



PEOPLE
INNOVATION
CAPITAL
INFRASTRUCTURE
AGILITY

New Brunswick Growth Opportunity

Business Services
Centre Sector



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Province of New Brunswick
PO 6000, Fredericton NB E3B 5H1 Canada

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Message from the Minister

For two decades, the business services centre sector has been one of the fastest developing industries in Canada. More than any other province, New Brunswick has made continual gains in this industry, due to our province's bilingual workforce, telecommunications infrastructure and existing firms. These strengths have established the business services centre sector as a pivotal growth opportunity for the province, essential in maintaining the underlying conditions needed for growth and for developing new markets.

To move this sector forward, the province must retain and build upon our distinct assets, including our strong reputation for excellence in the business services centre industry. Our vision is for the New Brunswick business services centre sector to be a Tier 2 global leader, identifying and addressing corporate needs while providing stable, well-paid employment and economic value to the province's residents, and especially for our young people.

The business services centre sector opportunity is being led by Opportunities New Brunswick with support from numerous private and public sector partners. We look forward to working together to ensure this important industry continues to grow and provides quality career opportunities for New Brunswickers around the province.

Emerging technologies and the increase in the number of jurisdictions competing for global investment has fundamentally changed the competitive landscape facing New Brunswick. While New Brunswick continues to make significant strides forward, it is critical that we work together as a province towards accomplishing our shared goals of attaining the highest standard of living for our citizens, to ensure New Brunswick remains a competitive place to work, live and raise a family.

The New Brunswick Economic Growth Plan was created in consultation with thousands of New Brunswickers whose recommendations informed and advised the key priorities for moving our economy forward. The plan coordinates cross-sector efforts from government, stakeholders and the public to prioritize programs and identify New Brunswick-specific opportunities with high growth potential and industry longevity.

Francine Landry
Minister of Economic Development



The New Brunswick Economic Growth Plan

Focusing our economic development efforts

The New Brunswick Economic Growth Plan is the result of valuable consultation with hundreds of community and business leaders across the province. It provides the framework for the provincial government to improve and increase economic growth in New Brunswick.

The plan also outlines the role of government – including all departments, agencies and related organizations – in working to ensure there is a co-ordinated, complementary effort to improve New Brunswick’s economy and establish a strong foundation for the future. Growing our economy will provide the fiscal stability needed to ensure our province continues to be a great place to live and work.

The New Brunswick Economic Growth Plan is based on five key areas:

- **PEOPLE** – We will grow our workforce by significantly expanding the number of new and returning New Brunswickers building their careers in the province, and by increasing/improving our targeted training and skills alignment efforts.
- **INNOVATION** – We will foster an innovative economy by investing more in research and development, supporting high growth potential entrepreneurs, and transforming government through new and innovative technologies.
- **CAPITAL** – We will boost private-sector investment by strengthening our business climate and addressing key challenges that are impeding opportunities for growth.
- **INFRASTRUCTURE** – We will expand investment into economic infrastructure that ensures industries continue to invest here, and help us attract talent from around the world.
- **AGILITY** – We will increase the speed at which government interacts with the business community and we will strive to build a stronger partnership with industries to move the province ahead within a sustainable fiscal framework.

Pursuing Growth Opportunities

The New Brunswick Economic Growth Plan is focused on leveraging the province's key industries, assets and attributes to create a strong value proposition for business investment. The global marketplace has never been more competitive; New Brunswick needs to focus its efforts and identify and define its strengths to gain a competitive edge and emerge as a leader on the national and international stage.

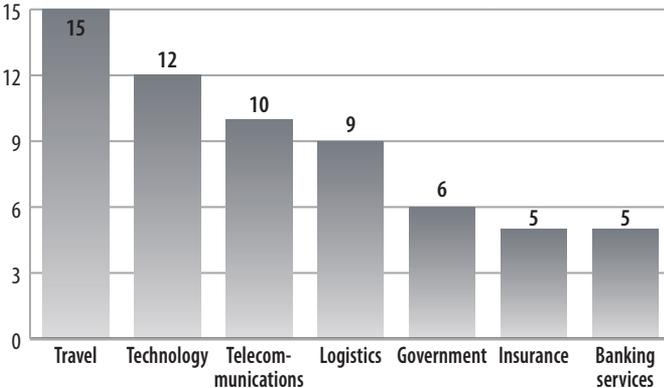
Government will work with subject-matter experts in all departments, as well as with private sector and community-based partners, to uncover potential growth opportunities. A growth opportunity is one that will lead to incremental business investment and jobs, leading to a sustained boost in GDP and tax revenue. Opportunities will be based on:

1. the scope and scale of the opportunity, we need to boost GDP;
2. the time to impact (we need growth in the short term to stimulate the economy);
3. a clearly defined and relevant role for government and the resources required (not all opportunities for business investment require government involvement– some may require just a nudge); and
4. a defined return on taxpayer investment (we need to show that public investment in opportunities will increase tax revenues).

Growth Opportunity: Business Services Centre Sector

New Brunswick's thriving business services centre industry is comprised of the three leading sectors of administrative and support services, banking services, and insurance carriers.

Figure 1: New Brunswick business services centres by industry*



*excluding third-party outsourcing contact centres.

Combined, these industries employ 18,000 New Brunswickers or 1 in every 20, and provide more employment opportunities than forestry, mining and fishing combined.

The business services centres sectors located in New Brunswick provide employment opportunities with some of the world's largest and most reputable firms, including: RBC, TD Insurance, WestJet and Medavie Blue Cross, with additional firms added each year. The sector is expanding in size due to New Brunswick's bilingual workforce and significant infrastructure and resources.

New Brunswick has demonstrated a track record of success within this industry. The business services centres sectors in New Brunswick have considerable potential for new growth, particularly in higher value activities.

The business services centre industry provides New Brunswickers with employment opportunities in telecommunications and digital technology, allowing the province's labour market to evolve alongside the changing needs of the global marketplace. The sector's quality, breadth and job opportunities are cultivating a New Brunswick workforce that is equipped with the necessary skills to thrive and work in the knowledge economy.

The industry is spread out across the province, with the largest concentration of companies located in the Moncton area. However, Fredericton and Saint John also have a number of firms, as do rural and northern New Brunswick.

Opportunities New Brunswick is leading this opportunity. Other government stakeholders include the Department of Post-Secondary Education, Training and Labour, the Regional Development Corporation and the Jobs Board Secretariat.

We have identified actions under the five pillars of the New Brunswick Economic Growth Plan that will help us strengthen and grow the business support services industry in the years ahead.

People – Strengthen the Workforce

- Market the quality and breadth of the industries to New Brunswickers, in order to connect skilled and unemployed New Brunswickers with employment opportunities with some of Canada's most impressive companies located in our province.
- Invest in the local talent pool to ensure as many New Brunswickers as possible have the required skills to access opportunities in the business support service Industry.

Innovation

- Work with industry to develop opportunities for companies in business services centres sectors to sell additional products and services offered by adjacent industries. Identify further products in this industry to target.
- Strengthen the existing “best-in-class” hub of infrastructure and research clusters to attract new investment.
- In partnership with the sector, establish a ‘living lab’ to support innovation.
- Ensure the physical and telecommunications infrastructure requirements are in place to support the sector’s growth across the province.

Capital – more private investment

- Engage public support for the industry by illustrating the economic benefits and how those benefits translate at the community level.
- Attract continued investment from the world’s largest firms and research industry needs to continue providing the services required for maintaining a dense network for this industry’s back offices.

Investing in strategic infrastructure

- Continue investment in New Brunswick’s broadband connectivity capacity.

Foster agility and nimbleness in the public sector and across the economy

- Update legislation as required to keep pace with the nature of the constantly changing industry as customer interaction and business services continue to move online.
- Promote cross-sector interaction between established business services centres in New Brunswick.