

# Statement of Mandate 2015–2016



**Intergovernmental  
Affairs**



**NOVA SCOTIA**

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## Message from the Minister of Intergovernmental Affairs



I am pleased to present the Department of Intergovernmental Affairs' 2015-2017 Statement of Mandate that outlines the direction of its work over the next two years.

In an increasingly competitive and global economy, effective intergovernmental relations can be a powerful tool for solving issues, finding new opportunities, facilitating growth and creating sustained prosperity for Nova Scotia. Intergovernmental relations is an important precondition for our future success as a province.

The department will continue to support my efforts to build and maintain a productive relationship with my regional, national and international counterparts.

In Nova Scotia we are focused on creating the conditions to grow our economy. We will work collaboratively with our stakeholders and intergovernmental partners to leverage our strengths to advance Nova Scotia's interests.

In 2015-2017, I will work my Atlantic counterparts to focus on improving the environment for business in Atlantic Canada. A key initiative towards this goal will be the Atlantic Red Tape Reduction Partnership, which will identify business regulations and government imposed administrative processes that can be streamlined and harmonized. Through collaboration, Atlantic Premiers are extending the successful Atlantic Workforce Partnership for three years to continue harmonizing apprenticeship certification in 10 trades and strengthen immigrant recruitment and retention in Atlantic Canada.

In the broader Canadian context, I will work with Premiers on the implementation of a pan-Canadian apprenticeship mobility protocol by January 2016. This protocol will enable apprenticeship mobility by having provinces and territories recognize hours worked for apprentice certification and recognize technical training, regardless of where in Canada the work or training come from.

Recognizing that we operate and compete in a global environment, a major thrust for our government is international relations. These relationships are important for showcasing the province, making business connections and learning of new opportunities, removing barriers to trade, and helping Nova Scotia businesses expand their reach and grow. Intergovernmental Affairs will coordinate a whole-of-government approach on international relations including the development of an International Relations Strategy for China.

Over the 2015 to 2017 period, with my direction, Intergovernmental Affairs will advance Nova Scotia's interests through a strategic coordinated approach.

I am also pleased to represent the Province as its Minister of Military Relations. Nova Scotia is proud of its rich military history and the important social and economic contributions the Canadian Forces and its

members make to the Province. It is my honour to recognize the important legacy they have created and to advocate on behalf of both the men and women who serve our country.

Together with the staff of Intergovernmental Affairs, I look forward to advancing our international, national and interprovincial interests, and building a more prosperous Nova Scotia.



Honourable Stephen McNeil, MLA  
Minister of Intergovernmental Affairs

## Message from the Deputy Minister of Intergovernmental Affairs



I am pleased to provide an overview of the Department's operational priorities for 2015-2017.

The core functions of IGA are to: provide strategic intergovernmental advice to the Minister and other Departments on policy priorities of the Province; coordinate government's participation in intergovernmental and international activities; provide policy advice and program support to the Minister's military relations responsibilities; deliver protocol functions to visiting dignitaries of other countries; and support the administration and operations of Government House.

Over the next two years, Intergovernmental Affairs will continue to provide advice to the Minister and advance the priorities of the Province by working interdepartmentally, and with provincial and territorial, federal and international governments. A key thrust for IGA will be the coordination of international relations through an International Relations Strategy that sets a clear path and priorities for the Nova Scotia government in its external dealings and relations.

In 2015-2017, the Minister will participate in several key intergovernmental and international forums and meetings. These forums include: the Council of Atlantic Premiers (CAP), the Southeastern United States – Canadian Provinces Alliance, the Conference of New England Governors – Eastern Canadian Premiers, and meetings of Canada's Premiers at the Council of the Federation (COF). These forums will serve as opportunities to advance mutual priorities, resolve interprovincial and national issues, and showcase the province and its businesses.

IGA leads the coordination of Nova Scotia's international outreach. Our objective is to foster government-to-government and business-to-business relationships that will advance the Province's economic and international relations objectives and advance Nova Scotia's interests.

The department will also provide coordination, support and policy advice to the Minister related to his responsibilities on Military Relations. This is a complex portfolio involving advocacy, coordination, and community outreach. The military is a significant part of the economic and social fabric of the province and we will assist the Minister in cultivating strong and positive relations.

The department is committed to contributing to the government's goal to balance the budget and achieve a more sustainable government. This will be achieved by reducing costs, increasing efficiencies, and by supporting other departments in seeking out regional opportunities for reducing costs through increased collaboration and sharing. It is also committed to supporting the government-wide Public Sector Renewal and Employee Engagement initiatives that are underway in the Nova Scotia Public Service and within Intergovernmental Affairs.

Intergovernmental Affairs is positioned to contribute to government's objectives and advancing our regional, national, and international priorities and interests.



Margaret F. MacDonald  
Deputy Minister of Intergovernmental Affairs

## **Department Mandate/Mission/Vision**

### **Mandate:**

The Department of Intergovernmental Affairs receives its mandate from sections 46D and 46E of the Public Service Act. The Act states that - under the direction of its Minister - the department is responsible for coordinating and advancing the province's interests with the Government of Canada, other provinces, and foreign governments at the national and sub-national levels. It is also focused on serving as a central point of contact for the coordination of the province's intergovernmental priorities and protocol requirements.

### **Mission:**

To advance Nova Scotia's interests by creating and pursuing intergovernmental opportunities, providing strategic policy and planning advice on intergovernmental priorities. Building and fostering strategic relationships with other departments and with regional, national and international governments.

### **Vision:**

A province recognized as a credible, compelling and equitable partner to other jurisdictions that effectively influences intergovernmental policy decisions to the economic and social benefit of Nova Scotians.

## **Strategic Objectives/Outcomes**

The strategic objectives/outcomes of IGA are listed below as they relate to its six core business areas.

### **Government of Canada Relations**

1. To provide effective approaches to developing Nova Scotia positions and strategies on federal policy.
2. To provide effective engagement in advancing constructive dialogue on Nova Scotia's federal-provincial priorities and interests.
3. To influence Government of Canada policy and decision making.

### **Provincial and Territorial Relations**

1. To provide quality advice to the Premier on Provincial/Territorial interests and positions impacting Nova Scotia.
2. To identify and implement Provincial/Territorial opportunities for strategic collaboration on federal Provincial/Territorial programs and services.
3. To support the Province in demonstrating regional leadership and collaboration on key files of interest to the province.

## International Relations

1. To support the Premier and Nova Scotia's international interests at international meetings through strategic analyses, policy advice and interdepartmental coordination.
2. To advance Nova Scotia's interests with priority countries.
3. To maximize the Premier's role in facilitating and advancing Nova Scotia's interests through international business development opportunities, investment attraction, and trade opportunities.

## Protocol Office

1. To promote the interests of the province to foreign governments
2. To increase the profile of the province and its people.

## Government House

1. To fulfill the constitutionally defined and legal function of the Lieutenant Governor of Nova Scotia.
2. To support communities and the people in Nova Scotia by celebrating their accomplishments, people and history.

In 2015-2017 Intergovernmental Affairs will continue to work in collaboration with other provincial departments and agencies, and with other governments to clarify the province's interests and positions, and positively influence decisions affecting Nova Scotia future. Actions that support the achievement of Intergovernmental Affairs objectives are described in the following section.

## Government Priorities

For the 2015-2017 period, the Department of Intergovernmental Affairs is committed to advancing the following priorities of our Government:

- A. Fiscal:** Balanced budget during mandate and achieve sustainable government (2017-2018).
- B. Economy:** Create a climate for private sector and social enterprise economic growth to support OneNS economic goals.
- C. Education:** Increase workforce participation and entrepreneurship by improving early childhood and P-12 education systems and continually improving opportunities for skills development and knowledge through post-secondary education, training and apprenticeship.
- D. Demographics:** Increase net interprovincial in-migration and international immigration levels; enhance wellness & health initiatives; enhance workforce participation of youth,



older workers and marginalized communities; and enhance communities and social well-being.

Intergovernmental Affairs will advance the interests of the Government as follows:

#### **A. Fiscal**

**Goal:** Balanced budget during mandate and achieve sustainable government (2017-2018).

Intergovernmental Affairs will contribute to the Province's fiscal goal by:

- continuing to pursue opportunities to reduce costs and increase efficiencies through bi-lateral and multi-lateral joint procurement initiatives and adoption of best practices;
- advocating with other Premiers for the modernization of Federal-Provincial fiscal arrangements and adequately funded federal programs that address the needs of Nova Scotians;
- continuing to assess internal departmental operations to identify efficiencies and savings.

#### **B. Economy**

**Goal:** Create a climate for private sector and social enterprise economic growth to support OneNS economic goals.

Through international, national and interprovincial engagements and forums, Intergovernmental Affairs will encourage a climate of economic growth and favourable conditions for expanding business sales markets and investing in Nova Scotia. In pursuit of this goal, and to fully support the Premier as its key representative, Intergovernmental Affairs will provide policy analyses and advice, and collaborate with other departments on intergovernmental priorities.

#### **International relations**

Intergovernmental Affairs will coordinate with other departments the development and advancement of the Province's International Relations Strategy and related China strategy to guide and promote economic growth. The strategic interests of the Province will be supported through continued efforts to develop strong international relations and encourage global trade opportunities.

This will be accomplished through,

- building key alliances and developing international relations and opportunities through multi-lateral forums and bi-lateral relationships;
- improving international relations with other governments to showcase Nova Scotia's capabilities, companies and post-secondary institutions;

- raising international awareness of Nova Scotia as a preferred destination for doing business and foreign investing;
- continuing to foster diplomatic relations and support export trade, investment and business opportunities through both visiting dignitaries and Honorary Consular Corps in Nova Scotia, and key partners in foreign markets.

### **Government of Canada relations**

Intergovernmental Affairs will work with the Premier's Office and other departments to ensure Nova Scotia's interests are advanced in a coordinated and consistent approach with the Government of Canada. Some of the areas of focus include:

- advocating Nova Scotia's interests within Canadian domestic and foreign policy on issues such as offshore energy development, immigration, skills and other topics as they arise;
- pursuing support for international opportunities in countries such as China, the United States, and Europe, that can result in business development, market expansion, and contribute to the development of our Nation;
- supporting continued positive military relations by coordinating activities to explore mutually beneficial opportunities with the Forces, and through policy advocacy and recognition events for Forces members, veterans, and military families.

### **Interprovincial relations**

Nova Scotia will continue to work with other provinces and territories to reduce barriers to internal trade, reduce red tape for Atlantic businesses, and introduce a pan-Canadian Apprenticeship Mobility Protocol. Some of the important areas of interest include:

- Working with relevant departments and government entities to strategically advance energy solutions for the province through interprovincial and federal-provincial engagements. It will also support the building of competitive and stronger trade relations in oil and gas and renewable energy with other jurisdictions/countries.
- Continuing to support the work of the Atlantic Workforce Partnership (AWP) to address skills deficits; enhance training programs and apprenticeship opportunities; and recruit and retain immigrants. IGA will work with departments to advance relationships that improve labour mobility for Nova Scotians and for attracting needed skills into the Province.
- Leveraging Nova Scotia's highly trained and stable labour force and its east-coast geographical location advantages for attracting Canadian business and investment.
- Expanding bi-lateral and multi-lateral partnerships that are of benefit for Nova Scotia. These opportunities will be evaluated and pursued as they are identified over the 2015-2017 period.

### **C. Education**

**Goal:** Increase workforce participation and entrepreneurship by improving early childhood and P-12 education systems and continually improving opportunities for skills development and knowledge through post-secondary education, training and apprenticeship. This will be accomplished by:

- continuing to support the work of the Atlantic Workforce Partnership (AWP) initiative of the Council of Atlantic Premiers to address skills deficits; enhance training programs and apprenticeship opportunities; and recruit and retain immigrants;
- working with departments to advance relationships that improve labour mobility for Nova Scotians and for attracting needed skills into the Province;
- pursuing opportunities to remove barriers to interprovincial labour migration through a national protocol for the recognition of apprenticeship training.

### **D. Demographics**

**Goal:** Increase net interprovincial in-migration and international immigration levels; enhance wellness & health initiatives; enhance workforce participation of youth, older workers and marginalized communities; and enhance communities and social well-being. This will be accomplished by:

- supporting activities that are intended to increase net migration to Nova Scotia and contribute to work force growth such as the AWP and international immigration recruitment;
- continuing to support the work of the Premiers' Health Care Innovation Working Group with a focus on economical drug purchasing, appropriateness of certain diagnostic procedures and seniors care through the Council of the Federation, and in close collaboration with the Department of Health and Wellness;
- providing strategic direction and support to the Premier in international forums, missions and other engagements that contribute to Nova Scotia's economic development and attracting and recruiting investors, entrepreneurs, professionals and skilled workers. This involves coordinating efforts with other departments (e.g., Advanced Education and Labour, Immigration) and partners (e.g., Council of the Federation, and Council of Atlantic Premiers).

## Budget Context

<b>Intergovernmental Affairs Budget Context Chart</b>			
	<b>2014 – 2015 Estimate</b>	<b>2014 – 2015 Forecast</b>	<b>2015 – 2016 Estimate</b>
	(\$ thousands)	(\$ thousands)	(\$ thousands)
<b>Operations</b>	1,712,000	1,746,000	1,858,000
<b>Government House</b>	804,000	813,000	814,000
<b>Protocol Office</b>	512,000	448,000	495,000
<b>Total Gross Departmental Expenses</b>	<b>3,028,000</b>	<b>3,007,000</b>	<b>3,167,000</b>
<b><i>Additional Information:</i></b>			
<b>Fees and Other Charges</b>			
<b>Ordinary Recoveries</b>	30,000	30,000	30,000
<b>TCA Purchase Requirements</b>			
<b>Provincial Funded Staff (FTEs)</b>	28	27.0	28.5

## Performance Measurement

Intergovernmental Affairs alternates from year-to-year between employing focus group and survey based information for its performance measurement. For this reason the measures for the 2015-2017 period will benefit from the qualitative and quantitative measures derived from the two techniques.

### Government of Canada Relations

Outcome	Measure	Base Year:	Annual Target: 2015-2017	Trends Subsequent year data:	Strategic Actions
Effective approaches to developing Nova Scotia positions and strategies on federal policy.	Percentage of clients that are satisfied with the approaches used to develop and coordinate NS positions and engagement with the Government of Canada	2013-2014 77%	80% of clients are satisfied with the approaches used to develop NS positions and strategic federal policy.	77% (+15% neutral)	Analyze federal positions and policies.  Review, analyze and advise on federal Throne speech, budget, political platforms, and committees.
Examples of where Intergovernmental Affairs or Intergovernmental Affairs in collaboration with other departments and agencies, focused on creating positions, strategies or identifying opportunities on federal policy issues.			Specific feedback and exceptional items noted.		Analyze perspectives on federal policy, legislation and provide advice to the Premier's Office and NS departments and agencies.

## Government of Canada Relations

Outcome	Measure	Base Year:	Annual Target: 2015-2017	Trends Subsequent year data:	Strategic Actions
Effective engagement in advancing constructive dialogue on Nova Scotia's federal-provincial priorities.	<p>Percentage of clients satisfied with Intergovernmental Affairs help in advancing constructive dialogue on Nova Scotia's federal-provincial priorities.</p> <p>Clients feel IGA was able to engage the federal government in constructive dialogue in priority areas.</p>	2013-2014 58%	80% satisfied with Intergovernmental Affairs help in advancing constructive dialogue on Nova Scotia's federal-provincial priorities.  Specific feedback and exceptional items noted.	58% (+25% neutral)	<p>Identify Nova Scotia's strategic Federal interests.</p> <p>Establish constructive working relationships with federal officials.</p> <p>Lead effective management and resolution of bi-lateral Canada/Nova Scotia issues.</p>
The Province has influence on Government of Canada policy and decision making.	<p>Percentage of clients satisfied with Intergovernmental Affairs help in influencing federal-provincial decision-making.</p> <p>Clients feel Intergovernmental Affairs has influence in Federal/Provincial/Territorial (F/P/T) discussions directly or indirectly through institutional mechanisms (e.g., Council of Atlantic Premiers, Council of the Federation).</p>	2013-2014 50%	80% satisfied with Intergovernmental Affairs help in influencing federal-provincial decision-making.  Specific feedback and exceptional items noted.	50% (+33% neutral)	<p>Mutual interests are determined and realized.</p> <p>Develop strategic partnerships and common positions with other Provincial/Territorial (P/T) governments to influence federal policy and issues.</p>

## Provincial/Territorial (P/T) Relations

Outcome	Measure	Base Year:	Annual Target: 2015-2017	Trends Subsequent year data:	Strategic Actions
Quality advice to the Premier on P/T interests and positions that contribute to the achievement of government priorities.	Percentage of clients satisfied with Intergovernmental Affairs' help in coordinating and advancing their department's P/T interests through advice to the Premier.	2013-2014 75%	80% satisfied with Intergovernmental Affairs help in advising the Premier on P/T interests and positions affecting Nova Scotia.  Specific feedback and exceptional items noted.	75% (+8% neutral)	Monitor and develop analyses on other P/T activities through media monitoring and intelligence gathering, discussions at PT officials' tables, and bi-lateral discussions.
P/T opportunities for strategic collaboration on F/P/T programs and services are identified and implemented and contribute to the achievement of government priorities.	Percentage of clients satisfied with Intergovernmental Affairs help in identifying and implementing opportunities for strategic P/T collaboration.	2013-2014 73%	80% satisfied with Intergovernmental Affairs help in identifying and implementing opportunities for strategic P/T collaboration.  Specific feedback and exceptional items noted.	73% (+18% neutral)	Establish constructive working relationships through intergovernmental mechanisms and bi-lateral engagement. Lead and build consensus on national policy issues.  Develop strategies to address contentious issues.
Nova Scotia demonstrates leadership in fostering regional collaboration through bi-lateral and multi-lateral relationships.	Percentage of clients satisfied that Intergovernmental Affairs provided leadership in fostering regional collaboration through bi-lateral and multi-lateral relationships.	2013-2014 77%	80% satisfied with Intergovernmental Affairs providing leadership in fostering regional collaboration.  Specific feedback and exceptional items noted.	77% (+23% neutral)	Leverage meetings of the Council of Atlantic Premiers' (CAP) to raise awareness of Atlantic Canadian issues and priorities.  Explore ways to improve the efficient delivery of public services through joint co-operation with the Atlantic provinces.

## International Relations

Outcome	Measure	Base Year:	Annual Target:	Trends	Strategic Actions
Nova Scotia's economic, demographic and political interests with priority countries are advanced.	Percent of clients satisfied that Intergovernmental Affairs contributed significantly to establishing integrated plans and informed decisions on how to advance Nova Scotia's interests and values in priority markets.	2015-2016	80% satisfied that Intergovernmental Affairs contributed significantly to establishing integrated plans and informed decisions on how to advance Nova Scotia's interests and values in priority markets.	N/A	Co-ordinate the Premier's international relations agenda.  Provide oversight and coordination to ensure accurate, timely and high quality intelligence, advice and planning are provided to support decision making.
Maximize the impact of the Premier's participation in advancing Nova Scotia's position internationally on business development opportunities, investment attraction and trade opportunities.	Post-event impact-assessments from international engagements will provide, both quantitative and qualitative outcome measures. These will vary depending upon the nature of the international engagement and the specific outcomes desired.	2015-2016	TBD: Follow-up surveys to International engagements, including specific feedback and exceptional items noted.	N/A	Maximize the impact of the Premier's participation in strategic meetings with political and business leaders.  Partner with stakeholders in Canada and abroad.  Support Nova Scotia in its efforts to attract immigrants and students to the province.



## Protocol

Outcome	Measure	Base Year:	Annual Target: 2015-17	Trends Subsequent year data:	Strategic Actions
Other governments understand Nova Scotia's interests.	Official visits are coordinated with key departmental stakeholders to ensure the interests of the province are identified, profiled and advanced; and that international relationship building efforts support NS's strategic interests.  Number of opportunities identified and acted upon.	2015-16	TBD: I.e., Number of official visits granted that support NS's strategic interests and build relationships  TBD: I.e., Number of opportunities identified and acted upon	N/A	Consultations with government departmental stakeholders.  The coordination and follow-up of official visits and hosting of representatives from other jurisdictions (including, targeting opportunities for business, education, and cultural exchanges, and promoting the interests of NS).
Nova Scotia and its people have a national and international profile.	The outcome is measured in terms of: <ol style="list-style-type: none"> <li>The profile generated from the Order of Nova Scotia.</li> <li>Premiers Congratulatory Certificate Service (i.e., number issued per yr).</li> <li>NS Artisan Gift Bank (i.e., number of artisans profiled that made sales, &amp; number of artisans that made sales relative to the total number of sales).</li> <li>official events are organized, on time, within budget, and with positive reception (i.e., number of events organized/yr, media pick-up, and comments made). These are measured against the previous year.</li> </ol>	2015-16	TBD: Relative to the previous year the profile measures are increasing and greater than the base year.	N/A	

## Government House

Outcome	Measure	Base Year:	Annual Target: 2015-17	Trends Subsequent year data:	Strategic Actions
The constitutionally defined and legal function of the Lieutenant Governor of Nova Scotia is fulfilled	Meets its federal and provincial obligations and operates within its mandate and funding allocation	2012-13 Met obligations	Met obligation requirements with exceptional items noted	Met obligations for all years	Granting Royal Assent to Bills, presiding over Royal assent and installation ceremonies, speeches from the throne, approving Order in Council appointments, sealing documents for the department of Justice and in House events.
The history and achievements of Nova Scotia communities and people are celebrated.	Number of relevant community activities/events and functions supported	TBD: Number supported inside and outside of government	Numbers supported with exceptional items noted	TBD	Hosting and presiding over ceremonial, investitures and hospitality functions; the Lieutenant Governor's Commemorative Certificate Program, Lieutenant Governor's Awards, outreach to the consular corps/diplomatic community, and official visits to communities across NS; preserving Government House, its traditions and history.
					Government House will also assist in hosting activities related to the Canada's 150 <sup>th</sup> year birthday celebrations in 2017.