



Intergovernmental Affairs Secretariat

Activity Plan 2008-2011

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 2008-2011. This plan was prepared under my direction in accordance with the *Transparency and Accountability Act*. As Minister, I am accountable for the preparation of the plan and for the achievement of its objectives.

This plan provides an overview of the Secretariat and identifies key goals and objectives, which will guide its activities during the fiscal period of 2008-2011. Pursuant to the *Transparency and Accountability Act*, the Intergovernmental Affairs Secretariat reports as a Category Three entity. As such, the Intergovernmental Affairs Secretariat is required to plan and report on the activities it will undertake to help realize the intergovernmental goals of the

Province of Newfoundland and Labrador.

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 point of entry for the federal government where no analogous provincial department exists, and it leads the Province's efforts to promote and diversify operations at 5 Wing Goose Bay. We also support 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 specific strategic directions of government for which I am responsible. These include achieving the equitable treatment of Newfoundland and Labrador in the federation and promoting the military diversification and long term operations of 5 Wing Goose Bay. Stemming from these three year strategic directions are four key activity issues: promoting 5 Wing Goose Bay; increasing federal presence; supporting the Premier's participation in intergovernmental fora such as the Council of the Federation, Council of Atlantic Premiers, New England Governors-Eastern Canadian Premiers Conference, and First Ministers Meetings; and increasing Newfoundland and Labrador's jurisdictional ownership and effective control of petroleum and other resources in the offshore. At the close of this document is also included the strategic directions of government for which I am responsible in my role as Minister Responsible for the Volunteer and Non-Profit Sector.

These directions and issues form the foundation for this plan. As the Minister for Intergovernmental Affairs, I am accountable for the preparation of this plan and for the activities that support the specific goals and objectives contained therein.

A handwritten signature in black ink that reads "Tom Hedderson". The signature is written in a cursive, flowing style.

Tom Hedderson, MHA
Minister for Intergovernmental Affairs and
Minister Responsible for the Volunteer and Non-Profit Sector

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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 2011, 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 2009, the Secretariat will have continued to work with the federal government to live up to its commitment to the military diversification and long-term operation of 5 Wing Goose Bay, including attracting foreign military flight and other military training.
2. By 2010, the Secretariat will have continued to work with the federal government, the community and provincial line departments and agencies to promote military diversification and long-term operation of 5 Wing Goose Bay including attracting foreign military flight training and other military training.
3. By 2011, the Secretariat will have continued to hold the federal government accountable for its commitments to station a new Rapid Reaction Army Battalion and Unstaffed Aerial Vehicle Squadron at 5 Wing. IGAS will have worked with local stakeholders to promote related diversification opportunities at the base.

Goal 2

By 2011, the Secretariat will have worked to promote increased federal presence throughout Newfoundland and Labrador.

Objectives

1. By 2009, the Secretariat will have engaged and provided proposals with internal departments and agencies and any other relevant stakeholders to identify opportunities for increased federal presence.
2. By 2010, the Secretariat will have engaged and provided proposals to the federal government on how to increase federal presence throughout Newfoundland and Labrador.
3. By 2011, the Secretariat will have worked to increase and promote the level of federal

presence throughout Newfoundland and Labrador.

Goal 3

By 2011, the Secretariat will have consistently supported the promotion and advancement of Newfoundland and Labrador's interests within such fora as the Council of the Federation, the Council of Atlantic Premiers, the Conference of the New England Governors and Eastern Canadian Premiers and at First Ministers Meetings.

Objectives

1. By 2009, the Secretariat will have provided logistical and analytical support and strategic advice to the province in working with other jurisdictions in these fora.
2. By 2010, the Secretariat will have continued to provide logistical and analytical support and strategic advice to the province in working with other jurisdictions in these fora.
3. By 2011, the Secretariat, through its participation in the steering committees of these organizations, will have worked to strengthen these fora to enhance the Premier and Minister's ability to further its interests through these fora.

Goal 4

By 2011, the Secretariat will have worked to advance the province's jurisdictional ownership and effective control of petroleum and other resources in the offshore.

Objectives

1. By 2009, the Secretariat will have evaluated the current situation and identified opportunities to advance the province's jurisdictional ownership and effective control over the offshore.
2. By 2010, the Secretariat will have worked with relevant provincial government departments to develop a plan to incorporate measures to enhance effective control over offshore resources into the policies and operations of relevant NL departments, agencies and crown corporations.
3. By 2011, the Secretariat will have worked to advance the province's jurisdictional ownership and effective control of petroleum and other resources in the offshore.

2.0 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 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.

IGAS is staffed by 14 people (not including the offices of the Minister, the Ottawa Representative or Secretary of the Council of Atlantic Premiers) and is located in the East Block of the Confederation Building. It is directed by a male Deputy Minister and a female Assistant Deputy Minister and assisted by three female professional support staff. The Secretariat 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, labour market programs, health, social services, women's policy, housing, justice, trade, industry, transportation/infrastructure, and national defence. Its staff complement is a female director, three male analysts and a shared female clerk typist III with the Resource and Fiscal Policy Division.

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 fisheries and oceans, agriculture, environment, tourism, parks, forestry, energy, mining, wildlife, 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 staff complement is a female director, one female and two male analysts and a female shared clerk typist III with the Social and Economic Policy Division.

Where appropriate, the Secretariat will supplement its staff complement with individuals or teams to manage specific projects or issues. In 2005-2006, IGAS added a temporary team to develop and manage the logistics associated with hosting the 2006 summer meeting of the Council of the Federation. IGAS currently avails of the services of a contractual Communications Specialist.

The Ottawa Office is funded through the Secretariat, but is not part of the Secretariat's organizational structure and reports directly to the Office of the Premier. The position of Ottawa Representative was filled in May, 2006.

As listed in the 2008/09 Estimates, the Secretariat has a budget of \$2,277,900.00.

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 Secretariat's lines of business are:

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 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.

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.

- 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 Canadian intergovernmental environment is continually transforming as leadership and priorities change. In response to such changes, IGAS facilitates the Province's positioning on issues of specific and common concern to achieve the vision 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 between 2006-2011. This Activity Plan covers the second planning cycle of this reporting period. 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. 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 move the Secretariat forward by making the promotion of Newfoundland and Labrador's views of utmost importance.

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 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 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. This issue assists the Secretariat in fulfilling its long-standing strategic direction to promote military diversification and long-term operation of 5 Wing Goose Bay.

Goal: By 2011, the Secretariat will have worked with the federal government, the community and other provincial departments and agencies to promote military diversification and long-term operation of 5 Wing Goose Bay, including attracting foreign military flight and other military training.

Measure: Work with the federal government to pursue military diversification and long-term operation of 5 Wing Goose Bay, including attracting foreign military flight and other military training

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

Objective 1: By 2009, the Secretariat will have continued to work with the federal government to live up to its commitment to the military diversification and long-term operation of 5 Wing Goose Bay, including attracting foreign military flight and other military training.

Measure: Assessment of any federal defence policy changes for applicability to the goals of military diversification and long-term operation of 5 Wing Goose Bay

Indicators: Analysis of the Canada First Defence Strategy
Advocacy to the federal government through personal meetings and written representation
Improved information sharing among responsible federal and provincial government departments and agencies

Objective 2: By 2010, the Secretariat will have continued to work with the federal government, the community and provincial line departments and agencies to

promote military diversification and long-term operation of 5 Wing Goose Bay including attractive foreign military flight training and other military training.

Objective 3: By 2011, the Secretariat will have continued to hold the federal government accountable for its commitments to station a new Rapid Reaction Army Battalion and Unstaffed Aerial Vehicle Squadron at 5 Wing. IGAS will have worked with local stakeholders to promote related diversification opportunities at the base.

Issue 2: Federal Presence

The federal government's presence throughout 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. This activity issue assists the Secretariat in fulfilling its strategic direction to achieve equitable treatment of the province within Canada by ensuring equity of federal government positions and decision-making within Newfoundland and Labrador.

Goal: By 2011, the Secretariat will have worked to promote increased federal presence throughout Newfoundland and Labrador.

Measure: Promote the need and opportunity for increased federal presence in the province

Indicators: Engagement with provincial line departments and agencies, the wider community and other relevant stakeholders to identify areas for increased federal presence
Identifying, developing and updating factual and statistical information
Representation made to the federal government

Objective 1: By 2009, the Secretariat will have engaged and provided proposals with internal departments and agencies and any other relevant stakeholders to identify areas for increased federal presence.

Measure: Engagement with internal departments and agencies and other relevant stakeholders to identify areas for increased federal presence.

Indicators: Consultations with relevant departments and stakeholders
Interdepartmental collaboration on proposals to advance

federal presence
Address and rectify information gaps
Representation made to the federal government

Objective 2: By 2010, the Secretariat will have engaged and provided proposals to the federal government on how to increase federal presence throughout Newfoundland and Labrador

Objective 3: By 2011, the Secretariat will have worked to increase and promote the level of federal presence throughout Newfoundland and Labrador.

Issue 3: Intergovernmental Fora

The Intergovernmental Affairs Secretariat is responsible for supporting the Premier and Minister's participation such intergovernmental fora as the Council of the Federation, the Council of Atlantic Premiers, the Conference of New England Governors and Eastern Canadian Premiers and First Ministers Meetings. This involves the preparation of briefing materials, advancing the Province's interests through these Councils and Conferences, and working with colleagues across the country and throughout New England to implement Premiers' and Governors' direction. This activity issue assists the Secretariat in fulfilling its strategic direction to achieve equitable treatment of Newfoundland and Labrador within the federation by ensuring the Premier and the Minister are able to use these conferences and meetings to articulate the province's positions and promote its interests.

Goal: By 2011, the Secretariat will have consistently supported the promotion and advancement of Newfoundland and Labrador's interests within such fora as the Council of the Federation, the Council of Atlantic Premiers, the Conference of New England Governors and Eastern Canadian Premiers and at First Ministers Meetings.

Measure: Support the promotion and advancement of Newfoundland and Labrador's interests within the Council of the Federation, the Council of Atlantic Premiers, the Conference of New England Governors and Eastern Canadian Premiers and at First Ministers Meetings

Indicators: Participate in meetings as scheduled
Support the Premier as a lead on international, national and regional initiatives as applicable

Objective 1: By 2009, the Secretariat will have provided logistical and analytical support and strategic advice to the province in working with other jurisdictions in these fora.

Measure: Supported the Premier and Minister's participation in such intergovernmental fora as the Council of the Federation, the Council of Atlantic Premiers, the Conference of New England Governors and Eastern Canadian Premiers and First Ministers' Meetings.

Indicators: Participate in steering committees and other working groups to establish the agendas and advance the activities of these intergovernmental fora
Prepare strategic advice and briefing materials for the Premier and Minister's participation in these conferences and meetings
Coordinate with provincial departments and other governments to implement Premiers' and Governors' directions

Objective 2: By 2010, the Secretariat will have continued to provide logistical and analytical support and strategic advice to the province in working with other jurisdictions in these fora.

Objective 3: By 2011, the Secretariat, through its participation in the steering committees of these organizations, will have worked to strengthen these fora to enhance the Premier and Minister's ability to further its interests through these fora.

Issue 4: Jurisdictional Ownership and Effective Control Over the Offshore

In Blueprint 2007, the Government of Newfoundland and Labrador committed to continue to seek jurisdictional ownership and effective control of petroleum and other resources in waters adjacent to Newfoundland and Labrador. IGAS has been tasked with overseeing and implementing this commitment. This activity issue assists the Secretariat in fulfilling its strategic direction to achieve equitable treatment of the province within Canada by seeking equity in the treatment of the province's offshore interests, be that oil and gas, the fishery or environmental issues. Ownership and control is important to the Newfoundland and Labrador economy and the province's broader interests.

Goal: By 2011, the Secretariat will have worked to advance the province's jurisdictional ownership and effective control of petroleum and other resources in the waters adjacent to Newfoundland and Labrador.

Measure: Advancement of the province's jurisdictional ownership and effective control of petroleum and other resources in the waters adjacent to Newfoundland and Labrador

Indicator: Pursuit of this goal across the initiatives of government departments and policy areas

Objective 1: By 2009, the Secretariat will have evaluated the current situation and identified opportunities to advance the province's jurisdictional ownership and effective control over the offshore.

Measure: Evaluation of the current situation and identification of opportunities to advance the province's jurisdictional ownership and effective control over the petroleum and other resources in the waters adjacent to the province

Indicators: Completion of analysis documents on the current status
Engagement with other departments and agencies and other relevant stakeholders on ways to increase the province's jurisdictional ownership and effective control

Objective 2: By 2010, the Secretariat will have worked with relevant provincial government departments to develop a plan to incorporate measures to enhance effective control over offshore resources into the policies and operations of relevant provincial departments, agencies and crown corporations.

Objective 3: By 2011, the Secretariat will have worked to advance the province's jurisdictional ownership and effective control of petroleum and other resources in the waters adjacent to Newfoundland and Labrador

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 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.

Title: 5 Wing Goose Bay

Outcome statement: The desired outcome is promotion of the military diversification and long-term operation of 5 Wing Goose Bay.

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 diversification of the base	Yes		
Interdepartmental coordination and collaboration	Yes		

Title: Federal Provincial Relations

Outcome statement: The desired outcome is equitable treatment of Newfoundland and Labrador in the 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	Yes		
Coordinating intergovernmental activities	Yes		
Interdepartmental coordination & collaboration	Yes		
Formulating Intergovernmental policy	Yes		

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

Title: The Voluntary and Non-Profit Sector

Outcome statement:	The desired outcome is a stronger relationship between government and the volunteer sector.
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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
Establishing a Volunteer and Non-Profit Sector Office				Yes
Formalizing a policy and program framework to strengthen and support the community-based sector				Yes
Enhance the development of social economy enterprises				Yes
Recognize the work of community volunteers				Yes
Produce a scope of work document to set the terms for an initiative to strengthen the relationship between government and the volunteer sector				Yes
Increase funding for the Community Services Council				Yes
Work with the third sector on measures to enhance employment stability for organizational staff				Yes

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