

STRATEGIC PLAN

DEPARTMENT OF INNOVATION, BUSINESS AND RURAL DEVELOPMENT

2011-2014





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MESSAGE FROM THE MINISTER



As Minister responsible for the Department of Innovation, Business and Rural Development, and in accordance with government's commitment to accountability, I am pleased to present the 2011-2014 Strategic Plan of the department. This document was prepared under my direction and I am accountable for the achievement of the goals and objectives contained therein, pursuant to section 5(4) of the *Transparency and Accountability Act*.

In communities and regions throughout Newfoundland and Labrador, the Provincial Government, through the Department of Innovation, Business and Rural Development, is working aggressively to facilitate greater levels of economic and business activity.

Motivated by the principles of working collaboratively and taking a client-focused approach to business development, the department is opening doors to greater export activity, fostering enhanced levels of innovation, and encouraging business expansion.

Whether it is tourism in the eastern and western regions of the province; first response training in Stephenville; aquaculture in the Coast of Bays; or ocean technology in St. John's, industry clusters are taking shape and giving rise to tremendous optimism and opportunities for local businesses.

Over the next three years, the Department of Innovation, Business and Rural Development is committed to building on the strong foundation that has been laid, and sustaining the considerable progress being experienced in our communities and regions. To deliver our shared objectives as a department, we will continue our role as partners in business, innovation, and, most importantly, in community development.

To fulfill the province's potential, the department will continue to execute a broad comprehensive set of business and economic development programs, advance our role on the international stage, and create an environment where innovative ideas can flourish into commercial ventures.

Sincerely,

A handwritten signature in black ink, appearing to read 'Keith Hutchings', written in a cursive style.

Keith Hutchings, Minister

MHA, Ferryland

Department of Innovation, Business and Rural Development

THE PLAN

This strategic plan of the Department of Innovation, Business and Rural Development (IBRD) is for the three-year period from April 1, 2011 to March 31, 2014. The plan describes the key issues that IBRD will address in the next three years and highlights the activities that support these issues.

Strategic Directions:

Strategic directions are statements of the desired physical, social or economic outcomes for the province, which are communicated by the Provincial Government through platform documents, throne and budget speeches, policy documents, and other communiqués. Departments and public bodies take into account these strategic directions in their performance-based plans to integrate planning practices across government and ensure all entities are moving forward on key commitments.

The strategic directions related to IBRD are regional diversification and industry growth; innovation; small and medium-sized enterprise business supports; business promotion; trade and investment development; and business, industry, and economic intelligence. Each of the strategic directions has an associated outcome statement that includes a number of components. The various divisions of the department and its entities are responsible for these components.

IBRD focuses its programs and services around these important strategic directions. In addition to implementing its current suite of programs and services, IBRD will strive to develop new tools and policies to help diversify the business community into new sectors and markets, thereby providing its clients with better business opportunities. With the overarching goal to foster a strong provincial business community, IBRD will provide investments for business start-ups, expansions and stabilization with a focus on innovation. The department will place emphasis on the further development of the ocean technology sector. The department's funding and non-funding programs will encourage entrepreneurship in the province, assist firms to build capacity, support trade and export activities, invest in workforce skills development and enhance the sustainability of regions. Responding to the needs of clients in an everchanging marketplace, staff will develop and implement new information sessions and training opportunities, directories, profiles, and monthly newsletters to assist firms and support enterprise establishment. Trade investment activities will be in full swing to organize new outgoing and incoming missions, and expand business promotion and trade exploration into new markets and sectors, positioning the province as the place to do business.

Regional Diversification and Industry Growth

Provincial Outcome Statement: Diversified and strengthened regional economies.

Innovation

Provincial Outcome Statement: An innovative culture.

Small and Medium-sized Enterprise Business Supports

Provincial Outcome Statement: An environment supportive of enterprise establishment and growth.

Business Promotion, Trade and Investment Development

Provincial Outcome Statement: Increased business promotion, trade and investment.

Business, Industry and Economic Intelligence

Provincial Outcome Statement: Improved understanding of and response to significant and long-term economic and competitiveness issues.

OVERVIEW OF THE DEPARTMENT

The Department of Innovation, Business and Rural Development (IBRD) was established in 2011, in reorganizing the former Departments of Business and Innovation, Trade and Rural Development. IBRD is responsible for moving ahead the economic agenda of the Provincial Government. The department provides assistance and investment for businesses and communities to create a strong, vibrant business community and regional economies. While IBRD plays a prominent role in developing tools and programs to assist businesses, ultimately the results come from the investment, effort and risk undertaken by the private sector, the entrepreneurs and their employees. Government's role is to ensure a supportive and competitive environment for investment and growth, which is provided by many different departments and agencies working together to achieve the desired results.

The department's deputy minister and assistant deputy ministers provide leadership to the five executive branches:

- Regional Development;
- Innovation and Strategic Industries;
- Trade and Investment;
- Business Analysis; and
- Ocean Technology.

The department is supported by three corporate services divisions:

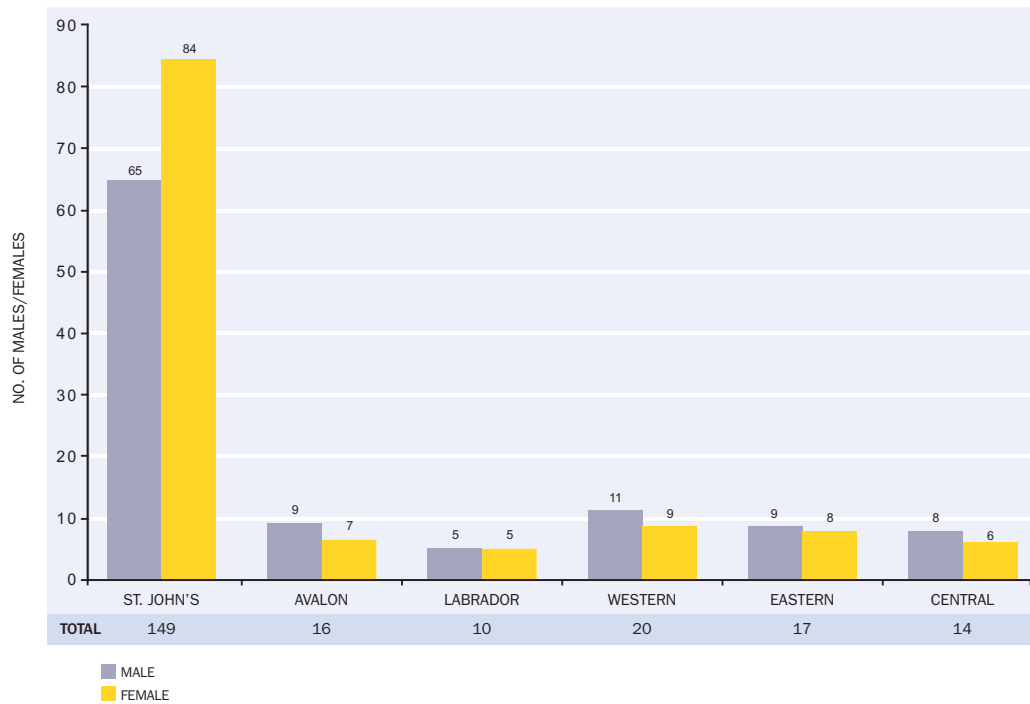
- Policy and Strategic Planning;
- Communications; and
- Strategic Human Resources Management.

IBRD partners with its federal counterpart, the Atlantic Canada Opportunities Agency (ACOA), to manage the Canada Business Newfoundland and Labrador which assists existing and potential clients in the province. As well, IBRD partners with ACOA to provide funding for development partners-Regional Economic Development Boards.

IBRD's corporate headquarters is located in St. John's and a second corporate office, responsible for portfolio management, is located in Marystown. IBRD's business investment portfolio is overseen by a crown agency, the Business Investment Corporation. IBRD also has five regional offices and 17 local field offices to ensure easy access to its programs and services to clients throughout the province.

Employees by region and gender

As of October 2011, the department's distribution of employees is as follows:



IBRD Partnerships

IBRD is responsible for the Strategic Partnership and the Ireland Business Partnerships.

The Strategic Partnership

The Strategic Partnership is a partnership of government, labour and business represented respectively by the Government of Newfoundland and Labrador, the Newfoundland and Labrador Federation of Labour, and the Newfoundland and Labrador Business Coalition. The partnership fosters dialogue on public policy issues and solutions, in order to make a meaningful contribution to the province's social and economic development.

Ireland Business Partnerships

Established in 1997, Ireland Business Partnerships (IBP) is mandated to identify, foster, and promote trade and partnership opportunities in business, education, and culture between Newfoundland and Labrador, and Ireland. IBP prepares its own activity plan and reports on it annually.

Corporations and Boards

Four crown corporations report to the minister of the Department of Innovation, Business and Rural Development:

- Newfoundland Hardwoods Limited;
- Newfoundland Ocean Enterprises Limited/Marystown Shipyard Limited;
- Newfoundland and Labrador Immigrant Investor Fund Limited; and
- Business Investment Corporation.

The minister is also responsible for the following:

- Economic Diversification and Growth Enterprises (EDGE) Advisory Board;
- Ireland Business Partnerships Advisory Board; and
- Air Access Advisory Committee.

The above entities publish separate activity plans and reports, which are posted on the IBRD website.

<http://www.IBRD.gov.nl.ca/IBRD/publications/index.html>

Legislation

The department is responsible for administering the following provincial legislation:

The Economic Diversification and Growth Enterprises Act; and
The Business Investment Corporation Act.

MANDATE

The mandate of the Department of Innovation, Business and Rural Development is to lead:

- (a) the creation and maintenance of a competitive economic environment that encourages and supports private sector business growth and long-term sustainable employment opportunities for the people of the province;
- (b) the diversification of the economy on a provincial and regional basis, with particular attention to rural areas;
- (c) the promotion and encouragement of increased trade and export of goods and services by provincial industries and businesses in the national and international marketplace;
- (d) the creation of a climate conducive to innovation in business through the facilitation of research and development, technology transfer and technology commercialization within provincial industries and individual business enterprises;
- (e) the provision of business information, counseling, and financial support programs and services to small and medium-sized enterprises including: private businesses, co-operatives, credit unions, and community development corporations to stimulate economic and employment development within the province;
- (f) promoting the value of an enterprise culture and encouraging economic self-reliance throughout the province;
- (g) the negotiation and administration of comprehensive federal/provincial economic development co-operation agreements and other forms of collaboration; and
- (h) a strategic approach to growth of the ocean technology cluster in Newfoundland and Labrador.



LINES OF BUSINESS

IBRD is responsible for the following lines of business, that are relevant to its mandate.

Small and Medium-sized Enterprise (SME) Development

SME development encompasses the business development, enterprise promotion, export development and trade functions of the department. SME development not only involves the provision of funding through the department's suite of business support programs, but also includes business support services such as counseling and export development services to eligible SMEs operating in the province. The department works closely with industry, economic development groups, and all levels of government to develop and implement strategies that support the growth and diversification of SMEs that, in turn, is integral to the growth of the provincial economy.

Regional Development

The department provides assistance to eligible organizations in support of the development and implementation of economic initiatives throughout all regions. It helps regional and community economic development stakeholders build organizational capacity, and facilitate the development and implementation of economic initiatives. Departmental staff provide awareness of the co-op development opportunities throughout the province and attempts to address short and long-term barriers to local business survival and growth. The department supports new and emerging industries and value-added initiatives in established industries, for the development of regions. Other services to clients for regional development include: community economic development and capacity building, targeted industrial development, financial assistance, technology and policy development, counseling, negotiation, brokering, and business network facilitation.

Through the Comprehensive Regional Diversification Strategy, which was developed in consultation with community and regional partners and other provincial departments, the department identifies and coordinates opportunities for sustainable development. This collaboration results in strategic investments that advance economic development, as well as social, cultural and environmental development, in all regions.

Innovation

IBRD is the lead department that oversees the Provincial Government's innovation strategy. To foster an innovative culture across all sectors, the department provides support to industry, labour, academia, research and development institutions, and local businesses involved in projects that advance the province's capacity for innovation. Through its funding programs, the department assists with the development and expansion of strategic industry clusters to stimulate new ideas and create new economic opportunities. The department's support to public-private research partnerships leads to the development of new technologies, products, processes and services. Ultimately, increasing public and private investment in innovation-related infrastructure, enhancing commercialization activity, and growing strategic industry clusters is a prime focus of the department.

The department has also developed an ocean technology sector strategy entitled "Oceans of Opportunity", that emphasizes improved supports to business, strengthens the ties between institutions and industry, and develops a new marketing approach for select target markets. The strategy supports measures to accelerate development in the province's naturally strong ocean technology sector, while enhancing the innovative environment for business and technology. The focus on the advancement of the ocean technology cluster, in particular, has been effective in stimulating new ideas and creating new opportunities for this industry. The department assists ocean technology firms with product enhancement in response to market needs, and the department partners with not-for-profit organizations and public sector institutions to promote the capabilities of the sector in national and international markets.

Trade and Investment

For the purpose of enhancing overall competitiveness provincially, nationally and internationally, the department encourages, promotes, and financially supports local firms that are seeking to expand their presence in international markets, explore new markets, and increase export activity. As well, 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 works with clients to increase global competitiveness, reduce market expansion risks, diversify and expand export opportunities, and help increase the value and volume of Newfoundland and Labrador goods internationally. The department leads trade and business development missions outside the province and is focused on enhancing trade partnerships through business matchmaking; helping clients overcome trade barriers in other jurisdictions; and acting as the primary provincial resource for export and trade development, and trade policy issues. The department also leads trade policy development for government and regularly coordinates with other departments and with the Federal and other Provincial/Territorial Governments to provide policy advice and support to advance the province's interests in the negotiations and implementation of international and inter-provincial trade agreements. Additionally, the department provides trade and infrastructure advice and support to private sector companies, other government agencies and organizations and helps to link transportation infrastructure improvements with projected economic requirements to promote long-term trade growth for the province.

ORGANIZATIONAL LANDSCAPE

IBRD collaborates with multiple stakeholders including federal, provincial and municipal counterparts at various levels. IBRD partners with its Federal Government counterparts such as the Atlantic Canada Opportunities Agency, Industry Canada, the Department of Foreign Affairs and International Trade, and the National Research Council, to ensure streamlined services to its clients.

IBRD also partners with other provincial departments on various government strategies and initiatives. In addition to this, IBRD collaborates with other government secretariats, boards and councils such as the Rural Secretariat, the Research and Development Corporation (RDC) and Memorial University.

Clients and Stakeholders of Innovation, Business and Rural Development

The primary clients and core stakeholders of IBRD are as diverse as the provincial economy. In its endeavor to foster regional and provincial prosperity through economic and business development, the department employs a holistic approach. The department is focused on stimulating the economy, investing in clients and businesses, soliciting stakeholder support, and building partnerships with those people and organizations that can positively impact the provincial economy.

With a view that economic sustainability begins with regional development and diversification, IBRD works with municipalities, community economic development organizations, social enterprises, as well as provincial and federal departments and agencies to develop regional capacity and infrastructure. This type of capacity and infrastructure is required to attract investment, stimulate trade and export activity, identify and capitalize on regional opportunities, and nurture emerging industries. Additionally, such activities will result in the attraction and retention of young entrepreneurs and innovators.

Companies from outside the province, such as 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 are types of clients that the department supports to attract businesses in the province.

SMEs are at the centre of the provincial economy, in terms of both revenues and employment. As the largest client group, much of the department's focus, in terms of programs and services, is directed toward SMEs. IBRD works closely with industry associations and clusters to develop and provide targeted industry, sector and firm-specific funding and business support services.

IBRD's funding programs are also utilized by social enterprises for skills development, integrated social and economic planning, and capacity building. These social enterprises create collective wealth through the production of goods and services, and job creation.

The importance of fostering research and development for the sustained development and growth of the provincial economy is also well understood within the department. As such, the department partners with, and supports, industry groups, labour organizations, academic and other research and development institutions in the development and commercialization of new technologies and products and innovative processes and services. The department also has a strong relationship with the Research and Development Corporation in supporting research and development activity.

VALUES

At IBRD, every person supports the values of respect, creativity, service excellence, collaboration, communication and leadership. These values are core to the way individuals operate in the work place, with their clients and among themselves. They are also the fundamental principles to guide our work.



Respect

At IBRD we demonstrate respect for our clients, our partners, and each other by embracing the diversity that exists among us and in our clients. We believe that our actions should be honest, ethical and transparent. We understand that there is value in every idea and that it is the contributions of every individual that make our organization successful. Sensitive to the concerns of our staff and clients, we work together and celebrate our shared and individual successes. We are keenly aware of the importance of family, and acknowledge its importance by encouraging all employees to respect work-life balance.

Creativity

At IBRD we are creative in the way we do business. Driven by our own entrepreneurial nature, we value and support that same entrepreneurial thinking in our clients. Dedicated to continuous improvement, we seek new and innovative ways to serve our clients, to become increasingly creative, and flexible problem solvers. Accountable to our clients, our communities, our province and each other, we, at IBRD, welcome the opportunity to make things happen. We take pride in our ability to take risks, adapt to situations and learn from experience, as we consistently offer relevant, accessible and complementary programs and services to the people of Newfoundland and Labrador.

Service Excellence

At IBRD, we are proud of the work we do and we are committed to providing the highest level of service delivery. We conduct ourselves at a high standard that is driven by our belief in the pursuit of excellence. We believe that being truly accountable to our clients and the public means aiming for service excellence. Thus, we strive to be experts in our field. Through our own continuous learning and development, we aim to provide consistently accurate information and relevant advice to our clients. We understand that serving our clients well means recognizing and understanding clients' risk, capacity and pressures, respecting their confidentiality, and always responding to them in a timely and flexible manner.

Collaboration

At IBRD, collaboration is not only a tool for business, it is at the very centre of how we operate. Engaging in productive collaborations with clients, stakeholders and staff, we believe that our diverse skills create stronger, more productive teams, leading to greater, more sustainable results to achieve success as a department. As a team, we work to develop close relationships with our clients and build supportive alliances with our partners, because we know we are better together.

Communication

At IBRD, we believe that sharing information is key to organizational success. Open and transparent communication with clients and staff is what keeps us accountable, helps us to overcome our challenges and allows us to celebrate our successes. Fueled by the success of our clients-the businesses, organizations and communities in this province, we promote not just our own programs and services, but highlight the accomplishments of our clients as well.

Leadership

At IBRD, we lead economic development in the province. We foster and cultivate effective leaders that work to develop productive and prosperous regions. Each with an important part to play, we build capacity, encourage advancement, and motivate others toward, our common goals, both at work and in our communities.

VISION

The vision of the Department of Innovation, Business and Rural Development is of a vibrant, diverse, and sustainable economy with productive and prosperous regions throughout the province.

MISSION

“By March 31, 2017, the Department of Innovation, Business and Rural Development will have stimulated economic and business development to foster regional and provincial prosperity.”

To accomplish this six-year mission, IBRD will focus on two separate, yet complementary, forms of support: financial investments and non-financial support. IBRD will provide direct financial support to clients’ businesses, projects, and plans, and non-financial support to businesses and not-for-profit economic development entities. IBRD’s suite of commercial and non-commercial programs will serve to enhance our clients’ overall capacity and build their workforce, provide them with access to new markets, assist them to develop innovative approaches and products, and provide a platform to better collaborate. In doing so, IBRD will create an environment which will be conducive for business and will generate new wealth. Support such as counseling, training, information provision and other business enhancement services will also stimulate economic development in all regions.

The mission indicators listed below will demonstrate the success of IBRD’s mission, the significance of the initiatives IBRD will implement, and the funding IBRD will provide in the next three-year period, to foster regional and provincial prosperity and to support its strategic directions.

Measures: Stimulated economic and business development

Mission Indicator 1: Financial investments made to stimulate small and medium-sized enterprise development

Mission Indicator 2: Financial investments made to stimulate regional economic development

Mission Indicator 3: Initiatives undertaken to stimulate small and medium-sized enterprise development

Mission Indicator 4: Initiatives undertaken to stimulate regional economic development

Mission Indicator 5: Facilitated government’s efforts to increase business investment

STRATEGIC CONSIDERATIONS

Issues and Goals

IBRD reviewed its strategic directions and its mandate to identify the most important strategic issues which will guide the department for the three-year period from 2011-2014. These issues are *Business Competitiveness and Regional Sustainability*; the two issues mutually support strategic directions.

Under each issue, the indicators to measure the success have been listed and will showcase the anticipated work to be accomplished by the department. The objectives will be reported upon annually while the goals will be reported upon at the end of the three-year period in 2014.

The issues of *Business Competitiveness and Regional Sustainability* are not mutually exclusive, making it difficult to separate the discussion for each issue. For example, by providing *direct* support to strengthen individual business competitiveness, we *indirectly* support strengthening the capacity in the industry that business represents and the region in which that business resides; both key components of regional sustainability. Conversely, by providing *direct* support to community and industry groups in regions, we indirectly strengthen the capacity of individual businesses which are represented by these groups, as the benefits given to these groups trickle down through community-based initiatives.

The interconnectedness of the work we do related to capacity building at the individual business, industrial, and regional level is clear. Efforts at any level have an influence on the others. However; for the purpose of this strategic plan, we will discuss the issue of *Business Competitiveness* from the lens of how we directly build capacity within businesses and help businesses access market opportunities. For *Regional Sustainability*, we will discuss how we provide *direct* support to groups and individuals with a focus on higher-level industrial and regional capacity building initiatives.

ISSUE 1: Business Competitiveness

Markets across the globe are changing rapidly and so are consumer needs due to the development of new technologies and the availability of new products and services. Industries are becoming more advanced and competitive due to new research and sophistications that have made products more efficient and effective. To keep pace with the advancing global standards and to be successful players, Newfoundland and Labrador companies have to offer competitive solutions to clients.

Competitiveness is about more than just the business 'bottom line'. It is about understanding core competencies and adopting a forward-thinking and flexible approach that addresses the changing marketplace. It is about understanding the competition, adopting best practices and techniques, forging crucial partnerships and identifying new opportunities and markets to gain a competitive advantage.

At IBRD, we understand the importance of helping to make companies become better equipped to face competition globally. To this end, over the course of the next three years

we will undertake initiatives that will strengthen the development and competitiveness of the business community in three distinct ways: (1) by strengthening individual business capacity and to facilitate inward business investment in the province, (2) by helping businesses identify and access new market opportunities, and (3) by ensuring we continue to provide a flexible and relevant suite of business programs to the community.

We strengthen the capacity of businesses and clients in the province by making strategic investments. Through our comprehensive suite of business support programs, we assist companies to diversify, identify potential markets and improve their competitiveness. In addition to providing financial assistance for pre-commercial activities, business start-ups and expansions, marketing assistance, working capital, equity stakes and contract financing, IBRD provides non-financial assistance such as training and counseling, delivery of information sessions and provides business enhancement services such as negotiation and brokering. IBRD's programs present SMEs with opportunities to become more competitive by increasing the skills of employees, and investing in new processes, new equipment, and new ideas. We help develop labour markets by supporting companies to acquire and up-skill employees, leading to enhanced productivity. IBRD also facilitates business networking opportunities, which are designed for companies to collectively work to mutually benefit and capitalize on each others skills and strengths.

Departmental staff also works with clients and industry stakeholders to increase their capacity to assess and pursue new market opportunities. The department provides sector and market specific information to enable local enterprises to make smarter decisions, increase their capabilities and effectively sell their products. For its clients, IBRD strives to gather information on current and emerging needs and opportunities about markets that hold the greatest opportunities, and about sectors in this province that hold the best potential.

The department also makes significant investments in trade and export-related activities, such as trade missions and trade shows, to increase the business community's ability to target and access new export opportunities internationally, while providing support to firms to mitigate the risks involved in navigating and competing for these opportunities. Our services include export training and awareness sessions, with value-added features such as assessing market potential, preparing for international markets, market entry and problem resolution. With IBRD's assistance, local businesses are better positioned to develop and commercialize high-quality products, enabling them to expand their market reach.

IBRD's programs and services are meant to address the needs of businesses, not-for-profit organizations and industry associations. Our programs are essential tools that support SMEs to enhance their productivity and increase their competitiveness in the global economy, ensuring a viable and strong business community and economic environment. Over the next three years, select programs will be reviewed and evaluated to ensure their relevancy and importance to the ever changing business environment remains, and that they are aligned in a manner that addresses demographic changes, industry shifts and sector updates. IBRD strives to maintain a suite of programs and activities that remain relevant to its clients, and continuously work to make them more flexible to benefit the clients as they compete in the global economy.

ISSUE 1: Business Competitiveness

Goal One: By March 31, 2014, IBRD will have strengthened capacity for business development and competitiveness.

Measure: Strengthened capacity for business development and competitiveness

- Goal Indicators*
- Counseling, mentoring support, skills development and training, and other such activities provided to business and industry groups.
 - Assistance provided to businesses and industry stakeholders to access market opportunities.
 - Facilitated diversified investment opportunities to support inward business investment.
 - Provided flexible and relevant funding programs.

Objective 1: By March 31, 2012, IBRD will have provided support to strengthen business capacity.

Measure: Support provided

- Indicators*
- Integrated approach developed to support counseling and mentoring activities to SME clients.
 - Creation of a supplier development workplan which focuses on supplier diversity and enhanced participation in supplier development activities.
 - Developed new information sessions to increase awareness of business opportunities.
 - Provided skills development and training sessions to the business community.
 - Financial investments and incentives provided through IBRD to strengthen capacity.
 - Reviewed departmental funding programs available to small and medium-sized enterprises.
 - Reviewed department's programs and services to identify opportunities for green technologies.
 - Promoted business opportunities in emerging markets.

Objective 2: By March 31, 2013, IBRD will have supported businesses to identify, further develop, and access market opportunities.

Objective 3: By March 31, 2014, IBRD will have reviewed and evaluated select funding programs to ensure they are flexible and relevant.

ISSUE 2: Regional Sustainability

Regional sustainability, as we define it, refers to an area's capacity to economically endure to the benefit of future generations. The Provincial Government is committed to investing in projects that stimulate new opportunities and support the sustainability of regions. IBRD has been engaged in the sustainable development of its communities, regions and local economies, and the department's support has been critical to individual businesses, clients, projects, industry associations and community partners. Recognizing that all sectors contribute to the sustainability of regions, the department has supported and invested in varied sectors that are predominant in regions, ranging from tourism projects to infrastructure and technology, to business education and local training needs of communities. These activities have created more competitive, resource-efficient and sustainable businesses and communities.

Regional sustainability depends on multiple factors, including investing in infrastructure and innovation, building regional capacity, assisting youth in business development, cultivating entrepreneurship, encouraging diversification, developing specific sectors and assisting collaboration among community players and federal-provincial-municipal governments. IBRD is mandated to support regional and industry development in all areas of the province. Over the next three years we will accomplish this in three unique ways: (1) by encouraging innovation and entrepreneurship in the province, (2) by directly strengthening capacity in regions, and (3) by undertaking collaborative initiatives that support regional and industrial development.

Innovation is essential for the sustainability of regions across the province. Innovation does not only mean developing new and high technology products, it also includes developing new efficiencies in traditional industries. A key strategic driver for organizations, innovation is necessary to remain competitive. It has allowed many businesses to sustain themselves, as well as the region where they exist. Support from the department's programs and services is enabling business and industry to pursue new markets on a global scale, make investments in product development, develop and implement new market strategies and research new technologies.

The department is actively generating and promoting a climate of innovation and entrepreneurship. Through the programs and services, that support young entrepreneurs, new businesses are established and supported in every region. Recognizing the importance of today's youth in fostering an innovative and enterprising culture that leads to regional sustainability, youth throughout the province are being engaged to get an early acquaintance with global commerce and relationship with innovation and trade.

The department's staff is located throughout Newfoundland and Labrador to deliver its programs and services with the common goal of strengthening capacity in all regions. In addition to the financial programs available to all types of industry groups that support business start-up, retention and expansion, the regional staff undertakes many initiatives to support broader economic development. These initiatives range from educating and training volunteer groups to provide guidance and support for their operations and economic development activities, to collaborating with partner agencies and stakeholders for identification of opportunities and industry development. The department is specifically

involved in providing and coordinating support to communities affected by industrial adjustment through the facilitation and implementation of response plans. These initiatives build capacity in regions and make communities and industries stronger, more viable and better equipped.

Finally, regional sustainability requires collaboration and partnerships at all levels. The department collaborates at the community level, which is central to diversifying and strengthening local economies. It also supports regional partners to undertake projects that benefit local groups and their regions. It works hand-in-hand with other provincial departments to advance strategies and programs, and with its federal counterparts to seek new opportunities for the sustainability and prosperity of regions. The department works with educational institutions, industry associations with leading research and development capabilities in various areas, and business clusters which value networking. The department also works with various development groups and Municipal Governments across the province to develop and drive economic development initiatives that address regional and sectoral development, diversification, and innovation. Through increased collaboration and investment, the department is growing a stronger provincial economy which will benefit generations to come.

The Provincial Government is a committed partner in filling gaps that organizations face when seeking capital and support. The department's investment focuses on providing Newfoundlanders and Labradorians with the opportunity to succeed today and in the future. In order for the department to effectively continue working on regional sustainability, the following indicators will ensure that year after year, the department is making progress on its goal.



ISSUE 2: Regional Sustainability

Goal Two: By March 31, 2014, IBRD will have strengthened capacity within regions to support regional sustainability.

Measure: Strengthened capacity within regions

- Goal Indicators*
- Initiatives undertaken to support innovation, entrepreneurship and regional economic development.
 - Enhanced Innovation programs.
 - Led implementation of the Air Access Strategy.
 - Funds invested, leveraged, and services provided to build regional capacity for economic development.
 - Supported collaborative initiatives for regional and industry development.

Objective 1: By March 31, 2012, IBRD will have delivered programs and services that encourage innovation, entrepreneurship and regional economic development.

Measure: Delivered programs and services

- Indicators*
- Commenced implementation of new and expanded programming under the innovation strategy targeting SMEs throughout the province, particularly in rural regions.
 - Commenced administration of the new Air Access Development Program under the Air Access Strategy.
 - New marketing strategy developed for Getting the Message Out program (GMO), to promote innovative career opportunities and entrepreneurship among youth.
 - Developed a new Memorandum of Understanding with the Newfoundland-Labrador Federation of Co-operatives, focusing on investigation of co-operative opportunities through the Co-operative Developers Network to advance social enterprise and business development.
 - Developed plan to assist in improving broadband availability in under-served and unserved areas of the province.
 - Review conducted of current Comprehensive Regional Diversification Strategy (CRDS) and commenced development of a renewed CRDS.
 - Reviewed and updated Community Capacity Building program resources.

Objective 2: By March 31, 2013, IBRD will have undertaken activities to strengthen regional capacity.

Objective 3: By March 31, 2014, IBRD will have implemented collaborative initiatives that support regional and industry development.

APPENDIX 1: STRATEGIC DIRECTIONS

Department of Innovation, Business and Rural Development

Strategic Directions related to the Department of Innovation, Business and Rural Development are provided below. They are generally broad and far reaching, and normally require action by more than one government entity to achieve. These directions are communicated by government through platform documents, throne and budget speeches, policy documents, and other communiqués. Each strategic direction comprises a number of components or focus areas. As indicated in the table below, some have been addressed in this strategic plan while others are addressed in the operational or work planning processes.

Title: Regional Diversification and Industry Growth

Outcome: Diversified and strengthened regional economies

Components of Strategic Directions	These components are addressed:		
	In the strategic plan	In the operational plan	In the branch/divisional work plans
Internal and external partnerships	✓		
Coordination of public investments		✓	
Expansion and diversification of existing businesses	✓		
New business investment	✓		
Coordinated labour market policy and development			✓
Strategic industry development	✓		
Capacity building	✓		
Entrepreneurship	✓		

Title: Innovation

Outcome: An innovative culture

Components of Strategic Directions	These components are addressed:		
	In the strategic plan	In the operational plan	In the branch/divisional work plans
Research and development			✓
Commercialization		✓	
Skills and training	✓		
Technology infrastructure		✓	
Innovative culture	✓		
Capacity building	✓		
Entrepreneurship	✓		

Title: Small and Medium-Sized Enterprise Business Supports

Outcome: An environment supportive of enterprise establishment and growth

Components of Strategic Directions	These components are addressed:		
	In the strategic plan	In the operational plan	In the branch/divisional work plans
Financing	✓		
Counseling/information and aftercare	✓		
Business intelligence			✓
Business regulatory regime			✓
Business networks	✓		
Capacity building	✓		
Entrepreneurship	✓		

Title: Business Promotion, Trade and Investment Development

Outcome: Increased business promotion, trade and investment

Components of Strategic Directions	These components are addressed:		
	In the strategic plan	In the operational plan	In the branch/divisional work plans
Trade policy			✓
Export development			✓
Investment development			✓
Enterprising culture	✓		
Capacity building	✓		
Entrepreneurship	✓		

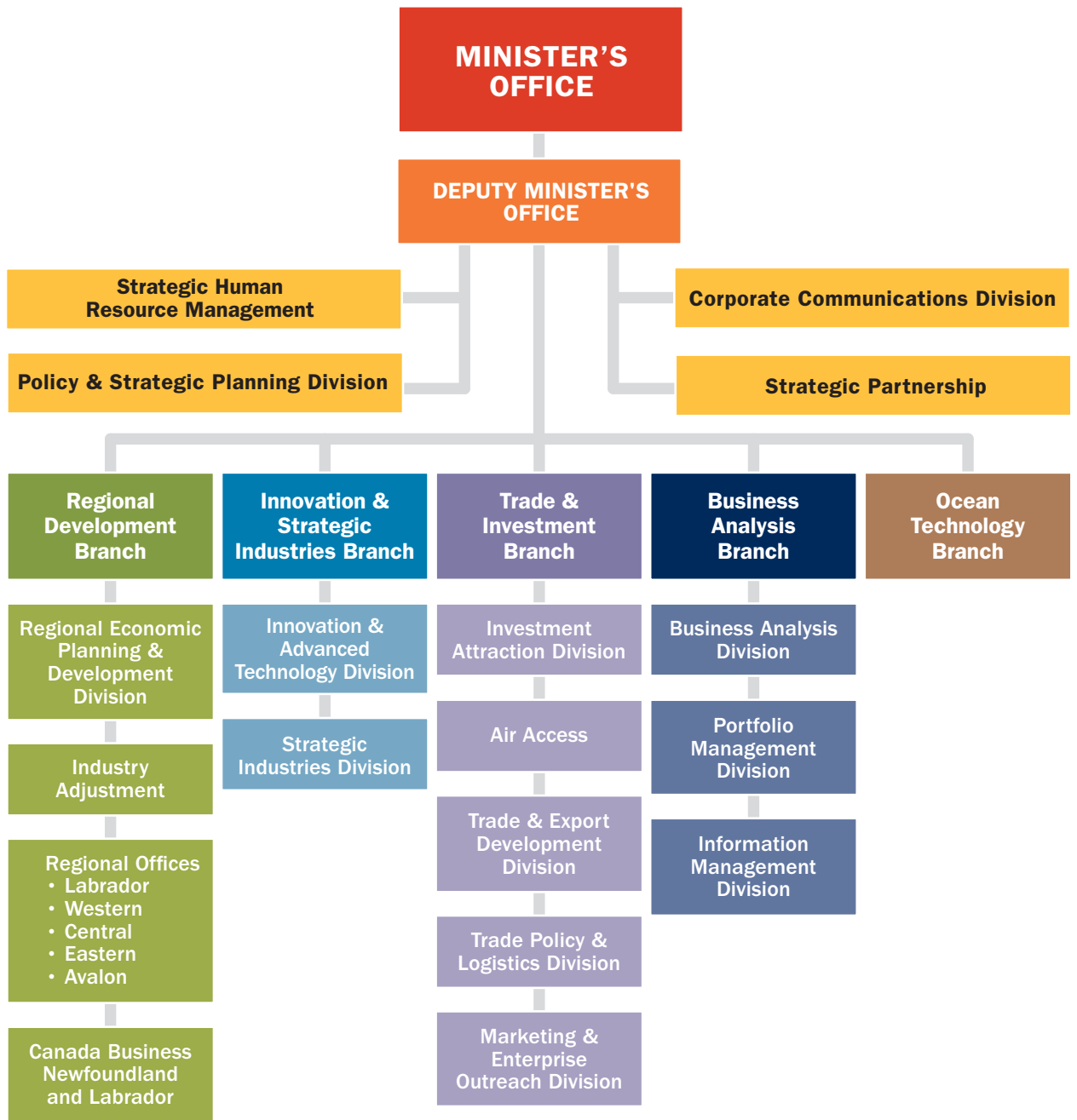
Title: Business, Industry and Economic Intelligence

Outcome: Improved understanding of and response to significant and long-term economic and competitiveness issues

Components of Strategic Directions	These components are addressed:		
	In the strategic plan	In the operational plan	In the branch/divisional work plans
Enhanced information products and analytical capacity			✓
Intra-governmental and multi-stakeholder coordination	✓		
Intelligence packaging and dissemination, e.g., competitiveness analysis			✓
Policy coordination			✓
Capacity building	✓		

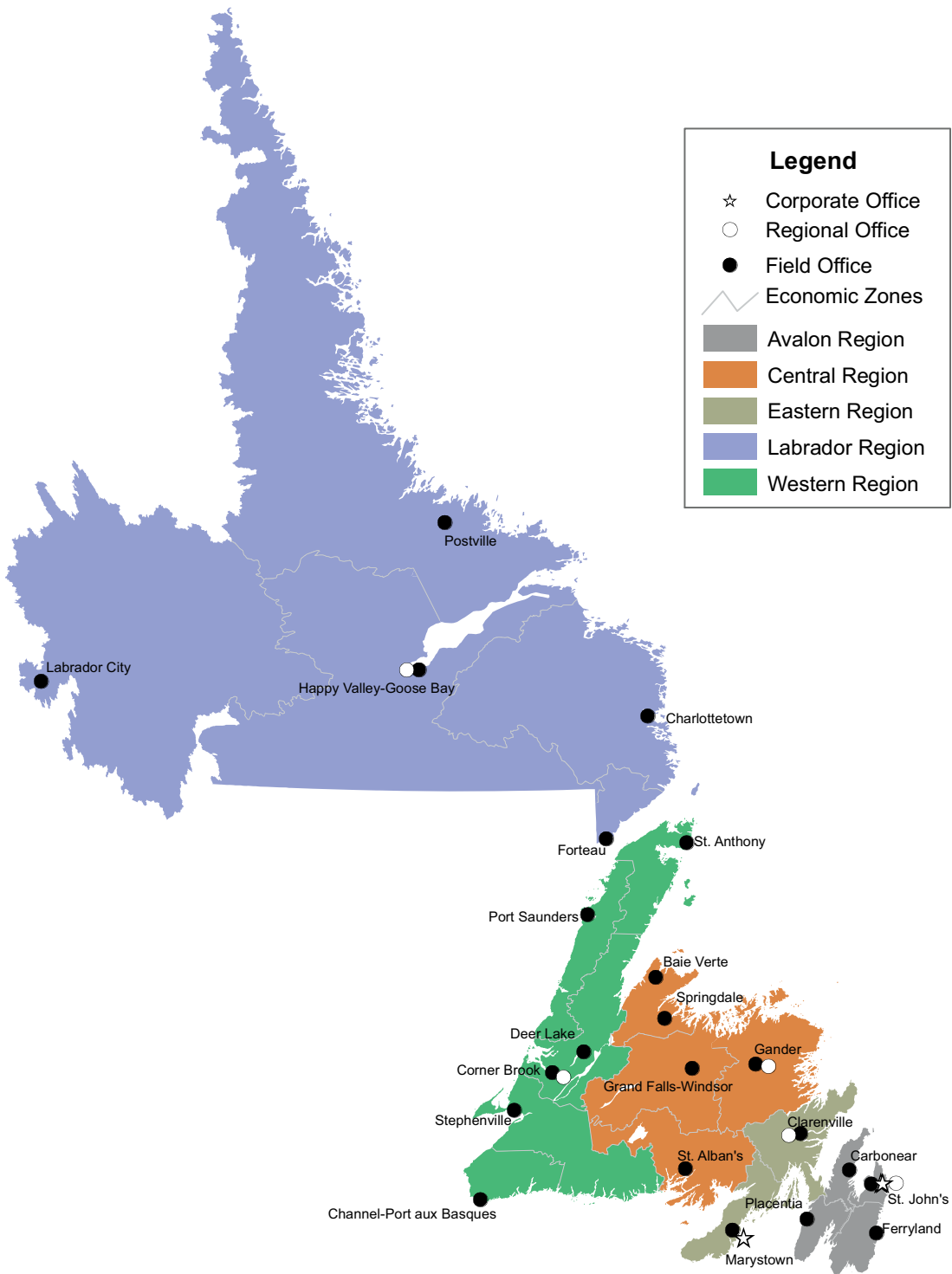
APPENDIX 2: ORGANIZATIONAL STRUCTURE

Department of Innovation, Business and Rural Development



APPENDIX 3: OFFICE LOCATIONS

Department of Innovation, Business and Rural Development



APPENDIX 4: CONTACT INFORMATION

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Our Websites

www.gov.nl.ca/IBRD

The Ambassador

www.theambassador.ca

Canada/Newfoundland and Labrador Business Service Centre

www.canadabusiness.ca

Ireland Business Partnerships

www.ibp.nl.ca

Getting the Message Out

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