Strategic Plan
2014 - 2017
Message from the Minister

It is my pleasure to present Service NL’s Strategic Plan for the three-year period 2014-17. This plan was prepared under my direction in accordance with government's Transparency and Accountability Act. I am accountable for the preparation of this plan and for the achievement of the specific goals and objectives contained herein.

This Strategic Plan identifies the key strategic goals and objectives to be accomplished during the fiscal period 2014-17. The goals and objectives included in this plan were prepared in consideration of the strategic direction detailed in Annex A.

Enhancing program and service delivery and improving regulatory processes are the two principal areas of focus over the next three years. Building a stronger customer service culture, continuing to improve program and service quality and access, and enhancing the Department's legislative and regulatory framework are the key priorities for fulfilling the outcomes of this plan.

As Minister, I look forward to working with departmental staff, the public, industry partners and other government departments in implementing this plan and achieving its important goals and objectives.

Dan Crummell  
Minister
# Table of Contents

Plan at a Glance 1  
Departmental Overview 3  
  Table A 3  
  Table B 4  
Government Services Branch 5  
  Government Service Centres 5  
  Program and Support Services Division 5  
  Motor Registration Division 6  
  Engineering and Inspection Services Division 6  
  Vital Statistics Division 6  
  Office of the Queen’s Printer/Printing and Micrographic Services Division 6  
Consumer and Commercial Affairs Branch 6  
  Consumer Affairs Division 6  
  Financial Services Regulation Division 7  
  Pension Benefit Standards Division 7  
  Commercial Registrations Division 7  
Occupational Health and Safety Branch 7  
  Inspections Unit 8  
  Occupational Health Unit 8  
  Compliance and Regulatory Affairs Unit 8  
  Standards and Regulatory Development Unit 8  
Table C - Service NL Organizational Chart 9  
Mandate 10  
Lines of Business 10  
Values 12  
Primary Clients 12  
Vision 12  
Mission Statement 13  
Strategic Issues 14  
  Issue 1 14  
  Issue 2 15  
  Issue 3 17  
Annex A 18  
Annex B 19  
Annex C 22
Plan at a Glance

Vision
People in Newfoundland and Labrador living and working in healthy, fair and safe environments with access to efficient and responsive programs and services.

Mission
By March 31, 2017, Service NL will have enhanced program and service delivery through improved standards and regulatory processes that promote living and working in a healthy, fair and safe environment.

Goal One:
By March 31, 2017, Service NL will have improved client service through a citizen-centred approach to the delivery of programs and services.

Objectives
1. By March 31, 2015, Service NL will have explored opportunities for strengthening its citizen-centred approach.
2. By March 31, 2016, Service NL will have evaluated opportunities for enhancing the citizen-centred approach in priority areas.
3. By March 31, 2017, Service NL will have implemented measures for enhancement of the citizen-centred approach.

Goal Two:
By March 31, 2017, Service NL will have enhanced the delivery of its programs and services.

Objectives
1. By March 31, 2015, Service NL will have initiated additional activities to enhance program and service delivery.
2. By March 31, 2016, Service NL will have enhanced program and service delivery in new select areas.
3. By March 31, 2017, Service NL will have continued to implement changes and enhancements to improve the overall quality of, and access to, its programs and services.
Goal Three:
By March 31, 2017, Service NL will have continued to strengthen consumer, worker, public and environmental protection through an improved legislative and regulatory framework.

Objectives
1. By March 31, 2015, Service NL will have completed a review of the departmental Legislative Review Policy.
2. By March 31, 2016, Service NL will have identified priorities in select areas to enhance its legislative and regulatory regime.
3. By March 31, 2017, Service NL will have implemented changes in select areas to enhance its legislative and regulatory regime.
Service NL delivers citizen protection services to the public in areas of public health and safety, environmental protection, occupational health and safety, consumer and financial interests and in the provision and preservation of vital events and documents. In addition, through the Office of the Queen's Printer/Printing and Micrographic Services Division, the Department provides printing, micrographic and digital document services for Government and the general public (including copies of provincial legislation, *The Newfoundland and Labrador Gazette* and select documents and books).

The Department was created with the aim of consolidating, where possible, the licensing, permitting, inspection, and regulatory functions within government and providing a single-window point of access to the public for those services. Departmental re-branding in 2011 reinforced these goals and clarified Service NL’s commitment to integrated and innovative service delivery. The authority to carry out the Department's mandate is derived from over 175 pieces of legislation, including related regulations, standards and codes of practice.

Service NL employs approximately 411 employees (194 men and 217 women) across the province and is comprised of three branches: the Government Services Branch; the Consumer and Commercial Affairs Branch; and the Occupational Health and Safety Branch. Table A below provides a breakdown of departmental staff according to gender, while Table B on the following page is a map of employee distribution according to region.

Table A

<table>
<thead>
<tr>
<th>Departmental Staff</th>
<th>Total 411</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>194 Males</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Branch</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational Health &amp; Safety</td>
<td>23</td>
<td>22</td>
<td>145</td>
<td>154</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consumer &amp; Commercial Affairs</td>
<td>19</td>
<td>31</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate — Executive</td>
<td>3</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate — Executive Support</td>
<td>4</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3
Employee Distribution by Region

This total was accurate as of April 1, 2014. It is made up of permanent, temporary, part-time, and contractual employees, and includes 60 management and executive level employees (38 male and 22 female).
The Minister of Service NL is responsible for 13 public entities (see Annex B). A brief overview of the Department's three branches and their respective divisions and operational units are outlined in the following section.

**Government Services Branch**

The Government Services Branch provides a variety of services internally to government and externally to the people of this province. This is accomplished through the branch’s six divisions: Government Service Centres; Program and Support Services; Motor Registration; Engineering and Inspection Services; Vital Statistics; and the Office of the Queen's Printer/Printing and Micrographic Services.

**Government Service Centres**
The Government Service Centres (GSCs) consolidate a wide variety of licences, permits, approvals and registrations for the general public and business community through a single-window service delivery model. Programs include: environmental health (e.g. inspection of food premises, schools, daycares, personal care and group homes; septic system approvals; sanitation inspections for parks; pools; correctional and other facilities); environmental protection (e.g. management of oil spills; inspection of waste disposal sites, farms; asphalt plants, service stations and bulk oil facilities); development control (e.g. protected roads; highway signage); electrical inspections; sale of small game and wildlife licences; as well as delivery of motor registration, vital statistics, public safety and other programs and services.

**Program and Support Services Division**
The Program and Support Services Division provides support to the Government Service Centres through a number of oversight functions, including development of policies, procedures and management information systems in areas such as environmental health, environmental protection, electrical safety, customer service, and development control. The Division also liaises with partners in these and other areas (e.g. Health and Community Services; Regional Health Authorities; Environment and Conservation; and Municipal and Intergovernmental Affairs) in the management of Memoranda of Understanding (MOUs) and cross-departmental issues. In addition, the Program and Support Services Division is responsible for BizPaL, an online one-stop service for entrepreneurs that simplifies the process of finding information on business permits and licences from all levels of government - federal, provincial and municipal.
Motor Registration Division
The Motor Registration Division (MRD) is responsible for driver and vehicle safety through a number of programs and services, including: driver licensing and vehicle registration; driver examinations; highway enforcement and weigh scales for commercial vehicles; driver records (convictions, suspensions, accident and medical records); and collection of taxes on vehicle sales, court fines and other government revenues. The Division also issues photo identification cards to the general public.

Engineering and Inspection Services Division
The Engineering and Inspection Services Division manages a number of public safety programs in a variety of technical services including: registration and inspection of boilers, pressure vessels, propane and medical gas systems, elevating devices and amusement rides; building plan review and approval for fire and life safety and building accessibility (for persons with disabilities), welding inspections; and approvals for larger septic/waste water disposal systems.

Vital Statistics Division
The Vital Statistics Division registers and certifies all vital events (births, deaths, marriages) and issues related certificates and documents to support personal identification needs. The Division also registers adoptions, legal name changes, and certifies clergy and civil authorities for marriages.

Office of the Queen's Printer/Printing and Micrographic Services Division
The Office of the Queen's Printer/Printing and Micrographic Services Division is responsible for: the publication of The Newfoundland and Labrador Gazette; all printing for the House of Assembly (statutes and subordinate legislation; annual Budget; Throne Speech); the Office of the Auditor General and Special Commissions; and provides internal printing and micrographic services for all government departments, agencies, boards and commissions.

Consumer and Commercial Affairs Branch
The Consumer and Commercial Affairs Branch regulates consumer protection and provincial financial services, facilitates commerce in the Province, regulates private employer pension plans and public sector pension plans and maintains nine legal registries for the province. The Branch is comprised of four divisions: Consumer Affairs; Financial Services Regulation; Pension Benefit Standards; and Commercial Registrations.

Consumer Affairs Division
The Consumer Affairs Division administers consumer protection legislation to ensure a fair and equitable marketplace, protects the interests of consumers, mediates and adjudicates disputes between residential landlords and tenants,
and regulates charitable and non-profit organizations’ lottery fund-raising activities. It also licenses and regulates collections agencies, and private investigators and security guard industries.

**Financial Services Regulation Division**
The Financial Services Regulation Division regulates individuals and companies that provide financial products and services to the public. The regulated sectors include insurance, securities, real estate, mortgage brokers, and prepaid funerals.

**Pension Benefit Standards Division**
The Pension Benefit Standards Division regulates private employer pension plans and public sector pension plans. The Division is responsible for the administration and enforcement of pension benefit standards prescribed by the *Pension Benefits Act, 1997 and Regulations* to protect employee pension funds.

**Commercial Registrations Division**
The Commercial Registrations Division has responsibility for nine legal registries in the province. The Division registers transactions for real property (Registry of Deeds) and personal property and registers all corporations, co-operatives, limited partnerships and limited liability partnerships for the purpose of ensuring these companies uphold their legal responsibilities as prescribed by legislation. The Division also has responsibility for the Registries of Mechanics' Liens, Condominiums, and Lobbyists.

**Occupational Health and Safety Branch**
The Occupational Health and Safety (OHS) Branch protects the health and safety of the province's workforce through: the development and enforcement of occupational health and safety legislation; inspection of workplaces; and the investigation of workplace complaints, incidents, and serious injuries and fatalities.

Occupational health and safety enforcement is a compliance based program where severe penalties can and have been filed for failure to meet statutory or regulatory obligations, regardless of whether the non-compliance resulted in an injury, for the purpose of insurance consideration by the Workplace Health, Safety and Compensation Commission.

Occupational health and safety activities are an essential public service contributing to the general well-being of society by protecting the rights of workers to work in a safe and healthy environment. The value of the program is evidenced by reduced injury and illness rates in work populations and its contribution to reduced cost to health care, social services and worker compensation systems.
The OHS Branch is comprised of four operational units: Inspections; Occupational Health; Compliance and Regulatory Affairs; and Standards and Regulatory Development.

**Inspections Unit**
The OHS Inspections Unit (Eastern and Western) is responsible for enforcement of the legislation within provincial jurisdiction. Its activities are conducted on a strategic, routine and demand basis.

**Occupational Health Unit**
The Occupational Health Unit is responsible for conducting occupational health related inspections, investigations and assignments. This Unit has a variety of highly specialized personnel with professional expertise in chemical, biological, physical and ergonomic hazards.

**Compliance and Regulatory Affairs Unit**
The Compliance and Regulatory Affairs Unit ensures consistency in the application of enforcement policies and accident/incident investigation protocols. This is primarily achieved by reviewing inspections and investigation reports and compliance orders. The Unit is a key liaison between the investigating officer and the Department of Justice and Crown Attorneys. It is also a point of contact for interpretation of technical codes and regulatory standards.

**Standards and Regulatory Development Unit**
The Standards and Regulatory Development Unit is responsible for technical and related analysis for ongoing regulatory enhancements and effective program management. The Unit generates statistical information and analysis to support the activities of the Branch. This Unit provides a file registry service and a resource centre which maintains codes and standards, and other technical material utilized primarily by enforcement personnel.
The organizational chart below (Table C) illustrates the Department's reporting structure.
Mandate

The mandate of Service NL is derived from the Executive Council Act. Specifically, the Department is responsible for the supervision, control and direction of all matters related to:

- Vital Statistics;
- Motor Vehicles;
- the regulation and operation of Government Service Centres throughout the province;
- provincially regulated financial institutions;
- pensions;
- consumer and commercial affairs;
- compliance with occupational health and safety legislation; and
- the administration of the Acts and Regulations set out in the Schedule to the Notice under the Executive Council Act.

A comprehensive list of the Department’s legislation is attached as Annex C.

Lines of Business

Service NL is responsible for carrying out four basic lines of business through its branches and divisions, including: enforcement of legislated requirements; licensing, permitting, inspections and registrations; conflict resolution; and printing services.

1. Enforcement of Legislated Requirements
   Service NL enforces legislated requirements in all mandated aspects of public health and safety, occupational health and safety, environmental protection, pensions, provincially-regulated financial services and consumer protection.

2. Licensing, Permitting, Inspections, and Registrations
   Service NL provides licences, permits, inspections and registration services at its offices around the province for the following:

   **Public safety activities**
   Boilers and pressure vessels, elevating devices, amusement rides, electrical installations, electrical contractors and building design for accessibility and fire/life safety.

   **Environmental health activities**
   Food establishments, tobacco retailers, personal services establishments and tanning facilities, septic and other waste water disposal systems, municipal water supplies, abattoirs, public pools, recreational facilities, daycares, personal care homes and long term care facilities, dairy farms (milk and water sampling) and housing sanitation.
Environmental protection activities
Waste disposal sites, spill responses, petroleum storage tank systems, sawmills, quarries, asphalt plants, scrap yards, used tire facilities, used oil storage facilities, PCB storage sites, farm waste management facilities, soil treatment facilities and illegal dumping.

Provincial financial services activities
Insurance, securities, pension plans, real estate, mortgage brokers and prepaid funeral services.

Consumer protection activities
Consumer affairs, collection agencies, private investigators and security guards, charitable gaming and residential tenancies.

Commercial registrations activities
Deeds, companies, personal property, co-operatives, limited partnerships, limited liability partnerships, mechanics' liens, condominiums and lobbyists.

Occupational health and safety activities
Workplaces, radiation emitting devices, asbestos abatement contractors, explosive magazines on mine sites and underground diesel equipment.

Motor vehicle activities
Driver licensing and vehicle registrations, highway safety-related activities, commercial vehicle inspections (e.g. for buses, school buses and ambulances and trucks) and other highway-safety related activities.

Vital statistic activities
Registration and certificates for vital events, including: birth, marriage, death, legal name changes, adoptions and gender changes.

Angling and small game licence sales and distribution
Sales to vendors and individuals. Select licensing information is also available on the Department's website at www.servicenl.gov.nl.ca.

3. Conflict Resolution
Service NL provides conflict resolution services for disputes such as residential tenancies and specific issues related to legislative compliance with respect to the provincially regulated financial services industry, occupational health and safety, buildings accessibility, consumer protection and public safety.

4. Printing Services
Service NL provides printing, microfilming and digitizing services for government departments and agencies through the Office of the Queen's Printer/Printing and Micrographic Services Division. Legislation and various Provincial Government reports are available to the public for purchase though the Queen's Printer Bookstore, located in the East Block of the Confederation Building complex. Purchasing information and select documents, including legislation for free download, are available on the Queen's Printer website at www.servicenl.gov.nl.ca/printer/.
Values

The work environment of Service NL is focused on the delivery of efficient, accessible and responsive programs and services. A culture of service excellence is key to fulfilling this role. While the Department makes every effort to demonstrate a number of organizational values, it has chosen five core values that are fundamental to achieving the desired results of this planning cycle. These are: integrity, collaboration, accountability, respect and excellence. The following action statements have been identified to foster and embrace these values throughout the organization:

**Integrity**: Each individual engages in ethical behaviour and exercises the proper use of authority and responsibility.

**Collaboration**: Each individual supports others through communication and consultation with co-workers, industry partners and the public.

**Accountability**: Each individual accepts responsibility for their actions and is responsive to meeting public needs and delivering on departmental commitments in a timely, efficient and satisfactory manner.

**Respect**: Each individual accepts differences, embraces diversity and exercises a caring attitude in their encounters with others.

**Excellence**: Each individual demonstrates excellence in providing service to the public.

Primary Clients

The primary clients of Service NL include: the general public, employees, employers, consumers, partner departments, agencies, businesses, industry organizations, worker organizations, professional groups, special interest groups, and charitable organizations.

Vision

People in Newfoundland and Labrador living and working in healthy, fair and safe environments with access to efficient and responsive programs and services.
Mission Statement

The mission statement identifies the priority focus area of the Minister over the two planning cycles ending in fiscal year 2017. It represents the key longer-term result that the Minister and the Department will be working towards as they advance the strategic directions of government. The statement also identifies the measures and indicators that will assist both the Department and the public in monitoring and evaluating the Department's success during these two planning cycles. Further, the mission was developed in consideration of the strategic direction (see Annex A) which focuses on enhancing the Department's program and service delivery. Detailed information regarding this strategic direction and its associated components is available in Annex A.

By March 31, 2017, Service NL will have enhanced program and service delivery through improved standards and regulatory processes that promote living and working in a healthy, fair and safe environment.

Measure 1:
Enhanced program and service delivery in the area of public health and safety.

Indicators:
- Process developed for certification and inspection of inflatable amusement rides.
- Official Inspection Station standards for commercial vehicle inspections reviewed and updated.
- Reviewed and updated driver training standards for commercial vehicles, including passenger vehicles such as buses and school buses.

Measure 2:
Enhanced program and service delivery in the area of worker health and safety.

Indicators:
- Reviewed radiation program and legislation and approved changes implemented.
- Process Safety Management Code of Practice for the petroleum processing industry developed and implemented.
- Enhanced enforcement and compliance programs in targeted industry sectors.

Measure 3:
Enhanced program and service delivery in the area of consumer and financial interests.
Indicators:
- Improved access to registration records within the Registries of Condominiums, Limited Partnerships, Companies and Deeds.
- Increased consumer protection in the area of real estate to reflect current industry practices.
- Enhanced professional requirements for mortgage brokers where needed.
- Improved pension standards to further protect pension benefits of plan members.
- Improved processes in the area of residential tenancies.

Strategic Issues

Strategic issues represent the most significant internal or external changes that a department must realize to achieve its mandate, vision and mission. The goals identified for each issue reflect the results expected within the three year time frame. The objectives provide an annual focus. Measures and performance indicators are provided for both the goal and the 2014-15 objectives. All of these elements assist both Service NL and the public in monitoring and evaluating progress.

In consideration of Government’s strategic directions and the mandate and financial resources of the Department, the following areas have been identified as the key priorities for the Department for fiscal years 2014-17:

- Citizen-Centred Approach to the Delivery of Programs and Services
- Enhanced Program and Service Delivery
- Legislative and Regulatory Framework

As the Department progresses through this planning cycle, it will consider any potential gender and geographical implications and any resulting impacts on the Department’s entities and industry partners.

Issue One: Citizen-Centred Approach to the Delivery of Programs and Services

Service NL’s ability to meet the challenges of its diverse legislative responsibilities is directly linked to the commitment and efforts of its staff. From front line service representatives to policy and decision-makers, each individual’s role is integral to achieving excellence in service delivery and client satisfaction. The Department recognizes that fostering and supporting a culture of citizen-centred service delivery underscores the vital role departmental employees play in improving the everyday lives of the residents of Newfoundland and Labrador.

The Department will enhance its existing approach to citizen-centred service delivery through continued support and promotion of service training for
departmental staff as well as through cultivating and embracing a citizen-centred approach in the delivery of programs and services. These efforts will strengthen and build upon the foundation set out in the Department’s 2011-14 Strategic Plan to increase capacity to support improved service excellence. Advancing the citizen-centred approach is integral to the ‘improved client services’ component of the Department’s strategic direction. It is a key priority for the Department that is intended to contribute to citizen confidence and overall satisfaction and trust in Government and the services it provides.

Goal One:
By March 31, 2017, Service NL will have improved client service through a citizen-centred approach to the delivery of programs and services.

Measure: Improved client service.

Indicators:
- Management participated in service management training.
- Client service training developed and incorporated as a component of departmental staff orientation procedures.
- Clear policies and procedures to ensure consistent service delivery developed and communicated to staff.
- Opportunities for measuring client satisfaction explored.

Objective 1:
By March 31, 2015, Service NL will have explored opportunities for strengthening its citizen-centred approach.

Measure 1: Opportunities for strengthening Service NL’s citizen-centred approach explored.

Indicators:
- Identification of opportunities for measuring client satisfaction.
- Initiated the development of clear policies and procedures in select areas.
- Identified opportunities for management training in service excellence.

Objective 2:
By March 31, 2016, Service NL will have evaluated opportunities for enhancing the citizen-centred approach in priority areas.

Objective 3:
By March 31, 2017, Service NL will have implemented measures for enhancement of the citizen-centred approach.

Issue Two: Enhanced Program and Service Delivery

Improving access to Service NL’s programs and services is an ongoing priority for the Department. It coincides with the Strategic Direction (outlined in Annex A) and
its basic premise is that of enhancing customer service capacity. Service NL recognizes the importance of ensuring citizens of our province receive the best possible program and service delivery. Strengthening and improving the delivery and quality of programs and services, as well as increasing access to these areas is therefore a key area of focus for the Department over the next three fiscal years. The Department will place particular emphasis on service delivery capacity by providing seamless integrated services, multiple channels of delivery and convenience for the people of Newfoundland and Labrador.

Greater utilization of technology, the evaluation and streamlining of business processes and continued commitment to the single window service delivery model will help contribute to an increase in the quality and access of the programs and services delivered by the Department.

**Goal Two:**
By March 31, 2017, Service NL will have enhanced the delivery of its programs and services.

**Measure:** Enhanced program and service delivery.

**Indicators:**
- Streamlined business processes in select areas.
- Identification and development of online service delivery options.
- Increased number and quality of services/information available online.

**Objective 1:**
By March 31, 2015, Service NL will have initiated additional activities to enhance program and service delivery.

**Measure:** Additional activities initiated.

**Indicators:**
- Opportunities for streamlined business processes identified.
- Opportunities for potential improvements to departmental website identified.
- Work initiated on identifying potential improvements to online services.

**Objective 2:**
By March 31, 2016, Service NL will have enhanced program and service delivery in new select areas.

**Objective 3:**
By March 31, 2017, Service NL will have continued to implement changes and enhancements to improve the overall quality of, and access to, its programs and services.
Issue Three: Legislative and Regulatory Framework
Service NL is principally mandated to protect the public and the environment generally, and the citizen as a consumer. Providing such protection is a considerable responsibility that is primarily achieved through the establishment of timely and relevant standards and enforcement practices designed to ensure compliance. The authority to carry out these functions comes from more than 175 pieces of legislation and associated regulations for which the Department is either solely responsible, or jointly responsible with other departments through agreements and Memoranda of Understanding (MOUs).

The Department recognizes there is a need to continuously ensure that its legislative and regulatory framework is relevant, meaningful and necessary.

Goal Three:
By March 31, 2017, Service NL will have continued to strengthen consumer, worker, public and environmental protection through an improved legislative and regulatory framework.

Measure: Improved legislative and regulatory framework.

Indicators:
- Legislative and regulatory framework reviewed and changes implemented in select areas.
- Departmental Legislative Review Policy reviewed and necessary changes implemented.

Objective 1:
By March 31, 2015, Service NL will have completed a review of the departmental Legislative Review Policy.

Measure: Legislative Review Policy reviewed.

Indicators:
- Survey developed and distributed to designates.
- Meetings held with designates to discuss strengths/benefits and areas for potential improvements/growth.
- Report and recommendations developed for consideration.

Objective 2:
By March 31, 2016, Service NL will have identified priorities in select areas to enhance its legislative and regulatory regime.

Objective 3:
By March 31, 2017, Service NL will have implemented changes in select areas to enhance its legislative and regulatory regime.
Annex A

Strategic Direction

Strategic directions are the articulation of desired physical, social, or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

The strategic direction related to Service NL is provided below. It is comprised of a number of components or focus areas that will be addressed in this strategic plan.

1. Title: Enhanced Program and Service Delivery

*Outcome Statement:* Enhanced program and service delivery through streamlined operations and improved access.

This direction is addressed:

Components:
1. Expanded single-window delivery access.
2. Enhanced customer service capacity.
3. Further expansion and enhancements made to BizPaL.
5. Identification and development of online service projects.
6. Improved client services.

<table>
<thead>
<tr>
<th>Components Of Strategic Direction</th>
<th>In the Department’s Strategic Plan</th>
<th>In the Department’s Operational Plan</th>
<th>In the Branch/ Divisional Work Plans of the Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Expanded single-window delivery access.</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Enhanced customer service capacity.</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Further expansion and enhancements made to BizPaL.</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Development of online service projects.</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Improved client services.</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Annex B

Ministerial Entities

The Minister of Service NL is accountable for 13 public entities. The Workplace Health, Safety and Compensation Commission is a Category One entity as defined by the Transparency and Accountability Act and prepares an independent strategic plan and annual report to the House of Assembly upon approval of the Minister. The Credit Union Deposit Guarantee Corporation, the Government Purchasing Agency and the Office of the Chief Information Officer are Category Two entities and provide independent business plans and annual reports. The remaining nine entities are considered Category Three entities and prepare activity plans and annual reports. These include:

- Public Safety Appeal Board
- Advisory Council on Occupational Health and Safety
- Buildings Accessibility Advisory Board
- Buildings Accessibility Appeal Tribunal
- Financial Services Appeal Board
- Radiation Health and Safety Advisory Committee
- Workplace Health, Safety and Compensation Review Division
- Boiler/Pressure Vessel Advisory Board
- Driver’s Licence Medical Advisory Board

A brief description of each of these nine Ministerial entities is outlined below:

Public Safety Appeal Board
The Public Safety Appeal Board is established under Section 25(1) of the Public Safety Act to hear appeals from people who believe they have been wrongly treated regarding an order, notice, decision or action of the Chief Inspector of Amusement Rides and Elevating Devices, the Chief Inspector of Boiler Pressure Vessel and Compressed Gas Systems or the Chief Inspector of Electrical Systems. It is an independent, quasi-judicial body which has the function of hearing and adjudicating an appeal, and may confirm, revoke or vary the notice, order, decision or action of the Chief Inspector. The Board is comprised of five members appointed by the Lieutenant-Governor in Council upon recommendation by the minister and meets only when an appeal has been filed pursuant to Section 26 of the Act. Decisions by the Board are based on a review of written and oral submissions and documents. The Board's decision may be appealed to the courts.

Advisory Council on Occupational Health and Safety
The Advisory Council on Occupational Health and Safety is established under Section 12 of the Occupational Health and Safety Act. The duties and responsibilities of the Council include providing advice to the Minister on the administration of the Act and Regulations and any matter relating to occupational health and safety that the Minister has referred to the Council for advice.
Buildings Accessibility Advisory Board
The Buildings Accessibility Advisory Board is appointed by the Lieutenant-Governor in Council under the authority of Section 18 of the Buildings Accessibility Act. The mandate of the Board is to report to and advise the Minister of Service NL on the application of the Buildings Accessibility Act and Regulations, and on all other matters related to the Act and regulations that may be assigned to the Board by the Minister. The Buildings Accessibility Advisory Board consists of a chairperson, representatives of persons with disabilities, one representative of the Department (other than the director) and those other members that the Lieutenant-Governor in Council may appoint. This public body serves in an advisory capacity only and was re-appointed in 2012-13.

Buildings Accessibility Appeal Tribunal
The Buildings Accessibility Appeal Tribunal is appointed by the Lieutenant-Governor in Council under the authority of Section 20 of the Buildings Accessibility Act. The Tribunal's mandate is to hear appeals of notices, decisions, directions or orders confirmed or varied by the director under Section 17 of the Buildings Accessibility Act. The Tribunal comes together as a group only when the need arises and was newly appointed in 2012-13.

Financial Services Appeal Board
The Financial Services Appeal Board is established under Section 3 of the Financial Services Appeal Board Act. The mandate of the Board is to hear appeals from persons impacted by a decision or order of the Superintendent of Securities under the Securities Act, Superintendent of Insurance under the Insurance Adjusters, Agents and Brokers Act, Superintendent of Real Estate Agents under the Real Estate Trading Act, and Registrar of Mortgage Brokers under the Mortgage Brokers Act. The Board is comprised of five individuals appointed by the Lieutenant-Governor in Council, with one member being appointed Chairperson. Board members have the power of a commissioner appointed under the Public Enquiries Act. An appeal to the Board is to be heard by the Chairperson and two members. The Board comes together as a group only when the need arises and was newly appointed in 2012-13.

Radiation Health and Safety Advisory Committee
The Radiation Health and Safety Advisory Committee is established under Section 11 of the Radiation Health and Safety Act. The mandate of the Committee is to, at the request of the Minister, provide advice to the Minister on the administration of the Act and regulations; promote educational programs to those who may be exposed to radiation; advise the Minister with respect to non-ionizing radiation emitting devices; review professional qualifications of persons applying for appointment as Inspectors; and any matter relating to radiation health and safety that the Minister has referred to the committee for its advice. The Radiation Health and Safety Advisory Committee is funded by Service NL. The committee is presently inactive but should it be reconstituted under the Act the committee shall prepare an Activity Plan in keeping with the requirements of the Transparency and Accountability Act.
Workplace Health, Safety and Compensation Review Division

The Workplace Health, Safety and Compensation Review Division (WHSCRD) is the final level of review within the workers' compensation system in Newfoundland and Labrador. It is responsible for the review of decisions of the Workplace Health, Safety and Compensation Commission. The WHSCRD may review such issues as:

- Compensation benefits;
- Rehabilitation and return to work services and benefits;
- Employers’ assessments;
- The assignment of an employer to a particular class or group; and
- The obligations of an employer and a worker with respect to return to work and rehabilitation issues.

Boiler/Pressure Vessel Advisory Board

The Boiler/Pressure Vessel Advisory Board is appointed by the Lieutenant-Governor in Council under the authority of Section 29 of the Public Safety Act. The Board’s mandate is to report to and advise the minister on the application of the Public Safety Act and the Boiler, Pressure Vessel and Compressed Gas Regulations and on other matters that may be assigned by the minister regarding systems or devices. The Board is presently inactive but should it be reconstituted under the Act the Board shall prepare an Activity Plan in keeping with the requirements of the Transparency and Accountability Act.

Driver’s Licence Medical Advisory Board

The Driver’s Licence Medical Advisory Board was established to provide guidance to the Registrar of Motor Vehicles on difficult or unusual medical cases involving driver competency. The Board is comprised of five medical specialists under the Chair of the Medical Advisor to the Registrar. Driver medical standards are developed jointly by the provinces and territories and in consultation with the Canadian Medical Association. In certain cases, a professional evaluation of drivers must be undertaken to ensure the applicability of standards on an individual basis. A case is referred to the particular specialist who has knowledge of the requirements necessary to hold a licence. The review is conducted on the basis of medical reports and does not involve a doctor/patient visit. The Board does not have authority to grant a driver’s licence but acts solely in an advisory role. A recommendation is made to the Registrar through the Departmental Medical Advisor and/or Medicals Review Officer as to whether or not to maintain, issue or suspend a driver’s licence. The Board is presently inactive but should it be reconstituted under the Act the Board shall prepare an Activity Plan in keeping with the requirements of the Transparency and Accountability Act.
Annex C

Legislation

Motor Vehicle Registration
1. Dangerous Goods Transportation Act
   Dangerous Goods Transportation Regulations
   Dangerous Goods Ticket Offences Regulations
2. Highway Traffic Act (with Transportation and Works)*
   Ambulance, Bus, School Bus, Taxi and Commercial Motor Vehicles Insurance Regulations
   Bus Regulations
   Cargo Securement Regulations
   Carrier Safety Regulations
   Designated Impaired Mobility Parking Regulations
   Highway Traffic Demerit Point System Regulations
   Highway Traffic Driver Regulations, 1999
   Highway Traffic Snow Clearing Regulations
   Highway Traffic Trip Inspection Report Regulations
   Hours of Service Regulations, 2006
   Licensing and Equipment Regulations
   Official Inspection Station Regulations
   Reciprocity with Ontario - Applying the Provisions of Subsection 77(1) Order
   Roads Owned by the Churchill Falls (Labrador) Corporation Limited Order
   Trip Inspection Report Regulations
   Vehicles Regulations, 2001
   Vehicle Seizure and Impoundment Regulations
3. Motor Carrier Act (with Transportation and Works)*
   Motor Carrier Regulations
4. Motorized Snow Vehicles and All-Terrain Vehicles Act (with Natural Resources)*
   Motorized Snow Vehicles and All-Terrain Vehicles Regulations

Vital Statistics
5. Adoption Act (with Child, Youth and Family Services)* (to be repealed by SNL cA-3.1 s 92—not in force)
6. Adoption Act, 2013 ((with Child, Youth and Family Services)* to be proclaimed)
7. Change of Name Act, 2009
8. Children's Law Act (with Justice)*
9. Marriage Act

Government Service Centres
11. Building Standards Act (with Municipal Affairs)*
12. Buildings Accessibility Act
    Buildings Accessibility Regulations
13. Child Care Services Act (with Child, Youth and Family Services)*
    Child Care Services Regulations, 2005
14. Communicable Diseases Act (with Health and Community Services)*
15. Environmental Protection Act (with Environment and Conservation)*
    Air Pollution Control Regulations, 2004
    Environmental Assessment Regulations, 2003
    Heating Oil Storage Tank System Regulations, 2003
Storage and Handling of Gasoline and Associated Products Regulations, 2003
Storage of PCB Wastes Regulations, 2003
Used Oil Control Regulations
Waste Diversion Regulations
Waste Management Regulations, 2003
Waste Material Disposal Areas
16. *Fire Protection Services Act* (with Municipal Affairs)*
    Fire Protection Services Regulations
17. *Food Premises Act* (with Health and Community Services)*
    Food Premises Regulations
18. *Health and Community Services Act* (with Health and Community Services)*
    Personal Care Homes Regulations
    Public Pool Regulations
    Sanitation Regulations
19. *Meat Inspection Act* (with Natural Resources)*
    Meat Inspection Regulations
20. *Public Safety Act*
    Amusement Rides and Elevating Devices Regulations
    Boiler, Pressure Vessel and Compressed Gas Regulations
    Electrical Regulations
21. *Smoke-free Environment Act, 2005* (with Health and Community Services)*
    Smoke-free Environment Regulations, 2005
22. *Tobacco Control Act* (with Health and Community Services)*
    Tobacco Control Regulations
23. *Urban and Rural Planning Act, 2000* (with Municipal Affairs)*
    Development Control Regulations - Butterpot-Witless Bay Line Environ Development Control
    Regulations
    Highway Sign Regulations, 1999
    Interim Development Regulations, 2003
    Protected Area - Gander River Protected Area Regulations
    Protected Area - Marble Mountain Protected Area Land Use Zoning Regulations
    Protected Road Zoning Regulations
    Environmental Control Water and Sewage Regulations, 2003
    Well Drilling Regulations, 2003
25. *Works, Services and Transportation Act* (with Transportation and Works)*
    Building Near Highways Regulations, 1997

**Occupational Health & Safety**
26. *Employer’s Liability Act*
27. *Occupational Health and Safety Act*
    Asbestos Abatement Regulations, 1998
    Asbestos Exposure Code Regulations
    Occupational Health and Safety First Aid Regulations
    Occupational Health and Safety Regulations, 2012
    Workplace Hazardous Materials Information System (WHMIS) Regulations
28. *Radiation Health and Safety Act*
    Radiation Health and Safety Regulations
Consumer Affairs
   Architects Regulations
   Certified General Accountants Regulations
31. Certified Management Accountants Act
   Certified Management Accountants Regulations
32. Chartered Accountants Act, 2008
   Chartered Accountants Regulations
33. Collections Act
   Collections Regulations
34. Consumer Protection and Business Practices Act
   Cost of Consumer Credit Disclosure Regulations
   Direct Sales Regulations
   Gift Card Regulations
   Insurance Contracts Exemption Regulations
35. Embalmers and Funeral Directors Act, 2008
   Embalmers and Funeral Directors Regulations
36. Engineers and Geoscientists Act, 2008
   Engineers and Geoscientists Regulations
37. Petroleum Products Act
   Petroleum Products Regulations
38. Private Investigations and Security Services Act
   Private Investigations and Security Services Regulations
39. Public Accountants Act
40. Residential Tenancies Act, 2000
   Security Deposit Interest Regulations
41. Sale of Goods Act

Commercial Registrations
42. Business Electronic Filing Act
43. Condominium Act, 2009
   Condominium Regulations, 2011
44. Conveyancing Act
45. Co-operatives Act
46. Corporations Act
   Corporations Regulations
47. Electronic Commerce Act
48. Fraudulent Conveyances Act (with Justice)*
49. Limited Partnership Act
   Jurisdicctions Designated for the Purposes of Registration of Limited Partnerships
50. Lobbyist Registration Act (with Justice*)
51. Mechanics’ Lien Act
   Mechanics’ Lien Forms Regulations
52. Partnership Act (with Justice)*
53. Personal Property Security Act
   Personal Property Security Regulations
54. Registration of Deeds Act, 2009
   Registration of Deeds Regulations
55. Trust and Loan Corporations Act
    Warehouse Receipts Act
56. Warehouser's Lien Act

Financial Services Regulation
57. Accident and Sickness Insurance Act
58. Automobile Insurance Act
    Automobile Insurance Rating Bureau Regulations
    Automobile Insurance Regulations
    Insurance Premiums Interest Rates Regulations
    Uninsured Automobile and Unidentified Automobile Coverage Regulations
59. Financial Services Appeal Board Act
60. Fire Insurance Act
61. Income Tax Savings Plans Act
62. Insurance Adjusters, Agents and Brokers Act
    Insurance Adjusters, Agents and Brokers Regulations
63. Insurance Companies Act
    Automobile Insurance Prohibited Underwriting Regulations
64. Insurance Contracts Act
65. Life Insurance Act
66. Mortgage Brokers Act
    Mortgage Brokers Act Regulations
67. Prepaid Funeral Services Act
    Prepaid Funeral Services Regulations
68. Real Estate Trading Act
    Real Estate Licensing Regulations
69. Securities Act
    Securities Regulations
70. Securities Transfer Act
71. Trustee Act

Pension Benefit Standards
    Pension Benefits Act Regulations
    Solvency Funding Relief Regulations
73. Pension Plans Designation of Beneficiaries Act
74. Perpetuities and Accumulations Act

Credit Union Deposit Guarantee Corporation
75. Credit Union Act, 2009
    Credit Union Regulations, 2009

Government Purchasing Agency
76. Government Purchasing Agency Act
77. Intergovernmental Joint Purchasing Act
78. Public Tender Act
    Public Tender Regulations, 1998