

*Activity Plan*

*of the*

*Intergovernmental Affairs  
Secretariat*

*2006-2008*

# *Message from the Minister*



I am pleased to present the Activity Plan for the Intergovernmental Affairs Secretariat for the years 2006-2008.

This plan provides an overview of the Secretariat and identifies the key goals and objectives to be accomplished during the fiscal period covered by the plan. Pursuant to the *Transparency and Accountability Act*, the Intergovernmental Affairs Secretariat will report as a Category Three government entity. This requires the Secretariat to plan and report on the activities it will undertake to help realize the intergovernmental goals of the Government of Newfoundland and Labrador.

The document closes with an outline of the strategic directions of government for which I am responsible. They are: to achieve the equitable treatment of Newfoundland and Labrador in the federation; and, to promote the military diversification and long-term operation of 5 Wing Goose Bay. These directions form the foundation for this plan. As the Minister for Intergovernmental Affairs, I am accountable for the preparation of this plan and for the achievement of the specific goals and objectives contained therein.

**John Ottenheimer, Q.C.**  
**Minister for Intergovernmental Affairs**

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## *1.0 Plan at a Glance*

### **Vision**

The vision of the Secretariat is of a province which is recognized as making an important contribution to a strong and united Canada and which is treated equitably within the federation.

### **Mission**

By 2011, the Secretariat will have promoted and represented the province's interests within Canada and internationally to maximize benefits to Newfoundland and Labrador.

### **Goal #1**

By 2008, the Secretariat will have worked with the federal government, the community and other provincial departments and agencies to promote the military diversification and long-term operation of 5 Wing Goose Bay, including attracting foreign military flight and other military training.

#### **Objectives**

1. By 2007, the Secretariat will have strengthened the province's capacity to work with the community and the federal government.
2. By 2008, the Secretariat will have worked with the federal government, the community and other provincial departments and agencies to attract foreign military flight training, and other military training, at 5 Wing Goose Bay.

### **Goal #2**

By 2008, the Secretariat will have worked to promote increased federal presence in the province.

#### **Objectives**

1. By 2007, the Secretariat will have identified and developed any additional factual and statistical information necessary to support the province's case for increased federal presence.
2. By 2008, the Secretariat will have worked to promote increased federal presence in the province.

### **Goal #3**

By 2008, the Secretariat will have supported the promotion/advancement of the province's interests within the Council of the Federation.

#### **Objectives**

1. By 2007, the Secretariat will have supported the Premier's hosting of the Council of the Federation Annual Conference and supported the Premier as Chair.
2. By 2008, the Secretariat will have supported the promotion/advancement of the province's interests within the Council of the Federation.

## 2.0 *Overview of the Secretariat*

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

The Secretariat coordinates intergovernmental activity and recommends strategic approaches to federal/provincial relations, including the negotiation of federal/provincial funding arrangements 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 in Goose Bay.

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.

The Secretariat is located in the East Block of the Confederation Building and employs a core complement of 13 people. It is organized into three divisions which provide policy advice to ensure that the province's interests are presented and promoted in a consistent and strategic manner. Where appropriate, the Secretariat will supplement its staff complement with individuals or teams to manage specific projects or issues. For example, in 2005-06, IGAS added a team to develop and manage logistics associated with hosting the 2006 Council of the Federation annual summer conference. The Secretariat is directed by one Deputy Minister (female) and two Assistant Deputy Ministers (one female, one male) and is supported by three Executive Secretaries (female).

### **Resource and Economic Policy**

Policy formulation derives from an ongoing review and analysis of all intergovernmental issues relating to economic and resource policy matters. These issues include transportation, fisheries and oceans, agriculture, environment, tourism, parks, forestry, energy, mining, trade, industry, telecommunications, wildlife, crown lands and national defence. This division supports the Premier in his obligations to the Conference of New England Governors and Eastern Canadian Premiers. It is staffed by a director (male) and two analysts (one male; one female).

### **Social and Fiscal Policy**

Policy formulation derives from an ongoing review and analysis of all intergovernmental issues relating to social and fiscal matters. These issues include education, labour market programs, health, social services, women's policy, housing, justice, fiscal transfers and other fiscal

arrangements. This division supports the Premier in his obligations to the Council of Atlantic Premiers. It is staffed by a director (female) and two analysts (male).

### **Intergovernmental Policy**

This division provides policy review, analysis, advice and coordination on all intergovernmental issues of an overarching nature. These include constitutional issues, major federal policy statements (throne speeches and budgets), important intergovernmental trends (such as the evolution of per capita funding and the federal presence), national policy debates (such as fiscal imbalance and equalization reform) and the identification of intergovernmental priorities. This division supports the Premier in his obligations to the Council of the Federation and First Ministers' Meetings. It is staffed by one director (male) and one analyst (female).

## **3.0 *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 entry' for the federal government where no analogous provincial department exists; and
- Take necessary action to initiate or maintain intergovernmental co-operation between the government of the province and a sovereign government.

## **4.0 *Lines of Business***

The lines of business of the Secretariat are:

1. Intergovernmental policy formulation and advice:
  - IGAS is responsible for monitoring and analyzing intergovernmental dimensions of social/fiscal and economic/resource policy matters in order to formulate and provide policy advice on the development of government's intergovernmental strategy and agenda.
2. Promotion of the interests of the province:
  - IGAS attends 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; and
- IGAS promotes the province's interests by assisting departments in their participation in intergovernmental meetings and negotiations, and their negotiation of intergovernmental agreements.
3. Support and coordination:
- IGAS coordinates and provides support for interdepartmental initiatives that have intergovernmental implications.

## 5.0 *Values*

These core values explain the character of the Secretariat. Recognizing that the action statements may change in the next Activity Plan, it was decided that the actions which need to be enhanced during the subsequent two years could be articulated as follows:

**Accountability** Each person accepts responsibility for his or her actions.

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

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

## 6.0 *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.

## 7.0 *Vision*

The vision of the Secretariat is of a province which is recognized as making an important contribution to a strong and united Canada and which is treated equitably within the federation.

## 8.0 *Mission*

The mission statement identifies the priority focus area of the Minister over the next two planning cycles. It represents the key longer-term 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 success.

By 2011, the Secretariat will have promoted and represented the province's interests within Canada and internationally to maximize benefits to Newfoundland and Labrador.

**Measure 1:** Promoted interests to maximize benefits

**Indicators:** Strengthened existing and explored new mechanisms to exert influence with other jurisdictions  
Identified intergovernmental priorities and where possible, strategies to address those priorities  
Strengthened mechanisms within government to improve the coordination and consistency of the province's intergovernmental policies and strategies  
Worked with departments to develop, promote and represent Provincial positions on intergovernmental matters within their individual mandates

**Measure 2:** Represented interests to maximize benefits

**Indicators:** Participated in Intergovernmental fora  
Written representation made to other governments



## 9.0 *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 two years. The goals identified for each issue reflect the results expected in the two year timeframe; the objectives provide an annual focus. Measures and indicators are provided for the goal and the first year's objective to assist the Secretariat and the public in monitoring and evaluating success.

### **Issue #1: 5 Wing Goose Bay**

The Secretariat acts as lead provincial agency for matters related to defence; 5 Wing Goose Bay is a priority issue. Secretariat officials work closely with all provincial departments, federal officials in various departments, and the local community (e.g. the Town of Happy Valley – Goose Bay, the Goose Bay Citizen's Coalition and other groups and organizations as appropriate) to advance the future viability of military presence and training.

**Goal #1:** By 2008, the Secretariat will have worked with the federal government, the community and other provincial departments and agencies to promote the military diversification and operation of 5 Wing Goose Bay, including attracting foreign military flight and other military training.

**Measure 1:** Worked with the federal government, the community and other provincial departments and agencies to advance the military diversification of 5 Wing Goose Bay, including attracting foreign military flight training, and other military training

**Indicators:** Consultations with all relevant stakeholders  
Advocacy to the federal government  
Facilitated provincial regulatory processes to accommodate objectives  
Coordinated interdepartmental activities

#### **Objectives:**

1. By 2007, the Secretariat will have strengthened the province's capacity to work with the community and the federal government.

**Measure 1:** Strengthened provincial capacity to work with the community and the federal government.

**Indicators:** Improved information sharing among responsible federal and provincial government departments and agencies, the community

and other stakeholders through:

- coordinating information and advocacy activities with other provincial government departments and appropriate stakeholders
- quarterly briefing and advice to relevant ministers and deputy ministers
- meeting with the community and stakeholder organizations

Advocacy to the federal government through personal meetings and written representations.

2. By 2008, the Secretariat will have worked with the federal government, the community and other provincial departments and agencies to promote the military diversification and operation of 5 Wing Goose Bay, including attracting foreign military flight and other military training.

## **Issue #2: Federal Presence**

The federal government's presence in Newfoundland and Labrador is important to the province's economy and place in Canada. Over the last two decades, disturbing trends have emerged. Federal employment in this province has declined at a rate markedly higher than the national average and the province's share of federal executives is much less than its share of the national population. The Secretariat is responsible for advancing the province's interests in this matter with the federal government.

**Goal #2:** By 2008, the Secretariat will have worked to promote increased federal presence in the province.

**Measure 1:** Promoted the need and opportunity for increased federal presence in the province

**Indicators:** Factual and statistical information is identified or developed  
A strategy to advance the case for improved federal presence is developed  
Representation is made to the federal government

### **Objectives:**

1. By 2007, the Secretariat will have identified and developed any additional factual and statistical information necessary to support the province's case for increased federal presence.

**Measure 1:** Factual and statistical information are identified and developed

**Indicators:** A scan for available data is completed  
Information gaps are assessed and addressed where possible  
Priority categories of information are identified  
Priority statistical information is developed  
A strategy to advance the case for improved federal presence is developed and direction is sought regarding its implementation  
Gender breakdown is provided, where the information is available

2. By 2008, the Secretariat will have worked to promote increased federal presence in the province.

### **Issue #3: Council of the Federation**

In December, 2003, Canada's Premiers and Territorial Leaders formed the Council of the Federation (COF), for the purpose of revitalizing the Canadian federation and building a more constructive and cooperative federal system. In July, 2006, Premier Williams will host the annual summer COF meeting and assume the position of Chair.

The Intergovernmental Affairs Secretariat is responsible for supporting the Premier's participation in the Council. This involves the preparation of briefing materials, advancing the province's interests through the Council, and working with colleagues across the country to implement the Council's work plan as provided by Premiers.

**Goal #3:** By 2008, the Secretariat will have supported the promotion and advancement of the province's interests within the Council of the Federation.

**Measure 1:** Supported the promotion/advancement of the province's interests within the Council of the Federation

**Indicators:** Hosted the Council of the Federation Annual Conference  
Chaired the Council of the Federation for 2006-07  
Participation in the Council of the Federation  
Support the Premier as lead on national initiatives of the Council of the Federation, where appropriate

#### **Objectives:**

1. By 2007, the Secretariat will have supported the Premier's hosting of the Council of the Federation Annual Conference and supported the Premier as Chair.

**Measure 1:** Supported the Council of the Federation Annual Conference

**Indicators:** Secretariat will have supported the Premier's hosting of the Council of the Federation Annual Conference

**Measure 2:** Supported the Premier as Chair

**Indicator:** Led on Council of the Federation initiatives

2. By 2008, the Secretariat will have supported the promotion and advancement of the province's interests within the Council of the Federation.

## 10.0 Government of Newfoundland and Labrador 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 and Budget Speeches, policy documents, and other communiqués. 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 Intergovernmental Affairs 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, some have been addressed in this plan and others will be addressed in the operational and/or work planning processes.

### 1. Title: 5 Wing Goose Bay

**Outcome Statement:** The desired outcome is to promote the military diversification and long-term operation of 5 Wing Goose Bay.

This outcome supports the government's policy direction as outlined in the 2005 Throne Speech. It will require systematic intervention in the following areas:

| Components of Strategic Direction                             | This Direction is addressed:     |  |                                    |
|---|----------------------------------|--|------------------------------------|
|   | in the<br>entity's Activity Plan | in the<br>entity's<br>operational plan | in a work<br>plan of the<br>entity |
| Advocating for increased Military Presence                    | Yes                              |  |                                    |
| Identifying new opportunities for diversification of the base | Yes                              |  |                                    |
| Interdepartmental coordination and collaboration              | Yes                              |  |                                    |

## 2. Title: Federal-Provincial Relations

**Outcome Statement:** The desired outcome is to achieve the equitable treatment of Newfoundland and Labrador in the federation.

This outcome supports the policy direction of government as outlined in the 2005 and 2004 Throne Speeches and the PC Policy Platform Document 2003. It will require systematic intervention in the following areas:

| Components of Strategic Direction                | This Direction is addressed <sup>1</sup> : |                                  |                              |
|--|--|----------------------------------|------------------------------|
|  | in the entity's Activity Plan              | in the entity's operational plan | in a work plan of the entity |
| Building Cooperative Relationships               | Yes  |                                  |                              |
| Coordinating intergovernmental activities        | Yes  |                                  |                              |
| Interdepartmental coordination and collaboration | Yes  |                                  |                              |
| Formulating Intergovernmental policy             | Yes  |                                  |                              |

<sup>1</sup> Only the highest level plan in which the component will be addressed is recorded.