

STRATEGIC PLAN 2016 – 2019

OpportunitiesNB 
Built for **Business**



STRATEGIC PLAN 2016 – 2019

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Message from the Board Chair and CEO

Opportunities NB (ONB) is the lead business development corporation driving economic growth and job creation for New Brunswick. Created April 1, 2015, ONB is a Crown corporation of the Province of New Brunswick, led by a private sector Board of Directors, made up of business leaders from New Brunswick companies and academia.

ONB is an action-oriented agency which seeks and supports high-growth opportunities. It serves as a “one-stop” shop delivering seamless, integrated and responsive services. The ONB team approach to business development is based on these four foundational pillars:

- Professional – one’s attitude, business etiquette, work ethic and standards, high degree of quality and sincerity, time management, integrity, and communication.
- Proactive – making things happen, research and education, being results-oriented and problem solvers. Everyone has a role to play in business development.
- Client-Focused – being responsive, timely, listening, and engaging.
- Accountable – being aware of one’s actions, accepting responsibility, and giving full-disclosure. Fiscal prudence to ensure value for taxpayer dollars is a fundamental aspect of accountability.

ONB is focused on attracting and developing high-growth opportunities by creating customized solutions for growth oriented business to business clients. With a solid value proposition and exceptional testimonials from those companies who have already chosen to invest in New Brunswick, ONB is poised to accelerate economic growth and job creation for the benefit of the companies we deal with, for New Brunswick today and for generations to come.

ONB will focus on growing the New Brunswick economy by:

- attracting new business and investment that will have success in leveraging New Brunswick’s strengths in exporting (geography, natural resources, cost effectiveness, valuable labour force, infrastructure such as ports and transport links);
- supporting growth and retention of small and medium businesses into world class exporters;
- supporting growth in startups and innovation, which feed the export and small business sectors, and also rely on investment attraction to introduce new international partner opportunities.

The New Brunswick Economic Growth Plan notes that a new and focused approach to economic development is required to expand private sector investment. An opportunities-based economic development model will focus on high value growth initiatives that lead to more private sector investment, economic activity and quality jobs, which will also boost tax revenue to support the sustainability of high quality public services around the province.

The ONB Strategic Plan 2016-2019 outlines strategic goals, objectives and strategies. It was created through input and engagement with industry, economic development partners and the Jobs Board Secretariat.

To ensure success, ONB will require stability in its operating and strategic assistance budget, a skilled team and a collaborative business climate and positive incremental growth in the economy and gross domestic product.

ONB cannot be all things to all people. It is important to clarify that ONB is not:

- a business to consumer agency;
- a tourism agency;
- a startup incubator;
- a lead for startups as other organizations are set up for startup support;
- a bank for business;
- does not develop government strategy or government policy.

New Brunswick has an amazing story to tell. ONB is proudly telling that story, boldly changing the narrative. We must adopt a “we can” attitude towards business development and growing the economy in our province. This change in narrative requires leadership and ONB will champion the story. Our team is energized and ready to begin the journey.

The ONB Strategic Plan 2016-2019

outlines strategic goals, objectives and strategies. It was created through input and engagement with industry, economic development partners and the Jobs Board Secretariat.

The key to our success is focus, employing outstanding people and partnering with like-minded organizations who believe in harnessing technology and talent to drive economic growth.

Roxanne Fairweather

Roxanne Fairweather, Board Chair

Stephen Lund

Stephen Lund, CEO



Vision, Mission, Values & Purpose

Vision

To be the catalyst for a dynamic, competitive, innovative and high-growth economy for the benefit of New Brunswick today and for generations to come.

Mission

Opportunities NB is the lead business development corporation driving economic growth and job creation for New Brunswick, working with companies inside and outside the province.

Values

Integrity

Accountability

Excellence

Initiative

Purpose

Consistent with its mandate, ONB's purpose is to:

- Identify and pursue strategic and viable high-growth opportunities;
- Promote New Brunswick opportunities outside of the province and develop strategic national and international markets for its clients;
- Deliver seamless and responsive business development services to its clients in all regions of the province;
- Identify and develop economic clusters, opportunities or projects which have a high potential for growth;
- Assess opportunities and needs amongst its clients to support business productivity, growth capacity, long-term sustainability and retention.

New Brunswick

As a province, New Brunswick has many strengths to build upon: its eastern seaboard location with deep water ports, a bilingual population, five universities and 11 colleges, a well-educated workforce, lower cost of living, competitive business costs, a strong resource base, excellent communications infrastructure, a good healthcare system, loyal employees, low turnover, and a quality of life not available in large cities.

To expand on key advantages, New Brunswick has:

- A strategic hub location in Atlantic Canada. A northern hub for the Eastern seaboard corridor with access and connections to Europe and across North America;
- A well-educated, skilled, loyal and bilingual workforce. Average job tenure is among the highest in Canada and double the U.S. average;
- World-class communications infrastructure and one of the most connected, digitally advanced regions in the world, an advantage for any IT-related business for adding value in resources and other sectors through technology;
- Competitive, low business costs versus the rest of Canada and the U.S., providing cost advantages in many sectors and in turn, higher profit opportunities;
- Unsurpassed quality of life with very affordable real estate and housing, connected communities, quality infrastructure and services, and many recreation and entertainment options.

Opportunities NB

As an organization, ONB has several key strengths to build on, including but not limited to the following:

- ONB is led by a private-sector board of directors with strong leadership and management;
- ONB is a new organization with a private-sector account management approach focused on relationships, metrics, and results;
- Deep knowledge and expertise in key sectors and subsectors or specific industries within key sectors;
- Partnership with the Province of New Brunswick and direct access to government and business leaders;
- Lead business development corporation and catalyst for driving business development and high growth opportunities;
- Marketing and communications capabilities to change the narrative in New Brunswick;
- Financing capacity and flexibility;
- Business and evidence-based approach to financial assistance.



A Leading Best Practice Organization

ONB is committed to being a leader and following best practice for business and economic development organizations including:

- A performance measurement framework to measure progress against targets;
- An effective governance structure and alignment of objectives, strong Board support and oversight to ensure fiscal and operational accountability and consistency with strategic plan;
- Focus on sectors and markets to leverage assets and strategic location;
- An aggressive prospecting approach and proactive sales;
- Business development strategies that align with and complement the New Brunswick Economic Growth Plan;
- Partnerships with industry and stakeholders including academia to meet industry demands for talent;
- Clear and consistent marketing in province and key markets;
- Transparent reporting to the Board of Directors and to stakeholders through the annual report and other tools;
- Accountability for results.





A new approach to economic development

The New Brunswick Economic Growth Plan sets out the framework for driving the New Brunswick economy forward by building on traditional sectors and developing new opportunities that takes advantage of New Brunswick's assets. The economic growth plan is centered on five pillars including:

- People – strengthen the provincial workforce;
- Innovation – expand our capacity for innovation;
- Capital – grow investment from the private sector;
- Infrastructure – foster public and private sector investment in strategic infrastructure ;
- Agility – foster agility and nimbleness in the public sector and across our economy.

The five pillars will join government policies to economic and business development priorities.



The Opportunities-based model

The global competition for business investment and talent attraction/retention has never been more pronounced than it is today. To compete, New Brunswick focuses on opportunities where there is a distinct competitive advantage or where one can be built through government and private sector collaboration.

Opportunities NB leads the development of five opportunities under the Jobs Priority Delivery Unit (JPDU) to drive key government priorities. These include cybersecurity, smart grid, business support centres, marijuana and financial services/back office.

ONB also supports other government department led opportunities with investment attraction, export development and support to entrepreneurs.

ONB supports the province's innovation agenda; is working to attracting talent to New Brunswick and supports regional economic development by building and implementing a new approach establishing a network of community-based liaison staff across the province.

The Global Economy and Foreign Direct Investment

The global economy was adversely affected by the global financial crisis in 2008-2009. While most economies have recovered, economic growth has been relatively slow in recent years. The International Monetary Fund's World Economic Outlook (October 2015) noted that near-term economic growth looks stronger in advanced economies compared to recent slow growth, but weaker in developing countries. Declining commodity prices, reduced capital flow to emerging economies, financial market volatility and other factors contribute to economic uncertainty.

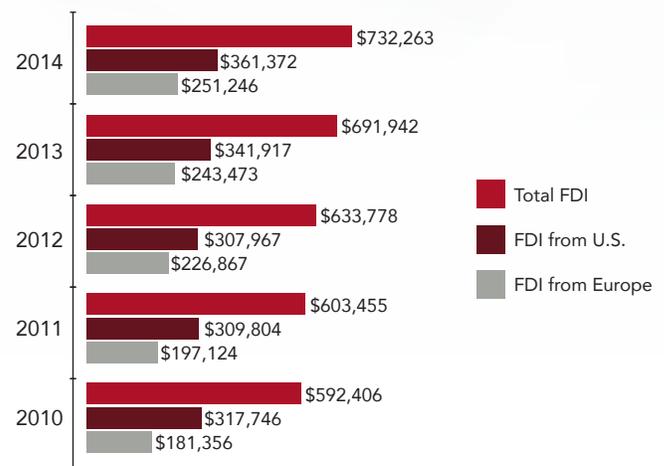
After three years of relatively weak expansion, the World Trade Organization (WTO) reports world trade volume is expected to grow in the 3-4% range annually in the next few years. Asia and North America have experienced the fastest export growth in recent years. The WTO's Trade Facilitation Agreement and major trade liberalization initiatives such as the Trans Pacific Partnership (TPP) are positive developments. Canada is a trading nation and represents approximately 2.5% of world exports and world imports, a very high proportionate share relative to its size.

The United Nation's Conference on Trade and Development most recent World Investment Report 2015 stated that global foreign direct investment (FDI) had declined in 2014 but that FDI flows were expected to recover in 2015 and rise over the ensuing two years to close to US\$1.5 trillion. The share of multinational enterprises intending to increase FDI is expected to increase from approximately one-quarter to one-third.

The World Investment Report 2015 noted that an important global FDI trend that has evolved over the past decade was the continuing shift towards services. However, in Canada in 2014, manufacturing and mining and oil and gas extraction were the top two FDI investments.

FDI into Canada (millions)

CANSIM 376-0052



FDI Intelligence observed that greenfield FDI continues to show signs of recovery, with capital investment growing at 1% while the number of FDI projects declined slightly in 2014, decreasing by 1% to 12,069. In terms of number of projects, FDI Intelligence noted computer and IT services, business services, and financial services remain the top three sectors. These are key sectors of strength in New Brunswick and target sectors for investment attraction.



The New Brunswick Economy

New Brunswick has a diversified, export-driven economy and has one of the highest ratios of international exports to GDP of any province in Canada. While over 90% of its exports go to the United States, its companies export to all corners of the world. Stronger economic growth in the United States will help drive demand for New Brunswick products and a lower Canadian dollar improves price competitiveness.

New Brunswick's world-class companies proudly illustrate its export heritage and its global reach:

- Saint John's Irving Oil Limited refinery, with a production capacity of 300,000 barrels per day, is the largest oil refinery in Canada;
- McCain Foods of Florenceville-Bristol, is one of the world's largest manufacturers of frozen French fries and potato specialties with production facilities in all continents except Antarctica;
- Dorchester's AIL Group is a global leader in engineered infrastructure systems;
- Major Drilling Group International of Moncton, is one of the world's largest drilling services companies serving the mining industry throughout the world;
- Sabian Ltd. of Meductic, is one of the world's great names in cymbals with distribution to 120 countries;
- Cooke Aquaculture, located in the village of Blacks Harbour, is a global leader in farmed seafood with operations in all four Atlantic provinces, United States, Scotland, Chile and Spain.

New Brunswick's economy has quality infrastructure in its highways, seaports and airports, and has among the best telecommunications infrastructure in the world.

Employment in 2016 is expected to edge down as any modest gains in agriculture, forestry, fishing and manufacturing will be offset by demographics and overall economic expectations. Despite a soft job market, income growth has been fairly robust as employment losses were offset by overall wage gains, particularly in higher-paying industries such as professional, scientific and technical services.

According to the Parliamentary Information and Research Service, the 2016-2017 Economic Outlook reports that manufacturing should benefit from previous investments in the forest products sector as well as lower energy prices. Demand for provincial exports will be strengthened by a low Canadian dollar and the continued ramp-up in economic activity among domestic and international trading partners, particularly the United States.

Looking ahead to 2017, external demand and further government capital spending will drive economic activity. The federal government's increased infrastructure investment should materialize over the short-to-medium term.

Large industrial projects like Smart Grid, the Sisson mine and the Energy East Pipeline have the potential to significantly boost the provincial economy.

New Brunswick's economy has quality infrastructure in its highways, seaports and airports, and has among the best telecommunications infrastructure in the world.

New Brunswick's major export destinations in 2013 (of the total value of exports):

United States – 91%

Asia – 4%

Americas (excluding U.S.) – 3%

Industry Canada (Trade Data Online)

New Brunswick's highest value exports in 2013:

Refined oil: \$7.7 billion

Crustacean: \$606.7 million

Parliamentary Information and Research Service



Key Sectors

ONB invests considerable time researching and analyzing key sectors of the New Brunswick economy. More specifically, it has delved into particular sub-sectors and industries where New Brunswick has strong value propositions and high-growth opportunities. These key sectors and subsectors include:

Knowledge Sectors:

- Information and Communications Technologies (ICT)
 - Cloud Services, Cybersecurity, Software Services, Data Centre, Big Data, Data Analytics (Internet of Things)
- Financial Services and Insurance
 - Financial Services Technology, Banking, Insurance, Reinsurance, Hedge Fund Administration, Captive Shared Services
- Contact Centres/Back Office Operations
- Health and Life Sciences
- Professional Services

Manufacturing and Value-Added Natural Resources:

- Natural Resources, Energy and Mining
 - Smart Grid, natural gas, renewable energy, peat moss, other minerals
- Food Processing
 - Seafood, potatoes, blueberries, maple syrup
- Value-added Wood
 - Enhanced wood products made from lumber, pulp and biomass
- Aerospace and Defence
 - Specialized manufacturing and equipment, simulation training, land and air systems, technology development
- Advanced Manufacturing
 - Assembly, petrochemical, contract manufacturing, supply chain development



Six Strategic Priorities

ONB has set out six strategic priorities which, along with our vision, mission and values, will focus and guide our operations and actions for 2016-2019.

The six priorities are all highly important and are not listed in any order. The first three align well with ONB's lines of business, and the next three are fundamental to the operation across all lines of business.

Strategic Priorities:

- Increase Foreign Investment
- Develop Opportunities for New Brunswick Exporters
- Increase Business Growth in Startups, Entrepreneurship in New Brunswick
- Provide Quality and Responsible Financial Assistance to Industry
- Strengthen the Narrative, Collaborate and Build Relationships
- Build a High Performance Culture



Corporate Targets

ONB will measure the success of its efforts by tracking the following targets from our portfolio:

- Total Jobs Committed
- Total Jobs Created
- Total GDP
- Average Salary

We will review and adjust targets accordingly as circumstances change, but our mission is clear – driving economic growth and job creation for NB. Based on historical data, current funnel, budget and human resource allocation, ONB forecasts the following targets:

Target	2015-16*	2016-17	2017-18	2018-19	3 Year Total
Total Jobs Committed	1,556	1,900	2,075	2,250	6,225
Total Jobs Created	829	1,111	1,285	1,463	3,859
Total GDP	\$143,950,000	\$200,100,000	\$204,973,500	\$224,265,000	\$671,422,000
Average Salary* (calculated annually on jobs created in year)	\$33,000-\$46,000	\$34,000-\$47,500	\$35,000-\$48,500	\$36,000-\$50,000	\$34,000-\$50,000

* projections as of February 2016

Key Performance Indicators

ONB is a proactive, professional and accountable corporation operating with a business and client-centric approach. As a results-driven corporation, ONB has developed its core group of Key Performance Indicators (KPIs) to report on regularly. In addition, from a continuous improvement perspective, each department, team and individual is assigned specific KPIs. ONB will track and measure these KPIs to ensure efficiency and effectiveness in our operation. ONB will deliver a positive return on investment from all investment attraction activities.



GOAL 1: Increase Foreign Investment

Investment attraction (IA) will focus on key industries and sectors within those industries. We will have well developed sector strategies that will leverage the strengths of our sector value propositions with a targeted approach to attracting global brands. We will be recognized as a client-centric organization with sector expertise. Our success will have a positive impact on job creation, retaining skilled workforce, graduates as well as attracting qualified national and international talent to the province. Our long term vision is to build sustainable and mature sectors that will continue to deliver career opportunities into the future.

Embedded in our IA strategy will be a focus on attracting international firms that fit well in sustainable sectors and have a positive impact on improving New Brunswick's population.

The strategy is simple; attract international well-recognized corporations that will provide career opportunities for New Brunswickers including those who may be in under challenged, underpaid and in under careered employment situations.

<p>Objective 1 To attract more global brands to New Brunswick to mature the sectors, increase capital investment and job creation and solidify the sustainability of long term growth.</p>	<p>Strategies & Tactics</p> <ol style="list-style-type: none"> 1. Develop priority sector strategies with a focus on sustainability and maturity. 2. Develop a Top 50 list of global brands. 3. Develop workforce attraction strategy and plan. 4. Create and action a hub and spoke model for regions in New Brunswick. 5. Create a structure to take advantage of Industry and technology trends.
<p>Objective 2 To aggressively promote and market New Brunswick's value propositions to key industries and sectors internationally.</p>	<ol style="list-style-type: none"> 1. Provide 'go to market' marketing plan. 2. Establish plan for New Brunswick presence in key International markets/offices. 3. Create internal lead generation team.
<p>Objective 3 To strengthen and articulate New Brunswick's value propositions.</p>	<ol style="list-style-type: none"> 1. Develop plan to work with federal, provincial, municipal and industry partners, to address and strengthen areas of weakness and opportunity within the sector value propositions.
<p>Objective 4 To identify and build sustainable subsectors within our key industries.</p>	<ol style="list-style-type: none"> 1. ICT: Canada, United States (US), Israel, France, United Kingdom (UK), Germany, Japan, Switzerland, Eastern Central Europe. 2. Financial Services: UK, Canada, US, Europe, Ireland, Cayman, Bermuda. 3. Contact Centres/Back Office Operations. 4. Health and Life Sciences. 5. Professional Services. 6. Natural Resources, Energy and Mining: Canada, Germany, Australia, US, UK, France. 7. Manufacturing: US, Netherlands, France, Germany. 8. Aerospace and Defence: Germany, UK, US, Canada, France, Italy. 9. Asia Strategy.



GOAL 2: Develop Opportunities for New Brunswick Exporters

Trade agreements provide an economic foundation between nations and regions that will in time improve the cross border flow of goods and services.

The Comprehensive Economic and Trade Agreement (CETA) between Canada and Europe, and the Trans-Pacific Partnership (TPP) with nations in the Pacific Rim offer significant opportunities for New Brunswick. These agreements will see many barriers to trade removed in the largest markets around the globe, reaching more than one billion consumers. Export business will flow from capitalizing on opportunities with customers in these markets.

Business and government in New Brunswick can benefit by working together to identify and grow exports from a number of niche opportunities.

GOAL 2: Develop Opportunities for New Brunswick Exporters

Objective 1

To grow New Brunswick exports and diversify export markets through proactive account management, export development plans and identification of select markets with most promising opportunities for New Brunswick exporters.

Strategies & Tactics

1. Refresh our knowledge of New Brunswick exporters' market interests to guide our identification of select priority markets.
2. Develop priority export market action plans.
3. Deliver information and advisory services on free trade agreements such as the North American Free Trade Agreement, Comprehensive Economic and Trade Agreement with Europe, and the new Trans Pacific Partnership to encourage New Brunswick businesses to leverage opportunities to access new markets.
4. Develop process for lead generation distribution.
5. Focus on leveraging federal and provincial resources - IBDA.

Objective 2

To support business expansion and retention, value-added growth and quality job creation in existing Investment Attraction clients and NB businesses in key high-growth sectors across all regions.

1. Work with the Investment Attraction (IA) team to build export plans with IA clients.
2. Create an 'after-care' model to further support and encourage follow-on investments and job creation.

Objective 3

To grow market research capacity and market access.

1. Partner with industry to conduct market and country research.
2. Grow market access by leveraging research, missions, partners and contacts.





GOAL 3 – Increase Business Growth, Startups and Entrepreneurship in New Brunswick

ONB will proactively work with New Brunswick businesses. Each client will be assigned a Business Development Executive who will create growth plans developed in collaboration with partners.

These plans will include need-based funding for high-growth opportunities in key sectors. ONB will provide complementary services or financial assistance for startups and entrepreneurs that are not duplicated by other organizations.

GOAL 3 – Increase Business Growth, Startups and Entrepreneurship in New Brunswick



Objective 1

To support the growth and expansion of existing New Brunswick companies in high-growth sectors and/or improvements to their productivity and sustainability. Grow ONB's visibility and mature relationships in the regions.

Strategies & Tactics

1. Improve the responsiveness and turnaround time for clients.
2. Establish a plan to develop deeper relationships with the start-up community.
3. Develop strategy to motivate more entrepreneurs to begin exporting.
4. Encourage existing exporters to actively pursue other global business opportunities and increase their international market share.

Objective 2

To ensure New Brunswick businesses have an opportunity to benefit from supply opportunities and spinoffs from major projects and new investment in the province.

1. Conduct gap analyses of the supply chain in key high-growth sectors, recruit or develop businesses to fill supply chain gaps to better grow the sector and support larger New Brunswick companies in expanding their supply chain in New Brunswick.

Objective 3

To grow and mature relationships with regional key economic development partners and academia.

1. Collaborate with key economic development partners to establish and implement projects to enhance relationship and deliver economic opportunities.
2. Work with academia and others to encourage innovation and research and development across all regions and match industry labour demand with skills and training supply. Opportunities NB will work with its clients to connect them to innovation and training programs of partner organizations.

Objective 4

To provide complementary services for startups and entrepreneurs.

1. Play an advisory role to assist in developing strategies targeting the startup ecosystem to ensure we do not duplicate services. Support ecosystem awareness and work cohesively to develop a strategy to fill the gaps identified.
2. Take a team approach to supporting clients. Develop a plan to structure the ecosystem to identify accounts, collaborate to build the business case, model and plan.



GOAL 4 – Provide Quality and Responsible Financial Assistance to Industry

Virtually all jurisdictions in North America offer some form of financial incentives to support economic growth in targeted sectors. Support ranges from tax abatements to various cash-based incentives (grants, low interest loans, bonds, etc.). ONB will define 'risk' according to the

types of Financial Assistance it grants. ONB will continue to develop customized financial incentive packages that allow the province to compete while providing a clear return on investment (ROI) to the taxpayer.

Objective 1 To ensure all financial support is supported by an evidence-based, opportunity and approach.	Strategies & Tactics
To establish a risk profile target.	1. Introduce a banking view of risk. 1. Establish corporate portfolio guidelines by risk level and industry concentration.
To create return on investment standards.	1. Positive ROI for the Investment Attraction portfolio; 2. Benchmark ROI for all Financial Assistance; 3. Benchmark ROI for ONB.
To reduce the level of high risk loans in the portfolio.	1. Implement the recommendations made in the 2015 Office of the Auditor General Report with respect to stricter criteria for loan provisioning.
To regularly monitor client agreements for results.	1. Enhance the process for quarterly and annual reporting.
To create a strategy to provide more financial assistance options.	1. Create new funds to complement existing financing vehicles.

GOAL 5 – Strengthen the Narrative, Collaborate and Build Relationships

Create a climate that is conducive to attracting companies and retaining skilled labour and expertise. Showcase the pride New Brunswick business leaders feel and celebrate the uniqueness of our province. Reframe the dialogue in New Brunswick from “we can’t” to “we can and we will.”



<p>Objective 1 To strengthen in-province networks and relationships.</p>	<p>Strategies & Tactics</p> <ol style="list-style-type: none"> 1. Create strategic investment readiness teams across the five regions of the Province.
<p>Objective 2 To change the New Brunswick narrative. #NBProud.</p>	<ol style="list-style-type: none"> 1. Launch and sustain a multi-faceted marketing and communications plan with positive and consistent messaging.
<p>Objective 3 To lead on Key Opportunities identified in the New Brunswick Economic Growth Plan.</p>	<ol style="list-style-type: none"> 1. Develop cross-functional teams to scope, plan, implement and report on progress for: <ul style="list-style-type: none"> • Cybersecurity • Business Service Centres • Smart Grid • Marijuana Development • Financial Services 2. Provide cross-functional support to: <ul style="list-style-type: none"> • Home-Based Work • Fundy Coast Experience • Blueberries • New Entrants • Bio economy
<p>Objective 4 To identify and champion issues and policy changes that impact client growth.</p>	<ol style="list-style-type: none"> 1. Opportunities NB will raise key issues to the Government of New Brunswick and to the Jobs Board Secretariat as part of ongoing efforts to market and promote New Brunswick to business and to continually improve the business environment in New Brunswick. 2. Identify a strategy and approach to address the most common human resource and workforce issues in conjunction with partners. 3. Collaborate with Post-Secondary Training and Labour and other stakeholders to establish a regional strategy on business succession.

Objective 5

To proactively collaborate on future opportunity identification through Premier Summits, engagement, ad hoc reviews, etc.

Strategies & Tactics

1. Support opportunities that require IA, Export Development, Talent Attraction or other related effort.

Objective 6

To maintain the lead relationship with large project proponents and develop a supply chain strategy to ensure New Brunswick maximizes the economic benefits of large projects.

1. Coordinate inter-departmental involvement and work to identify barriers and bottlenecks; bring to the attention of the Jobs Board Secretariat for action.

Objective 7

To support and promote growth in regional New Brunswick.

1. Develop an IA strategy and value propositions for regional New Brunswick.
2. Develop information templates for community investment readiness.
3. Maintain regular communication with key players throughout regional New Brunswick.

Objective 8

To foster a culture of Competitiveness and Productivity.

1. Develop a process to connect innovation and research and development facilities with the small/medium businesses to maximize opportunities for innovation and adaptation of new technologies.
2. Pursue initiatives to bridge the gap in competitiveness and productivity.





GOAL 6 – Build a High Performance Culture

ONB has built a new organization and team with exceptional talent and people dedicated to the vision, mission and values of the corporation. ONB will continue to attract, develop and retain a high-performance team that is client-centric, results-driven, solution-focused, innovative and bold. By

engaging, enabling, empowering and recognizing employees, ONB will nurture a dynamic employee culture that consistently exemplifies our core values. Business development is a people business and our professionals make a real difference for the benefit of New Brunswick.

<p>Objective 1 To attract, develop, and retain high-performance talent.</p>	<p>Strategies & Tactics</p> <ol style="list-style-type: none"> 1. Augment Performance Management process reflective of business priorities and tied to the Corporate Scorecard. 2. Create best practice for recruiting, onboarding and retaining talent.
<p>Objective 2 To foster a culture of continuous improvement of staff and internal processes to ensure operational excellence across all functions and services.</p>	<ol style="list-style-type: none"> 1. Track and measure meaningful KPIs to ensure efficiency and effectiveness in our operations and processes.
<p>Objective 3 To foster a private sector mindset and culture consistent with best practice.</p>	<ol style="list-style-type: none"> 1. Establish an internal communications platform. 2. Expand the Employee Recognition Program. 3. Introduce employee-led Community/Social Responsibility plan. 4. Develop and implement a training strategy.



Operational Requirements

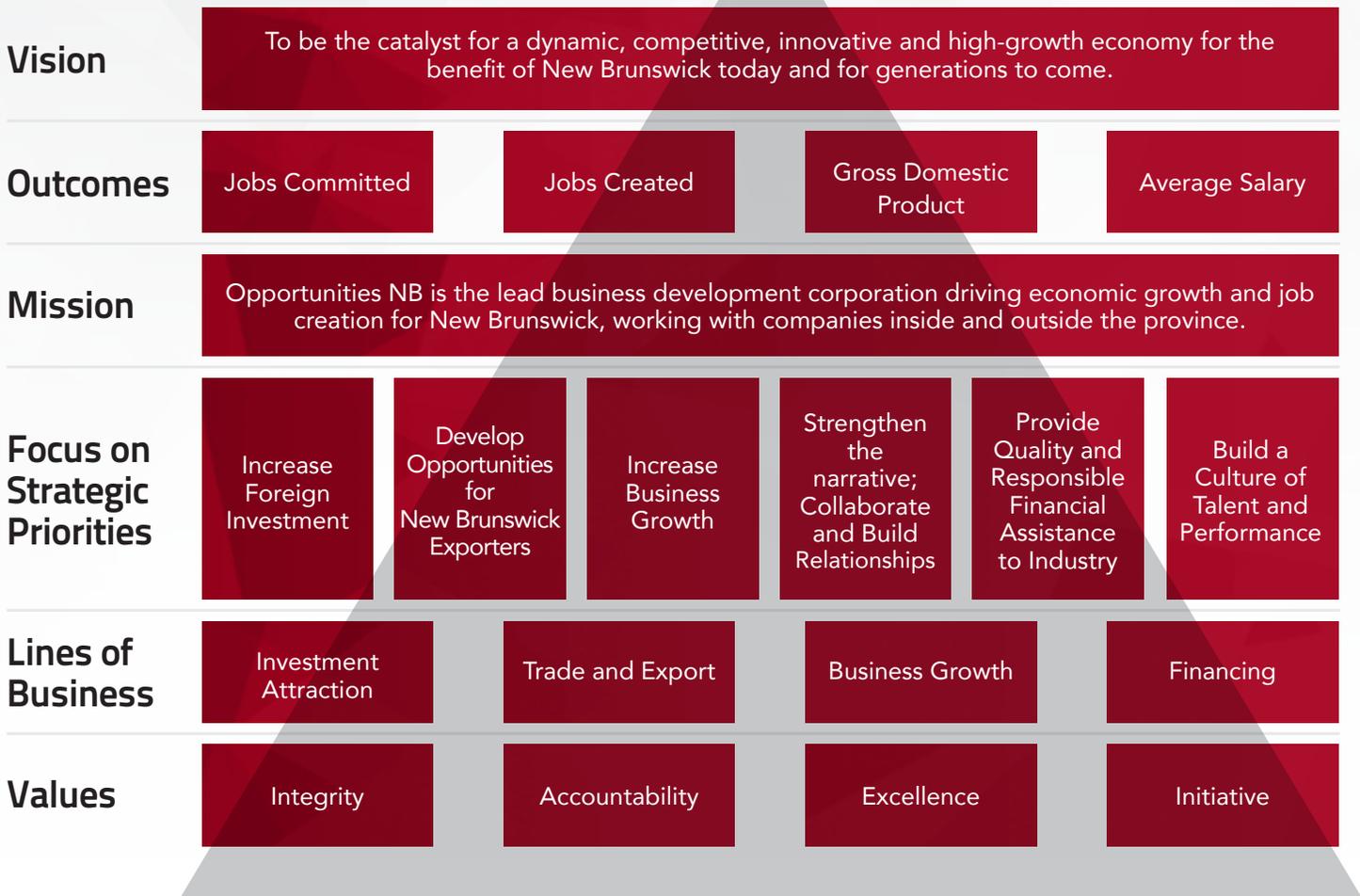
To operationalize the 2016-2019 Strategic Plan, annual business plans and budgets will be developed and will include supporting tactics from the following departments:

- Strategy & Planning
- Marketing & Research
- Stakeholder Relations & Communications
- Corporate Accounting & Claims
- Information Management & Technology
- Organizational Culture & Services

The Executive Management Team will ensure:

- Resources and budgets are allocated according to targets;
- Key opportunities are being implemented on time, on budget and on scope;
- Strong market research and competitive intelligence will be incorporated into all decisions;
- Relationships with key stakeholders across New Brunswick, Canada and internationally are built and maintained.

2016-2019 Strategic Framework





Opportunities**NB**

Built for **Business**

ONBCanada.ca ■ 1.855.746.4662