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# Department of Economic Development Strategic Plan

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## 2010-2013

We envision an economy driven by a healthy private sector and expanding at a pace that maximizes opportunities for Yukon businesses and workers. Yukon First Nations are key partners in a thriving economy. Regional and sectoral growth diversifies the economy, strategic sectors are identified and supported, and a culture of entrepreneurship is encouraged and maintained.



## Message from the Deputy Minister

I am pleased to present our 2010-2013 Strategic Plan. This document provides a road map for the efforts of the Department over the next three years. It outlines our vision, mission, and values, and provides a description of the context in which we work. This plan explains our strategic goals and what we are doing to achieve them.

In 2008 and 2009, the global economy experienced a significant downturn. In spite of this, the fundamental trends that impact Yukon's economic climate still apply. The global trends of increasing population, economic growth and rising purchasing power in emerging economies are expected to continue, creating heightened demand for natural resources, new and interesting tourist destinations, innovative products and services, and skilled workers in all sectors. Yukon is strategically situated, with shipping access to Asian markets and providing a land link between Alaska and the rest of North America. Yukon is positioned to leverage its advantages of world class mineral deposits, breathtaking scenery and skilled and adaptable people.

Building on the traditional pillars of mining and tourism, the Yukon economy is expanding through the growth of small and medium enterprises. The knowledge sector in Yukon is also expanding, through the development of research centres and the expertise of local entrepreneurs. The economy continues to diversify in such sectors as film and sound, and innovation.

Yukon is increasingly connected to the global economy. Improvements to infrastructure, including roads, ports and fiber optic connectivity, help to make Yukon more competitive. Modern and streamlined regulations, and targeted programs and activities, attract and foster economic growth. This in turn increases the quality of life for all Yukoners.

Economic development in Yukon, however, is not without its challenges. In order for Yukon businesses to sell their products and services to the world, Yukon will need to invest in economic infrastructure, including transportation, energy and telecommunications. The Department must work closely with all stakeholders, to develop our natural resources, stimulate the growth of an enhanced knowledge sector, support a thriving private sector, and ensure Yukoners have the skills to participate in the global economic markets of the twenty-first century.

Over the next three years, the Department of Economic Development will undertake specific activities with a focus on achieving the following goals:

- Enable strategic and responsible economic projects.
- Increase the benefits Yukoners, businesses, First Nations and communities receive from economic projects and activities.
- Enhance the competitiveness of the Yukon business environment.
- Ensure the Department of Economic Development is valued, trusted and respected.

Together we can make a difference. This plan is our commitment towards achieving the vision outlined in the Department's *Pathways to Prosperity* document. We look forward to working with you, our partners, in the development of the Yukon economy.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Harvey Brooks', with a stylized flourish underneath.

Harvey Brooks  
Deputy Minister

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## **Vision, Mission and Values**

### **Our Vision for the Department of Economic Development**

The department is a valued partner in the building of a sustainable and diversified economy, focusing on prosperity for all Yukoners while remaining cognizant of social and environmental needs.

### **Our Mission**

To assist our partners<sup>1</sup> in building a prosperous Yukon economy by creating and fostering development opportunities.

### **Our Strategic Goals**

- Enable strategic and responsible economic projects
- Increase the benefits Yukoners, businesses, First Nations and communities receive from economic projects and activities
- Enhance the competitiveness of the Yukon business environment
- Ensure the Department of Economic Development is valued, trusted and respected

### **Our Values**

- Focus on the client
- Communicate openly and effectively
- Demonstrate teamwork and team-building
- Have a positive attitude
- Achieve results/goals
- Show responsible leadership at all levels

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<sup>1</sup> Our partners include the private sector, First Nations governments, industry associations, non-governmental organizations, other Yukon Government departments and other levels of government.

## Context

In 2008 and 2009, the global economy experienced a significant downturn, with many countries posting weak or negative growth. In spite of this, the fundamental trends that impact Yukon's economic climate are still applicable. The global trends of increasing population, economic growth and rising purchasing power in emerging economies are expected to continue, creating heightened demand for natural resources, for new and interesting tourist destinations, for innovative products and services, and for skilled workers in all sectors.

As a result of these trends and with federal economic stimulus funding, the Yukon economy has remained strong. Yukon has seen increases in mineral exploration and production, providing significant benefits to local support industries. Retail spending has also remained strong, with Whitehorse serving as a regional center. Rural communities have also seen benefits from this economic growth. With its unique tourist experiences, Yukon is well positioned to see greater tourism development. New investments in highways, energy infrastructure, ports and pipelines, all in various stages of planning and development, will bring global customers closer than ever before. Investments in innovation and knowledge will assist Yukon to seize the opportunities that these trends present.

Yukon's skilled and creative citizens provide the capacity to support this anticipated growth. Self-governing First Nations have emerged as key investors in and drivers of business starts and joint ventures. The territory is home to vibrant and well-established traditional, knowledge, and creative-based industries that diversify the economy, generate revenues for citizens, and raise the profile of Yukon to the outside world as a world-class destination in which to live, visit and invest.

A potential challenge to the positive outlook is ongoing and heightened competition from countries and regions that contain similar resources and competitive industries, which are assisted by increasingly efficient and effective governments. As well, global competition for investment partners requires an ongoing effort to profile Yukon opportunities. This new global context requires Yukon industry and governments to develop our competitive advantages, while addressing our constraints. This strategic planning document emphasizes where the Department of Economic Development will target its efforts in order to achieve our vision of sustainable prosperity and rewarding opportunities for the Yukon people of this and future generations.

# Our Approach to Economic Development

We believe that the best way to build Yukon's economy is to encourage the development of wealth-generating industries, building on the success of a thriving Yukon private sector. Our role is three-fold:

- Enable strategic and responsible economic projects.
- Increase the benefits Yukoners, businesses, First Nations and communities receive from economic projects and activities.
- Enhance the competitiveness of the Yukon business environment.



Enable strategic and responsible economic projects.

- Sustainable diversification of the economy will require capturing external wealth, in large part through increasing the numbers of strategic projects and activities. This wealth will come from diverse sources, including mining, tourism, research and innovation, and the film and sound industries.

Increase the benefits Yukoners, businesses, First Nations and communities receive from economic projects and activities.

- A healthy and thriving Yukon small business sector will identify and capitalize on economic growth opportunities, and will enhance the value of external wealth by circulating those dollars within Yukon.
- First Nation governments, communities and businesses will maximize the benefits from wealth generating strategic projects and activities to improve the quality of life for all Yukoners.
- Collaboration between stakeholders is a key part of successful economic development. The Department will continue to work with the private sector, First Nations, communities and other levels of government in a coordinated approach to development of the Yukon economy.

Enhance the competitiveness of the Yukon business environment.

- A number of enabling factors must be in place for the Yukon economy to thrive. A culture of research and innovation will facilitate the entry of larger projects to the territory, and support the local economy. Marketing and investment promotion must pursue new avenues and reaffirm existing networks in order to facilitate new investment and expand Yukon's exports. Capacity and workforce development will ensure organizations and citizens are positioned to take advantage of opportunities.
- Physical infrastructure, including transportation, energy and communications networks, will attract and support the growth of the Yukon private sector.
- Modern policies and regulations will play a crucial role in improving the quality of life for all Yukoners, while placing Yukon in the best position possible to seize the opportunities from global trends of increasing wealth, population and purchasing power.

## Strategic Goals

This section discusses our strategic goals, outlines the objectives we have identified to realize them, and provides examples of the activities the Department will undertake.

### **Strategic Goal 1- Enable strategic and responsible economic projects**

The Department recognizes that wealth generating industries are the pillars of a thriving, Yukon economy. We will support the growth of the traditional economic drivers of mining and tourism, while facilitating the development of a diversified, knowledge-based economy.

To accomplish this we will:

#### **Facilitate the development of mining and other resource development projects;**

- Work with industry and the Department of Energy, Mines and Resources on a coordinated approach to development.
- Support, facilitate and fund the development of key strategic projects.
- Continue and expand investment attraction and export development initiatives.

#### **Facilitate the development of tourism projects;**

- Work with industry and the Department of Tourism and Culture on a coordinated approach to development.
- Support, facilitate and fund the development of key strategic projects.
- Develop external investment pathways and markets.

#### **Facilitate the development and commercialization of research and innovation;**

- Work with Yukon College and other non-governmental partners on a coordinated approach to industry development.
- Support, facilitate and fund the development of key strategic projects.

- Identify and examine opportunities to enhance innovation and commercialization of technology.
- Continue to facilitate the Yukon Cold Climate Innovation Centre.

**Facilitate the development of opportunities for filmmakers and sound recording artists.**

- Work with members of the film and sound industries to target export markets.
- Provide professional development opportunities for filmmakers and sound recording artists.
- Support film and sound industry associations on issues of common interest.

## **Strategic Goal 2- Increase the benefits Yukoners, businesses, First Nations and communities receive from economic projects and activities**

A thriving private sector provides the cornerstone of a healthy and growing Yukon economy. The Department will support Yukon businesses to identify and capitalize on opportunities, and will continue to strive to increase Yukon's share of benefits through our partnership with Yukon's businesses, First Nations and communities.

To accomplish this we will:

### **Support the growth of Yukon's small and medium enterprises;**

- Support entrepreneurial development.
- Identify and examine regional business opportunities.
- Work with export-ready companies to target external investors and markets.
- Facilitate, advise and provide support to businesses, First Nation development corporations and start-ups.
- Support chambers of commerce and industry associations on issues of common interest.

### **Increase Yukon's share of benefits generated from proposed large industry developments;**

- Identify, assess and communicate economic benefit and business opportunities arising from industry development projects.
- Work with the business community, including First Nation development corporations and businesses to ensure that communities have the opportunity to secure local benefits.
- Provide support to non-governmental organizations to address challenges and to take advantage of opportunities.

### **Support First Nations economic development;**

- Work with First Nations and First Nation development corporations to enhance their organizational capacity for economic development.

- Facilitate access to capital and financing for First Nations in their economic development ventures.
- Help facilitate potential project structures to enable equity investment by First Nations.
- Support the development of regional, First Nation and community economic development plans.

**Create and enhance economic and community opportunities.**

- Work with communities, First Nation governments, municipalities, and others to create economic opportunities and strengthen social and community networks by funding projects with sustainable social or economic benefits.
- Through the Community Development Fund, work to improve the standard of living, social capacity, cooperation and community involvement in Yukon communities, with the aim of benefiting communities' long-term well-being.
- Work with communities to enable them to identify and pursue economic activities that will provide them with long-term sustainable economic benefits.

## **Strategic Goal 3- Enhance the competitiveness of the Yukon business environment**

Yukon opportunities, supported by a stable and competitive regulatory environment, provide many advantages to businesses, workers and investors. The department will continually strive to improve the business environment while promoting Yukon as a place to live, work and invest. Developing the enabling factors of an economy has the potential to increase investment in Yukon, increase exports and create opportunities for all Yukoners.

To accomplish this we will:

### **Support the development of strategic infrastructure required for economic development;**

- Work closely with stakeholders in industry and government to establish common priorities and plans for growth and expansion in key infrastructure areas including roads, ports, innovation, communications, transportation and energy.
- Assess the potential infrastructure requirements of key sectors of Yukon's economy to facilitate informed planning processes.
- Work with other departments and potential funding partners to assess the options for financing major infrastructure requirements.

### **Market Yukon as a place to live, work and invest;**

- Promote Yukon's strategic and competitive advantages for business and industry investment.
- Participate in trade shows and missions in priority sectors.
- Develop, implement, evaluate and refine investment and marketing policies and programs.

### **Advance Yukon's economic development interests through intergovernmental forums;**

- Work with Canada, provinces and territories to advance open trade relationships within the federation that recognize Yukon's economic development requirements.

- Assist Canada to successfully negotiate and implement international trade agreements.
- Enhance relationships with trading partners through participation in common initiatives.
- Advocate on behalf of industries to ensure Yukon funding requirements are included in national funding programs.

**Develop policies and strategies to guide the Yukon government's economic development activities.**

- Monitor, evaluate and report on business and economic trends, issues and opportunities affecting Yukon.
- Assist in the development of a competitive business environment.
- Support capacity and workforce development.
- Review economic development programs and services to ensure they are effective and competitive.

## **Strategic Goal 4- Ensure the Department of Economic Development is valued, trusted and respected**

The Department will strive to express our values in all aspects of our operations. We will achieve consistency and results through continuous improvements in program and service delivery and in client satisfaction with our activities. The department will strive to be a model employer within the public sector.

To accomplish this we will focus our efforts around three corporate goals:

### **Attract, develop and engage talented people to continue to provide high quality service to the public;**

- Attract and retain knowledgeable, motivated and productive staff.
- Promote a safe and healthy working environment.
- Foster a working environment of continuous learning and development.
- Support corporate diversity initiatives.

### **Practice open, accountable and fiscally responsible government;**

- Exercise sound fiscal and financial planning in the delivery of services to Yukoners.
- Provide timely, straight forward information to employees, stakeholders and citizens.
- Enable Cabinet and Cabinet Committees to make timely and well informed decisions.

### **Advance strategic corporate initiatives through interdepartmental cooperation.**

- Build new First Nation relations in a post-treaty environment.
- Implement the Climate Change Action Plan.
- Combat poverty and promote social inclusion.

- Enable efficient and effective Yukon government emergency preparedness and response.
- Develop and implement corporate and departmental Health and Safety systems.
- Work cooperatively with other departments on items of mutual concern.

## Our Values

### **Focus on the client**

- Treat clients with respect.
- Be responsive, timely and deliver on promises.
- Respect client confidentiality.
- Obtain stakeholder input in setting goals.

### **Communicate openly and effectively**

- Keep others informed by sharing knowledge and information.
- Listen to others and be approachable.
- Maintain a transparent decision-making process.

### **Demonstrate teamwork and team-building**

- Respect diversity.
- Create positive partnerships and relationships.
- Foster an environment of continuous learning.
- Respect our employees' needs and ideas.

### **Have a positive attitude**

- Focus on solutions, not problems.
- Be enthusiastic and passionate in our work.

### **Achieve results/goals**

- Set challenging yet achievable goals.
- Prioritize and measure results.
- Persevere and overcome obstacles.

### **Show responsible leadership at all levels**

- Lead by example.
- Be accountable for decisions.
- Delegate effectively and provide performance feedback.
- Empower clients and employees.