



## **2006-07 Annual Report**

**Department of Business**

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## MESSAGE FROM

### THE HONOURABLE KEVIN O'BRIEN MINISTER OF BUSINESS

I am pleased to present the Annual Report of the Department of Business for fiscal year 2006-07 in accordance with the Department's requirements as a category two government entity under the *Transparency and Accountability Act*.

This report chronicles a year of accomplishments in which we have made great strides in making Newfoundland and Labrador an attractive place for businesses to invest. The successful launch of the provincial brand reinforces the message that this province is an extraordinary place with a wealth of natural resources, filled with an energetic, clever and creative people who thrive on challenge. The Department of Business continues its efforts to stimulate economic growth, foster a business-friendly environment and reduce the unnecessary "red tape" that can sometimes impede progress. We remain firmly committed to establishing relationships and creating a climate where business can flourish.

The past year saw us launch a number of exciting initiatives to attract further investment to our shores. We established the Business Attraction Fund to bring large-scale investment to Newfoundland and Labrador, as well as the Resort Property Investment Tax Credit to encourage business people to invest in the tourism industry outside the Northeast Avalon.

We continue, with great enthusiasm, to work towards realizing our vision for sustainable economic growth and prosperity for all of Newfoundland and Labrador. We remain confident this vision will be realized as we continue our efforts to bring still more business and investment to our shores.

As Minister, I am responsible for the results that are reported in this document. I take great pride in what we have achieved and look to the future with optimism and the promise of still greater success in 2007-2008.

A handwritten signature in black ink, appearing to read "Kevin O'Brien".

**KEVIN O'BRIEN, MHA**  
Minister

## **DEPARTMENTAL OVERVIEW**

The fiscal year 2006-07 witnessed significant advances for the Department of Business. During 2006-07, the Department positioned itself to undertake its mandate by laying a solid organizational foundation. It is now prepared, ready and able to proactively pursue and attract major businesses to Newfoundland and Labrador.

The Department of Business is focused on attracting inward investment to the province by promoting Newfoundland and Labrador's competitive advantages as a place to invest and do business. In this capacity it has identified, and continues to identify, prospective major businesses and encourages them to establish operations in Newfoundland and Labrador. The Department extends supports to these business prospects to facilitate their establishment in the province. In addition, the Department is also responsible for government-wide leadership in the management and implementation of government's brand strategy to shape perceptions of Newfoundland and Labrador in the global marketplace.

### **Values**

The core values of the Department are collaboration, accountability, respect, creativity and dedication. Departmental staff have been encouraged to embrace these values as they deliver services to clients. These values underlie the interactions of staff members with other departments and agencies as well as in their dealings with external stakeholders.

### **Mandate**

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

### **Vision**

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

### **Mission**

The mission of the Department of Business is to facilitate the attraction of major business across the province and across sectors.

## Lines of Business

The Department of Business has four inter-related lines of business relevant to its mandate. Each contributes to the creation of a welcoming province for major enterprises to do business.

### **Business attraction**

Business attraction encompasses the business and investment attraction functions of the Department of Business. The Department proactively promotes the competitive and comparative advantages of the province in target markets for the purpose of attracting inward 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.

### **Advisory Responsibility Related to Business Support**

The advisory responsibility 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.

### **Marketing**

The Department leads the development and government-wide implementation of the 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.

### **Regulatory Environment Reform**

The Department provides project management for Government's regulatory environment review and is the lead administrator for the Red Tape Reduction (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.

## **Financial and Organizational Profile**

During 2006-07, the Department continued to develop its organizational structure and human resource capability to pursue its mandate. Minister Kevin O'Brien was appointed in July 2006. Subsequently, the supporting Ministerial office was established.

The Department is located on the sixth floor, Confederation Building (East Block), in St. John's. It has a staff of twenty-six (26) people, including the Minister. Recruitment is ongoing to fill the seven vacant positions. The Department's expenditures in 2006-07 were \$2.9 million. (*Refer to Appendix A*). Expenditures and revenue figures included in this document are based on public information provided in the Report on Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2007.

## **External Agencies, Boards and Commissions**

The Department continued to receive the benefit of the knowledge and expertise of the Business Advisory Board during 2006-07. The mandate of the Board is to provide advice to Government on matters of economic development and business in the province. Board members are leaders in the business community (*Refer to Appendix B*). Through their combined expertise supplemented by consultation with key stakeholders and government departments, the Board is well positioned to make recommendations on policies and advise on economic trends and future opportunities. This will support Government's strategic direction for an improved business environment. The Board reports to Government through the Minister of Business. It meets with the Premier and the Minister of Business quarterly. The staff of the Department support its work.

The Red Tape Reduction Task Force, chaired by Paul Oram, MHA, was established in 2004-05 to examine the regulatory environment in the province. The goal was to determine ways and means to respond to the challenges identified by the business community and citizens regarding the demands and expectations of regulators. (*Refer to Appendix C for list of Task Force Members*). The Task Force work was concluded and a report was submitted to the Minister of Business and to Government by March 31, 2007.

## **SHARED COMMITMENTS**

The Department of Business continued to provide leadership and advice on business policy within Government. The Department advocated within Government for the need to create a positive, business-friendly environment to attract and welcome major businesses. The Department provided assistance to other departments and agencies related to business attraction. Depending on the requirements of the situation, it assumed the role of either facilitator or advisor or expeditor.

- The Department of Business led a Steering Committee of Deputy Ministers whose portfolios are linked with economic development. The Steering Committee guides a project aimed at creating a Provincial Investment Attraction Strategy for the province. A Request for Proposals was issued in 2006 to seek the services of a consultant to undertake the work. A local consulting firm was engaged and work is ongoing. The strategy is due to be launched and implemented in 2007.
- The Deputy Minister's Steering Committee, led by the Department of Business, conducted a review of business tax incentives to ensure the province has a competitive environment which can support successful business attraction and sustainable investment. A Request for Proposals was issued for professional services and a local consulting firm was hired to assist with the review. The resulting report provided research information and broad based recommendations which served as the basis for the evaluation of targeted incentives. The Department of Business continued with a further evaluation process and will report in 2007.
- The Department's Red Tape Reduction (RTR) Division worked with departments and agencies to achieve Government's goal of a 25% reduction in regulatory requirements within three years. RTR officials monitored the progress of all entities and provided ongoing support through regular contact with senior officials and departmental coordinators.
- Government unveiled the brand signature for the province. The staff offered support to departments and agencies as they began to incorporate the brand signature in communications and promotional literature. This co-ordination effort ensured consistent use of the brand signature and appropriate messaging.

With respect to the Department's involvement with the priorities of Government, the Department has contributed to several initiatives.

- Government developed strategy documents to provide new directions in areas of its responsibility and/or those that are of current interest. The Department has provided input into the formulation of these strategies including, but not limited to, the Northern Strategic Plan for Labrador and the Provincial Immigration Strategy, Diversity ~ Opportunity and Growth.
- The Office of the Chief Information Officer undertook a redesign of Government's website. The website now incorporates the use of the new brand signature.



- The Department supported the Office of the Chief Information Officer in the Electronic Service Delivery (ESD) program. This program is geared toward improving client access to electronic services by providing them with the ability to conduct the most common transactions with Government on their terms.

## **KEY PRIORITIES AND ACHIEVEMENTS**

During 2006-07, the Department continued to address its key priorities: generating investment; provincial investment attraction strategy; marketing; and red tape reduction. The following provides details of the Department's progress in meeting its objectives. An overview is also provided on the achievements of each line of business. *Refer to Appendix D for Accomplishments at a Glance.*

### **Business attraction**

#### **➤ Generating investment**

<p><b>Goal 1:</b> <i>By 2008, the Department of Business will have generated increased business investment in the province.</i></p> <p><b>Objective:</b> <i>By 2007 the Department of Business will have developed and implemented processes for business prospecting.</i></p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Implementation of best practices</li> <li>• Initial response time to clients</li> <li>• Repository for business prospecting information</li> <li>• Market research and analysis</li> <li>• Development of targeted promotional strategies</li> <li>• Number of information packages developed</li> <li>• Number of investment opportunities facilitated</li> <li>• Number of clients assisted</li> <li>• Number of business prospects pursued</li> <li>• Number of business initiatives attracted to the province</li> </ul>
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The Department's primary goal is to attract investment from outside the province. Business prospecting activities must 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.

Staff members were active in developing information packages and other tools to assist with proactive efforts to identify major businesses that could be potentially interested in establishing operations in Newfoundland and Labrador.

The Department takes pride in providing high quality service to its clients. In keeping with that, it has adopted a service standard to respond to initial client inquiries within one business day of being received. Other service quality initiatives included the establishment of a standard process for business prospecting.

A work flowchart was developed and implemented capturing best practices for proactive business prospecting. The flowchart traces the process from developing leads, to marketing, to working with the client and to facilitating the establishment of a major business in Newfoundland and Labrador. The Department also implemented a team approach to deal with clients. This ensures the client's needs are addressed as work progresses with business plan implementation. The flowchart and the associated processes will be refined with use over the coming year.

In keeping with a proactive approach to business prospecting, the Department initiated the creation of a client database (*originally referenced as a repository for business prospecting information*). The database was used as an interim measure to maintain information on all leads and identified prospects that have become involved with the Department. This tool better enabled staff to be effective in managing individual client files, ensured the status of each file was kept in view and allowed the Department to track progress by flagging outstanding items that needed attention.

The Department also focused its research and promotional efforts to assist with attracting major businesses. Packages were compiled, developed and targeted to business prospects whose operations required access to a developed industry cluster, labour force, natural resources, existing infrastructure and/or other essential features to entice them to invest. These information packages have been designed to lure investors to the province.

While the Department was further developing and expanding its baseline information and planning tools, it was also actively engaged in business prospecting. Throughout 2006-07, there were 234 contacts made in total, from which 161 client files were created. One hundred of these files arose from the proactive efforts of the Department while 61 files were referred from other government departments or agencies. There were 141 prospects pursued, 30 of which require the continued involvement of the Department. The remaining contacts were in support of networking and related activities.

The year 2006-07 was a busy year for the Department in terms of its involvement in networking with various sectors and industry associations. The Department has participated as part of a delegation to meetings of the Council of Atlantic Premiers and to other targeted missions to such destinations as Ireland, Phoenix and Atlanta. To raise the profile of Newfoundland and Labrador as a jurisdiction that is welcoming inward investment, the Department has conducted or participated in missions to Qatar, Japan, Ireland and Alberta. Newfoundland and Labrador was promoted as a place for successful investment.

## Advisory Responsibility Related to Business Support

### ➤ Provincial Investment Attraction Strategy

**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.*

**Objective:**

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

**Indicators:**

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

The Department has targeted its research at industry sectors. Research included sectors with an established base in the province and those which have a reasonable foundation upon which to build. The areas that have been the focus of research include manufacturing, aquaculture, oceans/marine technologies, oil and gas, environmental industries, tourism, mining and minerals, ICT, aerospace and defense, renewable energy, recycling, biotechnology and financial services. By documenting the industry profile of these sectors, the Department can be informed of the existing industry and more effectively provide supports to major businesses contemplating investment in the province.

In 2005-06, the Department compiled *The Inventory of Business Development Related Programs* which provided information regarding more than 200 provincial government programs which are relevant to business development activity in the province. This inventory laid the foundation for a more comprehensive review of programs and services which would enable the province to compete for inward investment. The Department compared its programs and services for business attraction against those offered by other jurisdictions. Programs and supports were identified to better serve businesses establishing in the province. Proposed programs and incentives informed the budget process for 2007-08 to enable the province to compete head-on as a place of choice for inward investment.

The Department led a review and analysis of the business tax environment and incentives that could be used to strengthen our existing business base and position the province for successful business attraction in an increasingly competitive, knowledge-based global economy. This broad-based research has now enabled a more comprehensive evaluation by the various economic departments within Government. This evaluation will be completed in 2007. The Department will continue to lead the project and will prepare a report which will be used to inform the 2008-09 budget process.

The Department also finalized terms of reference and issued a Request for Proposals for an external consultant to conduct research and analysis to inform the development of a Provincial Investment Attraction Strategy. A local consulting firm was engaged in January 2007. The report and the development of a strategy document will be completed in 2007-08.

The Department continues to play a lead role in formulating strategies and developing policies that will guide efforts within Government to generate inward investment. Working on its own initiative or in collaboration with other departments, the Department has been involved in a wide-range of opportunities to attract major businesses to the province.

## Marketing

### ➤ Marketing and Brand

**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.*

**Objective:**

*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.*

**Indicators:**

- Complete strategy
- 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

On October 3, 2006, the Premier and the Minister of Business launched the new brand signature to represent the Government of Newfoundland and Labrador. The launch of the brand strategy was a significant achievement for the Department and Government as it was the culmination of a major undertaking to develop an image and positioning that would stand for Newfoundland and Labrador and differentiate the province in the national and international marketplace. The launch was accompanied by promotional efforts to raise awareness and recognition of the new brand strategy within the province. These included householder mail-outs, and pre-and post-launch advertising using broadcast and print media.



The brand signature embodies the essence of Newfoundland and Labrador and its people by celebrating our creativity. The pitcher plant, the provincial flower, represents our resilience, tenacity and inventiveness as it has thrived against all odds in an environment that is challenging and sometimes even unforgiving. It is a fitting symbol to represent the province on the global stage.

The goal of the brand strategy is to enhance recognition of Newfoundland and Labrador as well as presenting Government, its departments and its programs in a consistent manner. Detailed graphic standards were developed to ensure that all marketing, stationery, signage, forms, promotional items and any other materials featuring the brand signature produced by Government project the same clear, consistent, stylish and sophisticated identity.

The role of the Department is to ensure adherence to the graphic standards for the use of the brand signature. A two-year window is required to achieve full compliance for all signage and other visual places where the brand signature can be used.

Best practices and guidelines for use of the brand signature across Government were completed. Training sessions were held government-wide to advise staff of the need for, and means to employ, consistent use of the brand signature. Staff members were appointed in each department to assume responsibility for the use of the brand signature.

The Department of Business is responsible for oversight of the implementation of the brand strategy and provides ongoing monitoring and support throughout Government.

An in-province promotional marketing package was developed. The goal is to raise the profile and awareness of the brand signature.

In addition to brand development and implementation, the Department also commenced work on a marketing strategy to promote business investment in Newfoundland and Labrador. A Request for Proposals was issued resulting in a contract with a local consulting firm. The strategy, which builds on existing marketing and communications programs, will include the development of marketing materials for attraction of business investment consistent with the Government of Newfoundland and Labrador's brand positioning and personality. The strategy will be completed and implemented in 2007-08.

A Request for Proposals was issued and contract let to develop a web strategy supporting the marketing plan framework. The objective of this project is to maximize Government's online presence to better facilitate information exchange between site selectors and foreign investment decision makers, thereby furthering Government's investment attraction mandate. The strategy, which will be completed and implemented in 2007-08, will fully integrate current best practices and emerging online trends and technology to support Government's investment attraction efforts.

## Regulatory Environment Reform

### ➤ Red Tape Reduction

**Goal 4:**

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

**Objective:**

*By 2007 the Department of Business will have co-ordinated the implementation of Phase III (3 Year plan to reduce red tape).*

**Indicators:**

- Number of departmental plans in progress
- Percentage reduction achieved
- Quarterly and semi-annual reporting
- Priorities evaluated for regulatory amendments
- Regulatory Impact Analysis training developed and delivered

Regulatory reform has been focused on the Red Tape Reduction (RTR) exercise ongoing within Government. Government has set a reduction target of 25% of regulatory requirements within three years. The Department has been leading the work in this area. A reduction of 7% was reported during the year.

The Department received 32 three year plans to reduce regulatory requirements. Departments and agencies are required to consider and report on the regulatory impact of any new or revised legislation or policy. The Department of Business is responsible for reviewing all regulatory submissions to assess these impacts. More than 430 submissions were reviewed during the year.

The Department developed and delivered a training program within Government for Regulatory Impact Assessment. The sessions were attended by a total of 74 senior executive members and Red Tape Reduction co-ordinators. Individual orientation sessions were also provided upon request by government entities. Departmental staff continued to follow-up with entities as required.

Departments and agencies were required to provide regular quarterly reports to the Department for monitoring purposes. On a semi-annual basis, the Department released public status reports. The Department also developed an electronic database to streamline the reporting system. This was accomplished with the assistance of Office of the Chief Information Officer.

In August 2006, the Government of Newfoundland and Labrador was given an award by the Canadian Federation of Independent Business for the work of the Red Tape Reduction Task Force. This award was a result of Government's work in regulatory reform and its commitment to increased efficiency. It was recognition from the business community that the RTR Initiative is a step in the right direction.

The Red Tape Reduction Task Force finalized its provincial consultation in 2006-07 and submitted its report to the Minister of Business and to Government by March 31, 2007.

The Department actively participated in the Federal/Provincial/Territorial Committee working toward creating a SMART regulatory environment – Specific, Measurable, Accountable, Results-based and Transparent. The Department ensured that these principles underlie the work of the RTR initiative. As well, other departments and agencies were encouraged to embrace and apply this philosophy when introducing new regulatory requirements.

### ➤ **Fees Review**

In 2006-07, Government undertook an assessment of the fees for permits and licences it issues. The mandate of the Red Tape Reduction Task Force was expanded to include an exercise to review fees imposed by Government. Three members of the Red Tape Reduction Task Force were asked to oversee this project. Working under the direction of a sub-committee of the Red Tape Reduction Task Force, departmental staff members were assigned to identify the number of fees in place. Approximately 1000 fees or charges were identified. Through research and analysis, recommendations were brought forward during the 2007-08 budget process to reduce or eliminate certain fees. As a result, over 170 fees were reduced or eliminated for an annualized savings of approximately \$3.4 million.

## MOVING FORWARD

2007-08 will be an exciting year for the Department of Business. With a solid foundation, the Department is ready to move aggressively in pursuit of its goals. By 2008 the Department of Business will have:

- ✓ facilitated incremental investment.
- ✓ led the development and implementation of a Provincial Investment Attraction Strategy to inform decision-making.
- ✓ led the implementation of the brand development strategy across Government and initiated a brand oriented marketing campaign for business attraction.
- ✓ co-ordinated the improvement of the regulatory environment.

### Business attraction

<p><b>Goal 1:</b> By 2008 the Department of Business will generate increased business investment in the province.</p> <p><b>Objective:</b> By 2008 the Department of Business will have generated incremental investment in the province.</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"><li>• Best practices for business prospecting implemented across appropriate departments</li><li>• Targeted promotional strategies developed</li><li>• Number of information packages developed for key priorities identified in the Provincial Investment Attraction Strategy</li><li>• Number of investment opportunities facilitated</li><li>• Number of clients assisted</li><li>• Number of business prospects pursued</li><li>• Number of business initiatives attracted to the province</li><li>• Amount of foreign direct investment attracted to the province</li></ul>
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Generating investment is, and will continue to be, the main focus of the Department's efforts. The Department will continue to act within Government as the lead in securing inward investment. Business prospects will continue to be identified through proactive prospecting efforts. As well, the Department will work with clients that have been referred to it by other departments. It will provide support as an investment is being contemplated by a major business.

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. The Department will continue its work on the development of best practices which can be applied consistently across government. The Department will continue to develop and enhance its strategic approach to



attract major businesses and inward investment. Value propositions, customized to meet the requirements of the business, will be developed in consultation with the investor. We will work to ensure the investor is confident that Newfoundland and Labrador is an appropriate fit for its business start up or expansion.

To support business decision-making, the Department will develop promotional materials and information packages for clients. It will also prepare business propositions for specific industries to entice investment.

The Department will engage in building networks and relationships with the business community to create linkages and pathways toward its goal of generating investment.

## Advisory Responsibility Related to Business Support

<p><b>Goal 2:</b> By 2008 the Department of Business will have led the development and implementation of a Provincial Investment Attraction Strategy to inform decision-making</p> <p><b>Objective:</b> 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.</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"><li>• priority sectors identified</li><li>• gaps in industry supply chains identified</li><li>• appropriate support programs identified</li><li>• Provincial Investment Attraction Strategy implemented</li><li>• Programs implemented to address gaps</li><li>• initiatives implemented to increase investment in priority sectors</li></ul>
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The Department will continue its evaluation of incentives for business and will make recommendations regarding optimum programs and services to enhance the business environment in the province.

The Department will continue to research and evaluate the development of the Provincial Investment Attraction Strategy with targeted implementation by fiscal year end. This will include the continued development and implementation of new programs and incentives introduced in 2007-08 Budget. It will build its knowledge of the markets and sectors likely to be of interest to major investors.

The Department of Business will continue to work closely with the Business Advisory Board, industry associations and the business community to ensure it is in tune with, and has a full understanding of, business and industry development.

***Challenges are the landmarks on the pathway to success.***

The following are some of the challenges which the Department of Business will address over the coming year:

- Newfoundland and Labrador has a well developed business community that continues to evolve with its primary industries. As opportunities and our business base change, the Department is challenged to identify where new investment will support industry cluster and supply chains and expand the province's base;
- In today's global marketplace, many jurisdictions are chasing the same potential prospects, each armed with a suite of marketing tools and incentives to entice companies to invest. This province's primary competitors are other jurisdictions with similar natural and other resources. While competition is fierce for inward investments, there are excellent opportunities for this province. Efforts are being directed to develop targeted incentives to encourage inward investment toward Newfoundland and Labrador;
- To be effective, new inward investors require efficient services and one window to Government. The challenge for the Department and Government is to ensure investors can access government programs and assistance through one window as they start up or expand business investment in the province;
- Through a marketing strategy for business attraction, Newfoundland and Labrador will differentiate itself from its competitors. The challenge will be to win the attention of major businesses and position this province as the place of choice for their investment; and
- Through the Department's new funding programs, support business transitioning investment to the province.

## Marketing

### **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.

### **Objective**

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.

### **Indicators:**

#### **Brand Strategy**

- Consistent use of brand government-wide
- Information packages developed
- Government-wide policy on merchandising developed
- Policy developed for third party use

#### **Marketing for Business Attraction**

- Promotional information package implemented
- Number of marketing initiatives led

The Department of Business must develop strong working partnerships to ensure the underlying features of the brand signature are consistently used and appropriately reflected.

Adopting and launching a brand signature was the initial step in a long-term vision for marketing the province. The brand signature will be used for creative positioning of Newfoundland and Labrador in all marketing activities of the province.

The Department will continue to lead the implementation of the brand signature by ensuring all government promotional and collateral materials, including signage, are used consistently. Information packages will be developed to guide usage of the brand signature.

The next phase of implementation will involve establishing the criteria for third party usage of the brand signature by corporations, organizations, and associations.

The brand signature will be intrinsically linked with the Provincial Investment Attraction Strategy in marketing the province to the world. The development of a marketing strategy and implementation of a marketing campaign is planned as the Provincial Investment Attraction Strategy progresses.

Government's website has been updated to create a common 'look and feel' consistent with the brand signature. The [nlbusiness.ca](http://nlbusiness.ca) website will be re-designed to be consistent with the Provincial Investment Attraction Strategy and marketing campaign for business attraction. As the Department works with the Office of the Chief Information Officer to create a website that is user friendly and welcoming to investors, it will ensure ease of navigation to locate information necessary to make an informed decision.

In association with the Provincial Investment Attraction and marketing strategies, information packages will be developed for prospective investors.

There are challenges associated with the brand strategy as follows:

- The Department of Business must rely on other departments and entities to use the brand signature thus it cannot control the pace of its implementation, and
- The Department of Business must develop strong working partnerships to ensure the underlying features of the brand signature are consistently used and appropriately reflected.

## Regulatory Environment Reform

**Goal 4:**

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

**Objective:**

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 for new regulation and results in actions across Government to reduce regulatory requirements of clients.

**Indicators:**

- Semi-annual reports made to public
- Percentage reduction achieved
- Regulatory Impact Analysis reviewed for compliance with 2:1 removal/replacement principle
- Regulatory Reform Tracking System implemented
- Fees review policy completed and accepted by Treasury Board

The Department is committed to advancing the agenda of Government to reduce regulatory burden and red tape. As departments progress with their Red Tape Reduction plans, the Department of Business will monitor progress in achieving departmental regulatory red tape reductions with a focus on service enhancement.

The Department is issuing semi-annual reports to the public on the progress made to date. To assist with this process, a Regulatory Reform Tracking System has been developed. Entities will be able to input changes as they are made. This will ensure data remains current. Reports can be generated from the system rather than re-constructing information from files. The electronic service delivery system should be on-stream in 2007-08. The Department will provide training and support within Government.

With respect to the fees review, a policy is to be developed by the Department of Business for the imposition of fees with a view to streamlining all fees imposed by Government. The policy will have general application across Government. All departments and agencies have been asked to review their fees. On a go forward basis, all departments and agencies will be expected to report to Treasury Board on any new fees proposed. Treasury Board will assess these reports against the policy.

## APPENDICES

### Appendix A: Financial Statements

**Department of Business  
Report on Program Expenditures and Revenues  
Consolidated Revenue Fund  
For the Year Ended 31 March 2007**

		<u>Estimates</u>	
	<u>Actual</u>	<u>Amended</u>	<u>Original</u>
1.1.01 Minister's Office	143,756	219,500	50,000
1.2.01 Executive Support	483,840	844,100	836,100
1.2.02 Strategic Planning and Communications	1,958,682	2,422,600	1,852,400
2.1.01 Business Attraction	358,517	1,067,200	1,080,200
Total Department	<u>\$2,944,795</u>	<u>\$4,533,400</u>	<u>\$3,818,700</u>

## **Appendix B – Business Advisory Board**

<b>Name</b>	<b>Community</b>
Gary Gorman (Chair)	St. John's
Sheila Kelly Blackmore (Vice-Chair)	Clareville
Alec Snow	Labrador City
Alfred Whiffen	St. John's
Charlene Johnson	St. John's
Dean MacDonald	St. John's
Frank Coleman	Corner Brook
Jason Brake	St. John's
John Steele	St. John's
Kathy Hicks	St. John's
Mark Dobbin	St. John's
Paul Hatcher	St. John's
Paul Oram	St. John's
Peggy Bartlett	Grand Falls-Windsor
Ron Ellsworth	St. John's
Scott Stirling	St. John's

Biographies of Board Advisory Board members are available on Government's web site, (<http://www.releases.gov.nl.ca/releases/2005/exec/0531n02.htm>)

## Appendix C – Red Tape Reduction Task Force Members

### MANDATE OF THE RED TAPE REDUCTION TASK FORCE

- Examine regulations, government paperwork, irrelevant and cumbersome administrative and unnecessary regulatory burdens and identify regulatory “red tape” barriers to private sector job creation and business growth, especially for small and medium sized businesses.
- Implement a consultation process with external and internal stakeholders.
- Make recommendations on strategic opportunities to reduce, streamline or eliminate regulatory red tape barriers immediately and over the long term in order to strengthen the competitiveness and productivity of the economy.
- Make recommendations for monitoring, evaluating and reporting procedures to be used in the long term.
- Ensure recommendations maintain a level playing field for businesses, and do not compromise important public policy objectives, such as the environment, health and safety, public and consumer protection.

### COMMITTEE MEMBERS

<b>Names</b>	<b>Community</b>	<b>Representation</b>
Paul Oram (Chair), MHA <i>Parliamentary Secretary to the Premier</i>	Glovertown	Government
Shawn Skinner, MHA <i>Minister of Human Resources, Labour and Employment</i>	St. John's	Government
Wally Young, MHA	Plum Point	Government
Cathy Bennett	St. John's	Business
Don Dicesare	Corner Brook	Business
Margaret Burden	Port Hope Simpson	Business
Margie Hancock	St. John's	Labour

Biographies of Red Tape Reduction Task Force members are available on Government's web site, (<http://www.releases.gov.nl.ca/releases/2005/intrd/0202n01.htm>)



## **Appendix D – Accomplishments At A Glance**

Focus Area	Major Accomplishments
Generating Investment	<ul style="list-style-type: none"> <li>▪ 234 total contacts made (161 client files; 73 networking related). Of these, 141 were business attraction prospects with varying degrees of potential</li> <li>▪ Provincial profile, 11 area profiles and five (5) detailed information packages completed</li> <li>▪ Targeted promotional packages developed for Qatar; Japan; Ireland; Phoenix</li> <li>▪ Targeted research completed for specific industries as well as broad-based research for clusters, supply chains, and competing jurisdictions</li> <li>▪ Flowchart developed and implemented for business prospecting</li> <li>▪ Service standard adopted - initial response within 1 business day</li> <li>▪ Interim client database developed and in use</li> </ul>
Provincial Investment Attraction Strategy	<ul style="list-style-type: none"> <li>▪ Preliminary priority sectors identified. These will funnel down to the sectors which have the most potential for success from a business attraction perspective</li> <li>▪ Research and analysis in progress to identify gaps and appropriate support measures</li> <li>▪ Initial consultation completed with industry associations and government agencies</li> </ul>
Marketing	<p>Brand Strategy</p> <ul style="list-style-type: none"> <li>▪ Strategy development undertaken</li> <li>▪ New brand completed and launched</li> <li>▪ Guidelines for brand in place for government-wide use</li> <li>▪ Resource package available government-wide for application of brand logo</li> <li>▪ Collateral materials completed and introduced government-wide</li> <li>▪ Common look and feel of web-site is underway</li> <li>▪ Action and implementation plan completed</li> </ul> <p>Marketing</p> <ul style="list-style-type: none"> <li>▪ In-province promotional package was completed</li> <li>▪ Best practices and guidelines were completed and adopted</li> </ul>
Red Tape Reduction	<ul style="list-style-type: none"> <li>▪ 32 of 33 three year RTR plans in progress</li> <li>▪ A total of 21,205 regulatory requirements removed from the system; approximately 7% reduction achieved</li> <li>▪ Departmental and agency reports submitted as required</li> <li>▪ More than 430 Cabinet Papers reviewed</li> <li>▪ Training developed and delivered: 3 sessions to policy analysts, 1 session to coordinators and 1 session to deputy ministers</li> </ul>