

2023-2026

STRATEGIC PLAN

Industry, Energy and Technology



MESSAGE FROM THE MINISTER

In accordance with the **Transparency and Accountability Act** (the Act), I am pleased to present the 2023-2026 Strategic Plan for the Department of Industry, Energy and Technology (IET), a category one Provincial Government entity under the Act. Developed in alignment with the strategic directions of Government applicable to IET, the department's mandate and resources, this plan highlights key priorities, goals and objectives for the period April 1, 2023 – March 31, 2026. I am accountable for the preparation of the plan and for achieving the specific goals and objectives herein.

As Minister, I take great pride in the significant work my department has undertaken since IET's inception in creating and maintaining a competitive economy that has enabled economic and resource development, business growth, innovation, entrepreneurship, and economic diversification across a wide range of industries and regions.

The team, along with our many stakeholders, have a core focus to ensure alignment of efforts and strategic choices that facilitate enhanced economic diversification, enable and support technological innovations, maximize mineral exploration and mining opportunities, and position the Province as a pioneer and leader in renewable energy and green technology, while maximizing the Province's lower upstream carbon oil and gas advantage. The recently launched Renewable Energy Plan establishes a sustainable long-term vision to maximize our renewable energy future.

I feel fortunate to be part of the talented and hardworking team at the department, and thank them for making this possible and for their continued dedication to the Province and its residents.

Sincerely,

A handwritten signature in black ink, appearing to be 'A. Parsons', written over a light grey rectangular background.

Hon. Andrew Parsons, KC
Minister of Industry, Energy and Technology

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Departmental Overview

Mandate

The Department of Industry, Energy and Technology (IET) is responsible for economic and resource development, business growth and economic diversification. IET works to create and maintain a competitive economy to support investment, trade activity, research and development (R&D); support community and regional economic development; foster innovation and technology transfer as well as commercialization; and, support industry and entrepreneurship. IET is responsible for the promotion, exploration, development, and regulation of mineral and energy resources; energy supply, demand and royalties; energy economics; and develops and monitors regulatory and benefits activities. IET delivers its mandate via five branches: Business and Innovation; Corporate and Strategic Services; Energy Development; Industry and Economic Development; and, Mining and Mineral Development.

Lines of Business

1. Business Growth and Regional Economic Development

IET delivers programs and services and facilitates investments to support sustainable business growth, regional economic development, and diversification including: providing information, networking opportunities, counselling services and financial supports to businesses, co-operatives, social enterprises, and community organizations; building strategic capacity; and advancing technological initiatives.

2. Resource Policy and Management

IET is responsible for the development of resource policy for energy, oil and gas, quarrying and mining; coordinating and facilitating sustainable development and management; developing and supporting regulatory and benefits activities; regulating mineral tenure, mineral exploration, and mineral and quarry development activities; and, ensuring industries follow appropriate resource management practices and regulations.

3. Resource Exploration and Assessment

Resource exploration and assessment includes all activities that precede resource development, i.e. gathering, interpreting and disseminating geoscience data and providing exploration incentives.

4. Resource Development and Promotion

IET advances strategies targeting exploration and development companies, investors, and the public to highlight the opportunities and competitiveness of the province's geology, geoscience, and regulatory model. IET also supports innovation and growth in the supply and service industry.

5. Support for Innovation

IET adopts a strategic approach to collaborative sector growth strategies and facilitates cross sector, supply chain, and R&D initiatives to support innovation, technology transfer and commercialization, productivity, and competitiveness. IET supports the innovation ecosystem through investments and other supports for start-ups, business accelerators and incubators.

Vision

A prosperous Newfoundland and Labrador with a clean, innovative, and diversified economy capitalizing on the Province's resources and strategic advantages and supported by private sector investment and business growth across all regions of the province.

Staff Breakdown

As of March 31, 2023, IET had 238 active staff members, as outlined in the table below.

Branch/Functional Area	# of Employees
Executive/Minister's Office	21
Business and Innovation	25
Corporate and Strategic Services	31
Energy	49
Industry and Economic Development	51
Mines and Mineral Development	61
TOTAL	238

Office Locations

The department is headquartered in St. John's with offices in Carbonear, Ferryland, Placentia, Clarenville, Marystown, Gander, St. Alban's, Grand Falls-Windsor, Deer Lake, Corner Brook, Stephenville, Pasadena, Port aux Basques, Port Saunders, St. Anthony, Forteau, Charlottetown, Happy Valley-Goose Bay, and Labrador City.

Budget and Expenditures

IET's budget for fiscal year 2023-24 is \$198.5 million. The budget by division/section is outlined in the table below:

Division/Section	Total
Minister's Office	\$276,200
Executive Support	\$2,085,800
Corporate and Strategic Services ¹	\$2,893,600
Geological Survey	\$5,173,400
Mineral Lands	\$1,648,800

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Mineral Development	\$4,655,100
Energy Policy	\$4,757,600
Petroleum Development	\$6,007,900
Royalties and Benefits	\$2,777,700
Accelerated Growth	\$2,845,900
Business Analysis	\$2,645,900
Sector Diversification	\$1,641,200
Regional Economic and Business Development	\$4,478,700
TOTAL	\$41,887,800

¹The Finance and General Operations Division of IET's Corporate and Strategic Services Branch is shared with the Department of Fisheries, Forestry and Agriculture.

The budget also includes the following:

- Oil and Gas Industry Support - \$69,667,000
- Oil and Gas Corporation of Newfoundland and Labrador - \$23,184,000
- Comprehensive Economic Development - \$19,960,600
- Innovation and Business Investment Corporation - \$16,836,000
- Canada-Newfoundland and Labrador Offshore Petroleum Board (CNLOPB) - \$12,915,000
- Investment Attraction Fund - \$8,000,000
- Green Transition Fund - \$6,000,000

For additional information about the Department of Industry, Energy and Technology please visit: <https://www.gov.nl.ca/iet/>

Issue One – Economic Development and Business Growth

Creating the conditions necessary to facilitate economic development, private sector investment, and business growth is important to ensure that residents have access to the goods and services they desire for their wellbeing, that companies are supported in their efforts to grow and reach new markets, and to ensure tax revenue is sufficient to enable Government to deliver and provide vital public services, including education, health, and social care.

Newfoundland and Labrador's natural resource wealth has created opportunities across the Province, and continues to be a key economic driver and a focus for investment attraction efforts. Natural resource developments provide opportunities for IET to optimize provincial benefits associated with development. Newfoundland and Labrador continues to diversify, grow and strengthen our economy by fostering business growth, regional economic development and connectivity. IET supports economic development initiatives led by municipalities, industry organizations, social enterprises and co-operatives, and other not-for-profit groups to maximize social and economic impacts across the Province. The department also implements initiatives to attract new investment to the Province in high-growth sectors and industries, and to assist provincial companies in their efforts to access new export markets.

In support of Government's Strategic Directions (Annex A), throughout the 2023-2026 planning period, IET will strategically advance initiatives necessary to facilitate economic development and business growth across the Province. These efforts will ensure that Newfoundlanders and Labradorians can live in and benefit from a strong and diversified economy.

GOAL: By March 31, 2026 the Department of Industry, Energy and Technology will have commenced and advanced initiatives to facilitate economic development and business growth.

Indicators:

- Developed and implemented initiatives to support investment attraction and business growth and promoted Newfoundland and Labrador as an ideal location for companies to expand their operations in North America.
- Completed a natural gas resource assessment.
- Promoted Newfoundland and Labrador's abundant resources, and delivered programming to attract investment in exploration and development.
- Delivered programming to provide supports to advance regional economic development, business growth and internationalization.
- Advanced connectivity priorities, such as broadband and cell coverage.

Objective 1: By March 31, 2024 the Department of Industry, Energy and Technology will have commenced and advanced initiatives to facilitate economic development and business growth.

Indicators:

- Developed and implemented initiatives to support investment attraction and business growth.
- Initiated a natural gas resource assessment.
- Advanced initiatives that facilitate natural resource exploration and development.
- Developed a Critical Mineral Strategy.
- Supported companies to commercialize and diversify in local, national and international markets.
- Delivered programming to encourage business growth and economic development.
- Introduced initiatives for cellular improvements.

Objective 2: By March 31, 2025 the Department of Industry, Energy and Technology will have progressed initiatives to facilitate economic development and business growth.

Objective 3: By March 31, 2026 the Department of Industry, Energy and Technology will have further progressed initiatives to facilitate economic development and business growth.

Issue Two – Clean and Innovative Economy

Climate change is one of the preeminent challenges of the 21st century and is spurring innovation and global investment. Governments around the world are fighting climate change, investing in technology, and building clean economies and net-zero industries of the future.

Newfoundland and Labrador has an abundance of developed and undeveloped renewable energy resources that position the province well to meet its net-zero commitments, fight climate change, and increase clean energy jobs and economic development. Newfoundland and Labrador is also home to leading academic and training institutions poised to respond to the rising demand for highly skilled workers, and a burgeoning technology sector supported by an innovation ecosystem that assists entrepreneurs to strategically build their businesses, and accelerate commercialization and development.

In addition to renewable energy and clean fuel development, these initiatives will support the continuing development of rapidly growing technology sectors such as information and communication technology, ocean technology, health technology and life sciences, aerospace and defense, and others. That support will be directed towards startup companies, industry associations, research institutions, incubators, and other organizations that are essential to the growth and sustainability of a technology ecosystem that promotes innovation and entrepreneurial activity.

In support of Government's Strategic Directions (Annex A), throughout the 2023-2026 planning period IET will strategically advance initiatives to achieve a clean and innovative economy that will capitalize on the Province's significant resources and solidify the province's status as a Clean Energy Centre of Excellence. These efforts will ensure that Newfoundlanders and Labradorians are positioned not only to take full advantage of the global transition to clean and innovative economies, but lead these efforts and ensure maximum long-term benefits for residents.

GOAL: By March 31, 2026 the Department of Industry, Energy and Technology will have commenced and advanced initiatives to further the development of a clean and innovative provincial economy.

Indicators:

- Developed and implemented a Green Transition Fund.
- Continued to implement Government's Renewable Energy Plan, and released a Hydrogen Development Action Plan.
- Created and implemented NL2030, a roadmap for R&D activity in the Province, and continued to support and implement programming that enhances R&D, innovation, and technology advancement.
- Identified and commenced actions to support provincial efforts to achieve Net Zero by 2050.

Objective 1: By March 31, 2024 the Department of Industry, Energy and Technology will have commenced initiatives to advance Newfoundland and Labrador's clean and innovative economy.

Indicators:

- Implemented and promoted the Green Transition Fund.
- Created and implemented NL2030 – a Research and Innovation Roadmap for Newfoundland and Labrador.
- Continued to implement the Renewable Energy Plan and developed a Hydrogen Development Action Plan.
- Supported initiatives necessary to meet net zero targets, including programming and activities to enable decarbonization and encourage electrification of major carbon-emitting sectors such as transport, industry and buildings.
- Continued to support public and private sector growth through programming that enhances R&D, innovation and technology advancement.

Objective 2: By March 31, 2025 the Department of Industry, Energy and Technology will have progressed initiatives to advance Newfoundland and Labrador's clean and innovative economy.

Objective 3: By March 31, 2026 the Department of Industry, Energy and Technology will have further progressed opportunities to advance Newfoundland and Labrador's clean and innovative economy.

Issue Three - Competitive Regulatory Environment

Newfoundland and Labrador possesses world class resources, including oil and gas, renewable energy and minerals. An efficient and competitive regulatory regime is vital to ensure that Newfoundland and Labrador can compete globally for investment.

Mining projects continue to be found and developed creating much-needed benefits and employment to rural Newfoundland and Labrador, including critical minerals vital to clean economic growth. In addition, the world will continue to produce and consume oil and gas products. During this period of transition, Newfoundland and Labrador's oil, with its lower upstream emissions per barrel relative to the international average, is needed to displace higher emitting sources. As Government continues its efforts to enable wind development in the province, such as the Crown Land Calls for Bids, and the release of the Wind-Hydrogen Fiscal Framework, IET is fostering an environment that supports the economy by embracing renewable energy while maximizing our low carbon oil and gas advantage.

In support of Government's Strategic Directions (Annex A), throughout the 2023-2026 planning period, IET will strategically advance initiatives to enhance its regulatory competitiveness, and create the conditions necessary to attract investment and continue developing the province's resources in a manner that optimizes benefits for Newfoundlanders and Labradorians.

GOAL: By March 31, 2026 the Department of Industry, Energy and Technology will have revised the legislative framework to achieve an efficient and competitive regulatory framework for areas within its mandate.

Indicators:

- Developed and implemented a new legislative framework for quarries.

- Enhanced the legislative framework for land acquisition, mineral exploration, and mining.
- Developed and implemented a fiscal framework for natural gas development.
- Identified and implemented legislative amendments to the **Canada-Newfoundland and Labrador Atlantic Accord Implementation Newfoundland and Labrador Act** including an expanded mandate for the Canada-Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB) to include the regulation of offshore renewable energy development.
- Implemented the **Hydro Corporation Act, 2023**.
- Implemented legislative changes stemming from the review of **Public Utilities Act** and **Electrical Power Control Act, 1994**.

Objective 1: By March 31, 2024 the Department of Industry, Energy and Technology will have commenced initiatives to achieve an efficient and competitive regulatory framework.

Indicators:

- Developed new quarry legislation.
- Reviewed feedback from the public and undertook required analysis to identify areas for improvement to modernize the **Mining Act** and **Mineral Act**.
- Advanced the development of a natural gas fiscal framework.
- Facilitated completion of required activities prior to proclamation of the **Hydro Corporation Act, 2023**.
- Undertook efforts to implement legislative changes stemming from the review of **Public Utilities Act** and **Electrical Power Control Act, 1994**.
- Worked with the Federal Government on the ongoing development of modern offshore regulatory framework, while maintaining and enhancing the joint management regime for the C-NL offshore area.

Objective 2: By March 31, 2025 the Department of Industry, Energy and Technology will have progressed initiatives to achieve an efficient and competitive regulatory framework.

Objective 3: By March 31, 2026 the Department of Industry, Energy and Technology will have further progressed initiatives to achieve an efficient and competitive regulatory framework.

Annex A – Strategic Directions

The **Transparency and Accountability Act** requires departments and public bodies to take into account Government's strategic directions in the area of the entity's mandate as communicated by the Minister, in the preparation of their performance-based plans. Strategic directions are the articulation of a desired physical, social or economic outcome that would normally require action or involvement of more than one government entity. The following strategic directions have been identified for the 2023-26 planning cycle for IET and entities which report to the Minister of IET.

1. Renewable Energy Development

Outcome: Position NL as a leader in sustainable, renewable energy and hydrogen development.

2. Increase Innovation and Research Opportunities throughout Regions Using a Sector Based Approach

Outcome: Investments and initiatives to advance strategic sector growth throughout the province.

3. Industry and Business Supports and Investment

Outcome: Increase investment in the province and continue support to grow companies within Newfoundland and Labrador.

4. Innovation, Economic Development and Diversification

Outcome: Creating a business environment that fosters technology, innovation and R&D.

5. Developing Innovation and Opportunity in Our Mineral Exploration and Mining Sector

Outcome: Position Newfoundland and Labrador as a globally competitive, top tier jurisdiction for mineral exploration and development.

6. Environmentally Sustainable Oil and Gas Sector

Outcome: Position Newfoundland and Labrador as a leader in green technology in the oil and gas sector.

