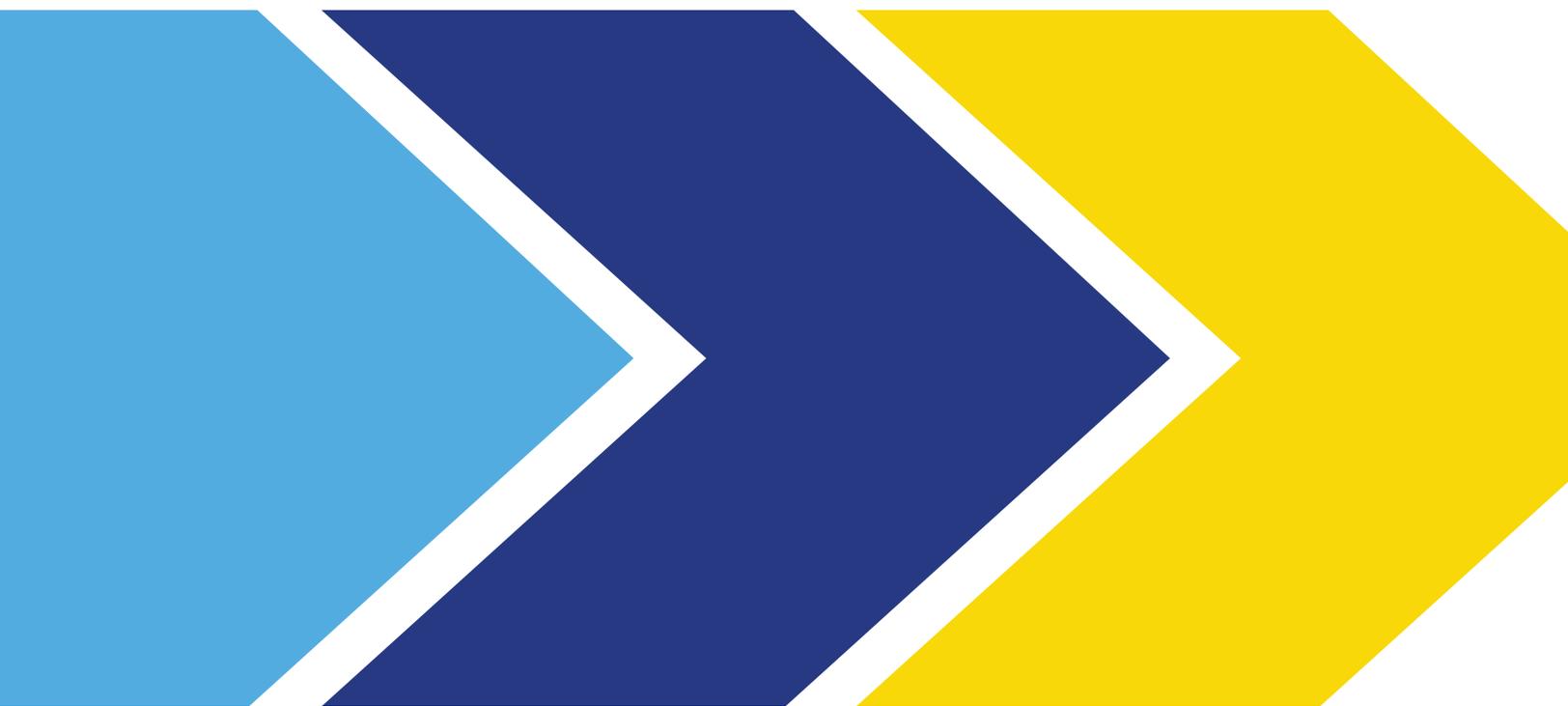
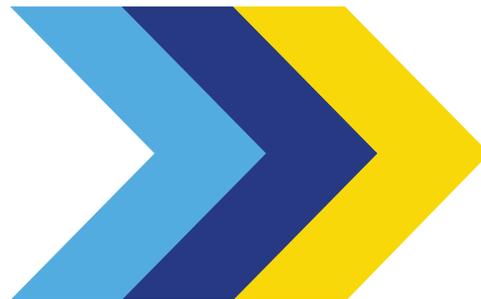


# **BUSINESS PLAN**

2022-23



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Budget 2022-23: Business Plan  
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## Table of Contents

Message from the Premier.....	2
Mandate .....	3
Overview.....	3
Strategic mandate actions.....	4
Actions to support cross-departmental mandates.....	6
Additional actions under Core Function Areas.....	7
Financial Summary.....	10

## Message from the Premier

As Minister of Intergovernmental Affairs (IGA), I am pleased to present the 2022-23 Business Plan for the Department.

IGA is responsible for managing Nova Scotia's relations with other governments, co-ordinating a corporate approach among departments on intergovernmental issues, and developing strategic policy to support the Province's trade objectives.

With an emphasis on engagement, collaboration, and alignment across government, the Department will support the Province's efforts to expand access to health care services, position Nova Scotia for economic growth, increase our population, and build healthy, diverse and prosperous communities. IGA's strategic priorities in 2022-23 will include:

- Promoting the Province of Nova Scotia across Canada and around the world for the purpose of attracting more people to move to Nova Scotia, more people to visit Nova Scotia, and more people to buy our products and services
- Advocating for greater federal investment in long-term health care funding through the Canada Health Transfer
- Seeking federal funding to support the Province's sustainable development initiatives
- As Chair of the Council of Atlantic Premiers, promoting regional alignment on health care funding and recruitment issues, joining efforts on population growth strategies, and streamlining investment opportunities and regional initiatives that advance the Province's clean energy objectives

I look forward to working with regional, national and international colleagues and partners over the coming year as we emerge from the COVID-19 pandemic and focus squarely on our recovery.

Sincerely,

(Original signed by) \_\_\_\_\_

The Honourable Tim Houston  
Premier of Nova Scotia  
Minister of Intergovernmental Affairs  
Minister of Trade



## Mandate

IGA is the central 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
- Developing the Province's strategic approach to global markets, trade policy, interprovincial and international trade negotiations, agreements, and disputes
- Co-ordinating the Province's intergovernmental priorities
- Military Relations
- Protocol
- Supporting the operation of Government House

### IGA Divisions:

Canadian Intergovernmental Relations, Corporate Services  
International Relations and Trade  
Protocol and Honours Secretariat

### IGA Core Function Areas:

Government of Canada Relations	Trade Policy
Federal-Provincial-Territorial (FPT) Relations	Canada-U.S. Relations
Atlantic Region Relations	Military Relations
Corporate Initiatives	Protocol
International Relations	Government House

## Overview

IGA provides corporate oversight, cross-departmental co-ordination, and strategic leadership to advance the province's intergovernmental objectives, relationships and opportunities. IGA helps to create conditions to support improved economic and social outcomes in Nova Scotia, with an emphasis on intergovernmental and international relationships, trade policy and market development, and strategic stakeholder engagement.

IGA priorities in 2022-23 are aligned with the Department's Ministerial mandate and will include initiatives to be advanced over multiple fiscal years. Efforts to support economic recovery from the impacts of the pandemic will continue into 2022-23.

IGA's Business Plan is presented in three categories:

- ❖ Strategic mandate actions (in response to IGA's Ministerial mandate)
- ❖ Actions to support cross-departmental mandates (working collaboratively on initiatives being led by other departments)
- ❖ Additional actions under Core Function Areas (fulfilling IGA's legislated mandate responsibilities)

## ❖ Strategic mandate actions

1. *Work with all provinces and territories to increase the Canada Health Transfer/Canada Mental Health Transfer/federal health funding for Nova Scotia*
  - Work with the Province's departments of Health and Wellness, and Finance and Treasury Board, to develop Nova Scotia's position on federal health funding, with an increased emphasis on addictions and mental health
  - Work through the Council of the Federation to maintain focus on efforts to secure increased federal health care funding, and work towards national alignment
  - Ensure Nova Scotia is well prepared to participate in First Ministers' Meeting discussions on the Canada Health Transfer, addictions and mental health funding, and health care funding, and to respond to federal proposals
2. *Maximize Federal Funding to support sustainable development*
  - Work with the departments of Environment and Climate Change, Economic Development, and Natural Resources and Renewables to support actions identified in the Environmental Goals and Climate Change Reduction Act, and work with Finance and Treasury Board to determine funding priorities
  - Actively pursue federal funding programs to enhance environmental and economic sustainability and infrastructure, including programs that expand access to affordable housing
  - Advance the Province's positions and funding priorities through the Council of the Federation and the Council of Atlantic Premiers

### 3. *Chair the Council of Atlantic Premiers*

- As Chair of the council in 2022, work to ensure focus and continued regional alignment in seeking increased federal health care funding and advance the Atlantic Health Care Accord
- Support efforts by provincial health departments in the region to increase collaboration, and to recruit and retain physicians, nurses, and other health care professionals
- Ensure continued alignment and action on the Atlantic Loop transmission project, in support of climate change objectives and clean energy goals of the Province, Atlantic region partners, and the federal government
- Ensure Atlantic regional priorities are understood and addressed by the federal government
- Support a renewed focus on the Atlantic Growth Strategy, the federal-Atlantic Region economic growth initiative.

### 4. *Advance Nova Scotia's trade interests and reduce trade barriers*

- Build on existing relationships and strengths to enable growth in strategic markets
- Further the Province's interests in Canada's trade negotiations, including with the United Kingdom, India, Indonesia, and the Association of Southeast Asian Nations
- Support market diversification to reduce sensitivity to global uncertainty
- Engage with federal and provincial partners to resolve trade issues impacting market access
- Work with partners to help Nova Scotia companies understand the opportunities created by free trade agreements, and to better understand industry barriers in international markets
- Support implementation of the Canadian Free Trade Agreement (CFTA), and its objectives to reduce barriers to the free movement of persons, goods, services, and investments within Canada

### 5. *Military Relations*

- Recognize the important contributions of military members, veterans and their families within all areas of government
- Work with the federal government, and other departments, to ensure that Nova Scotia's defence sector continues to be a driving force of innovation and economic growth
- Work with the federal government and provincial departments to assist veterans and military families posted to Nova Scotia

- Co-ordinate and support the Province's representation at events and activities that recognize and promote the importance and impact of the Canadian Armed Forces in Nova Scotia

6. *COVID-19*

- Lead Nova Scotia's intergovernmental COVID-19 engagement at FPT, provincial-territorial, and regional forums
- Ensure Nova Scotia continues to receive its fair share of federal COVID-19 program funding to address ongoing impacts of the pandemic

## ❖ Actions to support cross-departmental mandates

1. *Work with intergovernmental partners to advance clean energy initiatives that will support goals identified in the Environmental Goals and Climate Change Reduction Act, including delivering 80% of the province's electricity needs from renewable energy sources by 2030*
  - Support efforts led by the departments of Environment and Climate Change, and Natural Resources and Renewables, to achieve the 2030 target to provide 80% of electricity through renewables
  - Work with the federal government, Atlantic provinces, Quebec, power utilities and Nova Scotia departments to secure federal funding for the transmission improvements necessary to complete the Atlantic Loop clean energy initiative
  - Co-lead (with Natural Resources Canada) work on the Atlantic regional Clean Energy Roadmap
2. *Support work to increase access to long-term care beds and recruitment efforts to ensure facilities have the right staffing levels.*
  - Support the Department of Seniors and Long-Term Care in seeking federal funding for an additional 1,000 new private rooms for long-term care residents, resulting in 3,500 new, single-bed rooms across the province
  - Support the Department of Seniors and Long-Term Care recruitment efforts, including enhancing immigration programs to attract Continuing Care Assistants
  - Promote this initiative through FPT, provincial-territorial, and regional forums as a solution that will help to ease pressures in Nova Scotia's health care system

3. *Utilize intergovernmental channels to pursue enhanced immigration programs and to grow the provincial population to two million people by 2060*
  - Support the Department of Labour, Skills and Immigration in seeking higher levels of immigration through proposals to the federal government
  - Continue to gain federal government support for immigration pilot programs to address Atlantic Canada's needs, building on the successful Atlantic Immigration Pilot Program, which became permanent in 2021
  - Promote immigration programs and post-secondary educational opportunities as part of international engagement activities in Nova Scotia's strategic and emerging global markets, in support of work being led by the Department of Labour, Skills and Immigration and the Department of Advanced Education
  - During international engagement and trade missions, promote Nova Scotia as an attractive destination for immigrants, international students and tourists, and the province's vibrant and diverse culture as an economic investment opportunity
4. *Support the development of an integrated airport marketing plan/expansion of route connections*
  - Support and collaborate with the Department of Communities, Culture, Tourism and Heritage, and airport authorities, in the development of an integrated airport marketing plan for Nova Scotia
  - Support work by the Department of Public Works to develop and invest in new and expanded route connections to the Halifax Stanfield International Airport from key strategic destinations; including cargo routes focused on speed-to-market
  - During international engagement and trade missions, promote Nova Scotia's airports as a gateway to Atlantic Canada, to support efforts to expand route connections

## ❖ Additional actions under Core Function Areas

In addition to mandate actions noted above, the Department will continue to fulfill its legislated mandate through actions, outlined below, under core function areas:

1. *Government of Canada, Federal-Provincial-Territorial and Regional Relations*
  - Co-ordinate a corporate approach to advance the Province's intergovernmental objectives during engagement with other governments and partners

- Lead co-ordination and alignment among provincial departments in preparation for national and regional forums, including First Ministers' Meetings, FPT committees, Council of the Federation, Council of Atlantic Premiers, and consultations by the Government of Canada

## 2. *Canada-U.S. Relations*

- Work with existing cross-border networks to participate in, and strategically influence, organizations and conferences (e.g. New England Governors-Eastern-Canadian Premiers, Southeastern United States-Canadian Provinces Alliance; National Governors Association)
- Outline the Province's approach (objectives and tactics) to engage with the United States, leveraging the pillars of the Roadmap for a Renewed U.S.-Canada Partnership
- Undertake timely advocacy of Nova Scotia's key cross-border priorities with relevant Governors and Members of Congress, in consideration of outcomes of the 2022 U.S. mid-term elections
- Continue to lead Nova Scotia's work as Chair (until July 2022) of the Gulf of Maine Council on the Marine Environment, a collaborative forum (N.S., N.B., Maine, New Hampshire, Massachusetts) that works to protect and enhance environmental quality and the sustainable use of resources in the Gulf region

## 3. *International Relations*

- Lead trade missions and bilateral engagement, in collaboration with internal and external partners, to promote trade, advance opportunities in Nova Scotia's key and emerging markets, and increase awareness of the province's strategic advantages
- Co-ordinate internal government alignment on market development and trade promotion activities through frequent collaboration
- Work collaboratively with partners to increase knowledge of strategic and emerging markets, to support the exchange of information with Nova Scotia companies and institutions, particularly in the green and blue economic sectors
- Advance the Province's international objectives through ongoing engagement with Global Affairs Canada, the Canadian Trade Commissioner Service, foreign Embassies, High Commissions, and Consulates in Canada, and the Nova Scotia Honorary Consular Corps

## 4. *Trade Policy*

- Work to advance Nova Scotia's interests as part of key initiatives under the Canada Free Trade Agreement, including leading national work to open sales

- channels for alcoholic beverages, and negotiations on financial services and cannabis for non-medical purposes
- Support ongoing implementation of the Canada-United States-Mexico Agreement, and of the Comprehensive Economic and Trade Agreement with the European Union
- Support implementation of the Comprehensive and Progressive Trans-Pacific Partnership Agreement, and efforts to enhance trade relations in the Indo-Pacific region
- Defend Nova Scotia's interests in trade dispute litigation and implementation, including softwood lumber, Resolute NAFTA Chapter 11, and wine

#### 5. *Protocol*

- Co-ordinate and provide protocol support for official visits to Nova Scotia by foreign dignitaries and delegations
- Provide secretariat support to the Order of Nova Scotia program, which recognizes outstanding and exceptional achievements of Nova Scotians
- Enhance relations with the Consular Corps in Nova Scotia through greater routine engagement
- Develop and implement policies pertaining to flag protocol and State ceremonial events; create a flag bank for use at official events
- Collaborate with Government House in organizing events marking the Queen's Platinum Jubilee during 2022

#### 6. *Corporate Initiatives*

- Conduct the IGA Biennial Client Satisfaction Survey
- Undertake initiatives to support the Province's public sector Diversity and Inclusion strategy; promote workforce development and training programs
- Participate in corporate innovation initiatives

#### 7. *Government House*

- Support the Lieutenant Governor in the discharge of legal/constitutional and ceremonial duties
- Host and support events marking the Platinum Jubilee of Her Majesty, Queen Elizabeth II
- Continue to promote the foundational Crown-Indigenous Relationship through participation in various events involving the Mi'kmaq
- Enhance Nova Scotia's diplomatic presence through events involving foreign dignitaries and military forces

- Execute programs associated with the Lieutenant Governor’s role to celebrate and recognize deserving Nova Scotians; present Lieutenant Governor’s awards in 16 categories; recognize 90 patron organizations; promote excellence in the arts, commercial products, and other areas

## Financial Summary

<b>Intergovernmental Affairs</b>			
<b>Departmental Expenses Summary</b>			
(\$ thousands)			
	<b>2021-2022</b>	<b>2021-2022</b>	<b>2022-2023</b>
<b>Programs and Services</b>	<b>Estimate</b>	<b>Forecast</b>	<b>Estimate</b>
Administration	3,030	2,974	3,371
Government House	966	973	1,189
Protocol Office	485	399	54
<b>Total - Departmental Expenses</b>	<b>4,481</b>	<b>4,346</b>	<b>4,614</b>
<b>Ordinary Recoveries</b>	130	30	---
<b><u>Funded Staff (# of FTEs)</u></b>			
<b>Department Funded Staff</b>	35.5	30.9	33.5