



Business Plan

Minister of the
Department of Business

2006-2008

Table of Contents

MESSAGE FROM THE HONOURABLE KEVIN O'BRIEN MINISTER OF BUSINESS	1
1.0 PLAN AT A GLANCE	2
VISION	
MISSION	
GOALS AND OBJECTIVES	
2.0 OVERVIEW	3
BUSINESS DESCRIPTION	3
OPERATIONS	4
3.0 MANDATE	4
4.0 LINES OF BUSINESS	4
5.0 VALUES	6
6.0 PRIMARY CLIENTS	7
7.0 VISION	7
8.0 MISSION	7
MEASURE AND INDICATORS OF SUCCESS	8
9.0 ISSUES	9
ISSUE 1: GENERATING INVESTMENT	9
ISSUE 2: FINALIZING THE PROVINCIAL INVESTMENT ATTRACTION STRATEGY	11
ISSUE 3: BUILDING THE PROVINCE'S IMAGE	13
ISSUE 4: REGULATORY ENVIRONMENT	15
APPENDIX A: MINISTER'S STRATEGIC DIRECTIONS	17



Message from the Honourable Kevin O'Brien Minister Responsible for Business

I am pleased to provide the business plan for the Department of Business.

In accordance with the Accountability and Transparency Act, the department has been classified as a Category 2 entity and is expected to plan and report on outputs. The Department of Business has the dual role of providing government wide leadership and policy generation in its mandated areas, as well as specific responsibility for business attraction and marketing.

In the development of this plan careful consideration was given to government's strategic direction for an improved business environment (*refer Appendix A*). This direction represents the desired economic outcomes for our province's business base that require action or involvement of the department for which I am responsible. It forms the foundation of this plan and has been communicated to departmental officials for consideration in the development of their plans.

The focus of the plan is for fiscal years 2006-07 and 2007-08. It provides an overview of the department and identifies the goals and objectives to be accomplished during that period. As the Minister for the Department of Business I am accountable for the preparation of this plan and for the achievement of the specific goals and objectives contained herein.



KEVIN O'BRIEN,
Minister Responsible for Business

1.0 PLAN AT A GLANCE

VISION

The vision of the Department of Business is of a vibrant, sustainable economy that is supported by a business friendly environment and proactive and strategic economic growth.

MISSION

“By 2011 the Department of Business will have facilitated the attraction of major business across the province and across sectors.”

GOALS AND OBJECTIVES

Goal 1: By 2008 the Department of Business will have generated increased business investment in the province.

Objectives:

1. By 2007 the Department of Business will have developed and implemented processes for business prospecting.
2. By 2008, the Department of Business will have generated increased business investment in the province.

Goal 2: By 2008 the Department of Business will have led the development and implementation a provincial investment attraction strategy to inform decision-making.

Objectives:

1. By 2007 the Department of Business will have undertaken the development of a strategy.
2. By 2008 the Department of Business will have led the development and implementation the provincial investment attraction strategy across economic departments of government, and developed and started implementation of an action plan as it relates to the Department of Business.

Goal 3: By 2008 the Department of Business will have led the implementation of the brand development strategy across government and initiated a brand oriented marketing campaign for business attraction.

Objectives:

1. By 2007 the Department of Business will have developed and adopted a new brand signature and logo and will have initiated the implementation of government’s brand strategy which is to be consistently applied across government.
2. By 2008, the Department of Business will have completed implementation of a brand strategy across government and completed a marketing campaign for business attraction within the Department of Business that is consistent with the government-wide brand strategy.

Goal 4: By 2008 the Department of Business will have led the improvement of the regulatory environment across government.

Objectives:

1. By 2007 the Department of Business will have coordinated the implementation of Phase III (3 Year plan to reduce red tape).
2. By 2008, the Department of Business will have enabled the effective monitoring of the regulatory reform process that adopts the use of regulatory impact analysis of new regulation and results in actions across government to reduce regulatory requirements on clients.

2.0 OVERVIEW

Business Description

In 2004, the Department of Business was created to provide leadership and coordination across government departments and agencies, boards and commissions to promote business development and good business relations. In fulfilling this mandate, the department performs a dual role. For areas of business attraction and the generation of increased business investment, the department has a direct role to accomplish the deliverables. For activities involving leadership, facilitation and coordination, the department works in partnership with other government departments, agencies, boards and commissions to develop business related policies. In such cases, responsibility for implementation will rest with the appropriate government entity.

The future of Newfoundland and Labrador is dependent on business growth and investment.

To be successful, it is imperative that the province target opportunities for which it has a competitive or comparative advantage, optimizing resources and infrastructure. The province must market globally to promote inward investment and provide resource assistance for growing Newfoundland and Labrador businesses as well as those considering the province as a new location.

The department's four focus areas mirror the components of its strategic direction, i.e. business attraction, business support, marketing and regulatory environment reform.

The business attraction focus proactively promotes the competitive and comparative advantages of the province in target markets for the purpose of attracting provincial, other jurisdictional, and foreign direct investment. The department will aggressively pursue new investment opportunities and respond to those initiated by clients.

Business support and marketing involves the identification of competitive and comparative advantages and target markets for investment attraction, the establishment of business policy and priorities, the generation of data and information packages in support of business cases for sector and region specific investment, and the development and implementation oversight of a provincial investment attraction strategy. The objective is to ensure we have the measures necessary to generate investment from provincial, national and international investment sources.

The department is also responsible for leading the development, management and implementation of government's brand development strategy to shape perceptions of the Newfoundland and Labrador brand. This will be a long term strategy involving a myriad of decisions and initiatives which must be coordinated to obtain lasting value in the global marketplace. The strategy will build the province's image and establish its reputation as a place to live, work and do business. It is intended to create a brand-driven environment and to employ brand building disciplines that will

enable government departments, agencies and stakeholders to operate in a unified approach, both internally and externally.

The Department of Business is responsible for leading government-wide regulatory reform through the three-year Red Tape Reduction (RTR) Initiative and maintaining an effective and efficient regulatory infrastructure thereafter. These responsibilities support government's intent to move toward a specific, measurable, accountable, results-based and transparent (SMART) regulatory environment. This involves regular reviews of regulation to ensure it meets the SMART environment as well as streamlining the regulatory requirements of individuals, businesses and external organizations interacting with the Government of Newfoundland and Labrador. The goals of the RTR Initiative are to eliminate unnecessary, burdensome regulatory requirements and cut regulatory requirements overall by 25% over the next three years. Beyond the initial three year period, the goal is to ensure 0% increase in new regulations while working towards SMART principles.

Operations

The Department of Business is located on the sixth floor of the Confederation Building (East Block), The gross operating budget for 2006-07 is \$3.8 million. Thereafter, the annual operating budget will be adjusted to meet requirements. The department will have a staff complement of thirty-five consisting of twenty-nine permanent, two contractual as well as four temporary positions dealing with short term projects. Sixty-seven percent of the positions filled to date are occupied by females.

The majority of the department's responsibilities serve businesses (across all sectors) and the departments, agencies, boards and commissions of the Government of Newfoundland and Labrador. In addition to these primary clients, as it relates to targeted reduction of unnecessary regulatory requirements and establishing the province's brand, the department serves all citizens.

3.0 MANDATE

The mandate of the Department of Business is to provide leadership for business development and growth in Newfoundland and Labrador.

4.0 LINES OF BUSINESS

The Department of Business is responsible for four lines of business relevant to its mandate.

- Business attraction
- Marketing
- Advisory responsibility related to business support
- Regulatory environment reform

BUSINESS ATTRACTION

Business attraction encompasses the business and investment attraction functions of the department. The Department of Business proactively promotes the competitive and comparative advantages of the province in target markets for the purpose of attracting provincial, other jurisdictional, and foreign direct investment. This includes the generation of data and information packages in support of business cases for sector and region specific investment. The department aggressively pursues new investment opportunities, responds to those initiated by clients and addresses the requirements for a diversified economic base for the province.

MARKETING

In this line of business, the department leads the development and government-wide implementation of government's brand strategy which establishes and markets Newfoundland and Labrador as a place to live, work, and do business. In addition, for the purposes of business attraction and generation of increased business investment in the province, the department develops, and ensures the implementation of a marketing strategy.

ADVISORY RESPONSIBILITY RELATED TO BUSINESS SUPPORT

This line of business encompasses the development of a provincial investment attraction strategy and the department's oversight role in its implementation. The functions include leadership and advice on priorities to optimize long term business growth and investment. Other functions include the identification of gaps in such things as industry supply chains and infrastructure. Government may provide interventions as appropriate whether or not it is in the area of gaps previously identified for infrastructure or supply chain.

REGULATORY ENVIRONMENT REFORM

The department provides project management for government's regulatory environment review and is the lead administrator for the RTR Initiative. The functions in this line of business include the coordination of the assessment of the regulatory regime to ensure that it is efficient, flexible and transparent. Maintaining high regulatory standards, monitoring and recommending measures to enhance the regulatory environment are key elements of this reform.

5.0 VALUES

The Department of Business is a new organization with an emerging culture which is founded on excellence. The culture is one of high quality service to its clients and employees. Operating in a team environment, the department's focus is on leadership and success. Its value system is based on ensuring high standards of business conduct based on a guiding principle of compliance with all laws and regulations and adherence to the highest professional and ethical standards.

The employees of the Department of Business will focus their efforts during this planning cycle on the following values:

Each person ...	
Collaboration	<ul style="list-style-type: none"> identifies opportunities to involve others, and invites and considers their input.
Accountability	<ul style="list-style-type: none"> accepts responsibility for their own actions as well as that of the team for maintaining competencies required for their role. follows through on requests and commitments.
Respect	<ul style="list-style-type: none"> considers the differences of opinions, values, beliefs, culture, and religion of others. expresses verbal and non-verbal behavior in a socially acceptable manner.
Creativity	<ul style="list-style-type: none"> shows initiative to find new ways to improve service and its delivery.
Dedication	<ul style="list-style-type: none"> works diligently and conscientiously to maximize efforts to achieve success. willingly supports others to fulfill their role. works to promote the overriding interest of the organization and adapts to the changing priorities

6.0 PRIMARY CLIENTS

The primary clients of the Department of Business include businesses (all sectors) and the departments, agencies, boards and commissions of the Government of Newfoundland and Labrador.

7.0 VISION

The vision of the Department of Business is of
a vibrant, sustainable economy
that is supported by a business friendly environment
and proactive and strategic economic growth.

8.0 MISSION

“By 2011 the Department of Business will have facilitated the attraction of major business across the province and across sectors.”

The mission statement identifies the priority focus area of the Minister over the next two planning cycles. It represents the key longer-term result that the Minister and the Department will be working towards as they move forward on the strategic directions of Government. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success.

The department’s mission statement speaks to the bigger picture of enabling a business climate conducive to investment growth. It will involve putting in place a provincial investment attraction strategy that is based on the province’s competitive and comparative advantages. This strategy will establish a blueprint to facilitate the growth of our diversified economy in a proactive manner.

Priorities for business attraction will include filling the gaps in the province’s industry sectors while strengthening and expanding industry sectors elsewhere. This will result in stronger industries that

support increased business opportunities flowing to our province's small and medium sized enterprises. Government's facilitation of business attraction will focus on the natural expansion and creation of business from within the province as well as direct investment in businesses, partnerships and joint ventures from parties outside our provincial jurisdiction.

MEASURE AND INDICATORS OF SUCCESS

The measure of success for the Department of Business will be that it has
"facilitated the attraction of major business".

Indicators relevant to the achievement of the department's Mission are:

- development and oversight of a provincial investment attraction strategy
- establishment of business policy and priorities
- development of and recommendations for policy reform to overcome roadblocks and inefficiencies
- development of policy proposals, recommendations and positions on issues regarding business and economic information
- the number of businesses attracted
- development and implementation of best practices
- market research and analysis
- identification of competitive and comparative advantages and target markets
- development of targeted promotional strategies and measures for investment prospecting
- provision of targeted investment prospecting services by sector groups
- development of customized value propositions
- development, management and implementation of government's brand strategy including mechanisms for monitoring and evaluation
- identification of the gaps
- development of measures to fill gaps
- direction and coordination of government's initiative to review Newfoundland and Labrador's existing regulatory environment
- 25% target regulatory reduction over the next three years
- 0% increase in new regulations thereafter
- movement towards SMART regulatory environment
- implementation of the regulatory impact analysis

9.0 ISSUES

In consideration of Government's strategic directions and the mandate and financial resources of the Department, the following areas have been identified as the key priorities of the Minister for the next two years. The goals identified for each issue reflect the results expected in the two year time frame while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both the Department and the public in monitoring and evaluating success.

During the 2006-2007 fiscal year, the Department of Business will be dealing with four main issues:

- generating investment
- finalizing the provincial investment attraction strategy
- building the province's image
- regulatory environment

ISSUE 1: GENERATING INVESTMENT

The Department of Business is tasked with investment generation from provincial, national and international sources. Business prospecting activities will be proactive and responsive, focused on attracting new business to the province, as well as encouraging additional investment by those businesses which are already established.

A number of other government departments are involved in business attraction. While the goal for the Department of Business is to generate increased business investment, it is also responsible for leadership in those activities throughout government. In the short to medium term, a significant effort will be placed on facilitating the development and implementation of best practices involving a government-wide process to ensure consistency of application. Accordingly, the department's plan and subsequent reports will deal with these matters.

Goal 1

By 2008 the Department of Business will have generated increased business investment in the province.

Measure: Generated increased business investment

Indicators:

- implementation of best practices
- repository for business prospecting information
- market research and analysis to enable effective investment prospecting
- development of targeted promotional strategies
- development of customized value propositions
- number of business prospects pursued
- number of new businesses attracted to the province

Objective 1.1 By 2007 the Department of Business will have developed and implemented processes for business prospecting.

Measure: Implemented processes for business prospecting

Indicators:

- implementation of best practices
- initial response time to clients
- repository for business prospecting information
- market research and analysis
- development of targeted promotional strategies
- number of information packages developed
- number of investment opportunities facilitated
- number of clients assisted
- number of business prospects pursued
- number of business initiatives attracted to the province

Objective 1.2 By 2008, the Department of Business will have generated increased business investment in the province.

ISSUE 2: FINALIZING THE PROVINCIAL INVESTMENT ATTRACTION STRATEGY

Government is committed to building a competitive economy driven by private sector firms selling in competitive markets and operating out of all regions of our province. The key to success will be our province’s performance in attracting investment, driving innovation, and building and attracting new skills throughout the province.

The Department of Business is responsible for the strategic assessment of the business environment and the development of a formal strategy that clearly defines Newfoundland and Labrador’s goals and objectives for business development and lays out a blueprint to achieve this agenda. Project management will be provided by a Deputy Minister’s Steering Committee, chaired by the Deputy Minister of Business. The strategy will feed into an integrated provincial development plan for Newfoundland and Labrador. There will be a government-wide emphasis on business attraction in which decision-making will be informed by the business strategy. The department will report its success in its facilitation role.

The strategy will identify gaps in the industry supply chains, opportunities for growth and expansion and areas which are misaligned or duplicated. It will also provide guidance on the priority areas and sectors which will enable the maximization of business investment potential.

In 2005, the department undertook an inventory of the business development programs provided by the provincial government to the private sector. Building on that work and subsequent business incentive review projects initiated by various other departments, the provincial investment attraction strategy will identify gaps in business support and potential government interventions which will assist in overcoming those gaps. The department will have a direct role in business attraction and will report on its success in the implementation of the provincial investment attraction strategy. It also relies on other government departments to implement the strategy relevant to their areas of responsibility.

Goal 2

By 2008 the Department of Business will have led the development and implementation of a provincial investment attraction strategy to inform decision-making.

Measure: Implemented the provincial investment attraction strategy

- Indicators:**
- strategy document
 - government-wide information sessions
 - provision of advisory support to government departments
 - monitoring compliance with strategy

Objective 2.1 By 2007 the Department of Business will have undertaken the development of a strategy.

Measure: Research completed and work initiated for strategy document

Indicators:

- identification of priority sectors
- identification of priority areas
- identification of gaps
- identification of appropriate support measures

Objective 2.2 By 2008 the Department of Business will have led the development and implementation of the provincial investment attraction strategy across economic departments of government, and developed and started implementation of an action plan as it relates to the Department of Business.

ISSUE 3: BUILDING THE PROVINCE'S IMAGE

Promoting a province in today's global environment is extremely competitive. We are competing in a global marketplace. We compete for a range of things such as tourists, business investment, convention business, and immigration. It is critical that we set ourselves apart.

The department is responsible for government-wide leadership in the development, management and implementation of government's Brand Development Strategy to shape perceptions of the Newfoundland and Labrador brand. The strategy ensures 360° consistency of brand voice – including brand visual and verbal cues, marketing and advertising communication, and government-client experience – at all contact points and across all government departments, agencies, boards and commissions, and partners and licensed users. The department will report on its success in leading the initiative, and will support all government entities in the implementation and consistent application of the brand.

Another primary role for the department is to use the brand to develop and refine a marketing strategy in support of business attraction and the generation of increased business investment. The department will report on its success in achieving this role.

Goal 3

By 2008 the Department of Business will have led the implementation of the brand development strategy across government and initiated a brand oriented marketing campaign for business attraction.

Measure: Led the implementation and initiated a marketing campaign

Indicators:

- complete strategy document
- development of an action and implementation plan
- launch of brand strategy
- development of a promotional information package
- marketing initiatives led including brand integration through government web site
- adoption of best practices and guidelines
- provision of information and training in the use of the brand
- monitoring the success of implementation

Objective 3.1 By 2007 the Department of Business will have developed and adopted a new brand signature and logo, and will have initiated the implementation of government's brand strategy which is to be consistently applied across government

Measure: Developed and adopted the brand signature and logo, and initiated the implementation

Indicators:

- complete strategy document
- identification of the new brand logo and signature
- inclusion of these on all new collateral materials across government
- initiation of the common look and feel of government's web site
- development of an action and implementation plan
- development of a promotional information package
- marketing initiatives led
- adoption of best practices and guidelines
- development of information and training

Objective 3.2 By 2008, the Department of Business will have completed implementation of a brand strategy across government and completed a marketing campaign for business attraction within the Department of Business that is consistent with the government-wide brand strategy

ISSUE 4: REGULATORY ENVIRONMENT

The Department of Business is tasked with improving the regulatory environment. Two key mechanisms are government's commitments to reduce the regulatory requirement count by 25% and to implement a process to move toward a SMART regulatory environment. The scope includes the economic, social and regulatory burden of all departments, agencies, boards and commissions.

As the regulatory environment relates to business, the intent is to make Newfoundland and Labrador a jurisdiction that welcomes business, and develop a better place in which to both set up and do business.

The department will report on its success in supporting the process and will rely on all government entities to implement the requirements enabling regulatory reform.

Goal 4

By 2008 the Department of Business will have led the improvement of the regulatory environment across government.

Measure: Led the improvement

Indicators:

- number of departmental plans in progress
- percentage reduction achieved
- completed database with government-wide implementation
- quarterly and semi-annually reporting
- regulatory impact analysis (RIA) training developed and delivered
- identification of priorities and recommendations to achieve 25% reduction

Objective 4.1 By 2007 the Department of Business will have coordinated the implementation of Phase III (3 Year plan to reduce red tape).

Measure: Coordinated the implementation of Phase III

Indicators:

- number of departmental plans in progress
- percentage reduction achieved
- quarterly and semi-annually reporting
- priorities evaluated for regulatory amendment
- RIA training developed and delivered

Objective 4.2 By 2008, the Department of Business will have enabled the effective monitoring of the regulatory reform process that adopts the use of regulatory impact analysis of new regulation and results in actions across government to reduce regulatory requirements on clients.

Appendix A: MINISTER'S STRATEGIC DIRECTIONS

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The direction related to Department of Business is provided below. The strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Department. As indicated in the table below, some have been addressed in this business plan while others are addressed in the operational and/or work planning processes. The outcome supports government's commitment to make Newfoundland and Labrador a more business friendly location and works to ensure continued growth and investment in our province.

Title: Business environment

Outcome: Improved business environment

Source: This outcome supports the policy direction of Government as outlined in the *Speech from the Throne, 2004*, and requires systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed in entity's:		
	strategic business plan	operational plan	work plans
1. Business attraction	X		
2. Business support	X		
3. Marketing	X		
4. Regulatory environment reform	X		