



# Business Plan

2020–21

*Department of  
Intergovernmental Affairs*



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Budget 2020–21: Business Plan  
Finance and Treasury Board  
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## Message from the Minister

I am pleased to present the 2020-21 business plan for the Department of Intergovernmental Affairs (IGA).

In the coming year, IGA will continue to fulfil its mandate as the central agency responsible for the management of the Province's relations with other governments, the co-ordination of a corporate approach among departments on intergovernmental issues, and the development of strategic policy to advance Nova Scotia's objectives in domestic and international trade.



Actions and initiatives to be undertaken by IGA in 2020-2021 will continue to reinforce the progress that has been made in achieving priorities and supporting the Province's strategic goals, including:

- i) International engagement and promotion of the province to support growth in trade and exports, and the diversification of markets
- ii) Strong representation in federal and interprovincial forums and consultations to ensure Nova Scotia's interests are considered in federal and regional matters
- iii) Promoting benefits for businesses and sectors under the Canada-United States-Mexico Agreement (CUSMA), which maintains access to the important United States market
- iv) Continued collaboration with regional partners and the federal government on objectives of the Atlantic Growth Strategy, including immigration, growth in regional investment attraction, innovation; promoting our advantages in ocean industries; developing clean power initiatives
- v) Advocacy with partners on issues of importance for veterans, including health care and post-service career development

As the Minister responsible for Military Relations, I will continue to engage with federal partners on issues of importance to the military, and celebrate important milestones and events, including the 75<sup>th</sup> Anniversary of the end of the Second World War.

During 2020-2021, IGA will continue to work collaboratively within government, and with national and international partners, to achieve trade, immigration and population growth that strengthens the province's economy and supports communities across Nova Scotia.

(original signed by)  
The Honourable Stephen McNeil  
Premier of Nova Scotia  
Minister of Intergovernmental Affairs  
Minister responsible for Military Relations

## Mandate

IGA is the central co-ordinating agency responsible for:

- Advancing the Province’s interests and managing its relations with the Government of Canada, provinces and territories, and foreign governments at the national and subnational levels
- Trade policy, interprovincial and international trade negotiations, agreements and disputes; development of the Province’s strategic approach to international markets
- Co-ordination of the Province’s intergovernmental priorities
- Protocol requirements; Military Relations
- Supporting the operation of Government House

### Core function areas:

Government of Canada Relations  
 Interprovincial Relations  
 International Relations  
 Canada-U.S. Relations

Trade Policy  
 Military Relations  
 Protocol Office  
 Government House

## IGA Priorities in 2020-2021

In 2020-2021, IGA will continue to achieve outcomes to meet legislated and ministerial mandates, and support progress on government strategic goals. IGA will work with partners in government, business, institutions, organizations and communities to align efforts and achieve results on key priorities that impact multiple sectors of the province’s economy and society. Improving our economy creates more jobs and opportunities for Nova Scotians.

Key initiatives will continue through 2020-2021, reflecting a consistent approach of planning, implementation and ongoing efforts to achieve results. Major examples include the Nova Scotia-China Engagement Strategy, introduced in 2016, to pursue export growth to China; engagement with the Government of Canada on CUSMA, to maintain preferential market access for Nova Scotia businesses; the Nova Scotia-Europe Engagement Strategy, to strengthen trade ties and grow exports; and hosting the 13<sup>th</sup> Annual Conference of the Southeastern United States-Canadian Provinces Alliance (SEUS-CP) in July.

### The Department’s Priority areas are:

- Priority 1: Co-ordination, collaboration and alignment within government
- Priority 2: Advancing Nova Scotia’s intergovernmental interests (nationally and globally)
- Priority 3: A strategic approach to trade
- Priority 4: Promoting and celebrating Nova Scotia and its people

## Priority 1: Co-ordination, collaboration and alignment within government

**Goal:** Through a co-ordinated, aligned corporate approach within government, Nova Scotia's interests are consistently advanced at regional, interprovincial, national and international levels. Outcomes support inclusive economic growth and opportunities for all Nova Scotians.

### Outcomes:

- The Province's approach with other governments is consistent and provides a corporate perspective in all departmental dealings in regional, national and international settings.
- The Department leads the planning and works with other departments and stakeholders to foster and promote intergovernmental /international relations globally in order to ensure that effective and positive international government relations are developed and maintained
- Nova Scotia's relations with the Government of Canada, and provincial and territorial governments, are consistent and aligned in support of the Province's interests and government strategic goals
- Decision-making with respect to trade policy and market strategies is informed by in-depth trade analysis
- Trade mission agendas, activities and objectives align with government strategic goals and sector/market opportunities

### Actions:

- Co-ordinate a corporate approach across departments and with other governments and partners to advance intergovernmental objectives, relationships and opportunities
- Lead co-ordination for Federal-Provincial-Territorial (FPT) meetings, First Ministers Meetings and consultations by the Government of Canada, to ensure alignment on the Province's objectives and opportunities
- Lead the development of provincial priorities and participation in national and regional intergovernmental forums, including Council of the Federation, First Ministers Meetings, Council of Atlantic Premiers, Ministerial Committee on Internal Trade, and Atlantic Growth Strategy
- In partnership with Nova Scotia Business Inc., lead corporate efforts to identify, plan and co-ordinate opportunities and activities in strategic international trade markets
- Inform government decision making with respect to trade policy and strategic markets by offering in-depth analysis of Nova Scotia's trade performance, global developments and risks, and opportunities in established and new markets
- Lead planning and work with senior officials from departments and stakeholders to develop Nova Scotia's position for major FPT initiatives. Create issue-specific working groups as required; conduct ongoing liaison with departments
- Advise departments on their bilateral agreements with the federal government, and other provinces and territories
- Lead Nova Scotia's interdepartmental and federal-provincial discussions on federal measures that impact Nova Scotia, including marine conservation and management
- Ensure strategic alignment of agendas and operational support for trade missions
- Provide corporate leadership to advance government's trade agenda
- Provide government officials with appropriate policy advice and intelligence in preparation for meeting with national and international government decision-makers

- Collaborate with departments on key Canada-U.S. priorities
- Monitor and analyze the U.S. Presidential election and relevant gubernatorial elections; advise on outcomes that could impact Nova Scotia interests

## Priority 2: Advancing Nova Scotia's intergovernmental interests

**Goal:** Through IGA's strategic leadership on intergovernmental interests and relationships, trade agreements are leveraged, and increased export of Nova Scotia goods and services is encouraged, globally and within Canada. The Province of Nova Scotia is favourably regarded in intergovernmental circles as an engaged, dynamic partner, fostering collaboration and seeking results that provide shared benefits. Strong relationships with provinces, territories and the federal government support outcomes that strengthen Nova Scotia and Canada.

### Broad intergovernmental outcomes:

- The Province's engagement in government-to-government and government-to-business relations globally ensures effective and positive international government relations
- The approach to engaging with other governments is co-ordinated, consistent and provides a corporate perspective in all departmental dealings in regional, national and international settings
- International and interprovincial export grow annually at sustainable levels, supported by strategic trade policy that promotes Nova Scotia's trade and sector interests

### A. Nova Scotia - Canada

#### Outcomes:

- Nova Scotia engages and collaborates with other provinces on priority issues within the Federation and the region; opportunities for Nova Scotia are leveraged
- Nova Scotia's interests are considered in federal policy development, including on issues such as environment, skilled workforce/ immigration, innovation, clean growth and climate change; infrastructure; trade and investment

#### Actions:

- Provide effective engagement to advance Nova Scotia's federal-provincial priorities and interests; continue advocacy efforts with the federal government locally and in Ottawa
- Influence Government of Canada policy and decision-making to reflect Nova Scotia's priorities
- Identify and support opportunities for Nova Scotia to lead on issues among provinces that are reflective of Nova Scotia's federal-provincial priorities and interests
- The Premier of Nova Scotia and the Premier of Ontario will lead provincial health ministers in advancing work on joint Health Equipment Procurement
- Nova Scotia will continue to collaborate with Atlantic Provinces and the federal government on the Atlantic Growth Strategy to ensure ongoing progress and success, by:
  - i) co-leading, with Natural Resources Canada, development of the Clean Energy Roadmap, which seeks to increase sources of clean energy for the region

- ii) maximizing opportunities under programs of the Atlantic Immigration Pilot, which have helped to boost Nova Scotia's population to record levels
- iii) promoting Canada's Ocean Supercluster; increasing broadband access

## B. Nova Scotia - United States

### Outcomes:

- As the host of the conference of Southeastern United States-Canadian Provinces Alliance (SEUS-CP) in July, Nova Scotia is showcased to political, government and business leaders from other member jurisdictions
- Nova Scotia's relationships in the United States are maintained and enhanced; the Province's interests are effectively represented in the broader Canada-U.S. relationship
- The Canada-United States-Mexico Agreement is leveraged to achieve growth in exports and opportunities for Nova Scotia businesses
- Nova Scotia's cross-border policy interests and priorities are understood and adequately addressed in the United States, and within Canada
- Advocacy with sub-national leaders in the United States assists in advancing pan-Canadian positions

### Actions:

- Lead and co-ordinate Nova Scotia's role as host of the SEUS-CP conference.
- Continue to lead the Province's engagement with the Government of Canada as CUSMA is implemented; lead outreach and engagement with Nova Scotia sector organizations and key stakeholders about opportunities provided by the agreement
- When appropriate, advocate for the importance and value of the Canada-U.S. relationship to Nova Scotia.
- Maximize participation in cross-border platforms, events and forums, such as the Conference of New England Governors and Eastern Canadian Premiers (NEG/ECP), the Gulf of Maine Council on the Marine Environment, and Seafood Expo North America, to reinforce the benefits of the Canada-U.S. relationship

## C. Nova Scotia - International

### Outcomes:

- International relationships and diplomatic ties with key government and business decision makers/influencers are pursued to seek benefits for Nova Scotia
- The vital Nova Scotia-China trade relationship, which has produced record levels of exports for Nova Scotia businesses, is enhanced; intergovernmental relationships remain strong
- Exports to existing and emerging markets increase, including in Asia and Europe

### Actions:

- Through strong international engagement and promotion, continue to leverage trade agreements, strengthen overseas partnerships, and profile Nova Scotia's high-quality products



- Lead planning with other departments and stakeholders aimed at fostering and enhancing Nova Scotia's intergovernmental relations
- Appropriately support incoming trade missions and visits by foreign dignitaries, diplomats, and military forces through the Protocol Office
- Continue to strengthen engagement with the Honorary Consular Corps in Nova Scotia to align efforts and utilize invaluable relationships and connections to overseas markets
- Maintain focus on the actions related to the successful Nova Scotia-China Engagement Strategy; assess additional markets in the region to identify additional opportunities
- Through international engagement with established and emerging trading partners, promote Nova Scotia as an important trade partner of high-quality goods and services
- Raise awareness about strong educational institutions, labour market opportunities and immigration programs to help boost Nova Scotia as a priority destination
- International interests will be advanced through out-bound trade and government missions; incoming trade and business missions; and Nova Scotia promotional events
- Implementation of the Nova Scotia-Europe Engagement Strategy will continue, with an emphasis on leveraging the Canada-Europe trade agreement (CETA) and the preferential market access it provides, particularly for seafood, agri-food and other export products

### Priority 3: Strategic approach to trade

**Goal:** Nova Scotia's trade and sector interests are supported by strategic trade policy; the Province's interests are advanced in domestic and international negotiations and disputes; technical analysis supports the development of Nova Scotia's strategic market priorities.

#### Outcomes:

- Trade agreements provisions are leveraged to the advantage of Nova Scotia businesses to grow exports and secure new market opportunities
- Nova Scotia is strongly engaged with Government of Canada officials involved in the negotiation, implementation and enforcement of international trade agreements; awareness is high among federal negotiators of Nova Scotia's interests and concerns
- Trade compliance risks are proactively mitigated; Nova Scotia's markets and interests are defended utilizing internal and international dispute resolution mechanisms and tribunals
- Access to existing markets is protected and/or enhanced for most sectors as a result of trade agreements and dispute resolution outcomes
- Nova Scotia exporters and businesses are increasingly aware of opportunities provided under international trade agreements; markets for exports from Nova Scotia are more diversified

#### Actions:

- Engage with the Government of Canada in trade dialogue to preserve preferential market access with the United Kingdom, following its exit from the European Union
- Continue to inform business sectors about opportunities provided by the domestic Canadian Free Trade Agreement (CFTA); work to advance Nova Scotia's interests as part of key initiatives under the agreement, including financial services, regulatory co-operation and alcoholic beverages

- Promote and raise awareness among business sectors about CUSMA, and agreements with the European Union (CETA) and the 11-country trans-Pacific partnership (CPTPP)
- Continue to monitor U.S. trade actions that have potential to impact Nova Scotia exporters, particularly in the seafood, manufacturing, forestry, and steel/aluminum sectors
- Advance Nova Scotia's interests in World Trade Organization matters and disputes, including the distribution and sale of alcoholic beverages, and the sale of wine
- Provide detailed strategic analysis of trade data, sector opportunities and impacts to support trade negotiations, issues and disputes, particularly in Nova Scotia's major export markets: United States, Asia and Europe, and in emerging markets
- Co-lead national work through the CFTA on direct-to-consumer sales of alcohol
- Provide trade risk management and issues management services to departments

## Priority 4: Promoting and celebrating Nova Scotia and its people

**Goal:** Nova Scotia is recognized as unique, welcoming and vibrant destination for immigration, tourism and international students. Historical, multi-cultural and military traditions and contributions are valued and recognized; talents and accomplishments of people are celebrated.

### Outcomes:

- The unique talents of Nova Scotian artists and artisans are promoted in global markets
- Nova Scotia experiences growth in the number of immigrants, overseas visitors and international students enrolled at post-secondary institutions in the province
- The talents, accomplishments and dedication of outstanding citizens are recognized
- A shared understanding of the importance of military and veterans-related priorities is achieved through active engagement with military and veterans' communities, participation in commemorative events, and the recognition of the military as a strategic asset and an important part of the Nova Scotia's economic and social fabric
- Official visits of foreign dignitaries and delegations are coordinated with departments and external stakeholders; opportunities are pursued to profile and advance Nova Scotia's objectives and interests

### Actions:

- Nova Scotia's vibrant and diverse culture will be promoted, celebrated, and leveraged as an economic opportunity through inclusion in agenda and event planning for international trade missions and incoming visits
- A dynamic, aligned approach will be utilized to promote Nova Scotia as a trading partner, and as a prime destination for tourists, immigrants and international students
- Opportunities will be identified to promote cultural ties, and to profile the talents of Nova Scotia artists and performers as part of international trade mission
- Educational opportunities and partnerships/research agreements will be sought for institutions and international students as part of trade mission activities
- Nova Scotia's unique immigration programs and work opportunities will be promoted, in partnership with federal programs, in intergovernmental and international forums
- IGA will support and collaborate with the Nova Scotia Tourism Agency and Halifax Stanfield International Airport to promote Nova Scotia as a travel destination in specific markets of interest, including through direct flights to destinations in Europe and China

- Protocol advice and support will be provided to departments, the public and consular community
- The Protocol Office will welcome and provide support services for Commonwealth and foreign dignitaries, officials and trade delegations on incoming visits to Nova Scotia
- Military Relations will work with leadership of the Department of National Defence, the Canadian Armed Forces and the Department of Veterans Affairs in Nova Scotia on issues of mutual importance
- Military Relations will co-ordinate participation in military and veteran-related events honouring service to Canada; support organizations and groups that assist veterans and military members in Nova Scotia
- The Veterans Advocacy role will be fully operational, following partial implementation in 2019-2020
- Excellence among Nova Scotians will be celebrated through The Order of Nova Scotia awards
- The works of talented artisans will be profiled and promoted in Nova Scotia and globally through the Artisans Gift Bank service provided to government clients
- Nova Scotians marking celebratory milestones will receive commemorative and congratulatory certificates through the services of the Protocol Office.

## Government House

The Office of the Lieutenant Governor / Government House serves and supports the Lieutenant Governor of Nova Scotia and maintains the historic Government House.

### Outcomes:

- The Lieutenant Governor is supported in the delivery of the legal function of the position within the legislature and in events at Government House; the mandate to support the constitutional and ceremonial role of The Queen of Canada's representative in Nova Scotia is fully met
- The Lieutenant Governor is supported in the organization and hosting of public recognition events, and outreach to the diplomatic community and the public
- Support is provided to communities and the people in Nova Scotia by celebrating talents, accomplishments, history, heritage and culture

### Actions:

- Participate in enhancing Nova Scotia's diplomatic presence through events involving visiting foreign representatives and military forces
- Continue to promote the foundational Crown-Indigenous Relationship through holding and attending various events involving the Mi'kmaq
- Execute the programs associated with the Lieutenant Governor's role to
  - a) celebrate and recognize deserving Nova Scotians
  - b) present Lieutenant Governor's 10 awards and recognize 90 patron organizations
  - c) promote excellence in Nova Scotia including the arts, products, and other areas
- Execute commemorative programs to mark the 75<sup>th</sup> anniversary of the end of the Second World War, and the 75<sup>th</sup> anniversary of the Liberation of the Netherlands
- Hold an event in honour of International Women's Day

- Execute programs for key celebrations and commemorations, including African Heritage Month, Canada Day, Treaty Day, National Acadian Day, Remembrance Day
- Institute a Government House Eagle Feather in co-operation with Mi'kmaq leaders in advance of Treaty Day 2020
- Release a book chronicling the history of Government House and the role of the Lieutenant Governor
- Utilize social media platforms to promote the role and activities of the Lieutenant Governor
- Carry out a comprehensive program throughout the province, including regional visits
- Promote Government House as the “Ceremonial Home of All Nova Scotians” by conducting up to 200 events and tours, welcoming up to 14,000 visitors

## Evaluation and Measurement

IGA leads co-ordination, strategic planning and cross-departmental collaboration to advance the Province’s intergovernmental objectives, relationships and opportunities. A consistent focus on maintaining and strengthening intergovernmental and international relationships contributes to economic benefits realized by the province through increased trade, market diversification, immigration and international student retention.

The Department will seek insight and feedback this year through its biennial Client Satisfaction Survey. In 2018, the survey of 83 key government clients achieved a 72% response rate, with 87% per cent of respondents indicating they were satisfied or very satisfied with IGA’s performance.

The 2020-2021 Business Plan outlines actions and outcomes under four priorities, reflecting IGA’s legislated and ministerial mandates and core function areas. Actions will be monitored and adjusted as needed in response to changes in requirements and/or alignment with government strategic goals. Outcomes will be evaluated in relation to mandate requirements and progress on priority items.

## Financial Summary

<b>Intergovernmental Affairs</b>			
<b>Departmental Expenses Summary</b> (\$ thousands)			
	<b>2019-2020</b>	<b>2019-2020</b>	<b>2020-2021</b>
<b>Programs and Services</b>	<b>Estimate</b>	<b>Forecast</b>	<b>Estimate</b>
Administration	2,654	2,754	2,971
Government House	943	949	952
Protocol Office	596	490	662
<b>Total - Departmental Expenses</b>	<b>4,193</b>	<b>4,193</b>	<b>4,585</b>
<b>Ordinary Recoveries</b>	30	30	330
<b><u>Funded Staff (# of FTEs)</u></b>			
<b>Department Funded Staff</b>	35.7	33.0	36.0