

Strategic Plan

2026-2029

Government Services





MESSAGE FROM THE MINISTER

It is my pleasure to present the Department of Government Services' Strategic Plan for April 1, 2026 to March 31, 2029. This plan has been prepared under my direction in accordance with the **Transparency and Accountability Act**, and I am accountable for both its development and the achievement of its goals and objectives.

The plan outlines the department's key priorities for the next three years, aligned with the strategic directions in Annex A. It focuses on strengthening Government Services as a modern, responsive department by improving the accessibility, efficiency, and quality of programs and services, while reducing unnecessary regulatory burden.

Over this period, the department will deliver faster, simpler, and more online services for residents and businesses; enhance public, worker, and consumer safety through effective oversight and enforcement; and support stable labour relations through fair and up-to-date standards. These efforts will contribute to economic growth, build public confidence, and help ensure Newfoundland and Labrador remains a safe, competitive, and attractive place to live and work.

As Minister, I look forward to working with departmental staff, the public, industry partners, and other government departments to implement this plan and achieve its objectives.

Sincerely,

Hon. Mike Goosney
Minister of Government Services
Minister of Labour
Minister Responsible for WorkplaceNL
Minister Responsible for Red Tape Reduction Office

Table of Contents

Departmental Overview	3
Mandate	3
Organizational Structure	3
Lines of Business	3
Staff and Budget	5
Primary Clients	6
Vision	6
Issue One – Red Tape Reduction.....	6
Issue Two – Public Safety, Worker Safety and Consumer Protection.....	8
Issue Three – Stable Labour Relations, Fair Labour Standards and Safe Workplaces	9
Annex A: Strategic Directions.....	11
Annex B: Public Entities	12

Departmental Overview

Mandate

The Department of Government Services is responsible for the consolidation and delivery of licensing, permitting, inspection, registration, consumer protection, and regulatory functions across government, where appropriate, and for providing coordinated access to these services for the public. The department also administers and enforces legislation governing labour relations and labour standards in both unionized and non-unionized workplaces. The department delivers French language services, provides collections services on behalf of government, and operates the Office of the King's Printer.

In fulfilling its mandate, the department supports the efficient and effective delivery of government services, and works with other departments to reduce red tape.

The department's mandate is derived from over two hundred statutes, regulations, standards, and codes of practice, as well as memoranda of understanding with partner departments and government directives.

Organizational Structure

The department is divided into three branches: Government Services, Regulatory Affairs, and Labour. More information regarding the department's three branches and their respective divisions and operational units is available online at <https://www.gov.nl.ca/gs/Department/>.

The Minister of Government Services is also accountable for eight public entities and four self-regulatory organizations, which are listed in Annex B.

Lines of Business

The Department of Government Services delivers its mandate through the following core lines of business:

1. Licensing, Permitting, Inspections, and Registrations

Providing licences, permits, inspections, and registration services for activities involving public safety, accessibility to public buildings, angling and hunting, land development, highway signs, environmental health, environmental protection, provincial financial

services, consumer protection, commercial registrations, occupational health and safety, motor vehicles, and vital statistics.

2. Residential Tenancies Services

Regulating residential tenancies in Newfoundland and Labrador, providing a dispute resolution service that mediates and adjudicates disputes between residential landlords and tenants, and providing information to tenants and landlords respecting their rights and obligations under the Residential Tenancies Act, 2018.

3. Printing Services

The Office of the King's Printer provides printing and microfilming services for government departments and agencies. The King's Printer bookstore, located in the East Block of the Confederation Building Complex, makes available Provincial Government legislation and reports to the public for purchase. Purchasing information, as well as select documents for free download, are available on the [King's Printer website](#).

4. French Services

The Office of French Services is responsible for building the capacity of the Provincial Government to deliver services in French and contribute to the development and vitality of the province's Francophone community. The Office of French Services also provides support to the Minister Responsible for Francophone Affairs.

5. Collection Services

Collecting amounts owed to the Provincial Government including provincially administered taxes payable, defaulted provincial student loans, and various fees and other receivables of certain government departments.

6. Labour

Promoting stable and constructive labour relations climates for private and public sector unionized employees and employers in the province and providing front-line service to employees and employers regarding minimum terms and conditions of employment. Administering and enforcing legislation governing unionized and non-unionized workplaces in the province.

7. Red Tape Reduction

Leading efforts to develop and promote a strong, agile, and efficient regulatory environment to the benefit of residents, businesses and all organizations. A primary focus of this work is reducing unnecessary regulatory burden or red tape.

Staff and Budget

The Department of Government Services has offices located throughout the province. In addition to the West Block of the Confederation Building, offices are also located in St. John's, Mount Pearl, Bay Roberts, Clarenville, Marystown, Gander, Grand Falls-Windsor, Corner Brook, Stephenville, St. Anthony, Happy Valley-Goose Bay, and Labrador City.

For specific contact details, refer to the department's website: <https://www.gov.nl.ca/gs/department/contact/>.

Division	# of Employees*	Budget
Minister's Office	3	\$208,900
Executive Support Services	19	\$1,972,800
Government Services	312	\$22,010,100
Regulatory Affairs	99**	\$6,093,500
Labour	34	\$3,363,400
Office of French Services	3	\$375,000
Totals	470	\$34,023,700

* Figures are as of March 31, 2026

** Includes six employees with the Credit Union Deposit Guarantee Corporation.

Budget 2026-2027:

2026-2027 Budget (Estimates)	Total	Salaries	Operating and Capital
Total Department	\$51,262,200	\$34,023,700	\$1,238,500

Primary Clients

Government Services supports a broad range of clients across Newfoundland and Labrador, including the general public, employees, employers, consumers, partner departments, agencies, businesses, industry organizations, worker organizations, professional groups (such as chartered professional accountants, professional engineers and geoscientists), special interest groups (such as Mothers Against Drunk Drivers Canada), charitable organizations, the Francophone community and safety partners such as the Royal Newfoundland Constabulary, the Royal Canadian Mounted Police, and the Newfoundland and Labrador Construction Safety Association. The department also serves businesses and industry organizations that contribute to the province's economic growth and prosperity. Government departments and public sector entities are important partners in the delivery of coordinated programs and services, while advocacy groups, community organizations, and other stakeholders provide valuable insight to inform policy, program development, and service improvement. Together, these clients and partners help ensure services remain responsive to the diverse needs of the province.

Vision

A province where people live and work in healthy and safe environments, have positive and productive employment relationships, and an economy with effective regulatory oversight that minimizes red tape and reduces unnecessary burden on residents and businesses.

Issue One – Red Tape Reduction

Small business owners face too many obstacles when starting or growing a business. This province can create a pro-business environment that fosters success by providing

accessible, timely, clear, and reliable government services. Newfoundland and Labrador can put its local economy first by cutting unnecessary rules and paperwork, increasing trade with other provinces, and supporting local businesses. A key step towards achieving this outcome was the Budget 2026 announcement to establish a Red Tape Reduction Office to help reduce the regulatory burden, making things easier for individuals and businesses. Over the 2026–2029 planning period, Government Services will deliver public services that are better, faster and smarter, and lead collective efforts to develop and promote a strong, agile, and efficient regulatory environment to the benefit of residents, businesses, and organizations. These efforts will also consider the diverse needs and experiences of residents and business owners to help ensure services and regulatory improvements are accessible and equitable.

Goal: Red Tape Reduction

By March 31, 2029, Government Services will have led regulatory reduction efforts to strengthen the accessibility, efficiency, and consistency of programs and services.

Indicators:

- Reduced administrative burden for residents and businesses.
- Provided more services online.
- Reduced barriers and improved harmonization to increase trade and labour mobility throughout Canada.

Objective 1:

By March 31, 2027, Government Services will have developed a government-wide red tape reduction framework to reduce regulatory burden.

Indicators:

- Established internal planning policies and structures to lead the reduction of administrative burden for citizens and businesses.
- Conducted public consultations to inform the framework and identify regulatory barriers.
- Identified opportunities to reduce regulatory burden.
- Increased online delivery of services to reduce administrative burden and improve access.
- Identified opportunities to reduce internal trade barriers and improve labour mobility by harmonizing regulatory measures with other jurisdictions.

Objective 2:

By March 31, 2028, Government Services will have implemented a government-wide red tape reduction framework to reduce regulatory burden.

Objective 3:

By March 31, 2029, Government Services will have led regulatory reduction efforts to strengthen the accessibility, efficiency, and consistency of programs and services.

Issue Two – Public Safety, Worker Safety and Consumer Protection

Public safety relies on effective regulatory oversight, consumer protection, safe workplaces, and consistent compliance and enforcement activities. However, evolving risks, increasing service demands, and the growing complexity of regulatory environments present ongoing challenges to maintaining effective and responsive oversight.

Government Services plays a central role in protecting the health, safety, and well-being of residents through inspection, enforcement, and regulatory functions across a wide range of service areas. Over the 2026–2029 planning period, the department must continue to ensure regulatory frameworks are current, risk-informed, and effectively enforced to protect the public, strengthen consumer confidence, and support safer communities, while ensuring regulatory and enforcement approaches are accessible, and inclusive of all residents.

Goal: Public Safety, Worker Safety, and Consumer Protection

By March 31, 2029, Government Services will have strengthened regulatory oversight to improve public safety, worker safety, and consumer protection outcomes.

Indicators:

- Progressed towards improving the regulation of public safety, workplace safety, and consumer protection.
- Improved enforcement and public safety measures.

Objective 1:

By March 31, 2027, Government Services will have identified opportunities to improve safety and consumer protection.

Indicators:

- Undertaken consultations to improve road safety.
- Improved benefits for pensioners.
- Progressed towards harmonized standards in occupational health and safety.

Objective 2:

By March 31, 2028, Government Services will have initiated regulatory, policy and/or program improvements in public safety and consumer protection.

Objective 3:

By March 31, 2029, Government Services will have strengthened regulatory oversight, resulting in safer workplaces, enhanced public safety and stronger consumer protection.

Issue Three – Stable Labour Relations, Fair Labour Standards and Safe Workplaces

Stable and constructive labour relations support economic activity, healthy workplaces, and the credibility of labour institutions. Evolving workforce dynamics, including changing expectations around workplace safety, equity, and dispute resolution, present ongoing challenges to maintaining stable and effective labour relations frameworks.

Government Services is responsible for administering labour relations, labour standards, and occupational health and safety legislation for both unionized and non-unionized workplaces. This involves promoting workplaces that respect the health, safety and dignity of workers, while balancing the interests of employees, employers, and the broader public. Over the 2026–2029 planning period, the department must continue to support a responsive labour relations system, effective dispute resolution, and labour standards that are fair, current, and consistently applied.

Goal: Stable Labour Relations and Fair Labour Standards

By March 31, 2029, Government Services will have maintained a stable and effective labour relations environment.

Indicators:

- Supported stakeholder engagement to ensure fair and responsive administration of labour standards.
- Facilitated the settlement of collective agreements, dispute resolution, and appointment of arbitrators.
- Promoted awareness of rights and responsibilities among workers and employers.
- Fulfilled statutory requirements regarding reviews of the minimum wage and workers compensation systems.

Objective 1:

By March 31, 2027, Government Services will have identified opportunities to improve Newfoundland and Labrador's labour standards and labour relations systems.

Indicators:

- Begun consultations with labour and employment stakeholders to share and discuss ideas to improve labour relations.
- Commenced a review of the minimum wage rate and rate setting mechanism.
- Initiated educational and outreach efforts for workers and employers on rights and obligations.
- Facilitated workplace training with labour and employer stakeholders.
- Begun preparation for review of the workers compensation system.

Objective 2:

By March 31, 2028, Government Services will have undertaken initiatives to improve Newfoundland and Labrador's labour standards and labour relations systems.

Objective 3:

By March 31, 2029, Government Services will have made improvements to support a stable and effective labour relations environment.

Annex A: Strategic Directions

Government Services will work toward regulator efficiency, public health and safety initiatives, consumer protection, and labour stability to ensure that Newfoundland and Labrador is an attractive place to live and work.

Strategic Direction 1: Efficient and Effective Programs and Services

This direction is addressed through the following focus areas:

1. Building internal capacity, modernizing systems and processes, and adopting flexible, people-centred approaches.
2. Reducing processing times, administrative burden, and costs for business and individuals.
3. Leveraging technology to make service delivery more efficient and responsive.
4. Streamlining service delivery by reducing red tape.

Strategic Direction 2: Public and Worker Health and Safety

This direction is addressed through the following focus areas:

1. Undertaking workplace health and safety inspections and investigations.
2. Strengthening oversight and enforcement to protect the public, support consumers, and build safer communities across the province.

Strategic Direction 3: Economic Growth

This direction is addressed through the following focus areas:

1. Promoting stable labour relations to provide certainty for employers and workers, and to support productivity, investment, and economic growth.
2. Supporting effective dispute resolution to minimize workplace disruptions and protect economic activity.
3. Maintaining fair and modern labour standards that create a balanced, competitive labour market and support a strong economy.

Annex B: Public Entities

The Minister of Government Services is also accountable for eight public entities:

- the Standing Fish Price Setting Panel;
- the Labour Relations Board;
- the WorkplaceNL Board of Directors;
- the Workers' Compensation Independent Review Board;
- the Credit Union Deposit Guarantee Corporation;
- the Advisory Council on Occupational Health and Safety;
- the Buildings Accessibility Advisory Board; and
- the Buildings Accessibility Appeal Tribunal.

The Minister of Government Services is also accountable for four self-regulatory organizations:

- the Architects Licensing Board;
- the Embalmers and Funeral Directors Board;
- the Chartered Professional Accountants of Newfoundland and Labrador Board;
and
- the Professional Engineers and Geoscientists of Newfoundland and Labrador Board.

