and launched.

Research and consultation supported the development of initiatives. The initiatives launched were:

October 5th, 2015 - March to the Florizel. Approximately 350 individuals from across Newfoundland and Labrador took part in a re-creation of the historic march to the Florizel. Led by the 1st and 2nd Battalions of the Royal Newfoundland Regiment, participants marched the actual route, taken by the original recruits, from Pleasantville to the St. John's harbour front, culminating with a special ceremony at the Harbour front. This event was a partnership between the Government of Newfoundland and Labrador – Honour 100, the Royal Newfoundland Regiment, the Royal Newfoundland Regiment Advisory Council, and the City of St. John's.

August 17th, 2015 - Remobilization of the First Newfoundland Regiment: The 100th Anniversary of the Royal Newfoundland Regiment's landing at Gallipoli on September 19, 2015 was commemorated by 60 Newfoundlanders and Labradorians, including members of the Royal Newfoundland Regiment Advisory Council, who travelled to Turkey to mark the anniversary.

July 1, 2015 - The 99th Anniversary of the Battle of the Somme at Beaumont-Hamel: The 99th anniversary was commemorated by a Newfoundland and Labrador delegation that included veterans, Royal Canadian Legion members and 35 students (including 19 students participating in the new Ambassador Program). The delegation attended the annual ceremony that commemorates the beginning of the Battle of the Somme as a part of a weeklong pilgrimage to First World War commemoration sites in Belgium and France.

July 1, 2016 - The 100th Anniversary of the Battle of the Somme: The centenary of Beaumont-Hamel was a significant anniversary that included parallel events taking place at Beaumont-Hamel, France and in St. John's, Canada. A contingent of Legion members, veterans, students, Ambassador students and chaperones made the annual pilgrimage for this event, accompanied by the Minister of TCII. A highlight of the Newfoundland and Labrador portion of the commemorations was a Royal visit by Princess Anne. The visit included a four-day itinerary planned by Honour 100 in consultation with The Royal Palace, Government House, The Royal Newfoundland Regiment and other partners making up the Royal Visit planning committee. The visit coincided with the opening of the Royal Newfoundland Regiment exhibit at The Rooms, opened by Her Royal Highness, at a special public event.

October 12, 2015 - The 100th Anniversary of the Battle at Gueudecourt: This anniversary was commemorated with a wreath laying at the National War Memorial in cooperation with the Royal Canadian Legion. A parallel event took place at Gueudecourt, France, when a small, independent provincial contingent laid a wreath alongside a representative of Veterans Affairs Canada. Coordination was provided through Honour 100 for this event.

Goal Indicator 2: Legacy opportunities will have been identified and selected legacies will have been enhanced or developed.

In 2014-17, legacy opportunities were identified, initiatives planned, and the following Honour 100 projects were developed:

- Gallipoli Monument Project in consultation with the Federal Government and the Royal Newfoundland Regiment Advisory Council;
- Bowring Park Interpretation project with the City of St. John's and the Bowring Park Foundation;
- Digitization of the Military Service Files with The Rooms Corporation;
- Enhancement of the Trail of the Caribou Pilgrimage with the Royal Canadian Legion; and
- Honour 100 Grant Program for arts and heritage organizations and communities across Newfoundland and Labrador.

Goal Indicator 3: Educational opportunities for commemoration and engagement of youth will have been identified and selected opportunities will have been enhanced, developed, and implemented.

TCII worked closely with the Department of Education and Early Childhood Development and the Historic Sites Association of Newfoundland and Labrador to identify educational opportunities for commemoration and engagement of youth through a number of initiatives. First World War commemorations and engagement for youth included:

- New curriculum outcomes and lesson plans specifically related to the First World War in all grades;
- Additional educational resources through the Newfoundland and Labrador Heritage website, including film and video vignettes and articles;
- The Ambassador Travel program for 19 youth to attend Trial of the Caribou pilgrimage
- Enhanced student participation by supporting the expansion of Heritage Fairs to include high school;
- The development of an option for students to complete First World War projects in Heritage Fairs.

Goal Indicator 4: Outreach opportunities will have been identified and selected initiatives will have been developed and implemented.

TCII and Honour 100 staff worked closely with stakeholders across the province to identify, develop, and implement outreach opportunities. The opportunities included:

- Presentations across the province for projects linked to the commemorations through the arts and culture centers.
- Support of the Newfoundland Historical Society to host a provincial symposium to launch year one of the First World War commemoration and the outbreak of the First World War.
- A partnership with The Rooms to digitize military service files that will eventually be able to be accessed worldwide via the internet.
- Working closely with the Royal Canadian Legion to enhance the annual Trail of the Caribou pilgrimage and create an educational program for students, including a guided tour with a historian to all sites relevant to Newfoundland and Labrador.
- Maintained active/interactive social media sites on Facebook and Twitter with combined followers of over 1000.

Goal Indicator 5: Veterans past and present are honoured.

Veterans past and present were honoured through the following initiatives:

- Commemorated key anniversaries
- Undertook legacy projects
- Enhanced and provided educational opportunities for commemoration and engagement of youth
- Developed and implemented outreach initiatives.

Discussion

The Department of TCII has commemorated during 2014-17 Newfoundland and Labrador's First World War story, connecting citizens with our past and honouring veterans. TCII commemorated key anniversaries; undertook legacy projects; provided educational opportunities for commemoration and engagement of youth; and developed and implemented outreach initiatives. The centenary of Beaumont-Hamel on July 1, 2016, was a significant anniversary that included parallel events taking place at Beaumont-Hamel, France and in St. John's, Canada. A contingent of Legion members, veterans, students, Ambassador students and chaperones made the annual pilgrimage for this event, accompanied by the Minister of TCII. A Royal visit by Princess Anne included a four-day itinerary planned by Honour 100 in consultation with The Royal Palace, Government House, The Royal Newfoundland Regiment and other partners making up the Royal Visit planning committee. The visit coincided with the opening of the Royal Newfoundland Regiment exhibit at The Rooms, opened by Her Royal Highness, at a special public event.

ISSUE 4: FISCAL YEAR 2016-17

Annual Objective: By March 31, 2017, the Department of TCII will have further developed and advanced initiatives to commemorate the Centenary of the First World War and honoured veterans.

Indicator 1: Commemorated key anniversaries.

TCII led the planning and development of activities surrounding key anniversaries that were commemorated through select initiatives. TCII continued to work with the Royal Newfoundland Regiment Advisory Committee, the Honour 100 Steering Committee, and a stakeholder committee to plan and develop initiatives to commemorate the anniversaries related to the First World War. In 2016-17, the following anniversaries were commemorated:

- The 100th Anniversary of the Battle of the Somme (July)
- The 100th Anniversary of the Battle at Gueudecourt (October 12)

Indicator 2: Undertaken legacy projects.

TCII led the planning and development of activities with stakeholders surrounding select Honour 100 legacy projects that continued in 2016-17 as follows:

- Gallipoli Monument Project in consultation with the Federal Government and the Royal Newfoundland Regiment Advisory Council;
- Bowring Park Interpretation Project with the City of St. John's and the Bowring Park Foundation;
- Completion of final disbursements for Honour 100 projects under the Grant Program for arts and heritage organizations and communities across Newfoundland and Labrador.

Indicator 3: Provided educational opportunities for commemoration and engagement of youth.

Educational opportunities for commemoration and engagement of youth were enhanced, developed and implemented. The Honour 100 initiative continued to work closely with partners including the Department of Education and Early Childhood Development and the Historic Sites Association to enhance, develop and implement educational opportunities for commemoration and engagement of youth, including:

- Enhanced student participation by continuing to support the expansion of Heritage Fairs to include high school;
- The continued option for students to complete First World War projects in Heritage Fairs;
- Supported the second annual Ambassador Award Travel Program for 19 youth to attend the Trail of the Caribou Pilgrimage in 2016; and,
- Continued support of the Royal Canadian legion's Annual Pilgrimage to Beaumont-Hamel to enable an additional 12 students to travel with the program.

Indicator 4: Implemented outreach initiatives

In 2016-17, TCII selected outreach initiatives were developed and implemented in consultation with, and through working-partnerships between TCII, Honour 100 staff and stakeholders across the province. These included:

- A continued partnership with The Rooms to digitize military service files that can eventually be accessed worldwide via the internet; and,
- Continued Enhancement of the annual Trail of the Caribou pilgrimage in partnership with the Royal Canadian Legion to create an educational program for students.
- Maintained active/interactive social media sites on Facebook and Twitter with combined followers of over 1000.

ISSUE 5: SUPPORTING THE STATUS OF THE ARTIST

Status of Artist is an internationally recognized term describing a category of legislation, policies and programs intended to improve the economic and social status of professional artists. The Department recognizes and supports excellence in artistic endeavours and improving the conditions under which artists and other cultural workers create and produce art. TCII, in consultation with stakeholders, examined potential strategies and priorities to enhance recognition and supports for the Status of Artist in their contribution to the province's social and economic life.

ISSUE 5: FISCAL YEARS 2014-17

Goal 5: By March 31, 2017, the Department of TCII will have enhanced recognition and supports for the status of artists in their contribution to the province's social and economic life.

Goal Indicator 1: Initiated review of the current status of artists in the province.

The review was initiated by TCII in 2014-15. The Department met regularly with the Arts Advisory Committee to discuss issues relevant to the status of professional artists in the province. TCII researched the legislations pertaining to the Status of Artists across the country through a jurisdictional analysis.

Goal Indicator 2: Identified key factors that impact the status of artists and their recognition and support identified.

Through research and consultation TCII identified key factors impacting the Status of Artists, including level of investment, opportunities for exposure nationally and internationally, marketing and business development, private sector investment, benefits and insurance, standardized rates of compensation, arts in education, rehearsal / performance / exhibition space, opportunities for dissemination of work, support to Aboriginal artists, and copyright.

Goal Indicator 3: Identified strategies to recognize and support the status of artists.

Potential strategies were developed in the fall of 2015-16. A review and discussion of potential strategies to enhance Status of Artists included employment standards, occupational health and safety, labour rights, taxation, and professional development, among others. This initial work facilitated the development of a number of key priorities for Status of Artist in Newfoundland and Labrador. This was further informed by information gathered from meetings with the Newfoundland and Labrador Arts Council, the Arts Advisory Committee and an FPT committee.

Throughout the fall of 2015-16, the internal working group of the Department identified and assessed six key priorities using a Strengths, Weaknesses, Opportunities, and Challenges (SWOT) analysis. Key priorities included: (1) fair payment, (2) benefits, (3) export strategy, (4) awareness, (5) digital media supports and (6) refreshment of the Cultural Plan. This analysis identified ways and means to support Status of Artists. This process was also used to demonstrate where efforts might be made to identify efficiencies in program delivery and supports.

Goal Indicator 4: Commenced approved strategies.

Status of the Artist Legislation development has commenced with consultations completed in 2016-17. This included meeting with the Arts Advisory Committee, the Newfoundland and Labrador Arts Council, representatives from the various artistic sectors, and an online survey which had 256 responses from artists across the Province.

Goal Indicator 5: Recognition and support of the status of artists enhanced.

Status of the Artist is being enhanced through the development of Status of Artists legislation which will entrench the importance of artists to Newfoundland and Labrador. This legislation is meeting TCII's commitment to the arts community by collaborating to ensure the legislation is meaningful and effective in improving social and economic conditions of artists. It will ensure that Government leads by example in demonstrating that artists are an integral part of the social, cultural and economic fabric of Newfoundland and Labrador.

Discussion

Status of the Artist legislation would be a significant tool in recognizing and entrenching the importance of artists to Newfoundland and Labrador. Developing this legislation is meeting government's commitment to the arts community by collaborating with them to ensure the legislation is meaningful and effective in improving social and economic conditions of artists. TCII consulted with the Arts Advisory Committee, the Newfoundland and Labrador Arts Council, representatives from the various artistic sectors, and an online survey of artists from across the Province. TCII recognizes that legislation cannot address all expectations of artists and arts organizations; however, government has also committed to "Revitalize the approach to supporting culture" (*Way Forward: Realizing our Potential*) through a new Cultural Plan.

ISSUE 5: FISCAL YEAR 2016-17
Annual Objective (2016-17): By March 31, 2017, the Department of TCII will have commenced implementation of approved strategies and priorities to enhance recognition and support of the status of artists and their contributions to the province's social and economic life.
Indicator 1: Approved the strategies and priorities to enhance recognition and support of the Status of the Artists.
Approved strategies and priorities to enhance recognition and support of the artist will be addressed in the Status of Artists legislation. In <i>the Way Forward: Shaping Our Future</i> , Minister Mitchelmore, committed to enhance the recognition and support of artists in the province, by introducing Status of Artists legislation which will be the first priority for implementation to improve Status of Artists in Newfoundland and Labrador.
Indicator 2: Developed Logic Model and Accountability Framework for approved strategies and priorities.
A logic model and accountability framework were developed by an internal working group of TCII to support approved strategies and priorities. The logic model examined potential strategies and the approved priority to develop legislation. The priority for 2016-17 was stakeholder engagement and feedback.
Indicator 3: Commenced implementation of approved strategies and priorities.
Status of the Artist Legislation is being developed in consultation with the artistic sectors and with feedback from artists across the Province. On October 4, 2016, Minister Mitchelmore along with officials from the Tourism and Culture Branch of TCII and the Newfoundland and Labrador Arts Council met with the Arts Advisory Committee to discuss government's role for Status of the Artist in Newfoundland and Labrador. The primary purpose of this meeting was a discussion with arts stakeholders on whether implementation of Status of the Artist legislation is important. The consensus was that legislation would be an important step for government to enhance recognition of artists. On January 12, 2017, TCII held a consultation with representatives from the various artistic sectors including: visuals arts, craft, music, literary and publishing, dance, theatre and film. At the same time, TCII launched an online survey of artists which was live from January 12 – February 15, 2017. The survey had 256 responses from artists across the province.

Opportunities and Challenges

While TCII successfully delivered a range of initiatives designed to promote sustainable economic prosperity in 2016-7, the department experienced a number of challenges as well as opportunities in advancing the Province's economic agenda.

Foremost among these are general economic conditions. The global economy continues its slow recovery from the 2007-08 financial crisis. The more recent slowdown in demand for some commodities, combined with the decline in global oil prices, has had an impact on the local economy, including slowing or reversed gains being made in key indicators such as business expenditures on innovation.

Reversing this trend is essential for the province. The need for businesses to innovate is higher than ever. TCII is collaborating with its partners to effectively support innovation-related projects by delivering targeted support programs and undertaking a broad range of initiatives to promote the value of innovation in the increasingly knowledge-driven world economy.

The Department is establishing a major investment unit as committed in *the Way Forward*, and has begun work toward a review of business financing programs. That review will analyze how this diverse suite of programs delivered by multiple different Departments and agencies, can be streamlined to realize greatest impact.

Recognizing that the environment for business has changed considerably since many of the pieces of legislation TCII is responsible for were initially developed, the Department will be assessing its Acts to ensure they meet the requirements of business in the current economy. Firms are looking to government to ensure they have a supportive legislative framework to innovate to build on their competitiveness, to access the benefits opened by Canada's trade agreement, to support access to global supply chains, to enhance technology utilization, and to increase productivity.

In 2016-17, TCII made significant efforts to identify ways to delivery economic supports in a more efficient manner. TCII introduced set of client service standards in response to the service excellence challenge outlined in *The Way Forward*. The department will continue to build on these standards in the next few years by setting service improvement targets and streamlining business processes to help make programs and services more efficient and effective for its diverse client base.

TCII is collaborating with Federal Government, provincial departments, industry associations, academia and businesses to address challenges confronted by firms in the province. Department is well positioned to turn challenges encountered into opportunities so that economic prosperity can be achieved throughout all regions of the province.

Financial Statements

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for fiscal year 2016-17.

Appendix A: BTCRD Expenditures by Main Allocation		2016-17	2016-17	2016-17
		Original	Amended	Actual (\$)
Line Item	Source of Expenditure	Estimate (\$)	Estimate (\$)	(Unaudited)
1.1.01	Minister's Office	279,600	279,600	243,511
1.2.01	Executive Support	1,332,400	1,332,400	1,138,951
1.2.02	Corporate Services	1,526,100	1,530,000	1,376,893
	(Less: Revenue)	(0)	(0)	(16,058)
1.2.03	Administrative Support - Capital	0	84,000	80,130
2.1.01	Accelerated Growth	2,934,500	2,861,150	2,374,119
	(Less: Revenue)	(300,000)	(300,000)	(63,200)
	Marketing and Enterprise Outreach	968,800	927,050	637,611
2.1.02	Investment Attraction Fund - Capital	8,000,000	8,000,000	7,582,883
2.2.01	Business Analysis	5,808,500	5,743,500	4,859,094
2.2.02	Strategic Enterprise Development Fund - Capital	0	17,000,000	0
	(Less: Revenue)	0	(637,332)	(637,332)
2.3.01	Research and Development Corporation	18,897,500	18,897,500	18,897,500
3.1.01	Sector Diversification	4,061,100	4,119,450	3,797,220
	(Less: Revenue)	0	0	(3,010)
3.2.01	Regional Economic Development Services	5,742,100	5,643,300	5,278,024
3.3.01	Comprehensive Economic Development	10,460,600	10,460,600	10,460,017
3.4.01	Sector Research	421,200	582,200	567,960
4.1.01	Tourism Marketing	15,183,600	15,022,600	14,825,421
	(Less: Revenue)	(123,000)	(123,000)	(187,602)
4.1.02	Marble Mountain Development Corporation	756,400	756,400	756,400

4.1.03	Marble Mountain Development Corporation – Capital	0	0	0
4.2.01	Arts	5,686,100	5,686,100	5,610,095
	(Less: Revenue)	(100,000)	(100,000)	(144,940)
4.2.02	Arts and Culture Centres	6,515,400	6,567,150	6,445,817
	(Less: Revenue)	(4,663,100)	(4,663,100)	(4,623,027)
4.2.03	Newfoundland and Labrador Arts Council	1,936,600	1,936,600	1,936,600
4.2.04	Rooms Corporation of Newfoundland & Labrador	6,623,600	6,623,600	6,623,600
4.2.05	Newfoundland & Labrador Film Development Corporation	681,000	681,000	681,000
4.2.06	Historic Sites Development	504,800	504,800	453,096
	(Less: Revenue)	0	0	(0)
4.2.07	Special Celebrations and Events	596,400	596,400	560,176
4.2.08	Heritage Foundation of Newfoundland & Labrador	463,300	463,300	463,300
4.2.09	Newfoundland & Labrador Film Development Corporation - Capital	2,500,000	2,500,000	2,500,000
4.3.01	C.A. Pippy Park	464,300	464,300	464,300
4.3.02	Park Operations	5,074,900	5,142,500	4,419,991
	(Less: Revenue)	(7,500)	(7,500)	(117)
	Gross Budget	107,418,800	124,405,500	120,433,709
	Related Revenue	(5,193,600)	(5,193,600)	(5,675,286)
	Net Budget	102,225,200	119,211,900	114,758,423