

BUSINESS PLAN

Minister of the Department of Business

2011-2014




Newfoundland
Labrador

Business

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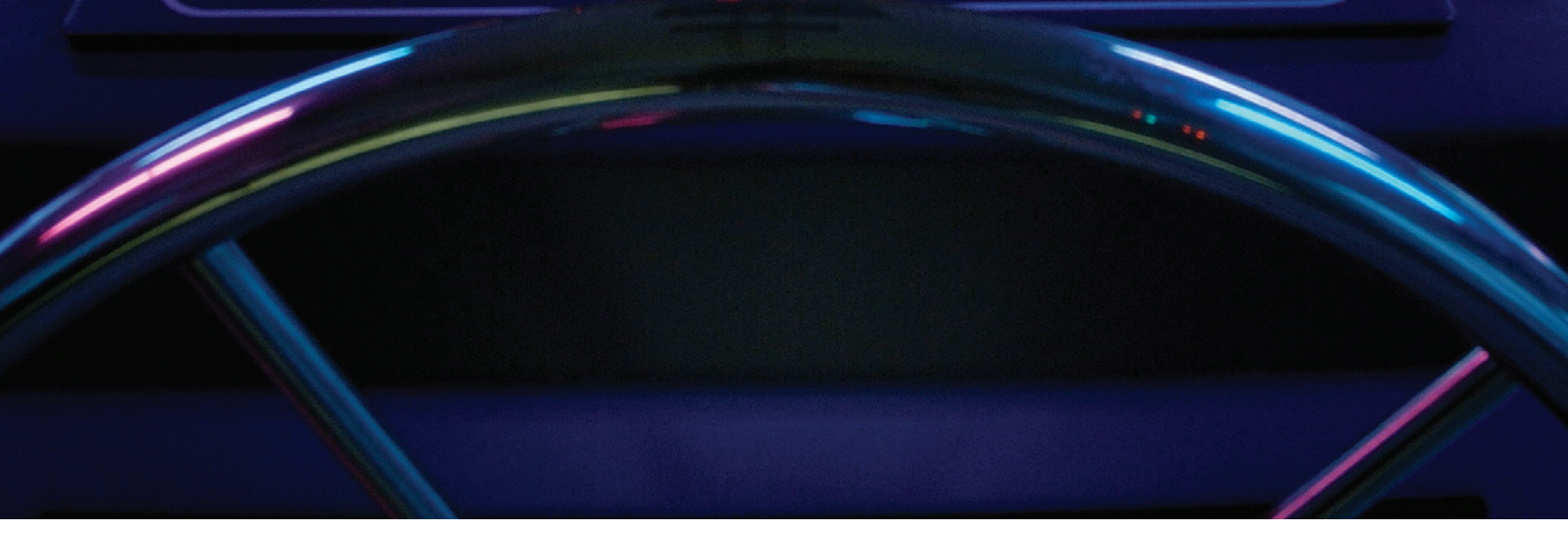




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Message

FROM THE MINISTER



I am pleased to present this business plan for the Department of Business and I am excited about the goals and objectives set out for the next three years. These goals and objectives align with our broader mission to facilitate growth and provide leadership for business investment in the province.

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 investment, marketing and brand development, and regulatory reform. Over the three-year planning period the Department will focus its resources and capabilities toward strategic execution of its stated goals.

In the development of this plan, careful consideration was given to the Provincial Government's strategic directions for an improved business environment, increasing awareness of the province, and improving our regulatory environment (Appendix A). These directions represent the desired economic outcomes for our province's business base that require leadership action or involvement by this Department. Together they form the foundation of this plan and have been communicated to my team of Departmental officials for integration into the development of their individual work plans.

This business plan is focused on the three fiscal years of 2011-12 to 2013-14. It provides an overview of the Department and identifies the goals and objectives to be accomplished during this 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. I would like to acknowledge the contribution of all staff in preparing this plan, and in achieving success as we move forward.

A handwritten signature in black ink, appearing to read 'D Dalley'. The signature is stylized and fluid.

The Honourable Derrick Dalley
Minister of Business

Mission

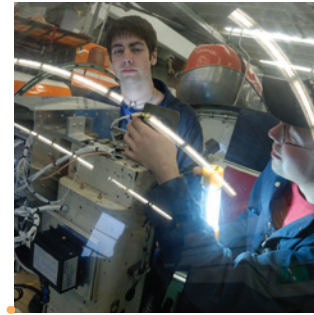
By 2017, the Department of Business will have facilitated growth in, and provided leadership for, business investment in the province.



Vision

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

Plan at a Glance



Goals and Objectives

GOAL 1 By 2014, the Department of Business, in its leadership role, will have enhanced government's efforts to increase inward business investment in Newfoundland and Labrador.

Objectives:

- 1.1:** By March 31, 2012, the Department will have collaborated with key stakeholders to identify gaps and barriers to investment.
- 1.2:** By March 31, 2013, the Department of Business will have facilitated the development of action plans to address gaps and barriers to investment.
- 1.3:** By March 31, 2014, the Department of Business, in its leadership role, will have implemented actions to increase inward business investment in Newfoundland and Labrador.

GOAL 2 By 2014, the Department of Business will have supported the improvement of air access for Newfoundland and Labrador.

Objectives:

- 2.1:** By March 31, 2012 the Department of Business will have proactively engaged stakeholders in the airline industry to advance the objectives of the Air Access Strategy.
- 2.2:** By March 31, 2013, the Department of Business will have continued leading implementation and monitoring progress of the Air Access Strategy.
- 2.3:** By March 31, 2014, the Department of Business will have supported increased flight and air route options for Newfoundland and Labrador.

GOAL 3 By 2014, the Department of Business will have provided leadership toward achieving more efficient government service delivery.

Objectives:

- 3.1:** By March 31, 2012, the Department of Business will have facilitated the implementation of priority initiatives to improve government client services.
- 3.2:** By March 31, 2013, the Department of Business will have continued facilitation and monitored progress of improvements to government client services.
- 3.3:** By March 31, 2014, the Department of Business will have supported departmental efforts to reduce timelines and complexity of regulatory processes for clients.



Overview

Business Description

The Department of Business provides leadership in building a competitive economy to foster business growth and attract new investment into the province. The Department has four key lines of business: business leadership, business investment, marketing and brand development, and regulatory reform. Each of these lines of business contributes to the Department's mandate and supports ongoing improvements to the business environment in Newfoundland and Labrador. Our key overall focus is positioning the province as a place to live, work, invest and visit.

Utilizing a proactive investment attraction approach, the Department leads the promotion of our Province as a viable option for new or expanding businesses. This occurs through aggressive marketing of the Province's many benefits which include a skilled workforce, competitive operating costs and an abundance of natural resources. The Department provides a critical leadership role for Government in improving the level of awareness and perception of the province to business investors worldwide.

To increase economic efficiencies when dealing with government policies, regulation and legislation, the Department provides leadership on government's ongoing regulatory reform activities. This work supports government's overall move toward a specific, measurable, accountable, results-based and transparent (SMART)

regulatory environment. Building on the three-year Red Tape Reduction initiative which ended in March 2009, the Department's focus has now shifted to ensuring previous accomplishments are maintained and that further improvements in regulatory efficiencies are realized.

The Department also plays a key leadership role in several horizontal initiatives including the Air Access Strategy, Regulatory Reform, and the Brand Signature initiative. Each of these initiatives contributes to positioning the province for investment and raising overall awareness.

Operations

The Department is comprised of the Offices of the Minister and Executive and two main Branches, the Business Investment Branch and Strategic Policy and Communications Branch. As of April 1, 2011, the Department's staff complement was 34 (15 female and 19 male) comprised of permanent, temporary and contractual positions. The Department is an equal opportunity employer.

The gross operating budget of the Department for the 2011-12 fiscal year is \$5,864,800. The Department also manages \$35.7 million in funding programs. This includes the Business Attraction Fund, valued at \$29.0 million (\$25.0 million loans + \$4.0 million grants), the Oil and Gas Manufacturing and Services Export Development Fund, valued at \$2.0 million, the Aerospace and Defence Development Fund, valued at \$3.0 million, and the Air Access Development Fund, valued at \$1.7 million.

The majority of the responsibilities of the Department revolve around servicing businesses and the departments, agencies, boards and commissions of the Government of Newfoundland and Labrador. In addition, the Department serves all citizens by focusing on the reduction of unnecessary regulatory requirements and through the establishment of the provincial brand.

Mandate

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

Lines of Business

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

**Business
Leadership**



**Business
Investment**



**Marketing and
Brand Development**



**Regulatory
Reform**

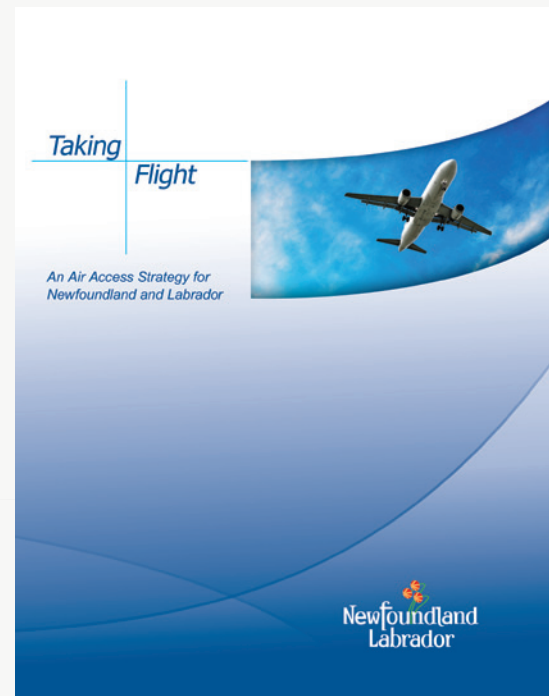




Business Leadership

The Department provides leadership for the development and maintenance of innovative business policies and the promotion of a positive business environment. The functions in this line of business include providing leadership and advice on priorities to optimize long term business growth and investment, and identifying gaps in such areas as industry supply chains and infrastructure. Through this leadership role, the Department supports and facilitates government wide efforts to increase inward business investment in Newfoundland and Labrador.

The Department has a key leadership role in implementing the Air Access Strategy - *Taking Flight*. This five-year strategy is guiding the direction and approach Government is taking to improve air services to all regions of the province. This strategy is built on creating an environment of cooperation and partnership between the Provincial Government and industry participants from across Newfoundland and Labrador. To strengthen the province's overall approach to air route development, the Department is leading efforts to form strategic partnerships and alliances with airport authorities, the business community and the aviation industry.



This five-year strategy is guiding the direction and approach Government is taking to improve air services to all regions of the province.

Business Investment



Business investment encompasses the business and investment attraction functions of the Department of Business. The Department proactively promotes the competitive advantages of the province in target markets for the purpose of attracting national and foreign direct investment. The Department aggressively pursues new investment opportunities and responds to those initiated by clients.

To assist with the attraction and growth of business, the Department manages the Business Attraction Fund (BAF), the Oil and Gas Manufacturing and Services Export Development Fund (OGEDF), and the Aerospace and Defence Development Fund (ADDF).

The BAF is designed to attract businesses to the province by providing customized financial assistance to establish or expand operations. The fund consists of allocations for loans or incentives as well as non-repayable contributions.

The OGEDF is designed to support strategic investments in new business opportunities for export-based petroleum fabrication, manufacturing and service provision.

The ADDF supports the growth of the province's aerospace and defence industry by facilitating opportunities to build capacity, enhance competitiveness, attract national and international investment and industrial benefits, and bring new expertise and business opportunities to Newfoundland and Labrador.

In addition, under the Air Access Strategy, funding is available through the Air Access Development Program (AADP) to strengthen programs and services to support airline industry growth and encourage new routes. This program provides financial assistance to regional airport authorities for business development activities, as well as to airlines to promote and advertise newly introduced routes that demonstrate long-term sustainability.





Marketing and Brand Development

The Department leads the development and government-wide implementation and promotion of the province's brand development strategy. This strategy helps define 'Newfoundland and Labrador' – a province whose people possess enormous pride and shining optimism, exceptional creativity, and fierce determination... all as unique as the place itself. By acknowledging the province's deep-rooted history and building on its strong and secure future, the Department is establishing Newfoundland and Labrador as one of the world's most enviable places to live, work, invest and visit.

In addition to broader brand development activities, the Department is specifically focused on marketing Newfoundland and Labrador as an investment destination. The Department develops and implements the marketing strategy for attracting strong, stable, progressive and exciting business to the province in such diverse sectors as Aerospace and Defence, Ocean Technology, ICT and Oil and Gas. This work also supports the Air Access Strategy. Newfoundland and Labrador is quickly establishing itself as an emerging destination for business development and this is generating increasing demand for air travel to the province by the national and international business community.

Regulatory Reform



The Department provides management responsibility for Government's ongoing regulatory reform mandate. The Department coordinates the work of all government departments to implement regulatory measures which foster innovation and efficiency and to raise awareness of the benefits of improved regulation on businesses and citizens. The functions in this line of business include coordinating the assessment of regulatory processes to ensure that they are efficient, flexible and transparent. Maintaining high regulatory standards and monitoring and recommending measures to enhance the regulatory environment are key elements of this reform.

Government's current regulatory reform mandate is focused on the long term and making tangible improvements to regulatory processes. These will impact and benefit those individuals and businesses who interact with government. The Department assumes a leadership role in ensuring that all departments and agencies of government direct their efforts toward implementing regulatory changes consistent with government's stated regulatory reform objectives.



Values

The Department of Business is a dynamic and energized organization with an emerging culture 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:

Value	Departmental
Integrity	We believe that our actions should be honest, ethical and transparent, respecting the diversity of our clients and each other.
Teamwork	We believe that the end product is always better when it is a result of working together on a common goal. In order to excel, we take mutual responsibility and are dedicated to achieving success as a department.
Professionalism	We understand and value the importance of that critical first impression in all interactions. We conduct ourselves at a high standard that is driven by our belief in the pursuit of excellence.
Creativity	We seek innovative ways to reach our goals. We see creativity as key to dynamic problem solving and quality improvements.
Dedication	We work diligently and conscientiously and maximize efforts toward our goals. This means seeing things through and accepting challenges as part of the journey and the learning experience.

Primary Clients

The primary clients of the Department of Business are external and indigenous businesses including:

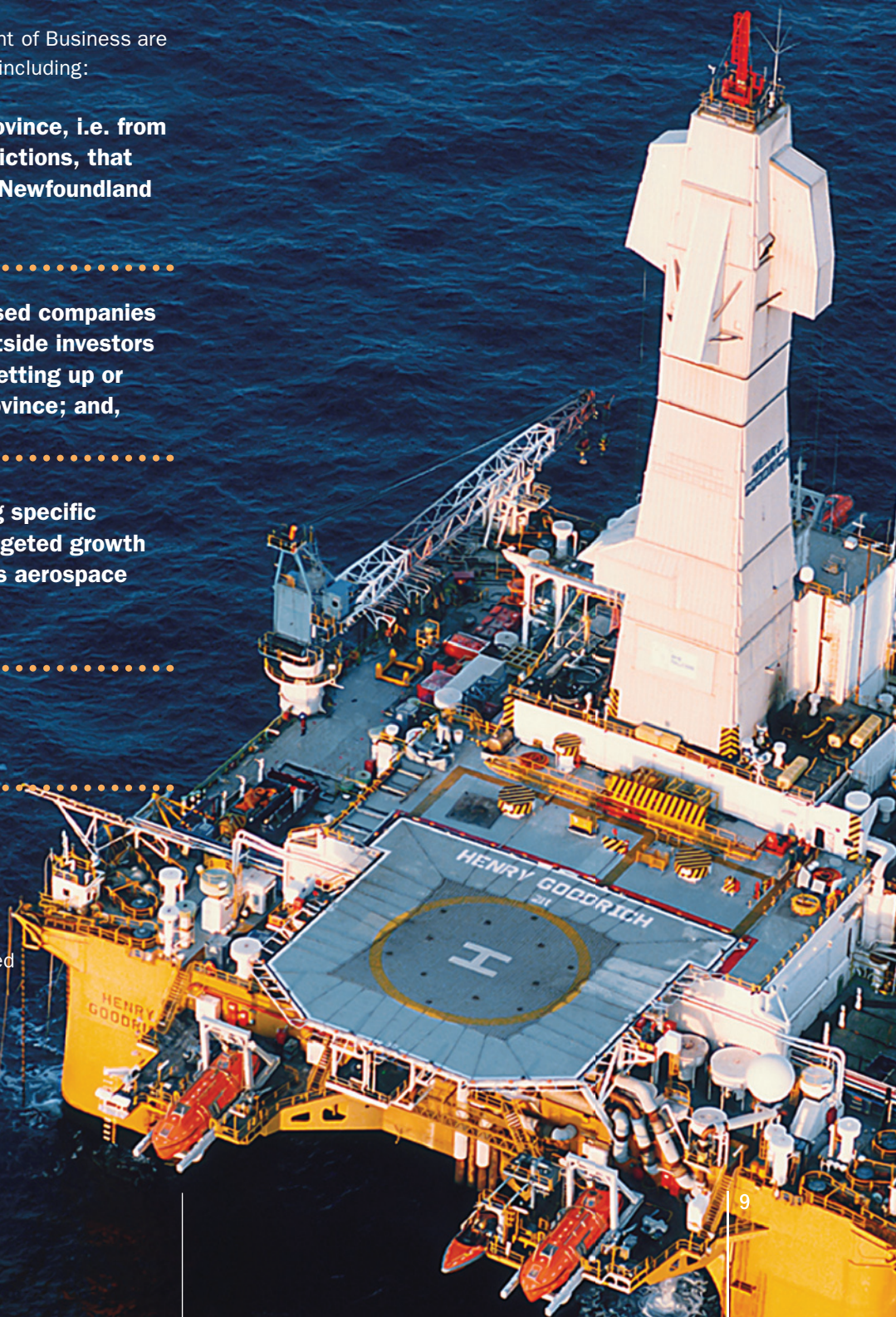
Companies from outside the province, i.e. from foreign or other Canadian jurisdictions, that have an interest in investing in Newfoundland and Labrador;

Newfoundland and Labrador based companies that are joint venturing with outside investors or partners for the purpose of setting up or expanding operations in the province; and,

Indigenous companies (meeting specific funding guidelines) from the targeted growth sectors of oil and gas as well as aerospace and defence,

Airport authorities

Primary clients also include other departments, agencies, boards and commissions of the Government of Newfoundland and Labrador, along with industry associations and related external stakeholders.



Vision

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

Mission

By 2017, the Department of Business will have facilitated growth in, and provided leadership for, business investment in the province.

The mission statement identifies the priority focus area of the Minister over the next two planning cycles. It represents the key long-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.

Government has communicated three strategic directions for the Department of Business. They are intricately related with each direction contributing to achieving our mission. These directions focus on the business environment, awareness of the province, and the regulatory environment. The Department of Business advances these directions by playing a leadership role in attracting new business investment to the province. This is supported by brand development aimed at positioning the province by raising awareness of the province as a place to live, work, invest and visit. Another key contributor to positioning the province is in the focus area of air access. Supporting the improvement of air access will allow the province to more effectively compete for emerging investment opportunities by providing increased capacity and frequency of flights to potential investors and to businesses within the province. The Department also leads the regulatory reform initiative. Regulatory reform is critical to creating an environment where business can flourish without unnecessary red tape. It is about making it easier for businesses and people who rely on government services, information and regulation. Newfoundland and Labrador continues to be one of the leading provinces for red tape reduction initiatives, according to the most recent report released by the Canadian Federation of Independent Business.

Measure and Indicators of Success

The measure of success for the Department of Business will be that it has facilitated growth and provided leadership for business investment in the province.

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

Facilitated government's efforts to increase business investment

Led the implementation of the Air Access Strategy

Implemented brand development initiatives

Facilitated enhanced government service delivery in the area of regulatory reform

Issues

In consideration of Government's strategic direction and the mandate and financial resources of the Department, the following areas have been identified as the key priorities of the Minister of Business for the next three years. The goals identified for each issue reflect the results expected in the three-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 2011-2014 fiscal years, the Department of Business will be dealing with three main issues:

Business Leadership



Air Access



Regulatory Reform





Issue 1:

Business Leadership

When the Department of Business was created in 2004, it signaled recognition by Government that our province was achieving success in many areas, and that leadership was required to ensure maximum benefits were achieved. Specifically, the mandated responsibility given to the Department was to provide leadership for business development and growth in Newfoundland and Labrador.

Since the beginning, the Department has created the necessary foundational structures and aligned appropriate goals to achieve results. By taking the time to build this solid foundation, we now have the benefit of lessons learned and knowledge gathered. We have created relationships with stakeholders and developed networks that will be critical to continued investment growth and business attraction to the province.

The Department is working diligently to advance government's commitment to a progressive business environment for this province. Building on our success now means taking stock of where we are, and adjusting our course appropriately as gaps and barriers are identified. This requires looking at the current business environment in the province to identify how we are positioned competitively in relation to the key opportunities and markets that are emerging. It also requires validation through input from key stakeholders.

In today's business climate, this stock-taking exercise will be an invaluable planning tool. The business of attracting new, value-added investment to a jurisdiction has become increasingly competitive. To excel in this new environment, Newfoundland and Labrador must not only compete successfully against its geographic neighbours but must grow potential in new areas that, historically, it has not focused. This

work requires leadership that integrates the long-term strength derived from a proactive approach with the short-term responsiveness demanded by business.

To lead the attraction of top quality business in this global arena, the Department has set the following goal:

“By 2014, the Department of Business, in its leadership role, will have facilitated government's efforts to increase inward business investment in Newfoundland and Labrador.”

This goal supports the strategic direction of government to improve the business environment in the province.

To further define this goal, three indicators have been developed to guide our actions, and are outlined below.

The first indicator will demonstrate that we have listened to key stakeholders, analyzed the provincial business climate, and made strategic changes to both increase and diversify investment opportunities for the province.

The second indicator reflects the expected diversified investment opportunities that will be pursued as a result of information gathered.

The third indicator will be achieved by continued implementation of the marketing strategy to promote Newfoundland and Labrador as an investment destination through brand and sector specific tactics. The Department will work to increase the province's profile on the international stage as a place to live, work, invest and visit through targeted



marketing activities. In addition, working with all government departments and relevant agencies, the Department of Business will further develop and implement government's brand strategy. Ongoing brand development activities will include chairing quarterly Brand Committee meetings, working with the network of brand stewards throughout government to ensure adherence to graphic standards and continuing to monitor third-party usage and the logo licensing program. Increased emphasis will be placed on internal communications fostering brand development among public servants.

By targeting these specific indicators, the Department will establish related actions to increase inward business investment in Newfoundland and Labrador.

GOAL 1:

By 2014, the Department of Business, in its leadership role, will have enhanced government's efforts to increase inward business investment in Newfoundland and Labrador.

MEASURE:

Government's efforts to increase inward business investment enhanced

INDICATORS:

- Pursued diversified investment opportunities
- Increased awareness of the province as a place to live, work, visit and invest
- Increased inward business investment

OBJECTIVE 1.1:

By March 31, 2012, the Department will have collaborated with key stakeholders to identify gaps and barriers to investment.

MEASURE:

Gaps and Barriers to investment identified

INDICATORS:

- Completed research on gaps and barriers to investment
- Gathered key stakeholder input
- Identified gaps and barriers to investment

OBJECTIVE 1.2:

By March 31, 2013, the Department of Business will have facilitated the development of action plans to address gaps and barriers to investment.

OBJECTIVE 1.3:

By March 31, 2014, the Department of Business, in its leadership role, will have implemented actions to increase inward business investment in Newfoundland and Labrador.



Issue 2: Air Access

Air access is vital to Newfoundland and Labrador and its economic future. The province is highly dependent on its air transportation network for leisure and business travel, trade and investment attraction, economic development, tourism and as a connector to mainland Canada and the world. Fluctuations in air service over the years have created many challenges, and have led to an environment of uncertainty and unpredictability for airports, the business community, and the traveling public.

In recognition of the important role air access plays in this province, the Department of Business developed *Taking Flight*, a five-year strategy that will guide the direction and approach it will take to improve air services to all regions of the province. This strategy demonstrates a commitment to introducing innovative, workable measures that address the air access needs of Newfoundland and Labrador.

Newfoundland and Labrador launched this five-year, \$5 million Air Access Strategy in October 2010. The strategy, which was developed in collaboration with partners, provides a coordinated framework for improving air access in the province, with balanced and realistic measures that address air access needs from a province-wide perspective. It is a 'demand-based strategy'. As such, the focus is on working with airlines and airports to build passenger demand for newly introduced routes to, from, and within the province. It builds on our existing foundation to put the province in a better position to foster and accelerate air access development.

This strategy includes an Air Access Development Program (AADP) to encourage new air service development in Newfoundland and Labrador. This program focuses on supporting the successful introduction of new routes to airports, and is

directed towards routes with demonstrated long-term sustainability. The program applies to qualifying new intra-provincial, inter-provincial, trans-border and international flights, and will be available to both new and incumbent airlines. Under the AADP, the Government of Newfoundland and Labrador provides targeted business development support for regional airport authorities.

Improving Air Access is a key priority for the Department of Business in fulfilling its mission over the next two planning cycles. It is also an important strategic direction of Government. The Department is leading the strategy implementation and monitoring to ensure the goals are met and success is communicated. In that regard, the Department has set the following goal for the next three years (2011-14):

“By 2014, the Department of Business will have supported the improvement of air access in Newfoundland and Labrador.”

Five indicators have been developed to guide the progress on this goal. The first two indicators will speak to the progress made by the end of the third year in relation to the overall commitments of the five-year strategy and the leadership role the Department will provide. As well, it emphasizes continued stakeholder involvement in the strategy implementation. The third indicator shows expected direct and measurable results in terms of new airline/airport routes and related expected increase in demand and utilization of the increased capacity. The last two indicators reflect the important ongoing marketing and brand building activities that will occur over the next three years and initiatives supported through the funding program.



GOAL 2:

By 2014, the Department of Business will have supported the improvement of air access for Newfoundland and Labrador.

MEASURE:

Increased flight and route options supported

INDICATORS:

- Led the ongoing implementation of the Air Access Strategy
- Collaborated with key stakeholders on air access development initiatives
- Increased flight and route options
- Administered the Air Access Development Program
- Conducted marketing and brand building activities in support of the Air Access Strategy

OBJECTIVE 2.1:

By March 31, 2012, the Department of Business will have proactively engaged stakeholders in the airline industry to advance the objectives of the Air Access Strategy.

MEASURE:

Number of stakeholder engagements

INDICATORS:

- Branded the province in support of efforts by airport authorities to attract new routes
- Promoted the Air Access Development Program
- Participated in partnering activities with individual airports on route development
- Held Private Industry Advisory Committee meetings
- Received applications and disbursed funding under the Air Access Development Program

OBJECTIVE 2.2:

By March 31, 2013, the Department of Business will have continued leading implementation and monitoring progress of the Air Access Strategy.

OBJECTIVE 2.3:

By March 31, 2014, the Department of Business will have supported increased flight and air route options for Newfoundland and Labrador.



Issue 3:

Regulatory Reform

The Department of Business has made significant progress in the area of regulatory reform. Initially, we led the three year Red Tape Reduction Initiative and reduced the regulatory count by 25 per cent. Once this was achieved, a long-term commitment to further relieving the regulatory burden was announced by Government. The primary objective was moving forward with a specific focus on achieving qualitative improvements to regulatory processes and thereby improving how government interacts with businesses and individuals. Further, government reiterated its commitment to zero net growth in regulatory requirements and an ongoing strategic direction of ensuring quality improvements in how government interacts with people and business. The zero net growth approach means, in essence, that for every new regulatory requirement introduced within government, an existing one must be eliminated.

In the next three years, the Department will continue to build on the success achieved in regulatory reform. The Department will continue to focus on improving the regulatory environment in Newfoundland and Labrador by maintaining a target of no net growth in requirements and monitoring the regulatory impact of all new legislation and policies. In addition to reducing requirements, steps being taken include fostering greater innovation and efficiency in the way the Provincial Government operates, improving service delivery, and simplifying interactions with the public. Regulatory reform includes streamlined processes, improvements to regulations, increased access to e-government and online services, less paperwork, and more efficient service to businesses and individuals.

The Department will take a leadership role in strengthening departmental capacity with respect to the preparation of the Regulatory Impact Analysis. Significant emphasis will be placed on training to

enhance the quality of the Regulatory Improvement Plans that are in place for each department. Work will continue to identify priority areas for regulatory review raised by the public and to further develop and implement a framework for measuring qualitative improvements in the regulatory processes. Monitoring and reporting on progress, improvements, and concerns raised in relation to Regulatory Reform will be an important ongoing commitment. A commitment to transparency and accountability is important as this initiative has sparked a heightened awareness and appreciation within government of the impacts that the regulatory burden can have on citizens and businesses. In this regard, the Department will continue to acknowledge the regulatory reform achievements of individual departments and communicate these broadly across government.

To ensure that the success of the initial three-year Red Tape Reduction initiative is fully leveraged and that accomplishments continue to emerge, the Department has set the following goal:

“By 2014, the Department of Business will have provided leadership toward achieving more efficient government service delivery.”

To meet this goal, four indicators will be used to monitor success. First, we will work to provide a leadership and oversight role to ensure departments and agencies achieve improvements in how they deliver programs and services to their clients. The second indicator references the continued leadership of the Department of Business in encouraging and facilitating the use of the Regulatory Impact Analysis (RIA) throughout all government departments. Implementation of the RIA in the policy and legislative development process is critical to the overall success of the Regulatory Reform Initiative. The third indicator



will address the need for a more concerted effort towards reducing the administrative burden associated with government programs and services. The Department of Business will take steps over the next three years to lead this process. The fourth indicator relates to ensuring that the zero net growth principle is maintained. This is a good indicator of government's effective management of the overall regulatory regime and will be monitored through regular progress reports received from departments and agencies as well as regulatory impact assessments.

Regulatory reform allows government to function more productively and allows private stakeholders to interact with government in a more efficient manner. This goal and associated indicators will ensure that the Department strives toward an ever-improving regulatory environment, as well as achieving its objectives regarding business leadership.

GOAL 3:

By 2014, the Department of Business will have provided leadership toward achieving more efficient government service delivery.

MEASURE:

Improved client services

INDICATORS:

- Actions to improve client service delivery as it relates to regulatory reform
- Departments and agencies utilized principles of the Regulatory Impact Analysis in developing regulation
- Emphasis on reduction in administrative burden and processes on external stakeholders
- Maintained zero net growth in regulation

OBJECTIVE 3.1:

By March 31, 2012, the Department of Business will have facilitated the implementation of priority initiatives to improve government client services.

MEASURE:

Priority initiatives implemented

INDICATORS:

- Enhanced Regulatory Improvement Plans
- Delivered training sessions in Regulatory Impact Analysis
- Collaborated with and provided support to departments and agencies
- Maintained zero net growth in regulation

OBJECTIVE 3.2:

By March 31, 2013, the Department of Business will have continued facilitation and monitored progress of improvements to government client services.

OBJECTIVE 3.3:

By March 31, 2014, the Department of Business will have supported departmental efforts to reduce timelines and complexity of regulatory processes for 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 directions related to Department of Business are provided below. Each strategic direction is comprised of component(s), or focus area(s), which are addressed in this business plan as well as in other various planning processes of the Department. The outcome(s) 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
Outcomes		Diversified Business Investment and Improved Business Environment
Components of Strategic Directions (Focus Areas)	This direction is addressed in the entity's Business Plan	
Investment attraction	<input checked="" type="checkbox"/>	
Business leadership	<input checked="" type="checkbox"/>	
Title		Awareness of the Province
Outcomes		Increased awareness and improved perception of NL as a place to live, work, visit and invest
Components of Strategic Directions (Focus Areas)	This direction is addressed in the entity's Business Plan	
Air Access	<input checked="" type="checkbox"/>	
Marketing and Brand development	<input checked="" type="checkbox"/>	
Title		Regulatory Environment
Outcomes		Improved, efficient, flexible and transparent regulatory environment with high quality service delivery standards across government
Components of Strategic Directions (Focus Areas)	This direction is addressed in the entity's Business Plan	
Regulatory Reform	<input checked="" type="checkbox"/>	

To obtain a copy of this report:

Online www.gov.nl.ca/business

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