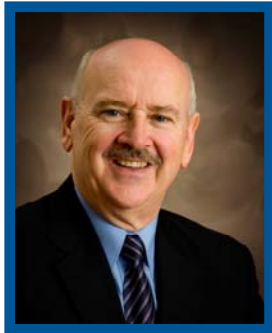




Intergovernmental Affairs
Secretariat

Activity Plan
2011 - 2014

Message from the Minister



As Minister for Intergovernmental Affairs, I am pleased to present the Activity Plan for the Intergovernmental Affairs Secretariat for the years 2011-2014. This plan provides an overview of the Secretariat and identifies key goals and objectives, which will guide its activities during the fiscal period of 2011-2014. The Secretariat is a category three entity under the *Transparency and Accountability Act* and as such must table an Activity Plan.

The Secretariat is focused on the creation, coordination and review of policy that affects the Province's interests in intergovernmental matters. We have a legislated responsibility to be a party to the negotiation and signing of all intergovernmental agreements. The Secretariat acts as the primary point of contact for the federal government where no equivalent provincial department exists and for other sovereign governments. The Secretariat leads the Province's efforts to promote and diversify operations at 5 Wing Goose Bay, 9 Wing Gander and CFS St. John's. It also supports the Premier and my fellow Cabinet Ministers in meetings with the federal government and other provinces and territories.

This Activity Plan closes with an outline of the Government's specific strategic directions for which I am responsible. These are achieving the equitable treatment of Newfoundland and Labrador in the Canadian federation, promoting the military diversification and long term operations of Canada's military installations in the province and advancing the province's best interests with governments in Canada and abroad. Stemming from these three year strategic directions are two key activity areas: promoting equity in the federation and self-reliance.

These directions and issues form the foundation for this plan. This plan was prepared under my direction in accordance with the *Transparency and Accountability Act*. As the Minister for Intergovernmental Affairs, I am accountable for the preparation of this plan and for the achievement of the specific objectives contained therein.

A handwritten signature in cursive script that reads "Dave Denine". The ink is dark and the signature is fluid and legible.

Dave Denine, MHA
Minister for Intergovernmental Affairs and
Minister Responsible for the Volunteer and Non-Profit Sector

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1 Overview of the Intergovernmental Affairs Secretariat

The Intergovernmental Affairs Secretariat (the Secretariat or IGAS) leads the formulation of Government's intergovernmental policies and strategies and monitors and coordinates interdepartmental initiatives to ensure their consistent application.

The Secretariat coordinates intergovernmental activity and recommends strategic approaches to federal-provincial-territorial relations, including the negotiation of federal-provincial-territorial agreements in consultation with relevant departments. The Secretariat also develops provincial policy in areas that do not fall under the responsibility of other departments, including defence and foreign affairs.

On defence matters, the Secretariat coordinates discussion with military officials and local representatives related to planning issues and provincial interests. In recent years, defence activity has focused on flight training by allied forces at 5 Wing Goose Bay and advocating for improved search and rescue response times.

International activities also fall within the responsibility of the Secretariat. The Secretariat is responsible for the coordination of policies, programs and activities of the Government of Newfoundland and Labrador in relation to other sovereign governments.

Number of Employees

As of April 1, 2011, 13 people, 7 males and 6 females (not including the offices of the Minister or the Provincial Representative in Ottawa) staff the Secretariat. They work on the 7th floor, East Block, Confederation Building, St. John's. The Secretariat is directed by the Deputy Minister and the Assistant Deputy Minister. It comprises two divisions:

Social and Economic Policy: Policy formulation derives from an ongoing review and analysis of all intergovernmental issues relating to social and economic matters. These issues include education; immigration; labour market programs; health; social services; women's policy; housing; justice; internal and international trade; industry and economic development; transportation/infrastructure; emergency preparedness; protocol; trade; foreign affairs; innovation; research and development; Aboriginal affairs; child, youth and family policy; and national defence. Its regular staff complement is a director and three analysts.

Resource and Fiscal Policy: Policy formulation derives from an ongoing review and analysis of all intergovernmental issues relating to constitutional issues, fiscal and resource policy matters. These issues include federal presence; fisheries and oceans; agriculture; environment; tourism, culture and recreation; parks; forestry; energy; mining; wildlife; government services; crown lands and fiscal transfers and other fiscal arrangements. It is also responsible for the identification and analysis of the Province's intergovernmental priorities. Its regular staff complement is a director and three analysts.

The Secretariat's regular staff complement also includes a communications specialist, an information management specialist, an administrative assistant to the Deputy Minister and an administrative assistant to the Assistant Deputy Minister.

From time to time the Secretariat also hires student interns with relevant education or offers work-terms to help with analysis and to provide students with relevant work experience.

The Office of the Provincial Representative in Ottawa is funded through the Secretariat, but is not part of the Secretariat's organizational structure and reports directly to the Office of the Premier.

As listed in the 2011/12 Estimates, the Secretariat, including the Minister's Office and Ottawa Office, has a budget of \$ 2,484,100.

2 *Mandate*

The mandate of the Secretariat is to:

- Coordinate all policies, programs and activities of the government of the province and its agencies in relation to a sovereign government and its agencies;
- Continually review all policies, programs and activities of the government of the province and its agencies in relation to a sovereign government and its agencies, all intergovernmental agreements, and all relevant legislation pertaining to those policies, programs, activities and agreements;
- Be a party to the negotiation of all proposed intergovernmental agreements;
- Promote the military diversification and long-term operation of 5 Wing Goose Bay;
- Act as the point of contact for the federal government where no analogous provincial department exists and the lead entity for the development of intergovernmental policy; and
- Take necessary action to initiate, maintain or improve intergovernmental co-operation between the government of the province and sovereign governments.

The authorizing statute of the Minister for Intergovernmental Affairs and the Secretariat is the *Intergovernmental Affairs Act*. The *Act* is available online:

<http://assembly.nl.ca/Legislation/sr/statutes/i13.htm>.

3 Lines of Business

The Secretariat's lines of business are derived from its mandate and are those distinct products and services the Secretariat produces to meet the needs of its primary clients.

Intergovernmental policy formulation and advice: IGAS is responsible for monitoring and analyzing intergovernmental dimensions of constitutional, social, fiscal, economic and resource policy matters in order to formulate and provide policy advice on the development of government's intergovernmental strategy and agenda.

Promotion of the Province's interests: IGAS builds relationships with other governments and international entities to advance the province's interests. The Secretariat advocates for Newfoundland and Labrador at bilateral, multilateral, regional and international intergovernmental meetings and conferences to present and promote Newfoundland and Labrador's positions on matters of importance to this province. IGAS further promotes the Province's interests by assisting departments in their participation in intergovernmental meetings and negotiations, and their negotiation of intergovernmental agreements.

Support and coordination: IGAS coordinates and provides support for interdepartmental initiatives that have intergovernmental implications.

4 Values

These core values explain the character of the Secretariat.

Accountability Each person accepts responsibility for his or her actions and understands that, as public servants, they are ultimately responsible to citizens.

Professionalism Each person takes initiative and demonstrates sound judgment and adaptability in meeting the challenges of the job.

Respect Each person acknowledges the competencies and contributions of his or her colleagues. The Secretariat recognizes the work done by its team of competent professionals and acknowledges a job well done.

5 Primary Clients

The Secretariat's primary responsibility is to the Premier, the Minister for Intergovernmental Affairs, and Cabinet Ministers, to whom officials provide information, policy advice, and logistical support. The Secretariat's next responsibility is to address the needs of Deputy Ministers, government officials, other governments, and organizations that are affected by intergovernmental issues. The latter group includes the Council of Atlantic Premiers, the Conference of New England Governors and Eastern Canadian Premiers, and the Council of the Federation.

6 Vision

The Secretariat envisions a strong, self-reliant Newfoundland and Labrador advancing its best interests with governments in Canada and abroad.

7 Mission

The mission statement identifies the priority focus area of the Minister between 2011-2017. It represents the key longer-term, six-year result that the Minister and the Secretariat will work towards to achieve the strategic directions of government. The statement also identifies the measures and indicators that will assist the Secretariat and the public in monitoring and evaluating our activities. This Activity Plan covers the first planning cycle, or three years, of this reporting period. To this end, our mission is founded upon the need to ensure that the province is positioned to articulate its views effectively in its relationships with other governments. This mission ensures the Minister is able to promote Newfoundland and Labrador's vision.

By March 31, 2017, the Secretariat will have advanced Newfoundland and Labrador's best interests with governments in Canada and abroad.

Measure 1: Advanced the Province's interests

Indicators: Participated in intergovernmental fora and supported the Premier and Ministers
Provided analysis of federal-provincial-territorial issues to clients and formulated intergovernmental policy and strategy where appropriate
Worked with departments and entities to coordinate intergovernmental activities

Worked with departments and entities to develop the Province's positions on intergovernmental issues

Made representations to other governments to promote the Province's interests

Ensured that intergovernmental and international agreements are in the Province's best interest

8 Intergovernmental Affairs Secretariat Activity Issues

In consideration of government's strategic directions and the mandate and financial resources of the Secretariat, the following areas have been identified as the Minister's key priorities for the next three years. The goals identified for each issue reflect the results expected in the three year timeframe; the objectives provide an annual focus. Measures and indicators are provided for the issue and objectives are given to assist the Secretariat and the public in monitoring and evaluating success.

Issue 1: Equity in the Federation

A strong federation has strong provinces and territories, working together, in the interests of their citizens. The Secretariat works to advance Newfoundland and Labrador as a full partner with other provinces and territories and the federal government. In order to do this, Newfoundland and Labrador has to build and maintain productive relationships. This includes supporting the Premier's and Ministers' attendance at intergovernmental meetings, such as the Council of the Federation, the Council of Atlantic Premiers, the New England Governors-Eastern Canadian Premiers and First Ministers' Meetings. It also requires the Secretariat to develop analysis of federal-provincial-territorial issues for its clients and to help coordinate intergovernmental activities across the Government of Newfoundland and Labrador.

The Secretariat works with the Department of Finance and other government entities in advocating for an equitable share of major federal transfers and funding delivered through intergovernmental agreements. It works to ensure that such funding aligns with the Province's specific needs and unique characteristics. The Secretariat also works with other government entities in advocating for an equitable share of federal program spending that is responsive to the needs in Newfoundland and Labrador, including transfers to individuals.

Of particular importance to equity in the federation is the Secretariat's role in advocating for enhanced federal employment in the province, commonly referred to as federal presence. The federal government's presence in this province declined at a relatively high rate in the 1990s and growth was slow in the 2000s compared to other jurisdictions. With the federal government's austerity measures, there is a risk of future disproportionate effects. Newfoundland and Labrador also has a lower share per capita of federal executive

positions. The Secretariat encourages the federal government to acknowledge the particular needs and challenges of the province by increasing the number of senior federal decision makers in Newfoundland and Labrador. The Secretariat is responsible for advancing the province's interests in federal presence to the federal government.

The federal government has sole responsibility for national defence and there is no provincial department or agency that has national defence as its primary mandate. Nevertheless, there are defence-related matters that are of interest to the province and the Secretariat acts as lead provincial agency for these matters.

This includes advocating for issues of importance related to the province's three military installations at 5 Wing Goose Bay, 9 Wing Gander and CFS St. John's. The Secretariat further provides analysis and support on any other matters related to national defence. This role has involved promoting actions such as the military diversification and long-term operation of 5 Wing Goose Bay, by advocating for the base as an ideal site for foreign military training, and advocating for improved search and rescue services in Newfoundland and Labrador by increasing resources. Secretariat officials work closely with provincial departments, federal officials in various departments, and the local community (e.g. municipalities and other groups and organizations as appropriate) to hold the federal government accountable to its commitment to military presence and training at 5 Wing Goose Bay, and the Province's demand that the Department of National Defence provide better search and rescue response times in Newfoundland and Labrador. By responding to these issues, the Secretariat assists in fulfilling Government's long-standing strategic direction to promote military diversification and long-term operation of 5 Wing Goose Bay, and the need to have the federal government improve search and rescue response time in Newfoundland and Labrador.

Objective: By March 31, 2012, 2013 and 2014 the Secretariat will have asserted Newfoundland and Labrador's right to equitable treatment in the federation.

Measure: Newfoundland and Labrador's right to equitable treatment asserted

Indicators: Strategic approaches undertaken to promote increased federal presence in Newfoundland and Labrador
Strategic approaches undertaken to promote military diversification and long-term opportunities for 5 Wing Goose Bay and other military matters where appropriate
Advocated and made representations to the federal government and provinces on issues of importance to the Province as they arise
Coordinated interdepartmental intergovernmental activities

Issue 2: Self-Reliance

Self-reliance means that the Province can be secure, confident and engage governments, including the federal government on our own terms. Newfoundland and Labrador has demonstrated its self-reliance both at home and on the world stage. Strong relationships with other governments can best be pursued from a position of self-reliance. Being self-reliant means not being dependent on the federal government to protect the province's interests internationally, but instead to take an active role in promoting our priorities.

The Secretariat works to formulate intergovernmental policy that represents the Province's best interests; works to ensure intergovernmental agreements signed by the Province are in its best interests; and, builds relationships with national, sub-national and international governments and international entities, including through the Premier's and Ministers' participation in such intergovernmental fora as the Conference of New England Governors and Eastern Canadian Premiers.

Objective: By March 31, 2012, 2013 and 2014, the Secretariat will have worked to initiate, maintain and advance Newfoundland and Labrador's best interests with governments in Canada and abroad.

Measure: Worked to advance Newfoundland and Labrador's best interests with governments in Canada and abroad.

Indicators: Supported the advancement of the Province's jurisdictional ownership and effective control of petroleum and other resources in the waters adjacent to Newfoundland and Labrador

Formulated intergovernmental policy to promote self-reliance

Conducted analysis and provided input to ensure intergovernmental agreements are in the province's best interests

Contributed to building our own relationships with national and sub-national governments, within Canada and abroad, and international entities

9 Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, throne speeches and budgets, policy documents, and other communications. The *Transparency and Accountability Act* requires departments and public bodies to take into account these

strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

The directions related to the Secretariat are provided below. Each strategic direction comprises a number of focus areas, which will be addressed through the Secretariat's planning processes. As indicated in the table below, all are addressed in this plan.

Title: Defence

Outcome statement: **The desired outcome is promotion of the military diversification and long-term operation of 5 Wing Goose Bay and Canada's other military installations in Newfoundland and Labrador.**

This outcome supports the government's policy direction and will require systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed:		
	in the entity's Activity Plan	in the entity's operational plan	in a work plan of the entity
Advocating for increased military presence	Yes		
Identifying new opportunities for military diversification	Yes		
Interdepartmental coordination and collaboration on issues pertinent to 5 Wing Goose Bay	Yes		

Title: Equity in the Federation

Outcome statement: **The desired outcome is equitable treatment of Newfoundland and Labrador in the Canadian federation.**

This outcome supports the policy direction of government and will require systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed ¹ :		
	in the entity's Activity Plan	in the entity's operational plan	in a work plan of the entity
Building cooperative relationships in the federation	Yes		
Interdepartmental coordination of intergovernmental activities	Yes		
Providing analyses of federal-provincial-territorial issues to departments, Ministers and the Premier	Yes		

Title: Self-Reliance

Outcome statement:

The desired outcome is the advancement of Newfoundland and Labrador's best interests with governments in Canada and abroad.

This outcome supports the policy direction of government and will require systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed ² :			
	in the entity's Activity Plan	in the entity's operational plan	in a work plan of the entity	applicable to other entities reporting to the Minister
Formulating intergovernmental policy	Yes			
Ensuring intergovernmental and international agreements are in the province's best interest	Yes			
Building our own relationships with supranational, national and sub-national governments and international entities	Yes			

¹ Only the highest level plan in which the component will be addressed is recorded.

² Only the highest level plan in which the component will be addressed is recorded.

