



Business Plan

2021–22

Intergovernmental Affairs

**NOVA SCOTIA**

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Departmental Business Plans
Finance and Treasury Board
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Message from the Premier

As Minister of Intergovernmental Affairs (IGA) I am pleased to present the 2021-22 business plan for the Department.

Intergovernmental Affairs is the central agency responsible for managing the province's relations with other governments, coordinating a corporate approach among departments on intergovernmental issues and developing strategic policy to advance the province's objectives in domestic and international trade.

The department's work promotes and aligns with the Province's priorities, including an emphasis on collaboration and innovation, action on climate change and clean energy generation, commitment to social equity and fairness, and recognition of the value of diversity and inclusion.

Key areas of focus in 2021-22 will include:

- Collaborating with federal, provincial and territorial governments on the response to COVID-19 and the roll out of the immunization plan so that, contingent on vaccine supplies received from the federal government, all Nova Scotians who wish to be vaccinated have access to a vaccine by June
- Advocating for greater federal investment in long-term health care funding through the Canada Health Transfer
- Supporting the Province in pursuing an aggressive climate change agenda, including phasing out coal for energy use by 2030, accelerating electrification transformation and stimulating economic activity
- Promoting Nova Scotia's trade interests, seeking new trade opportunities for exporters, and advancing inter-provincial trade opportunities, particularly in relation to alcoholic beverages and regulatory co-operation

As the Minister responsible for Military Relations, I am also proud to engage with federal partners on issues of importance to military members and veterans as well as recognize the social and economic significance of the military in Nova Scotia.

I look forward to working with regional, national and international colleagues and partners over the coming year as we emerge from the global pandemic and focus squarely on our recovery.

Sincerely,

(original signed by)

The Honourable Iain Rankin
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 sub-national levels
- Trade policy, interprovincial and international trade negotiations, agreements and disputes; development of the Province's strategic approach to global 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	Trade Policy
Federal-Provincial-Territorial Relations	Corporate Initiatives
Regional Relations	Military Relations
International Relations	Protocol Office
Canada-U.S. Relations	Government House

IGA Priorities in 2021-2022

In 2021-22, IGA will achieve outcomes to meet legislated and ministerial mandates and support action on climate change and the environment, inclusive economic growth policies, and diversity and inclusion initiatives. Nova Scotia's response to the COVID-19 pandemic will continue to be supported through extensive intergovernmental engagement and implementation of federal-provincial agreements and initiatives, with a focus on public health and economic recovery that bolsters inclusive and sustainable growth. IGA activities will be maintained through virtual platforms as needed.

Major initiatives this year will include working with Federal-Provincial-Territorial (FPT) partners in response to COVID-19, continuing the immunization rollout plan, continuing to strengthen international relations, with a renewed focus on Nova Scotia-United States, and working to maintain preferential access to, and strong relationships in, key trade/export markets.

IGA's work is grouped under four priority areas of action:

- 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. This approach will be particularly important as the Province continues its strong response to COVID-19 and moves towards pandemic recovery.

Outcomes:

- IGA leads the planning and works with other departments and stakeholders to foster and promote effective, positive intergovernmental and international relations
- Nova Scotia's relations with the federal, provincial and territorial governments are consistent and aligned in support of the Province's interests and strategic priorities
- Trade policy advice and information is provided to departments to support decisions and market strategies
- Nova Scotia's priorities and interests are well presented and understood within in the context of regional, national and global intergovernmental relationships

Actions:

- Co-ordinate a corporate approach across departments and with other governments and partners to advance intergovernmental objectives, relationships and opportunities
- Lead co-ordination and alignment within the provincial government in preparation for national and regional forums, including First Ministers Meetings (FMM), Federal-Provincial-Territorial (FPT), Council of the Federation (COF), Council of Atlantic Premiers (CAP), Ministerial Committee on Internal Trade (CIT) and Atlantic Growth Strategy (AGS) meetings; and consultations by the Government of Canada
- Strengthen IGA's interdepartmental network to support departments' intergovernmental work; actions will include the Bilateral Agreements Working Group; FPT COVID-19 response; and regular issues updates
- Ensure strategic alignment of activities and operational support for international engagement activities; provide Protocol services to departments
- Provide corporate leadership to advance government's trade agenda; inform decision-making by offering in-depth analysis of Nova Scotia's trade performance, global developments and risks, and opportunities in established and new markets
- Co-ordinate Nova Scotia's interdepartmental discussions and federal-provincial discussions on federal initiatives that impact Nova Scotia
- Collaborate with departments on key Canada-U.S. issues; advise departments on priorities of the new U.S. administration that could impact Nova Scotia interests

Priority 2: Advancing Nova Scotia's intergovernmental interests

Goal: Through IGA's strategic leadership on intergovernmental issues and engagement, outcomes that strengthen Nova Scotia and Canada are achieved. The Province is favourably regarded in intergovernmental circles as an engaged, dynamic partner, fostering collaboration and seeking results that provide shared benefits.

Broad intergovernmental outcomes:

- The Province's approach to engaging with other governments consistently provides a corporate perspective in all departmental activities in regional, national and global settings
- Engagement in government-to-government and government-to-business relations globally ensures effective and positive international relations
- Trade policy reflects Nova Scotia's trade agenda and sector interests, supporting increased interprovincial and international exports of goods and services

A. Nova Scotia - Canada

Outcomes:

- Nova Scotia continues to receive its fair share of COVID-19 support from the federal government, ensuring it can effectively deal with waves and spikes, and implement the Province's immunization plan
- Co-ordination occurs nationally and in the Atlantic region on measures that promote public health, and assist workers, vulnerable citizens, and business sectors, in response to COVID-19
- Commitments are made by the federal government on initiatives to increase sources of clean energy and to connect transmission networks in the Atlantic Region
- Nova Scotia's interests are considered in federal policy development and programs related to health care, the environment, equitable opportunities to access skills and training, population growth, innovation, infrastructure, trade, and investment

Actions:

- Support the increased frequency of FMM, FPT and PT meetings, and ongoing intergovernmental work in response to COVID-19 and the immunization rollout
- Provide strong representation at federal and interprovincial forums and consultations to ensure Nova Scotia's interests are advanced on key national and regional issues
- Through FPT tables, lead the Province's efforts to secure sustainable long-term funding from the federal government under the Canada Health Transfer
- Continue to provide intergovernmental support to complete implementation of the FPT Safe Restart Agreement, announced in 2020 in response to the pandemic

- Support efforts to renew the Atlantic Trade and Investment Growth Strategy agreement with the federal government, to increase outbound and inbound trade missions and explore new domestic, North American, and international markets
- Lead Nova Scotia's collaboration with the Atlantic Provinces and the federal government on the Atlantic Growth Strategy, including by co-leading (with Natural Resources Canada) work on the Clean Energy Roadmap and the Atlantic Loop, which seek to increase sources of clean energy for the region through the Atlantic Growth Strategy
- Provide effective engagement to advance Nova Scotia's federal-provincial priorities and interests, including in relation to infrastructure and oceans
- Collaborate and engage with other PTs to advance issues of importance to N.S.

B. Nova Scotia - United States

Outcomes:

- Key U.S. stakeholders, federal officials, and influencers within national and provincial networks are aware of Nova Scotia's interests; impacts of cross-border trade action on Nova Scotia businesses and sectors are well understood
- Provisions under the Canada-United States-Mexico Agreement are leveraged to increase exports and opportunities for Nova Scotia businesses
- Relationships with key U.S. sector groups and officials, including New England governors, are strengthened

Actions:

- Lead and co-ordinate Nova Scotia's role as host of the 2021 virtual conference of the New England Governors-Eastern Canadian Premiers (NEG/ECP) in May; advance cross-border collaboration on issues of mutual importance to both regions, including carbon neutrality, reducing GHG emissions in the transportation sector, protecting the shared environment, and creating opportunities for inclusive economic growth; build on existing relationships with New England governors
- Lead Nova Scotia's work as chair (during 2021-22) of the Gulf of Maine Council on the Marine Environment (GOMC), a collaborative forum (N.S., N.B., Maine, New Hampshire, Massachusetts) that works to mitigate or adapt to the impacts of climate change on the Gulf of Maine natural resources and communities
- Strengthen and leverage Nova Scotia-United States opportunities; continue to engage with the wider Canada-U.S. stakeholder community to raise awareness of Nova Scotia's cross-border priorities
- As the Biden administration implements new policies, undertake timely advocacy of Nova Scotia's key cross-border interests, particularly on trade issues; seek to develop relationships with incoming U.S. officials to ensure Nova Scotia is positioned to influence U.S. actions that could impact the province
- Lead the Province's engagement with the Government of Canada in relation to Canada-U.S. trade issues, and the continued implementation of the Canada-

United States-Mexico Agreement (CUSMA), which maintains access to the important U.S. market for Nova Scotia exporters

- During pandemic restrictions, utilize existing networks and contacts to strategically engage and influence organizations such as the National Governors Association and the Southeastern United States - Canadian Provinces Alliance (SEUS-CP); co-ordinate Nova Scotia's participation in the annual SEUS-CP conference, being hosted by Georgia in May

C. Nova Scotia - International

Outcomes:

- Nova Scotia's international relations and connections in key export markets remain strong; impacts of pandemic restrictions are mitigated through strategic virtual engagement
- Nova Scotia's international export markets are increasingly diversified as new market opportunities are explored and developed
- The vital Nova Scotia-China trade relationship, which has fueled record levels of exports for the province, is maintained and enhanced; intergovernmental relationships at the sub-national level remain strong
- Relationships and diplomatic ties with key government and business decision makers/influencers in global markets are pursued to seek benefits for Nova Scotia

Actions:

- Leverage international relationships and market promotion activities to support post-pandemic recovery and growth; continue to utilize virtual platforms and events to promote exports and investment opportunities
- Engage with government partners and stakeholders to resume pre-pandemic levels of exports to China, the province's second-largest global export destination; leverage the role of the Canadian Embassy and consulates throughout China
- Work with IGA partners to identify new trade and investment opportunities in Europe and the United Kingdom (U.K.) as part of the continued implementation of the Nova Scotia-Europe Engagement Strategy. Leverage benefits for key Nova Scotia sectors provided by the Canada-Europe Comprehensive Economic and Trade Agreement (CETA) and the Canada-U.K. transitory trade agreement
- Reinforce Nova Scotia's leadership role on climate change, clean energy and GHG emission reduction targets, as well as on diversity and inclusion priorities, as part of international engagement
- Maintain engagement with European officials, including ambassadors to Canada of EU member countries, to build on relationships developed in 2019
- Monitor air access challenges due to COVID-19; continue to explore opportunities for direct flights from Halifax to European destinations and China
- Explore potential partnerships and twinning agreements with a region in France

- With Nova Scotia Business Inc., continue to assess and identify global market opportunities for key Nova Scotia sectors and exporters from across the province
- Continue to increase engagement with the Honorary Consular Corps to access market intelligence for the benefit of Nova Scotia exporters

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 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
- Nova Scotia exporters and businesses are increasingly aware of opportunities provided under international trade agreements; markets for exports from Nova Scotia are increasingly diversified

Actions:

- Support efforts to advance direct-to-consumer (DTC) agreements with other provinces and territories, particularly in the Atlantic region, to permit DTC sales of alcoholic beverages under the Canada Free Trade Agreement (CFTA). This would remove unnecessary interprovincial trade barriers and enable Nova Scotia alcohol producers to sell their world-class products across Canada
- Work to advance Nova Scotia's interests as part of additional initiatives under the (CFTA), including financial services, cannabis, party-specific exceptions, and regulatory co-operation
- Advance the province's interests in ongoing litigation on softwood lumber and NAFTA Chapter 11 investment disputes involving Nova Scotia
- Provide timely analysis and advice to navigate technically complex issues associated with World Trade Organization (WTO) reform and negotiations; implementation of the Canada/United Kingdom (UK) transitory trade agreement and preparation for future bilateral negotiations with the UK; and impacts of the U.S. election results on current trade files
- Advance Nova Scotia's interests in the ongoing implementation of CUSMA, CETA, the Comprehensive Progressive Trans-Pacific Partnership (CPTPP) and existing bilateral free trade agreements (FTAs)

- Monitor developments, and engage, as appropriate, on other potential bilateral FTAs in emerging markets, and in ongoing multi-lateral discussions such as with ASEAN, MERCOSUR, and the Pacific Alliance
- Assist with providing timely trade compliance and risk analysis for departments to better manage the opportunities and trade obligations of the province
- Advance Nova Scotia's interests via representation on FPT committees related to trade, including Internal Trade, CUSMA Consultation, CETA governance structures, Canada-UK consultation and WTO Negotiation Consultations
- Conduct ongoing analysis of Nova Scotia's trade performance, global developments, and market and sectoral opportunities and risks

Priority 4: Promoting and celebrating Nova Scotia and its people

Goal: Nova Scotia is recognized as unique, welcoming destination for immigrants and international students. Military, historical, and multi-cultural traditions and contributions are valued and recognized; talents and contributions of people are celebrated.

Outcomes:

- International engagement with foreign dignitaries and officials is co-ordinated with departments and external stakeholders; opportunities are pursued to profile and advance Nova Scotia's objectives and interests
- The importance of military and veterans-related priorities is reflected through the Province's engagement with military and veterans' communities, participation in commemorative events, and recognition of the military as an important part of Nova Scotia's economic and social fabric
- Nova Scotia experiences growth in immigration and international students enrolled at post-secondary institutions in the province
- The unique talents of Nova Scotian artists are promoted in global markets
- The talents and accomplishments of outstanding citizens are recognized

Actions:

- Provide Protocol advice and support to departments, the public and the consular community; maintain engagement activities through virtual forums and events
- Promote Nova Scotia's unique immigration programs and work opportunities, in partnership with federal programs, via intergovernmental and international forums
- Promote and celebrate Nova Scotia's vibrant and diverse culture as an economic opportunity as part of international engagement and trade missions
- Utilize an aligned approach to promote Nova Scotia as a strong trading partner and a prime destination for immigrants and international students
- Seek educational opportunities and partnerships/research agreements for institutions and international students during international engagement activities
- Through Military Relations, work with the Department of National Defence, the Canadian Armed Forces (CAF) and the Department of Veterans Affairs on areas

of mutual importance; increase focus on issues affecting veterans and families of military personnel in Nova Scotia

- Co-ordinate participation and planning for memorial and military events, including the Nova Scotia mass shooting and the fatal crash in the Mediterranean Sea of the 12 Wing Shearwater-based CAF military helicopter
- Celebrate excellence among Nova Scotians through The Order of Nova Scotia program, which marks its 20th anniversary in 2021; continue to ensure this program recognizes the accomplishments of citizens who reflect the province's diverse communities
- Increase content produced by artists from Indigenous and minority communities in the offerings available through the Artisans Gift Bank
- Provide commemorative and congratulatory certificates to Nova Scotians marking celebratory milestones, including those retiring from the Canadian Armed Forces, through the services of the Protocol Office
- Provide Protocol support to Government House planning for the Queen's Platinum Jubilee in 2022

Government House

The Office of the Lieutenant Governor / Government House serves and supports Nova Scotia's Lieutenant Governor 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 in 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:

- Continue to transition elements of the Lieutenant Governors legal/constitutional duties to virtual formats to adapt to pandemic requirements
- Ensure continued public access through virtual events and information, including an online tour of Government House; utilize new formats for socially distanced ceremonies and access to public events through live-streaming
- Enhance Nova Scotia's diplomatic presence through virtual events involving foreign dignitaries and military forces
- Continue to promote the foundational Crown-Indigenous Relationship through participation in various events involving the Mi'kmaq
- Execute programs associated with the Lieutenant Governor's role to:
 - a) celebrate and recognize deserving Nova Scotians;
 - b) present Lieutenant

- Governor's 11 awards and recognize 90 patron organizations; c) promote excellence in Nova Scotia including the arts, products, and other areas
- Commence planning for the 2022 Platinum Jubilee of Her Majesty Queen Elizabeth II
 - Execute programs for key events, including African Heritage Month, Canada Day, Treaty Day, National Acadian Day, Remembrance Day
 - Use social media platforms to promote the role and activities of the Lieutenant Governor; carry out a comprehensive program throughout the province, including regional visits as soon as permitted
 - Plan for the post-pandemic resumption of events and tours that promote Government House as the ceremonial home of all Nova Scotians

Corporate Initiatives

IGA leads co-ordination, strategic planning and cross-departmental collaboration to advance the Province's intergovernmental objectives, relationships and opportunities. As the province moves towards pandemic recovery and inclusive economic growth over the coming fiscal year, IGA's intergovernmental engagement activities will be vital to positioning Nova Scotia to once again achieve increased levels of trade and exports, immigration and interprovincial migration, and international student retention.

The Department will look to maintain the strong relationships reflected in its biennial Client Satisfaction Survey. In the 2020 survey of 123 key government clients, 90 per cent of respondents expressed overall satisfaction with the work of IGA.

Corporate initiatives and workforce development activities will be undertaken, including continued implementation of diversity and inclusion plans, staff development and training, and equity and anti-racism programming.

Financial Summary

Intergovernmental Affairs			
Departmental Expenses Summary (\$ thousands)			
	2020-2021	2020-2021	2021-2022
Programs and Services	Estimate	Forecast	Estimate
Administration	2,971	2,568	2,854
Government House	952	965	966
Protocol Office	662	421	661
Total - Departmental Expenses	4,585	3,954	4,481
Ordinary Recoveries	330	30	130
<u>Funded Staff (# of FTEs)</u>			
Department Funded Staff	36.0	32.8	35.5