



Organizational Factors

The Department's Role and Relationships

What is to be the department's role within and outside government as it pursues its mandate? How the department operates and how it relates to private sector stakeholders and its contemporary public agencies will determine to a great extent how it adds value to the process of economic revitalization. Many comments during the meetings pointed to the need for coordination and leadership within government on economic matters.

Current Situation:

- The new department's structure is established and it has a mandate to be the Yukon government's "quarterback" on economic development issues.
- Most key relationships are presently in the early stages of development, including those with other departments and agencies; First Nations; the private sector; and regional, national and international contacts.
- Stakeholders desire an Economic Development department that will have an effective role and structure, with the department to advocate, integrate and coordinate economic development themes and direction.
- There is a need for government to facilitate and support an environment conducive to economic growth.

- Government and the private sector need to work together as partners and to develop and embrace their competitive advantages to achieve economic growth.
- The public and private sector require organizational mechanisms that support a strong ongoing relationship.

Approach:

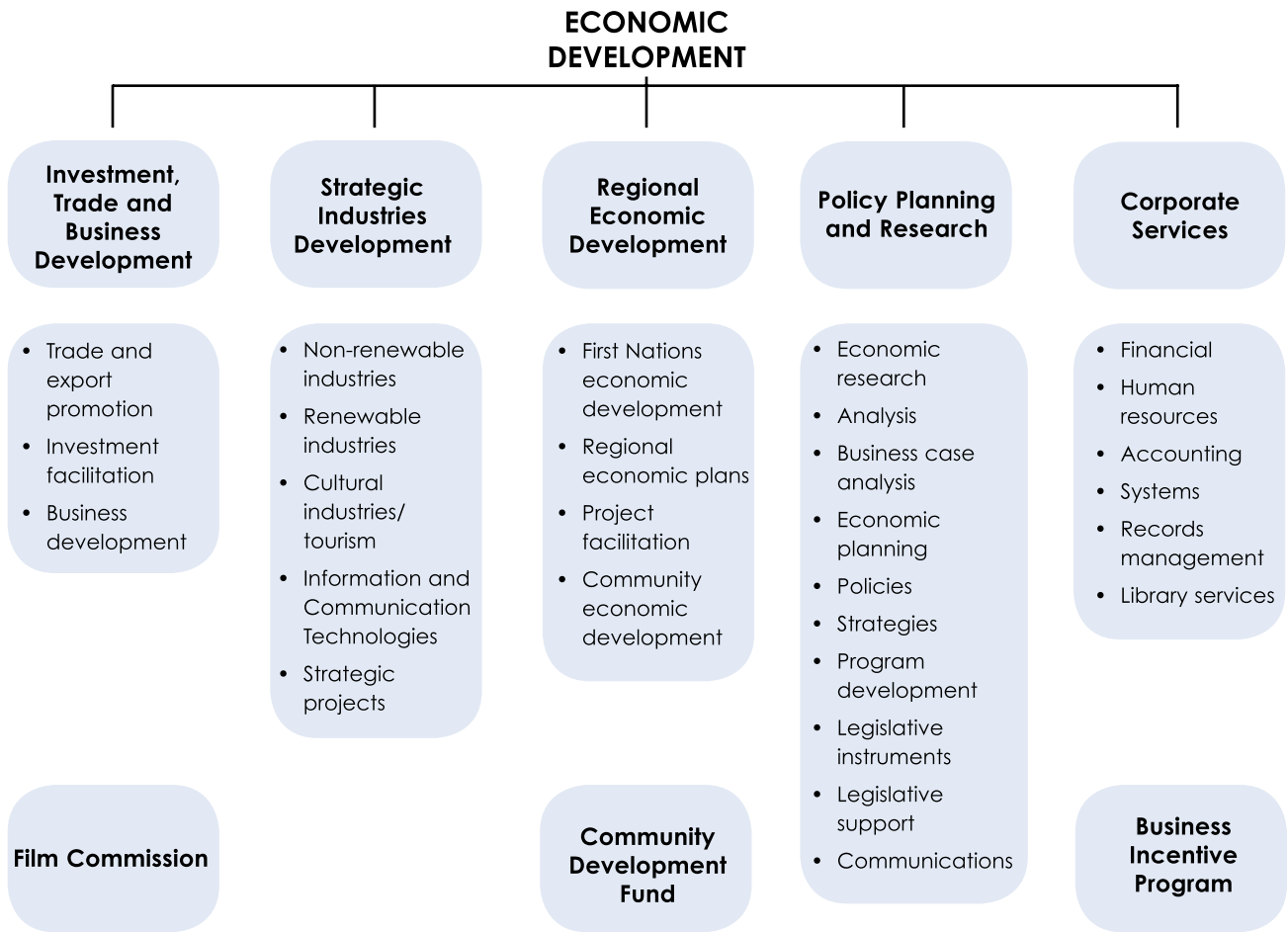
The Yukon's economic development mandate is spread across a number of departments, agencies, governments and organizations. The Yukon government can create opportunity from its relative small size and flexibility to improve internal communications and coordination around economic development. We must be innovative in management style and in our relationships. We will work closely with the private sector to facilitate development. We will directly support private sector activities through research, planning and facilitation. We have structured the Department of Economic Development accordingly, as the graphic chart of functions below indicates.

General Initiatives:

- The department will fill the role of "quarterback" or lead agency for economic integration and coordination within government and of facilitator of private sector economic activity.

- The department will build ongoing working relationships with other departments, First Nations, private sector, and regional, national and international contacts
- The department will support private sector and the development process through research, facilitation and advocacy; and helping to develop areas of strategic competitive advantage.
- Initiate, facilitate and support in each of the identified Enabling Factors described in this document.
- Establish a meaningful way to include our key stakeholders in the process of developing the Economic Direction.
- Establish a senior-level interdepartmental committee for economic development.

Department of Economic Development Branches and Functions



Implementing the New Direction

Implementation requires a shift from thinking to doing. This paper describes broad direction and an array of initiatives linked to our guiding principle of developing sustainable competitive advantage. In the implementation stage, we need to translate those initiatives into action. That process requires resources and activity. In some cases, initiatives will require specific program and project planning before implementation occurs. In others, the department will proceed with implementation within a short period. In all cases, it is important to remember that this is not intended as a “quick fix” to Yukon’s economic situation. Rather, it is the beginning of a process of building competitive advantages for economic growth with long-term benefits.

Current Situation:

- The Department’s budget is approved, its structure is set, and its staffing is expected to be substantially complete by spring 2004.
- Key stakeholders have contributed to this economic direction and have indicated a willingness to participate in the on-going process.

- A priority is to establish organizational mechanisms and initiatives to achieve economic development.

Action Items:

All partners in economic development will act, foster and support implementation of this Economic Direction. The Department of Economic Development actions include the following:

- Implement and facilitate the initiatives.
- Establish a business council or similar body as a mechanism for ongoing relationship and consultation between government and the private sector on economic development issues and directions.
- Prepare a set of indicators that monitor progress and to ensure that our actions are effective in achieving sustainable economic growth over time.

A summary of the key themes and the initiatives to implement are included in the following table:



Summary of General Initiatives

Strategic Industries

- Promote the development of primary and secondary industries.
- Focus on diversifying the economy by encouraging sustainable and long-term economic activity.
- Work to identify economic growth potential and key success factors within individual industries/sectors
- Assist industry-based organizations and relevant government departments, to implement strategies that aim to grow their sectors, strengthening their competitiveness.
- Encourage export activities within these industries by developing capacities, incentives.

Strategic Projects

- Identify strategic opportunities for business projects to benefit Yukon's economy.
- Promote and work with stakeholders and partners to make projects happen.
- Facilitate progress by supporting stakeholders through government policy and approval processes.

Infrastructure – Business Climate

- Assess the competitiveness of our regulatory regimes against others in Canada and internationally.
- Work to improve our regulatory competitiveness through a transparent regulatory regime with timelines for agency responses.
- Ensure that government sends a consistent and effective message that promotes investment and development in the Yukon.
- Pursue and support a business environment in which the private sector is encouraged to focus on growth within known parameters.
- Promote a “can do” culture.

Infrastructure – Physical Infrastructure

- Assess the territory's infrastructure and ensure that it expands to meet the needs of economic growth.
- Continue to promote Yukon's involvement in such prospective infrastructure projects as AK Highway Pipeline and AK-Canada Railway.
- Review the infrastructure needs of major private sector projects, commensurate with the economic significance of those projects.
- Work to increase broadband capacity and advocate to make it affordable for subscribers.

Investment

- Review all existing programs and activities aimed at attracting investment, to assess their effectiveness in securing local and outside investment, and identify possible program or policy improvements.
- Identify specific strategies to seek outside investment, and methods to improve access to capital by Yukon businesses.
- Encourage and facilitate links between desirable Yukon projects and potential outside investors.
- Advocate solutions for the unique financing challenges faced by First Nations in their economic development ventures.
- Solicit, encourage and facilitate joint ventures through better understanding and support of potential ventures.
- Market the Yukon as a good place to invest through such mechanisms as trade missions, marketing support materials, responding to inquiries, and others.

Export

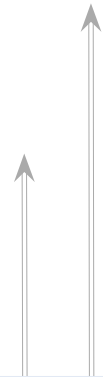
- Scan market research and trends, and provide ongoing market information assistance to the business community.
- Assist businesses to identify, access and develop export markets, and to substitute local sources for imported products and services.
- Help identify and promote products and services where Yukon firms have or can develop a sustainable competitive advantage.
- Examine the possibility of financially assisting businesses and business partnerships to pursue export markets, and providing counselling and advice.

Marketing and Promotion

- Develop materials and networks and participate in forums to market the Yukon as an attractive and strategic place to do business and to invest.
- Examine the possibility of establishing a fund to assist individual businesses and organizations to market their products and services.
- Develop and promote the “Yukon Brand”

Capacity Development

- Assess skill shortages across all sectors, and assist industry to meet its identified needs for skill development.
- Enhance business management skills.
- Find ways to attract skilled workers and entrepreneurs to the territory.
- Identify ways to offer effective counselling and advice to entrepreneurs and business owners seeking to expand, pursue export markets and arrange financing.
- Through consultation and study, determine ways to remove barriers and meet the specific needs of First Nation development corporations to develop their business and administrative capacity.
- Find mechanisms to share success stories and lessons learned, exchange ideas, and learn from each other. Many participants in the meetings remarked on the value of regularly sharing such information.



Entrepreneurship

- Promote an environment in which business risk-taking is supported and acknowledged.
- Find ways to attract entrepreneurs to the territory.
- Identify ways to encourage and support entrepreneurship in appropriate ways, with a particular emphasis on young entrepreneurs.

Innovation

- The Yukon government will encourage innovation in all sectors of the economy.
- Seek out opportunities to promote and incorporate innovation in all economic development initiatives.

Economic Development Roles and Relationships

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