

Department of Intergovernmental Affairs

Annual Accountability Report

for the Fiscal Year 2010 -2011

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Accountability Statement

The accountability report of the Nova Scotia Department of Intergovernmental Affairs for the year ended March 31, 2011, is prepared pursuant to the *Provincial Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against Intergovernmental Affairs' Statement of Mandate for the fiscal year 2010-2011. The reporting of outcomes necessarily includes estimates, judgments and opinions by Intergovernmental Affairs management.

We acknowledge that this accountability report is the responsibility of Intergovernmental Affairs management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Department's 2010-2011 Statement of Mandate.

Message from the Minister and Deputy Minister

We are pleased to present the 2010-2011 Accountability Report for the Department of Intergovernmental Affairs, which outlines the department's progress and achievements for the previous fiscal year.

Intergovernmental Affairs is responsible for providing leadership, strategic advice and support on cross-departmental public policy matters and intergovernmental priorities. As a core central agency for the Province of Nova Scotia, the department is often at the forefront of public policy matters affecting Nova Scotians. In order to ensure that Nova Scotia's interests are advanced, Intergovernmental Affairs interacts regularly with provincial departments and other governments on regional, domestic and international levels.

Throughout 2010-2011, staff advanced Nova Scotia's intergovernmental priorities through events and engagements across the country and worldwide, which served as important platforms for Nova Scotia to achieve progress on significant corporate public policy matters, particularly in the areas of trade, regional cooperation, energy and health.

Intergovernmental Affairs supported and identified opportunities to advance work led by Nova Scotia government departments. This collaborative process was key to advancing the public policy interests of the Province. Intergovernmental Affairs provided support to the Department of Energy by helping to facilitate discussions between Newfoundland and Labrador and Nova Scotia on the Lower Churchill hydroelectric agreement. Also, Intergovernmental Affairs was instrumental in having the Canadian Health Transfer (CHT) discussed at the 2010 Council of the Federation meetings, which was important to the work of the departments of Finance, and Health and Wellness. Intergovernmental Affairs also played a role in supporting the Department of Economic and Rural Development and Tourism's efforts to advance universal broadband as a viable exportable government service. By working closely with departments across government, Intergovernmental Affairs helps to stimulate the economy and create good jobs for Nova Scotians.

Major government-to-government events and activities, also resulted in important outcomes for Nova Scotia, including discussions with the Government of Canada regarding European Union trade negotiations; memoranda of understanding with Korea, Maine, and the United Arab Emirates (UAE); a cooperative agreement between Halifax Stanfield International Airport and Incheon International Airport (South Korea); research and development in shipbuilding, ocean-related industries, and exportable government services; and greater collaboration on issues affecting the region through the Council of the Atlantic Premiers and New England Governors and Eastern Canadian Premiers.

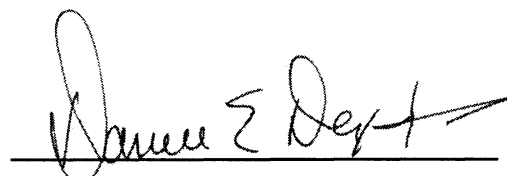
In 2010-2011, the province hosted Her Majesty The Queen and His Royal Highness The Duke of Edinburgh during their Royal Tour to Canada. The department's Protocol Office established a Nova Scotia Provincial Tour Committee, which organized a highly successful tour that met the objectives of the Palace, Prime Minister, and the Nova Scotia Government. In addition, the tour recognized the 100th Anniversary of the Royal Canadian Navy, enhanced the government's relationship with military leaders, brought positive international media coverage to the province, and helped benefit the province's tourism sector and overall economy. More than 200 international media representatives covered the Royal Tour.

The International Fleet Review was a great success and received extensive media coverage with more than 5,000 visiting sailors and 11 Canadian and 17 foreign ships participating in it. An estimated 100,000 people lined the waterfront to watch the review by Her Majesty The Queen.

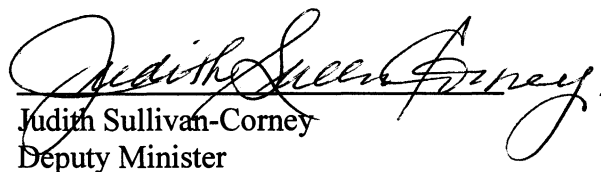
As well, a Mi'kmaq Cultural Village was created for the Royal Tour, as part of the overall Membertou 400th anniversary celebrations. The village, which profiled and brought to life Nova Scotia's Mi'kmaq history, was an important element of the Royal Tour program.

During 2010-2011 the Ottawa Office continued to provide valuable information and perspectives to Intergovernmental Affairs and other departments with regards to federal government activities. The Ottawa Office team supported the department's research group on a number of projects and also continued efforts to increase Nova Scotia's international profile by building more strategic relationships and connecting with the diplomatic community.

The report outlined in the pages that follow highlights the work, progress, accomplishments and financial results of Intergovernmental Affairs during the 2010-2011 fiscal year. Thank you to the department's staff for their dedication in helping to advance Nova Scotia's intergovernmental priorities.

A handwritten signature in black ink, appearing to read "Darrell Dexter", written over a horizontal line.

The Honourable Darrell Dexter
Minister of Intergovernmental Affairs

A handwritten signature in black ink, appearing to read "Judith Sullivan-Corney", written over a horizontal line.

Judith Sullivan-Corney
Deputy Minister

Financial Results

In 2010-11, Intergovernmental Affairs had an approved budget allocation of \$3,692,000. Actual gross 2010-11 expenditures totaled \$3,181,000 (86% spent relative to the budget). The following table provides a breakdown of authority versus actual 2010-11 expenditures.

Program and Service Area	2010-2011 Estimate (\$000's)	2010-2011 Actual (\$000's)	Variance (\$000's)	Note #
Departmental Expenses:				
Administration	\$2,259	\$2,032	(\$227)	1
Ottawa Office	\$516	\$470	(\$46)	2
Protocol Office	\$747	\$679	(\$68)	3
Total Departmental Expenses	\$3,522	\$3,181	(\$341)	
Salaries and Employee Benefits	\$2,143	\$2,310	\$167	5
Funded Staff (FTE's)	26	27	1	6

Variance Reference Notes:

1. Expenditures at the head office (e.g. called Administration) are less than estimated. This is mainly due to less trade-negotiations related activities than originally anticipated and to a reduction of office travel in 2010-11.
2. The decrease in expenses is attributed to correction in employee benefits that was made.
3. The decrease in expenses is largely attributed to a decline in inventory purchases.
4. Net expenses are less than estimated, and for the most part can be attributed to the above reference notes.
5. The increase reflects higher costs associated with staffing-up the trade function at IGA.
6. The increase in FTE is a result of the need to staff the trade negotiations team appropriately.

Measuring Our Results

Core Business Area 1: Corporate Strategy Alignment

Intergovernmental Affairs works to anticipate and identify government's strategic priorities and achieve corporate understanding of opportunities and challenges in the intergovernmental context.

Core Business Area 1: Corporate Strategy Alignment					
Outcome	Measure	Base Year	Results 2010-11	Annual Target 2011-12	Ultimate Target
1.) 3 – 6 corporate federal-provincial priorities	Number of priorities	2009/10	4	3-6	Developed annually
2.) 2-5 corporate international priorities	Number of priorities	2009/10	5	2-5	developed annually
3.) Strategy evaluation process established to review all outcomes	Percentage of outcomes achieved	2009/10	84%	75%	2013/14 85%
4.) Regular engagement with Premier's Office to review priorities	Quarterly meetings established	2009/10	the required quarterly meetings were held	4	established quarterly meeting times
5.) Identification of corporate priorities and understanding of IG opportunities and challenges	Number of potential corporate intergovernmental priorities identified by departments	2010/11	113	100	100
	Number of corporate intergovernmental priorities approved by Premier's Office		7	5-10	5-10

Outcomes 1 and 2: Federal/Provincial and International Corporate Priorities

One of the department's core business areas is Corporate Strategy Alignment. Corporate federal/provincial and international priorities are a desired outcome that falls within this core business area.

What does this measure tell us?

Intergovernmental Affairs recommends three-to-six corporate federal provincial priorities and two-to-five corporate international priorities that are relevant to government's overall corporate priorities. These priorities are researched and developed by Intergovernmental Affairs, validated through the Interdepartmental Committee on Intergovernmental Relations (ICIR), and approved by the Premier. This measure tells us the number of corporate federal provincial priorities, and corporate international priorities.

Where are we now?

In 2010-11, Intergovernmental Affairs approved four federal-provincial priorities and eight international priorities.

Where do we want to go/be in the future?

Intergovernmental Affairs will continue to develop priorities annually and work with appropriate departments and agencies to develop and reinforce a strong understanding of corporate positions and priorities relative to intergovernmental issues and negotiations. For 2011-2012 the federal-provincial priorities will be merged with the international priorities to form intergovernmental priorities. The priorities will become more focused and reflective of the most important aspects of intergovernmental business the Province undertakes. This could result in less priorities overall.

Outcome 3: Strategy Evaluation Process Established to Review Outcomes

One of the department's core business areas is Corporate Strategy Alignment, which means reviewing and evaluating all outcomes is a desired outcome that falls within this business area.

What does this measure tell us?

The measure, the percentage of outcomes achieved, tells us what percentage, out of the total outcomes listed in the Statement of Mandate, are met and achieved throughout the year.

Where are we now?

In 2010-11, Intergovernmental Affairs achieved 84 per cent of the outcomes the department is measured on.

Where do we want to be in the future?

Intergovernmental Affairs will seek to continue to meet and achieve all of the outcomes listed in the Statement of Mandate. For 2011 – 12, Intergovernmental Affairs' goal is 75 per cent.

Outcome 4: Regular Engagement with Premier's Office to Review Priorities

Regular engagement with the Premier's Office through meetings to review Intergovernmental Affairs' priorities is a desired outcome.

What does this measure tell us?

The measure of how often Intergovernmental Affairs engages with the Premier's Office to review priorities tells us if the two bodies are regularly validating corporate activities. This will help IGA anticipate and identify government's strategic priorities and achieve corporate understanding of opportunities and challenges in the intergovernmental context. Early and regular engagement with the Premier's Office helps to ensure clarity and strategic direction.

Where are we now?

Senior officials at the premier's office met with the Associate Deputy Minister of Intergovernmental Affairs quarterly, however that was enhanced to weekly meetings. Additional meetings with the Premier's Office staff and IGA staff occur on an as needed basis.

Where do we want to be?

Our ultimate target for this measure is to have established quarterly, or strategically timely (in the lead up to major activities, meetings or events), meeting times to review priorities, which Intergovernmental Affairs and the Premier's Office are currently pursuing.

Outcome 5: Identification of corporate priorities and understanding of Intergovernmental opportunities and challenges.

Through the collection and analysis of data and evidence, Intergovernmental Affairs identifies corporate priorities as well as opportunities and challenges facing the department.

What does this measure tell us?

The Interdepartmental Committee on Intergovernmental Relations (ICIR) client survey provides IGA with intelligence from provincial departments to assist in identifying corporate priorities, along with opportunities and challenges. Suggested priorities are vetted by deputy ministers. In addition, the Ottawa Office is consulted to determine perspectives from Ottawa.

Where are we?

The Interdepartmental Committee on Intergovernmental Relations (ICIR) client survey identified 113 potential corporate intergovernmental priorities, 7 were approved by the Premier's Office.

Where do we want to be?

Our target for this measure is to have the Interdepartmental Committee on Intergovernmental Relations (ICIR) client survey identify 100 potential corporate intergovernmental priorities with increasingly sharper definition of what a key corporate priority is, and have between 5 to 10 approved by the Premier's Office.

Core Business Area 2: Negotiations Support/Delivery

Intergovernmental Affairs provides intergovernmental negotiation expertise to departments, and where mandated, negotiates on behalf of the province.

Core Business Area 2: Negotiations Support/Delivery					
Outcome	Measure	Base Year 2009/10	2010/11	Annual Target 2011-12	Ultimate Target
1.) Reliable process, guidance & information to support IG negotiations conducted by other departments	Client Survey: IGA provides valued IG negotiation expertise to departments	87%	60%	87%	95%
2.) Relevant policy and tool kit for corporate use concerning formalizing of international IG relations maintained and utilized.	Existence of toolkit and approved corporate policy maintained and utilized Percentage of matters which formalize an international IG relationship that follow the policy process	100% Tool kit developed and delivered	100% Tool kit maintained Government wide rollout of new international framework policies	100% Tool kit maintained <i>75% of all international MOU's follow policy process</i>	100%

Outcome 1: Reliable process, guidance and information to support intergovernmental negotiations conducted by other departments.

One of the department’s core business areas is Negotiations Support/Delivery. Providing a reliable process, guidance & information to support intergovernmental negotiations conducted by other departments; is one outcome that falls within this core business area.

What does this measure tell us?

Where line departments are negotiating matters with corporate intergovernmental implications, Intergovernmental Affairs will make available reliable information, strategic guidance, and support in the manner and timeframe necessary to enable informed, collaborative decisions by the responsible department. This measure tells us the percent of client survey respondents who agree that Intergovernmental Affairs provides valued intergovernmental negotiations expertise to departments.

Where are we now?

In response to the 2010-11 client survey, 60% of respondents agreed with the statement that Intergovernmental Affairs provides valued intergovernmental negotiation expertise to departments. This number was lower than last year's 87%.

Where do we want to go/be in the future?

The annual target for 2011-12 is to increase agreement back to last year's high of 87% rate of satisfaction, and beyond that we will analyze the issues to seek a higher level of satisfaction.

Outcome 2: Relevant policy and tool kit for corporate use concerning formalizing of international Intergovernmental relations maintained and utilized.

One of the department's core business areas is Negotiations Support/Delivery. Relevant policy and tool kit for corporate use concerning formalizing of international intergovernmental relations produced and approved as corporate policy; is one outcome that falls within this core business area.

What does this measure tell us?

Intergovernmental Affairs will provide line departments and agencies with a toolkit aimed at helping officials determine the most appropriate method for recognizing an international relationship. This measure will tell us a toolkit and corporate policy was developed and maintained, and the percentage of matters which formalize an international intergovernmental relationship that follow the policy process.

Where we are now?

In 2009-10, a toolkit and corporate policy was developed and delivered. In 2010 -11 the tool kit was maintained and IGA rolled out new international framework policies.

Where do we want to go/be in the future?

In 2011-12 it is expected that 75% of all international MOU's follow the policy process, and the tool kit will continue to be used and maintained.

Core Business Area 3: Research and Information

Intergovernmental Affairs undertakes research and analysis in order to support government's strategic priorities in the intergovernmental context.

Core Business Area 3: Research and Information					
Outcome	Measure	Base Year 2009/10	Results 2010-11	Annual Target 2011-12	Ultimate Target
1.) Intelligence gathering, analysis and policy advice supports sound client decision making	Client Survey: IGA supports IG priorities based upon evidence from research, information gathering, analysis	89%	94%	90%	95%
2.) Ongoing development of user friendly procedures for accessing IGA services	Feedback from IGA staff and clients gathered through quarterly department liaison meetings	quarterly	100% quarterly	100% quarterly	100% quarterly
3.) Valid conclusions drawn based upon sound analysis of reliable data	Client Survey: IGA provides reliable, relevant and timely research by monitoring, analyzing and providing policy advice in support of key IG issues	68%	74%	75%	85%
4.) Effective promotion and maintenance of an information gathering system/network for internal and external stakeholders	Monitoring traffic to IGA website: <u>External:</u> total visits; percent of repeat visitors;	2009/10 12.352 17.9%	30,582 (9% growth) 16%	31,396 (5% growth) 21%	32,891 (10% growth) 26%

Core Business Area 3: Research and Information					
Outcome	Measure	Base Year 2009/10	Results 2010-11	Annual Target 2011-12	Ultimate Target
	average time per visit;	20 min	10 min	15 min	20 min
	average pages viewed per visit	4.3 pages	3.5 pages	5 pages	10 pages
	<u>Internal (intranet site):</u>	2010/11*			
	total visits;	3,345*	1,649	2,473 (5% growth)	1,814 (10%growth)
	percent of repeat visitors;	48.7%	35.1%	40.1%	50.1%
	average time per visit;	18 min	12min	17 min	22 min
	average pages viewed per visit	6.1	5.1	10.1	20.1

* Data for the internal site only began being collected in September, 2009. 2010-2011 will be the first full year this information is available, and will serve as the base-year going forward.

Outcome 1: Intelligence gathering, analysis and policy advice supports sound client decision making.

One of the department's core business areas is Research and Information. Intelligence gathering, analysis and policy advice supports sound client decision making; is one outcome that falls within this core business area.

What does this measure tell us?

Intergovernmental Affairs provides key clients with relevant and timely information that supports established requirements, but also anticipates emerging opportunities and needs. This measure tells us the percent of client survey respondents who agree that Intergovernmental Affairs supports intergovernmental priorities based upon evidence from research, information gathering and analysis.

Where are we now?

In response to the 2010 - 2011 client survey, 94% of survey respondents agreed that Intergovernmental Affairs supports intergovernmental priorities based upon evidence from research, information gathering and analysis.

Where do we want to go/be in the future?

The annual target for 2011-12 will be 95% agreement that Intergovernmental Affairs supports intergovernmental priorities based upon evidence from research, information gathering and analysis.

Outcome 2: Ongoing development of user friendly procedures for accessing IGA services.

One of the department's core business areas is Research and Information. Ongoing development of user friendly procedures for accessing Intergovernmental Affairs services; is one outcome that falls within this core business area.

What does this measure tell us?

Intergovernmental Affairs uses a network of sources that provide reliable and valid information leading to the achievement of its intergovernmental priorities. This measure tells us if Intergovernmental Affairs' staff is meeting with department representatives to ensure access to Intergovernmental Affairs' services.

Where are we now?

In 2010-11, Intergovernmental Affairs staff met with clients from departments on a quarterly basis.

Where do we want to go/be in the future?

It is expected that quarterly meetings will continue to occur in the future.

Outcome 3: Valid Conclusions are drawn

One of the department's core business areas is Research and Information. A valid conclusion drawn based upon sound analysis of reliable data is one outcome that falls within this core business area.

What does this measure tell us?

The measure tells us the percent of client survey respondents who are satisfied with the statement that Intergovernmental Affairs provides reliable, relevant and timely research by monitoring, analyzing and providing policy advice in support of key intergovernmental issues.

Where are we now?

In response to the 2010-11 client survey, 74% of survey respondents were satisfied with the statement that Intergovernmental Affairs provides reliable, relevant and timely research by monitoring, analyzing and providing policy advice in support of key intergovernmental issues.

Where do we want to go/be in the future?

Our goal is a response rate of 75% of survey respondents satisfied with the statement that Intergovernmental Affairs provides reliable, relevant and timely research by monitoring, analyzing and providing policy advice in support of key intergovernmental issues. Intergovernmental Affairs also works to ensure that the survey reaches relevant stakeholders and asks appropriate questions.

Outcome 4: Effective promotion and maintenance of an information gathering system/network for internal and external stakeholders

One of the department's core business areas is Research and Information. Effective promotion and maintenance of an information gathering system and network for internal and external stakeholders is one outcome that falls within this core business area.

What does this measure tell us?

This measure tells us that the Intergovernmental Affairs external website had 30,582 visitors (9 per cent growth over last year), with 16 per cent repeat visitors. The average time per visit was 10 minutes and the average pages viewed per visit was 3.5 pages. The Intergovernmental Affairs internal website had 1,649 visitors, with 35.1 per cent repeat visitors. The average time per visit was 12 minutes and the average pages viewed per visit was 5.1.

Where do we want to go/be in the future?

Our goal for the external website is to have 31,396 visitors in 2011-12, with 21 per cent repeat visitors, with an average visit time of 15 minutes and an average of 5 pages viewed per visit. Our goal for the internal website is to have 2,473 visitors in 2011-12, with 40.1 per cent repeat visitors, with an average visit time of 17 minutes and an average of 10.1 pages viewed per visit.

Core Business Area 4: Strategic Relationships

Create and maintain trust-based, strategic relationships and contacts with other departments, other governments, and key non-governmental organizations.

Core Business Area 4: Strategic Relationships					
Outcome	Measure	Base Year 2009/10	Results 2010-11	Annual Target 2011-12	Ultimate Target
1.) Nova Scotia line departments, central agencies and the Premier's Office fully served via productive: interdepartmental relationships; IG relationships; and Province of Nova Scotia to external agency relationships	Client Survey: IGA works to create and maintain trust-based strategic relationships with others;	85%	85%	85%	95%
	Client Survey: IGA works effectively to engage relevant stakeholders to develop and achieve IG objectives;	77%	66%	80%	80%
	Execution of IGA pre/post meeting engagement process for every significant meeting/event (% of times used)	N/A	100%	100%	100%

Outcome 1: Productive Interdepartmental Relationships

One of the department's core business areas is Strategic Relationships. Ensuring that Nova Scotia line departments, central agencies and the Premier's Office are fully served via productive interdepartmental relationships is an important part of ensuring relationships are strategic.

What does this measure tell us?

This measure tells us:

- a) The percent of client survey respondents who agree with the statement that Intergovernmental Affairs works to create and maintain trust-based strategic relationships with others.
- b) The percent of client survey respondents who are satisfied with the statement that Intergovernmental Affairs works effectively to engage relevant stakeholders to develop and achieve intergovernmental objectives.
- c) The execution of an IGA pre/post meeting engagement process for every significant meeting/event (% of times used).

Where are we now?

- a) In response to the 2010-11 client survey, 85% of survey respondents agreed that Intergovernmental Affairs works to create and maintain trust-based strategic relationships with others.
- b) In response to the 2010-11 client survey, 66% of survey respondents are satisfied with the statement that Intergovernmental Affairs works effectively to engage relevant stakeholders to develop and achieve intergovernmental objectives.
- c) An IGA pre/post meeting engagement process was used for every significant meeting and or event.

Where do we want to go/be in the future?

- a) The annual target for 2011-12 is for 85% of survey respondents agreed that Intergovernmental Affairs works to create and maintain trust-based strategic relationships with others, with an ultimate target of 95%.
- b) Our overall target for the future is 80%.
- c) Our ultimate target for the future is 100%.

Core Business Area 5: Strategic Forecasting

Intergovernmental Affairs anticipates opportunities and challenges, through research and trend analysis, resulting in strategic options and approaches for advancing Nova Scotia's corporate interests.

Core Business Area 5: Strategic Forecasting					
Outcome	Measure	Base Year	Results 2010-11	Annual Target 2011-12	Ultimate Target
1.) Consistent utilization of data gathering systems for highly effective generation of relevant decision support information	Data collection structures utilized effectively	2010/11 <i>(travel data base commenced in 2010-11)</i>	Reports from travel database are forwarded weekly to Premier's office MOU database utilized to brief Ministers as needed	Greater distribution to and utilization by line departments Increased awareness and utilization of MOU databases as measured through increased intranet traffic	100%
2.) Anticipation of policy and advice requirements backed up with evidence based responses/action options	Client Survey: IGA anticipates and forecasts government's strategic priorities and develops corporate understanding of IG opportunities and challenges	2009/10 83%	94%	95%	95%

Outcome 1: Consistent utilization of data gathering systems for highly effective generation of relevant decision support information.

One of the Department's core business areas is strategic forecasting. Using data gathering systems effectively is one of the measures for a desired outcome for strategic forecasting.

What does the measure tell us?

This measure uses two data collection structures as a measure – a travel database and an MOU database. Being able to generate weekly travel reports provides the Premier's Office with relevant decision support information to do strategic forecasting on future travel arrangements. The MOU database allows line departments and Ministers to see what MOUs exist, as they make strategic decisions going forward.

Where are we now?

Intergovernmental Affairs generates a weekly travel report from the travel database, and the MOU database has been used to debrief Ministers as required, demonstrating that these two data gathering systems are being used effectively.

Where do we want to go?

Our target for 2011/12 is greater distribution of the travel logs and utilization by line departments and an increase in internet traffic to the MOU database on the Intergovernmental Affairs intranet.

Outcome 2: Anticipation of Policy and Advice Requirements

One of the department's core business areas is Strategic Forecasting. Anticipation of policy and advice requirements backed up with evidence based responses/action options; is the outcome that falls within this core business area.

What does this measure tell us?

This measure tells us the percent of client survey respondents who agree with the statement that Intergovernmental Affairs anticipates and forecasts government's strategic priorities and develops corporate understanding of intergovernmental opportunities and challenges.

Where are we now?

In response to the 2010-11 client survey, 94% of survey respondents agreed with the statement that Intergovernmental Affairs anticipates and forecasts government's strategic priorities and develops corporate understanding of intergovernmental opportunities and challenges.

Where do we want to go/be in the future?

The annual target for 2011-12 will be 95% agreement; the ultimate target is 95%.

Core Business Area 6: Management of Official Visits, Ceremonies, Events, and Special Programs

Protocol co-ordinates and manages official visits, ceremonies and events, ensuring that correct protocol procedures are implemented to foster positive intergovernmental relationships. The Protocol Office also organizes the Installation Ceremony for the Lieutenant Governor, and Swearing in Ceremonies for the Premier and Members of the Executive Council. Through the Order of Nova Scotia, Government Gift Bank, and Premier's Certificate Program, Protocol ensures worthy Nova Scotians are honoured, special occasions are recognized and artisans are promoted. These programs foster positive relationships with all communities within the province, leading to the realization of successes, public confidence, and a foundation for cultural and business development.

Core Business Area 6: Management of Official Visits, Ceremonies, Events, and Special Programs					
Outcome	Measure	Base Year 2009-10	Results 2010-11	Annual Target 2011-12	Ultimate Target
1.) Promotion of the interests and global strategy of PNS to foreign governments through official visits, resulting in increased opportunities for business, education and cultural exchanges	Number of visiting countries	18	7*	25	25
	Number of priority countries	11	7*	10	15
	Engagement of Honorary Consuls	100%	100%	100%	100%
	Departmental support	100%	100%	100%	100%
	Executive Council member engagement	100%	100%	100%	100%

Core Business Area 6: Management of Official Visits, Ceremonies, Events, and Special Programs					
Outcome	Measure	Base Year 2009-10	Results 2010-11	Annual Target 2011-12	Ultimate Target
2.) Official events profile performers, local cuisine, and historical venues to national and international visitors	Performers profiled are from Nova Scotia.	100%	100%	100%	100%
	Local cuisine is served at events.	90%	90%	90%	90%
	Historic venues (Province House and Government House) are promoted where possible and appropriate.	100%	90%	90%	90%
3.) The Order of Nova Scotia encourages Nova Scotians to take pride in their province and its people and encourages the pursuit of excellence	Number of nominations and re-nominations.	75	80	75	65
	Number of recipients invested.	5	5	5	5 (6 if a youth is selected)
4.) The Gift Bank promotes artisans working in different mediums that represent the diverse communities and culture that exist in Nova Scotia	Number of artisans profiled from communities across the Province	70-80	75	75	75

Core Business Area 6: Management of Official Visits, Ceremonies, Events, and Special Programs					
Outcome	Measure	Base Year 2009-10	Results 2010-11	Annual Target 2011-12	Ultimate Target
5.) Premier's Congratulatory Certificate Program recognizes 2,500 Nova Scotians annually	Number of Nova Scotians recognized	<i>1500 Birthday/ Anniversary Certificates</i>	1489 Birthday/ Anniversary Certificates	2000 Birthday/ Anniversary Certificates	2000 Birthday/ Anniversary Certificates
		<i>200 Retirement Certificates</i>	191 Retirement Certificates	200 Retirement Certificates	200 Retirement Certificates
		<i>Total: 1700</i>	Total: 1680	Total: 2200	Total: 2200**

*Note: Protocol could not accept the normal level of visits due to the Royal Tour in June.

**Note: Outcome number based on past average.

Outcome 1: Promotion of Interests and Global Strategy

One of the department's core business areas is Management of Official Visits, Ceremonies, Events, and Special Programs. Promotion of the interests and global strategy of Nova Scotia to foreign governments through official visits, resulting in increased opportunities for business, education and cultural exchanges; is the outcome that falls within this core business area.

What does this measure tell us?

The measure tells us:

- a) The number of visiting countries to Nova Scotia which Protocol organizes.
- b) The number of priority countries that made official visits to Nova Scotia which Protocol organizes.
- c) The percent of engagement of Honorary Consuls based in Halifax that were contacted and involved in the visit of a dignitary from the country they represent.
- d) The percent of support provided by line departments for official visits.
- e) The percent of Executive Council members (Ministers or their representatives) were involved in visits when meeting with those departments were requested by various embassies.

Where are we now?

In 2010-11:

- a) Nova Scotia received 7 visiting countries which Protocol organized.
- b) Protocol arranged 7 priority countries official visits to Nova Scotia.

- c) 100% of Honorary Consuls were engaged by Protocol.
- d) 100% of departments were supported
- e) 100% engagement with Executive Council

Where do we want to go/be in the future?

- a) The annual target for 2011-12 is to receive 25 visiting countries, this is also the ultimate target
- b) The annual target for 2011-12 is for at 10 priority countries to make official visits to Nova Scotia, with an ultimate target of 15 countries
- c) The annual target for 2011-12 is 100% engagement of Honorary Consuls, this is also the ultimate target
- d) The annual target for 2011-12 is 100% department support, this is also the ultimate target
- e) The annual target for 2011-12 is 100% engagement of Executive Council members, this is also the ultimate target

Outcome 2: Official Events

One of the department's core business areas is Management of Official Visits, Ceremonies, Events, and Special Programs. Official events profile performers, local cuisine, and historical venues to national and international visitors; is the outcome that falls within this core business area.

What does this measure tell us?

This measure tells us:

- a) The percent of performers profiled at official events that are from Nova Scotia.
- b) The percent of official events where local cuisine was served.
- c) The percent of official events that take place in historic venues.

Where are we now?

In 2010-11:

- a) 100% of performers profiled at official events were from Nova Scotia.
- b) 90% of official events served local cuisine.
- c) 90% of official events took place in historic venues.

Where do we want to go/be in the future?

- a) The annual target for 2011-12 is 100% of performers profiled from Nova Scotia, with an ultimate target of 100%.
- b) The annual target for 2011-12 is 90% of official events serving local cuisine, with an ultimate target of 100%.

- c) The annual target for 2011-12 is 90% of events taking place in historic venues, with an ultimate target of 100%.

Outcome 3: The Order of Nova Scotia

One of the department's core business areas is Management of Official Visits, Ceremonies, Events, and Special Programs. The Order of Nova Scotia encourages Nova Scotians to take pride in their province and its people and encourages the pursuit of excellence; is the outcome that falls within this core business area.

What does this measure tell us?

The Order of Nova Scotia will profile the outstanding achievements of five to six individual Nova Scotians on the national and international stage, building confidence in our communities, promoting excellence and contributing to the positive image of the province and its people. This measure tells us the number of nominations and re-nominations for the Order of Nova Scotia, and the number of recipients invested.

Where are we now?

In 2010-11, 80 nominations and re-nominations were received for the Order of Nova Scotia and five recipients were invested.

Where do we want to go/be in the future?

The annual target for 2011-12 is 75 nominations and re-nominations received and five recipients invested, with an ultimate target of 65 nominations and re-nominations received and five recipients invested (six if a youth is selected).

Outcome 4: The Gift Bank

One of the department's core business areas is Management of Official Visits, Ceremonies, Events, and Special Programs. The Gift Bank promotes artisans working in different mediums that represent the diverse communities and culture that exist in Nova Scotia; is the outcome that falls within this core business area.

What does this measure tell us?

Through the Government Gift Bank, outstanding artisans will be annually recognized by utilizing their products to promote Nova Scotia culture, expert craftsmanship and enhance our economy. This measure tells us the number of artisans profiled from communities across the Province.

Where are we now?

In 2010-11, 75 artisans were profiled from communities across the Province.

Where do we want to go/be in the future?

The annual target for 2011-12 is 75 artisans profiled; this is also the ultimate target.

Outcome 5: Premier's Congratulatory Certificate Program

One of the department's core business areas is Management of Official Visits, Ceremonies, Events, and Special Programs. Premier's Congratulatory Certificate Program recognizes 2,500 Nova Scotians annually; is the outcome that falls within this core business area.

What does this measure tell us?

The Premier and elected/appointed officials will recognize approximately 2,500 Nova Scotians annually with the Premier's Congratulatory Certificate Program, reinforcing the values of their contributions within Nova Scotia. This measure tells us the number of Nova Scotians recognized.

Where are we now?

In 2010-11, 1,680 Nova Scotians were recognized (1,489 birthday/anniversary certificates and 191 retirement certificates).

Where do we want to go/be in the future?

The annual target for 2011-12 is 2,200 Nova Scotians recognized, this is also the ultimate target.