

Intergovernmental Affairs

Business Plan 2006-2007

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Message from the Minister and Deputy Minister

I am pleased to present the 2006-2007 Business Plan for the Department of Intergovernmental Affairs (IGA). This Plan outlines the mission, strategic objectives, and priorities of the department for the coming year.

The government of Nova Scotia has established its overall priorities for the Province. These are: *Health Promotion and Protection; Youth, Families and Communities; Community Safety; Economic Development and Infrastructure; and Environment and Energy - Green and Sustainable*. These priorities will guide the new initiatives, legislation, and regulation by the responsible departments and agencies of government.

Intergovernmental Affairs will support the realization of these priorities through coordinating and facilitating relations with the Federal and other Provincial, Territorial, and foreign governments. Our primary role is to ensure that the Province's approach in its relations with other governments is consistent, and to ensure a corporate perspective in all departmental dealings in national and international arenas.

In particular, the department will emphasize that:

- As Canada's Atlantic Gateway, Nova Scotia will take advantage of its geographic location in North America to become a hub of the world's transportation system;
- Nova Scotia helps its citizens achieve economically sustainable communities, and is at the forefront of environmentally sound approaches;
- Nova Scotia seeks to develop the full potential of its entire people and embraces immigrants and their new ideas; and,
- Nova Scotia provides the conditions essential for a healthy population served by a sustainable healthcare and health promotion system.

We shall continue to work with the Federal Government to develop the policy environment, jurisdictional clarity, and fiscal arrangements that can support Nova Scotia's drive to become a self-sufficient and strong partner in Canada.

As part of this strategy, the Nova Scotia Office in Ottawa will work to improve the effectiveness of this Province's relationship with the federal government. Nova Scotia believes that having a presence and visibility in Ottawa, with staff on the ground, will help ensure the province's federal-provincial priorities are known and understood in Ottawa.

Intergovernmental Affairs will also continue to take a lead role in regional cooperation in Atlantic Canada and with New England, in trade negotiations, and in First Ministers' and Premiers' meetings. With respect to Premiers' meetings, the newly formed Council of the Federation (CoF) provides opportunities for Nova Scotia to make our concerns better known to

the rest of Canada, to form alliances with other Provinces and Territories and advance shared concerns to Ottawa, and to cooperate in the delivery of services to Canadians.

Rodney J. MacDonald
Minister of Intergovernmental Affairs

Date

R.C. (Bob) Fowler
Deputy Minister of Intergovernmental Affairs

Date

Mission

To provide leadership in the development of corporate strategies for Nova Scotia's relations with other governments.

Planning Context

Intergovernmental Affairs is the central coordinating agency for the Executive Council in the field of intergovernmental affairs. It is responsible for coordinating and pursuing the Province's relations with the Federal government, other Provinces and Territories, and foreign governments at the national and subnational levels.

Within the Province, trends towards an increasingly elderly population, growing labour skill shortages, the migration of rural Nova Scotians to large urban centres, coupled with pressures on resource industry stocks and the constraints associated with servicing a large debt burden are significant for our planning context. They have increased the desirability of Federal-Provincial cooperation to provide economic stimulus and of renewed fiscal arrangements to address the increased social, health and public service needs in this Province. Intergovernmental Affairs is working with line departments and agencies to coordinate Nova Scotia's approach to Ottawa, to establish key priorities, and to develop strategies to advance our issues to the Federal Government.

Since the election of a new Federal government in January 2006, Premiers across Canada have indicated to the Prime Minister that they would like to cooperate on key issues such as resolving fiscal imbalances, pursuing national strategies in multi-modal transportation and post-secondary education and training, open federalism and achieving a formal role for provinces in international agreements and fora. Premiers have also indicated an interest in working individually and collectively to promote enhanced relations with the U.S. and to provide direction on internal trade.

Provinces have long argued that there is a vertical fiscal imbalance between the Federal and provincial governments in terms of their available revenues and their spending responsibilities. As well, a growing horizontal fiscal imbalance exists between provinces themselves. The new federal government has acknowledged that a fiscal imbalance exists which represents a major break through in federal-provincial fiscal relations. Provincial and territorial governments across Canada have received the report of the Council of the Federation Panel on Fiscal Imbalance and are awaiting the report of the Federal Expert Panel on Equalization, expected in spring of 2006. Both reports, and a willingness on the part of the federal government to address the issue, will fuel discussions over the coming months and years on remedying the fiscal imbalance in Canada.

Premiers at the Council of the Federation meeting in Banff, August 2005, established an ambitious working agenda for the Council, highlighted by a National Transportation Strategy, which Nova Scotia co-chaired with British Columbia and the Northwest Territories and which was released in December 2005, a Post-Secondary Education and Skills Summit and an Energy Strategy.

The National Transportation Strategy identified key areas for transportation infrastructure investment in Canada. A report was produced in record time by the Departments of Transportation across Canada, with support from Intergovernmental Affairs. The report was approved by Premiers at their meeting in Kelowna, B.C., on 24 November 2005, and released to the public on 7 December 2005.

The Premiers of Ontario and Québec convened a Summit on Post-Secondary Education and Skills in February 2006 as part of the Council of the Federation's renewed commitment to ensure provincial-territorial training and post-secondary education systems are able to meet new challenges and ensure Canada remains competitive in the global economy. The Summit brought together students, colleges, universities, business and labour organizations to share ideas on the challenges and the range of actions required to prepare our post-secondary education and skills training systems for the 21st Century. In December, the Council of the Federation asked all four national political party leaders for their official positions on a number of CoF priorities. PSE and Skills training were at the top of the list and the Council of the Federation is looking for a commitment to hold an First Ministers meeting on the issue. Provinces and territories will be working together over the next year to develop a Canada-Wide strategy that will be used to engage the federal government on this important issue.

Premiers also agreed at Banff to develop a pan-Canadian, Council of the Federation Energy Strategy. Premier Williams of Newfoundland and Labrador was nominated to chair a Council Committee on Energy, which also includes the Premiers of Alberta, Northwest Territories, and Québec. The committee is working with Provincial and Territorial Energy Ministers to examine energy issues and needs in consultation with all Provinces and Territories, industry and stakeholders. The Committee is mandated to report to the Council at their meeting in St. John's in July 2006.

Premiers have assured the new Prime Minister that they intend to cooperate on these and other issues, including open federalism, resolving fiscal imbalances, enhancing Canada-U.S. relations and achieving a formal role for provinces in international agreements and fora. The Council will also continue to advance other issues in their overall workplan, including internal trade, international markets, pharmaceuticals, and addressing drug addictions.

In the fall of 2005, a First Ministers' Meeting (FMM) was held where First Ministers and National Aboriginal Leaders agreed to a strengthened relationship between governments and Aboriginal people. They agreed to launch a 10 year dedicated effort to improve the quality of life for the Aboriginal peoples of Canada in the areas of health, education, housing and relationships. To ensure that progress is realized in these four areas, the federal government committed over \$5-billion in new investment. Moving forward, Intergovernmental Affairs will be working with the Office of Aboriginal Affairs to understand how the new federal government will follow through with the commitments in a way that meets the needs and interests of Nova Scotia's Mi'kmaq community.

The Atlantic Premiers continued to work together to develop common regional positions to advance Atlantic Canada's economy and a renewed relationship with the federal government to address regional priorities. At their meeting in Saint John, New Brunswick, June 2005,

Premiers released their new action plan, *Building on Progress: Atlantic Action Plan 2005-08*, which outlines how the provinces will work together to enhance the provision of quality and efficient public services as well as to foster a more competitive regional economy. When they met again at Mill River, Prince Edward Island in October, Premiers discussed skills training and post-secondary education and prepared for the FMM on Aboriginal issues.

Finally, the events of September 11, 2001, continue to heighten the importance of the Province's international relations, particularly with the U.S. Trade protectionism in the U.S., as in the softwood lumber dispute, port security, cross-border transportation and security continue to be high on the intergovernmental agenda. In these circumstances, Nova Scotia's long-standing relationship with New England has become increasingly valuable. The Conference of New England Governors and Eastern Canadian Premiers (NEG-ECP) is a major forum for promoting mutual understanding and cooperative action on cross-border issues. Intergovernmental Affairs is also dedicating more resources to monitoring developments at the Federal level in the U.S., with a view to being able to take appropriate action if initiatives in Washington have the potential to affect Nova Scotia, such as the Western Hemisphere Travel Initiative (WHTI). This complements both the Council of the Federation's initiatives to improve Canada-U.S. relations and the Federal Government's Enhanced Representation Initiative (ERI), which has expanded the number of diplomatic posts in the U.S. Nova Scotia is also working closely with the Public Advocacy and Legislative Secretariat at the Canadian Embassy in Washington, D.C. Moreover, the Department is in close contact with the Federal government on the new Security and Prosperity Partnership of North America (SPP) agreed to by Presidents Bush and Fox and former Prime Minister Martin, during their meeting in Waco, Texas, March 2005. Intergovernmental Affairs worked with Nova Scotia departments and agencies in identifying priority areas which the province would consider engaging with the federal government on.

Within this overall environment, Intergovernmental Affairs must, through its direct relations with the Federal Privy Council Office and the Departments of Foreign Affairs and International Trade and with intergovernmental agencies in other Provinces and States, promote an intergovernmental negotiating climate that reduces causes of friction between jurisdictions so that constructive negotiations may occur.

Furthermore, coordination of Nova Scotia's intergovernmental relations is essential to ensure that consistent messages are relayed by Nova Scotian departments and agencies to our negotiating partners.

The increasing number of issues requiring intergovernmental cooperation to resolve has led several line departments to create specialized Federal-Provincial or intergovernmental branches, while other departments have devoted more attention to intergovernmental relations through their policy branches. The relationship of Intergovernmental Affairs to these branches resembles the relationship between Treasury and Policy Board and the various departmental policy branches throughout government. The line departments focus on their own specific and often technical issues, while the central agencies provide a government-wide perspective and corporate coordination.

At the same time, more and more intergovernmental issues are horizontal in nature, that is, their solution requires input and action from more than one department. Frequently, the

Federal Government considers that certain issues transcend jurisdiction, and seeks a solution involving not only several departments, but also more than one order of government. Intergovernmental Affairs is then called upon to coordinate these “residual” or “orphan” files, which do not fall neatly into any single line department’s area of responsibility. Furthermore, significant issues of provincial importance led in a line department may require Intergovernmental Affairs to take a more active role in intergovernmental negotiations on technical issues. Intergovernmental Affairs provides leadership in Constitutional problem-solving and policy, focusing particularly on matters impacting sovereignty and natural resource entitlement within the Province's offshore boundary. Provincial initiatives involving offshore or coastal activity, such as the proposed Donkin mine, increase the need for a coordinated constitutional approach.

Ensuring that Intergovernmental Affairs and line departments are aware of each other’s initiatives can complement and reinforce each other in dealings with other governments, whether Federal, Provincial, Territorial or international, is a continuing challenge. New committee structures and other interdepartmental fora, along with new staff responsibilities in Intergovernmental Affairs are being introduced to aid in the identification of priority issues and the development of corporate approaches to other governments.

2006-2007 will be the first full year of operation of the newly created Nova Scotia Office in Ottawa. This resource represents a significant opportunity for Nova Scotia departments, ministers and staff to dramatically increase our profile in Ottawa. As well, it offers a key logistical resource not only to government officials, but also to representatives from key Nova Scotia associations and groups. The success of the Office will be through its utilization and value-added coordination services.

Intergovernmental Affairs staff complement is still one of the smaller among IGA offices in Canada, and our resources will be stretched to fulfil their mandated analytical, intelligence-gathering, and negotiating objectives and additional responsibilities. These pressures can be resolved, however, through close collaboration with line departments and agencies, clearer definition of intergovernmental roles and priorities, and a stress on effective information exchange and coordinated communications about intergovernmental matters by all departments and agencies.

Protocol Office

The Protocol Office plays an integral role in setting the scene for Nova Scotia’s intergovernmental and international strategy. The Office manages the logistics for all government sponsored conferences, meetings, official visits of diplomats and dignitaries, including Members of the Royal Family. The office administers the Premier’s Certificate Program, the Order of Nova Scotia, and the Government Gift Bank Program and plays a significant advisory role within the public service and to the private sector. It also promotes Nova Scotia businesses, artisans and culture through government-sponsored events and government gift bank.

Strategic Goals

These are the goals of the agency responsible for intergovernmental relations which by their nature support and advance the government's priorities of: *Health Promotion and Protection; Youth, Families and Communities; Community Safety; Economic Development and Infrastructure; Environment; and, Energy- Green and Sustainable.*

1. Preserving and promoting the interests of Nova Scotia in its relations and negotiations with other governments in Canada and abroad.
2. Promoting and fostering cooperation between the Provinces of Atlantic Canada in development of policy and delivery of services.
3. Providing accurate and timely information in regard to the policies and initiatives of other governments that affect Nova Scotia to decision-makers responsible for advancing the government's core priorities.

Core Business Areas

1. Coordinate and develop the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.
2. Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.
3. Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.
4. Increase awareness and understanding, both within the Nova Scotia government and in other governments, of this Province's position relative to key intergovernmental issues.

Priorities

Core Business:

Coordinate and develop the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.

Key functions which relate to this Core Business area are:

- Through consultation with line departments, promote the identification of intergovernmental priorities and of opportunities for Federal-Provincial and interprovincial cooperation.
- Gather intelligence and develop central agency expertise by monitoring Federal and other Provincial developments to ensure that the Nova Scotia government can act in a proactive fashion.
- Provide strategic policy advice and support to the Premier and other Ministers as they advance Nova Scotia's priority agenda at First Ministers' Meetings, the Council of the Federation and other key intergovernmental meetings.
- Coordinate the development of this Province's intergovernmental and negotiating positions, and provide operational and strategic policy support for negotiations with other Federal-Provincial-Territorial governments.
- Through provision of constitutional policy advice, strategic support and coordination, equip departments to effectively address matters relating to Nova Scotia's offshore boundary, and collaborate with them to ensure Provincial and Federal officials take it into account in negotiations and administration.

Priorities - Priority activities within these functions for 2006-2007 are:

- Refine new committee structures and other interdepartmental fora to aid in the identification of priority issues and the development of corporate approaches to other governments.
- Monitor the policy directions of the new federal administration on key issues of interest to Nova Scotia.
- Coordinate implementation of the Council of the Federation workplan, particularly with respect to the National Transportation Strategy.
- Support the Department of Environment and Labour in coordinating departmental input into a provincial plan for assessing and adapting to the possible effects of climate change.
- Assist the Department of Education in negotiating and coordinating departmental input for new Labour Market agreements.
- Lead in the creation of a coordinated and stronger corporate capacity to effectively and pro-actively promote Nova Scotia's interests in the military and a stronger federal presence in the province.
- Assist the Office of Aboriginal Affairs in developing, and coordinating departmental input into a provincial Action Plan to follow-up on commitments made at the November

- 2005 FMM on Aboriginal Issues.
- Contribute to the initiation of the proposed Donkin Mine by continuing to provide the Departments of Natural Resources, Environment and Labour, and Energy with strategic support and leadership on constitutional matters in Federal-Provincial negotiations concerning Donkin coal resource ownership and regulatory jurisdiction.
 - Support the Departments of Agriculture and Fisheries and Aquaculture in their efforts to facilitate coordination of coastal and ocean management issues.
 - Support the Departments of Environment and Labour and Energy in their work with the federal government to complete a joint implementation of a Federal-Provincial agreement on law reform for offshore petroleum worker health and safety.
 - Negotiate outstanding issues relating to a Federal-Provincial arrangement for environmental protection and oversight of activity on Sable Island.
 - Undertake analyses of federal spending across Canada to support Federal-Provincial negotiations by departments.

Core Business:

Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.

Key functions which relate to this Core Business area are:

- Identify areas where a united Atlantic position towards Ottawa and in the Council of the Federation can yield policy and material benefits and work with Atlantic officials to develop these positions for Premiers' approval.
- Coordinate the implementation of *Building on Progress: Atlantic Action Plan 2005-2008*, the second Atlantic Action Plan, and continue to identify areas where regional cooperation can yield economies of scale and more efficient delivery of services to Nova Scotians, and work with Atlantic officials to develop program proposals for Premiers' approval.
- Provide briefings, strategic advice and support to the Premier for and during meetings of the Council of Atlantic Premiers, the Conference of New England Governors and Eastern Canadian Premiers and coordinate the implementation of decisions of these meetings.

Priorities - Priority activities within these functions for 2006-2007 are:

- Work with the Department of Transportation and Public Works and the Office of Economic Development and counterparts in the Atlantic Provinces to advance the Atlantic Gateway strategy.
- Work with relevant line departments and the other Atlantic provinces in the development of a regional economic development proposal, and regional post-secondary education infrastructure and immigration initiatives.
- Support the Department of Environment and Labour in its activities to promote eastern provinces' cooperation on NEG-ECP environmental initiatives.
- In addition to the ongoing softwood lumber advocacy, support or coordinate regional efforts to ensure Atlantic interests in sectors such as shipbuilding and fisheries are protected and advanced as the federal government pursues bilateral trade negotiations.

- Maximize convergence of Atlantic positions regarding World Trade Organization (WTO) negotiations, particularly as these impact on services, agri-food, and other sectors, and if/as the Doha Round nears completion in mid-2006.

Core Business:

Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.

Key functions which relate to this Core Business area are:

- Represent Nova Scotia's international interests and positions, ensuring that these are known by other governments.
- Ensure that Nova Scotia's interests are fairly considered by the federal government in the development of solutions to transborder irritants, security and other issues.
- Identify and represent Nova Scotia's trade interests in negotiations relating to international and interprovincial trade agreements and disputes
- Serve as a corporate resource providing information and briefings to the Department of Economic Development and other departments on trade policy issues.
- Support Nova Scotia's trade and investment strategies ensuring that Nova Scotia departments and agencies are kept abreast of international ideas, trends and multilateral obligations, and of information gathered from international organizations.
- Coordinate diplomatic visits of foreign dignitaries and ensure the Premier is fully briefed for these meetings.
- For incoming and outgoing trade and related missions, ensure that Nova Scotia Government officials are aware of, and briefed on, international protocol and cultural and political issues.
- Provide administrative support to the Order of Nova Scotia program.
- Brief, advise and support members of the Nova Scotia House of Assembly for their participation in the Council of State Governments (CSG) Eastern Regional Conference (ERC).

Priorities - Priority activities within these functions for 2006-2007 are:

- Continue with the development an international framework that can advance Nova Scotia's international interests and maximize opportunities, including a system to track and share information on the Province's international activity.
- Closely monitor and engage the federal government on the advanced WTO negotiations.
- Consult stakeholders as appropriate on any emerging or renewed bilateral/regional trade negotiations (e.g. European Free Trade Agreement (EFTA), Central American 4, Singapore and Korea) which potentially affect Nova Scotia.
- Directly support the Minister of Economic Development in his one-year chairmanship of the Federal-Provincial-Territorial (FPT) Ministers' Committee on Internal Trade and, concomitantly, chair the FPT Internal Trade Representatives and Board of Directors of the Internal Trade Secretariat.
- Ensure Nova Scotia's interests respecting Canada-U.S. Relations are advanced on

- bilateral issues such as the Security and Prosperity Partnership Framework (SPP) and border security developments, e.g. the Western Hemisphere Travel Initiative.
- Continue to represent the Province on the Softwood lumber dispute, coordinating with the Department of Natural Resources, the Maritime Lumber Bureau (MLB), and Atlantic representatives as litigation and negotiations unfold.
- Lead the Province's participation in the Council of the Federation initiatives respecting Canada-U.S. relations, internal trade and provincial participation in international negotiations and proceedings.
- Organize the first Official Visit to Nova Scotia of Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada.

Core Business:

Increase awareness and understanding, both within the Nova Scotia government and in other governments, of this Province's position relative to key intergovernmental issues.

Key functions which relate to this Core Business area are:

- Ensure that the Nova Scotian perspective is considered in external forums like First Ministers' Meetings, the Council of the Federation, the Council of Atlantic Premiers and the Conference of New England Governors and Eastern Canadian Premiers, through collaborative work on the agenda and conference documents and ongoing exchange of information with officials in other governments.
- Provide continuous representation of the province's issues through the Nova Scotia Office in Ottawa, ensuring a greater awareness and understanding of Nova Scotia's priorities by the Federal Government and national organizations.
- Ensure that the Nova Scotian perspective is considered in the development of Federal policy by working with the Intergovernmental Affairs section of the Privy Council Office, and with other Federal agencies and departments in Ottawa and in the Atlantic region (e.g., Atlantic Canada Opportunities Agency, Department of Foreign Affairs and International Trade).
- Maintain and expand the network of Federal, Provincial and Territorial contacts in Intergovernmental Affairs and other departments so as to exchange information and policy positions.
- Maintain regular contact with line departments respecting their intergovernmental activity, and keep them abreast of issues involving other governments and Intergovernmental Affairs activities.
- Provide ministers and agencies with advice and support regarding trade agreements, negotiations and disputes.

Priorities - Priority activities within these functions for 2006-2007 are:

- Work with the Department of Finance to respond to the reports of, and to develop Nova Scotia's positions with respect to, the Council of the Federation Advisory Panel on Fiscal Imbalance and the Federal Expert Panel on Equalization and Territorial Formula Financing
- Continue to provide communications links and resources for the intergovernmental community within Nova Scotia.
- Continue to work with the interdepartmental committee of senior officials and meet regularly to discuss government-wide and departmental priorities and develop

intergovernmental policies.

Human Resource Strategy

HR Demographics and Key Context Data

Intergovernmental Affairs comprises 15 employees, eight males and seven females, while the Protocol Office has a staff of six, all female. Many of the staff have more than 20 years experience in the Nova Scotia government, as well as other public sector and private sector organizations.

General Overview

Although Intergovernmental Affairs comprises a relatively small staff complement, the department is committed to the application of corporate human resources policies, programs, and practices.

The department supports employee growth, training and development through a variety of activities such as annual performance reviews, participation in corporate leadership development and learning programs (e.g. LCP, LDP, corporate training courses), and participation in GoverNEXT and the Institute of Public Administration (IPAC).

Equally important is ensuring that employees can benefit from a safe, productive, and supportive environment. In this regard, Intergovernmental Affairs has established committees for Occupational Health and Safety, Healthy Workplace and Social Activities/Community Outreach (e.g. United Way; Big Brothers/Big Sisters).

The department recognizes the need to be an inclusive and diverse workforce. Staff are encouraged to take advantage of French-language training opportunities, which improve the capacity for working in French and improving the department's intergovernmental relationships and intelligence gathering abilities. The department supports the hiring of self-identified affirmative action candidates when there are vacancies and/or casual positions to be filled.

Moving forward, Intergovernmental Affairs will be working to identify additional areas where the goals of the Corporate HR strategy can be advanced.

Corporate HR Plan Goals and Department Objectives

Goal #1: To make a difference through a skilled, committed, and accountable public service				
Department Priority	Objective	Strategy/Action	Outcomes	Measures
Engage all staff in Performance Management	To ensure all staff develop annual performance plans and appraisals with their managers	Planning; Coaching, assessing skills, career development and succession planning	Staff are provided feedback, rewarded for good performance. Staff understand their connection to achieving the department's goals.	# of staff who complete the annual performance management process

Goal #2: To be a preferred employer				
Department Priority	Objective	Strategy/Action	Outcomes	Measures
Support employee participation in GoverNEXT activities	To encourage the development of professional networks, mentorship and learning opportunities for young employees	Support employee participation in GoverNEXT events and activities Identify potential mentors in the department to support GoverNEXT goals	Increased availability of networking and learning opportunities for staff	% of employees who have participated in one or more GoverNEXT activities (including senior staff)

Goal #3: To be a safe and supportive workplace				
Department Priority	Objective	Strategy/Action	Outcomes	Measures
Support the IGA/Protocol Healthy Workplace Committee to	To promote a healthy work environment and healthy lifestyle	Address issues identified by employees in needs assessment	Improved employee job satisfaction, productivity and	% of employees who participate in one or more

develop a healthy workplace plan for the department	practices	survey by implementing a healthy workplace plan	engagement	healthy workplace activities
Continued vigilance in occupational health and safety (OH&S)	To promote a risk free workplace	Continue to operate an internal OH&S committee Encourage staff to complete the annual OH&S review.	A safe workplace	Well informed staff and a supportive, respectful and risk free workplace.

Goal #4: To be a diverse workforce				
Department Priority	Objective	Strategy/Action	Outcomes	Measures
Encourage staff participation in French Language training	To improve the department's capacity to function in the french language	Support employee French-training	Increase in the number of french speaking staff	% of staff who are functional in the french language
Encourage staff participation in diversity and cultural competency training opportunities	To promote the value of diversity in our workplace and community	Support employee diversity training, such as the PSC's Diversity and Employment Equity and Aboriginal Perceptions courses.	Greater understanding of the people we work with and serve	% of staff who have completed mandatory diversity training

Goal #5: To be a learning organization				
Department Priority	Objective	Strategy/Action	Outcomes	Measures
Support staff in leadership development training	To plan for imminent demographic challenges in the workforce and provide opportunities for career advancement	Support employee participation in programs such as the PSC's Leadership Development and Leadership Continuity programs	Effective leadership development of staff	# of employees who participate in leadership development programs

Encourage staff to take part in training opportunities provided by the Public Service Commission	To support the growth and continuous learning of all staff	Support employee participation in PSC corporate training	Continuous learning throughout careers	# of employees who attended at least one training course provided by the PSC
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Budget Context

INTERGOVERNMENTAL AFFAIRS			
	2005-2006 Estimate (\$ thousands)	2005-2006 Forecast (\$ thousands)	2006-2007 Estimate (\$ thousands)
Gross Expenses	\$2,287	\$2,451	\$2,720
Net Expenses	\$2,187	\$2,082	\$2,620
Salaries and Employee Benefits	\$1,316	\$1,275	\$1,662
Funded Staff (FTE's)	18.6	19.2	23.1

Financial Management, Information Technology and Communications

For Financial Management, please see page 18.

With respect to Information Technology, Intergovernmental Affairs has developed an equipment replacement schedule for its information technology hardware. This has been implemented to ensure that staff have the necessary electronic tools to perform their functions effectively and efficiently.

With the opening of the Nova Scotia Office in Ottawa, Intergovernmental Affairs will be working to facilitate the effective communication and collaboration with staff in Ottawa. Policies governing the use of shared network directories will be developed, with a view to laying the groundwork for more substantial electronic records management systems as mandated by Nova Scotia Archives and Records Management (NSARM). The department will also explore the use of computer applications that facilitate teleconferencing and collaboration on documents with associates in Ottawa from Halifax and vice versa.

Corresponding with our interest in ensuring a more focused and corporate approach to Government's international affairs, Intergovernmental Affairs plans to continue to investigate new IT solutions to facilitate tracking and sharing information related to its international activities

On Communications, Intergovernmental Affairs will focus on increasing awareness and understanding of the Province's positions on key intergovernmental issues.

This includes an intranet site to support the corporate intergovernmental community by providing a communications link for intergovernmental staff within the department and across government.

In addition, corporate intergovernmental messages will be shared with departments to ensure that the province of Nova Scotia is delivering a consistent message about its key intergovernmental priorities, particularly in federal provincial discussions.

Outcome/Performance Measures

Performance Measures

To assess the extent to which Nova Scotia's interests are being advanced in a consistent and effective manner in all of this Province's relations with other governments, Intergovernmental Affairs has developed specific outcome measures. While the measures specifically relate to the core businesses of Intergovernmental Affairs, they also serve as qualitative or quantitative measures of performance within three broad outcome areas:

1. The development of an enhanced understanding and acceptance, in this government and among other governments, of Nova Scotia's priority interests and positions in intergovernmental matters;
2. Interdepartmental coordination to ensure a corporate, priority-based, approach to Federal-Provincial-Territorial issues, especially where they cut across several departments' responsibilities; and,
3. Ensuring that intergovernmental negotiations are conducted according to the corporate priorities of the Government of Nova Scotia and on the basis of thorough knowledge of the issues involved and of the interests and positions of other governments.

It should be noted, however, that it is not always possible to control the outcomes of activities which involve either negotiations or delivery by line departments. Nor is it possible to predetermine the performance measures for the many substantive national and international issues that will surface over the course of the year that have yet to come to our attention, and that tend to occupy so much of our the intergovernmental calendar. For these reasons, many activities of Intergovernmental Affairs are not directly quantifiable.

That said, Intergovernmental Affairs makes a concerted effort each year to review its performance by collecting feedback from our clients in Nova Scotia departments and agencies that we deal with, gauging performance and making continuous improvements to its operations. The performance review process is facilitated by the analysis of our annual Departmental-Agency Satisfaction Survey, and the key results are reported below.

Performance Report 2005-2006

In order to complete Intergovernmental Affairs's annual business planning cycle, the following comparative performance report summary has been prepared. The results presented are based on a March 2006 survey of 49 respondents from 27 Nova Scotia departments and agencies and are considered to be representative of the audiences Intergovernmental Affairs strives to work with and serve.

The survey results (*see table below*) measure how Intergovernmental Affairs has performed relative to its four core goals for 2005-2006. The results indicate that since the 2004-2005 Survey, Intergovernmental Affairs continues to make significant progress in achieving its goals and building relationships with departments and agencies. In brief, the results indicate that Intergovernmental Affairs continues to inspire high levels of confidence and satisfaction on the part of the departments and agencies it interfaces with on a daily basis.

On a year-over-year basis, Intergovernmental Affairs showed improvement in all goal areas except with respect to the perception that IGA was meeting overall needs. This percentage was down slightly three points from the previous year, and is a signal for IGA to continue with its efforts to improve services and its effectiveness, and to maintain high operating standards.

Key Performance Results				
Goal	Previous Year Measure 2004-2005	Target 2005-2006	Survey 2005-2006	Target 2006-2007
Coordinate and develop the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.	86% of client departments indicated that IGA was meeting their needs overall.	90%	83%	90%
Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.	94% of clients said IGA had been instrumental in building regional alliances.	90%	95%	95%
Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.	82% of clients said IGA had been instrumental in expanding its international linkages and promoting Nova Scotia's interests abroad.	90%	89%	90%
Increase awareness and understanding, both within the Nova Scotia government and in other governments, of this Province's position relative to key intergovernmental issues.	97% of clients indicated that IGA had been successful in communicating NS key positions relative to intergovernmental issues.	90%	98%	95%

Coordinate and develop the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.

Outcome	Measure	Data	Benchmark	Target 06-07	Strategies to achieve the target
<p>The focus on, and current understanding of, corporate positions and priorities relative to intergovernmental issues and negotiation by appropriate line departments, federal departments, and international organizations.</p>	<p>Degree of improvement in the level of awareness of corporate priorities across the government.</p> <p>Increased awareness of Intergovernmental issues.</p> <p>Satisfaction with intelligence-gathering</p>	<p>Survey based. Increased awareness of Intergovernmental issues.</p>	<p>92% of clients indicated that Intergovernmental Affairs had been successful in communicating NS key positions relative to intergovernmental issues.</p>	<p>90%</p>	<p>Please see page 10.</p>

Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.

Outcome	Measure	Data	Benchmark	Target 06-07	Strategies to achieve the Target
Stronger regional cooperation.	Assistance of Intergovernmental Affairs in developing regional alliances and initiatives that cut across multiple departments or influence or impact corporate priorities.	Survey based. Negotiation and completion of bilateral and multilateral agreements with Atlantic Provinces that result in common program or service delivery, or other cooperative ventures.	94% of clients said IGA had been instrumental in building regional alliances.	95%	Please see page 11.

Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.

Outcome	Measure	Data	Benchmark	Target 06-07	Strategies to achieve the target
Improved international linkages with international business and government contacts.	The percent of departments actively assisted by Intergovernmental Affairs in the development of international business and government contacts.	Survey based. Development of more international contacts.	90% of clients indicated that Intergovernmental Affairs played a role in expanding Nova Scotia's international linkages.	90%	Please see page 12.

Increase awareness and understanding, both within the Nova Scotia government and in other governments, of the Province's position relative to key intergovernmental issues.

Outcome	Measure	Data	Benchmark	Target 06-07	Strategies to achieve the target
Greater awareness and understanding of Nova Scotia's intergovernmental procedures, policies, practices and positions.	Level at which line agency information requirements are being met by Intergovernmental Affairs respecting key intergovernmental contacts and positions of other jurisdictions.	Survey based. Enhanced line department understanding of sister agency interests and positions adopted by other jurisdictions on key intergovernmental issues.	74% of client departments indicated that IGA was meeting their needs overall.	95%	Please see page 13.