

Intergovernmental Relations

Secretariat

SERVICE PLAN
2002/2005



BRITISH
COLUMBIA

Intergovernmental Relations
Secretariat

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A New Era of Government Service

Three-year service plans represent an important part of the government's commitment to open and accountable government. In August 2001, the government amended the *Budget Transparency and Accountability Act* to require government to table a three-year strategic plan and annual three-year service plans for ministries and government organizations with the provincial budget. These plans will ensure government and its individual ministries clearly outline their goals, and enable British Columbians to hold government accountable for its decisions and actions.

The government's three-year Strategic Plan articulates the government's vision: *British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future*. It also establishes three strategic goals that are key to achieving the government's overall vision:

- A strong and vibrant provincial economy
- A supportive social infrastructure
- Safe, healthy communities and a sustainable environment.

This Service Plan details the Intergovernmental Relations Secretariat's mission and objectives, which support the government's strategic goals. The Service Plan also includes performance measures that will be used to assess the Intergovernmental Relations Secretariat's progress in achieving its objectives. Objectives and performance measures are a new initiative for ministries and government organizations. In some cases, as planning progresses, performance measures will become more detailed as they are further developed.

After the end of each fiscal year, the Intergovernmental Relations Secretariat will prepare a service plan report that will describe actual accomplishments for the year. The report will include a comparison of planned and actual results, from both a financial and performance measure perspective, and allow the public to assess the government's performance.

In the years ahead, service plans and service plan reports, prepared by government ministries and organizations, will become the key tool by which government will manage public resources to ensure government programs are contributing, in a measurable way, to key government priorities in an efficient and effective manner.

The government's three-year Strategic Plan and ministries' three-year service plans will guide the reform of the province's public services so they meet British Columbians' needs. Measures to revitalize economic prosperity and protect and renew public services will lay the groundwork for a future of new opportunity for all British Columbians.

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Strategic Context

Vision

The Intergovernmental Relations Secretariat's (IGRS) vision statement views IGRS as providing intergovernmental expertise and strategic direction for the Government of British Columbia in positioning our province as:

- A proactive national leader, a full and equal partner in the Canadian confederation and a pivotal player in its future development;
- An effective advocate for advancing and enhancing British Columbia's interests and priorities;
- Having a strong role in international relations, particularly with the United States of America, with an approach that emphasizes economic, educational, cultural and other links while promoting the government's strategic priorities;
- The leader in Canadian trade, education, and cultural relations with Asia-Pacific countries; and,
- A leader in matters of protocol, ceremonies and events management.

Mission

- To advance British Columbia's priorities with other Canadian and international governments through leadership in developing and delivering intergovernmental strategies;
- Development of positive intergovernmental relations to achieve greater equity and equality for British Columbia in Canada; and,
- To manage provincial protocol activities, official honours and awards, and conferences and events.

Values

The following values are central to the work of IGRS:

- Leadership
- Responsiveness
- Teamwork
- Flexibility
- Professionalism
- Expertise
- Creativity

Planning Context

Introduction

Intergovernmental relations take place in the context of global, national and regional events and trends. Some of the key aspects of the intergovernmental relations environment are noted below.

International Environment

Globalization

- Increasing global economic integration
- Global influence of large corporations

More competitive/declining global markets for B.C. resources

- Increasing competition from lower cost producers
- Ongoing weakness in traditional markets in Asia

Increasing significance of special interest groups and protest activities

- Concerns over the “international corporate agenda”, human rights, social issues
- Increasing influence on environmental and natural resource agendas

Global security concerns

- Increasing global security issues following the September 11, 2001 terrorist attack

Cross Border Environment

Increasing dependence on the U.S. market

- Exports to the U.S. rose from 42% to 67% of provincial total exports between 1990 and 2000

Influence of the U.S. policy agenda

- National and regional pressures in areas of ongoing concern: security, energy, natural resources, trade
- Increasing visibility and influence of Mexico on U.S. policy

Focus on regional interests

- Ongoing cooperation on shared concerns such as transportation corridors, cross-border movement of people and goods, environment, etc. through Pacific North West Economic Region (PNWER) and the Council of State Governments (West) plus working level organizations like the B.C./Washington Environmental Cooperation Council

National and Provincial Environment

British Columbia's view

- British Columbians have a strong commitment to Canada
- British Columbia's relations with Ottawa:
 - Desire for greater recognition of B.C.'s concerns in federal decisions affecting British Columbians
 - Limited representation on federal or national bodies, boards and commissions that make decisions affecting British Columbians

The federal government view of British Columbia

- British Columbia is seen as a strong proponent of fiscal fairness and equality of the provinces
- British Columbia is viewed as a strong supporter of national unity, while at the same time being a vigorous proponent of provincial interests

Health Care

- There is a need to restructure the health care system to make it sustainable

Fiscal imbalance between orders of government

- Provinces are responsible for delivering costly, high-demand programs such as health, education, social assistance and infrastructure yet the provinces have less revenue than the federal government to fulfil these responsibilities

Goals, Objectives and Performance Measures

Federal - Provincial Relations

Goal — To enhance British Columbia’s federal/provincial relationship to maximize benefits to British Columbians.

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET 2002/03
<p>Develop and implement a proactive, government-wide approach to federal/provincial relations which will result in measurable progress on B.C.’s agenda with the federal government.</p>	<ul style="list-style-type: none"> • Develop and maintain a climate for an effective working relationship with the federal government. • Invite all Members of the B.C. Legislature and B.C. Members of Parliament to hold annual joint conferences to identify and overcome issues of regional alienation within Canada and British Columbia. • Work with other ministries and agencies of the provincial government to ensure a continuing and consistent cross-government focus on B.C.’s intergovernmental priorities. • Establish a Deputy Ministers’ Committee on Intergovernmental Relations to co-ordinate B.C.’s approach to the federal government. 	<ul style="list-style-type: none"> • Identification and ranking of B.C.’s intergovernmental priorities, and identification of tools, mechanisms and an action plan to pursue them. 	<ul style="list-style-type: none"> • Priorities ranked and approved by Cabinet. • Action Plan developed and approved by Cabinet. • Progress on B.C. priorities reflected in outcomes of key intergovernmental discussions. • Regular updates (status reports) on B.C.’s priorities.

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OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET 2002/03
<p>Advocate for more equitable distribution of federal government transfer payments and contracts and ensure full provincial participation in federal funding programs.</p>	<ul style="list-style-type: none"> • Identify areas where B.C. is not receiving its fair share. • Work with appropriate federal ministers and B.C. ministries to achieve a more equitable distribution of federal government contract expenditures. 	<ul style="list-style-type: none"> • More federal spending in B.C. 	<ul style="list-style-type: none"> • Key shortfall areas identified. • Strategies developed to address these areas.
<p>Work with other governments to achieve a more equitable equalization program consistent with the Constitution.</p>	<ul style="list-style-type: none"> • Pursue British Columbia's fair share of federal tax dollars through a fairer equalization program. 	<ul style="list-style-type: none"> • In collaboration with other provinces, renew the equalization formula. • Develop alternatives to the current equalization formula. 	<ul style="list-style-type: none"> • Strategies developed in cooperation with other provinces to address a fairer equalization system.
<p>Develop strategic alliances with other provincial/territorial governments to advance B.C.'s priorities with the federal government.</p>	<ul style="list-style-type: none"> • Liaise with other jurisdictions and develop effective working relationships. • Ensure that other jurisdictions have an increased awareness and knowledge of B.C.'s priorities in order to pursue mutual gains. 	<ul style="list-style-type: none"> • Establish, maintain or strengthen communication and liaison networks with other governments. • B.C. intergovernmental priorities and objectives are clearly explained to other jurisdictions and alliances achieved. 	<ul style="list-style-type: none"> • Secure national support for B.C. objectives in key intergovernmental activities, communications, discussions, or meetings. • B.C. priorities reflected in intergovernmental communications, documents, records of decisions.

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OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET 2002/03
<p>Enhance British Columbia's working relationship with other provincial and federal institutions.</p>	<ul style="list-style-type: none"> • In collaboration with the lead B.C. ministry, facilitate with other provinces/territories progress on the elimination of interprovincial trade barriers that are hurting consumers, job creation and British Columbia businesses. • Make progress toward elimination of overlaps in areas of federal and provincial jurisdiction that are adding confusion and costs to health care delivery. 	<ul style="list-style-type: none"> • Make progress on elimination of interprovincial trade barriers. • Overlaps in jurisdiction reduced in specific health areas as a result of greater interprovincial cooperation. 	<ul style="list-style-type: none"> • Structured, ongoing relationship on provincial transborder issues. • B.C. priorities such as measures to remove obstacles to interprovincial trade are reflected in outcomes of intergovernmental discussions and records of decisions. • Ministries identify areas of duplication and overlap between the federal and provincial government. • Develop strategies with ministries on rationalization of federal and provincial activities.
<p>With the lead ministry, seek provincial control over the management and revenues of British Columbia's offshore fisheries to improve fisheries management and protect fishery jobs.</p>	<ul style="list-style-type: none"> • With the Ministry of Agriculture, Fisheries and Food develop and implement strategy to achieve this objective. 	<ul style="list-style-type: none"> • A more efficient and effective regulatory arrangement. 	<ul style="list-style-type: none"> • Approval of strategy by Cabinet. • Commence discussions/negotiations with the federal government.
<p>Lead the development of the national agenda by representing forcefully and effectively provincial/territorial priorities on the national scene.</p>	<ul style="list-style-type: none"> • Support the Premier in his leadership role with the other provinces/territories by providing advice and analysis of issues, facilitating consensus and coordinating briefing requirements for the Premier. • Coordinate development of initiatives on issues of national importance to deal with at Premiers' meetings. 	<ul style="list-style-type: none"> • Provincial priorities reflected in national decision making (federal budget; national initiatives on Canada/U.S. security; etc.). • New federally-led initiatives established in response to provincial/territorial leadership. • Establish processes and mechanisms to ensure follow-up on Premiers' decisions at Premiers' meetings. 	<ul style="list-style-type: none"> • Consensus of various jurisdictions on key provincial issues. • Influence federal government decisions and initiatives on the national scene.

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OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET 2002/03
<p>Enhance intergovernmental cooperation in support of B.C.'s responsibilities in the area of official languages.</p>	<ul style="list-style-type: none"> • Develop a three-year action plan as required under the Canada-B.C. agreement on the promotion of Official Languages. • Upon approval of the action plan by the federal government and provision of federal funding, implementation of the three-year plan with regular review/assessment. • Effective B.C. participation in meetings of Ministers and elected representatives responsible for Francophone Affairs. 	<ul style="list-style-type: none"> • Meeting of objectives as outlined in the action plan. • Successfully secure federal support for the provincially developed action plan. • Establishment of liaison mechanisms with stakeholders. 	<ul style="list-style-type: none"> • Annual evaluation of projects as required under the agreement is positive.

International Relations

Goal — To improve the effectiveness of British Columbia’s international relations in support of the attainment of government priorities.

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET 2002/03
Improve the effectiveness of B.C./ U.S. relations	<ul style="list-style-type: none"> • Coordinate U.S. relations across government. • Coordinate a program of cooperation with Washington, Oregon, Idaho, and Alaska. • Provide information and support to Ministries on U.S. relations. • Develop strategies to increase visibility of B.C. in regional organizations and to increase presence and influence of B.C. in regional issues. 	<ul style="list-style-type: none"> • Clear definition of goals for U.S. relations. • Implement program of cooperation with neighbouring U.S. states. • Timely and useful information and advice to Ministries. • Increased visibility in regional organizations. • Increased visibility of B.C. issues, positions and priorities. • Regular, effective visits by high-level officials to the U.S., and vice-versa 	<ul style="list-style-type: none"> • Goals articulated and regularly updated across government. • Program approved by Cabinet. • Structured, ongoing relationship on transborder issues. • Consistent high-level participation in regional organizations. • Ongoing high-level visits to/from the region. • High level of Ministry satisfaction with advice and assistance provided. • Issue-based strategies developed as appropriate.
Strengthen and support cross-government coordination on international matters.	<ul style="list-style-type: none"> • Strengthen ongoing links with Ministries on international relations. 	<ul style="list-style-type: none"> • Clear definition of international goals. • Systematic pursuit of international goals. 	<ul style="list-style-type: none"> • Goals articulated and regularly updated across government. • Ongoing information sharing on international activities.
Strengthen B.C.’s Asia-Pacific relations.	<ul style="list-style-type: none"> • With Ministries, develop a high-level Asia-Pacific strategy. • Develop proposals for new initiatives. 	<ul style="list-style-type: none"> • Improved coordination of Asia-Pacific activities. • New initiatives designed and implemented. 	<ul style="list-style-type: none"> • Strategy completed during 2002. • New initiatives completed as appropriate.
Enhance B.C.’s relations with other key global regions.	<ul style="list-style-type: none"> • Carry out systematic reviews of B.C. engagement in Mexico, Latin America and Europe. 	<ul style="list-style-type: none"> • Recommendations for further action. 	<ul style="list-style-type: none"> • Review of Mexico/ Latin America completed by Summer 2002. • Review of Europe completed by end of fiscal 2002.

Strategic Services

Goal — To support the achievement of IGRS' goals and objectives by providing innovative and responsive Protocol and Events, administrative, financial and planning and policy analysis services.

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET 2002/03
Provide strategic planning and analysis in support of IGRS' goals and objectives.	<ul style="list-style-type: none"> • Provide strategic analysis respecting key intergovernmental priorities. 	<ul style="list-style-type: none"> • B.C.'s intergovernmental objectives are clearly defined and consistently pursued. 	<ul style="list-style-type: none"> • Annual service plan report shows improvements in accomplishing IGRS objectives.
Advance B.C.'s social policy priorities through effective intergovernmental policies and strategies.	<ul style="list-style-type: none"> • Co-lead 3-year review of Social Union Framework Agreement (SUFA) with the federal government. • Coordinate the pursuit of B.C.'s intergovernmental social policy objectives across government. 	<ul style="list-style-type: none"> • Federal policies and programs adhere to the principles of SUFA. • B.C.'s intergovernmental social policy objectives are clearly defined and consistently pursued. 	<ul style="list-style-type: none"> • Completion of review of SUFA during 2002. • B.C. priorities reflected in the work of provincial/territorial and federal/provincial/territorial social policy councils.
Advance key government priorities through the provision of excellent protocol and events services.	<ul style="list-style-type: none"> • Logistical support to key intergovernmental meetings and major B.C. events. • Management of the Royal Visit and Jubilee Year ceremonies. • Strengthening B.C.'s international position by improved relations with the Consular Corps. 	<ul style="list-style-type: none"> • Meetings and events logistics facilitate effective meetings. • Royal Visit/Jubilee Year bring strong international recognition to B.C. • Vancouver Consular Corps feel B.C.'s interest and involvement in international issues is noticeably improved. 	<ul style="list-style-type: none"> • Positive evaluations after each major meeting. • Jubilee Year and Royal Visit result in major international media for B.C. • Annual survey of Corps shows improved relationship.

Links to Government Priorities

Key government priorities related to the role of the Intergovernmental Relations Secretariat (IGRS) are:

Priorities identified in the Premier's letter to the Minister of State for Intergovernmental Relations

- With the Finance Ministry, develop a plan to ensure a more equitable distribution of federal government transfer payments and contracts.
- Work with other provinces to negotiate a more equitable federal equalization program that is consistent with the Constitution.
- With the Competition Ministry, eliminate inter-provincial trade barriers.
- With the Fisheries Ministry, push for provincial control over the management and revenues of B.C.'s offshore fisheries to improve fisheries management and protect fishery jobs.
- Ensure full provincial participation in federal funding opportunities.
- Prepare a list of federal-provincial issues and propose a strategy for advancing B.C.'s position in a coordinated and effective way.
- Establish an ongoing program to enhance B.C.'s working relationships with other provincial and federal institutions.
- Coordinate a program of cooperation with Washington, Oregon, Idaho and Alaska.

Other government priorities related to IGRS

- A strong and growing economy.
- Greater equity and equality for British Columbia in Canada.
- Focus on priority programs: health care and education.
- Equality of all Canadians and all provinces under the Canadian Constitution.
- Invite all Members of the B.C. Legislature and all B.C. Members of Parliament to hold annual joint conferences aimed at publicly identifying and overcoming issues of regional alienation within Canada and B.C.
- A fair share of federal tax dollars through a more equitable distribution of federal government transfer payments and contracts.
- Work with other provinces to negotiate a more equitable federal equalization program that is consistent with the Constitution.
- Pressure the federal government to restore all of the health care funding withdrawn through budget cuts.
- Push to eliminate overlaps in areas of federal and provincial jurisdiction that have added bureaucratic costs and frustrated economic development and sound management.

IGRS Objectives

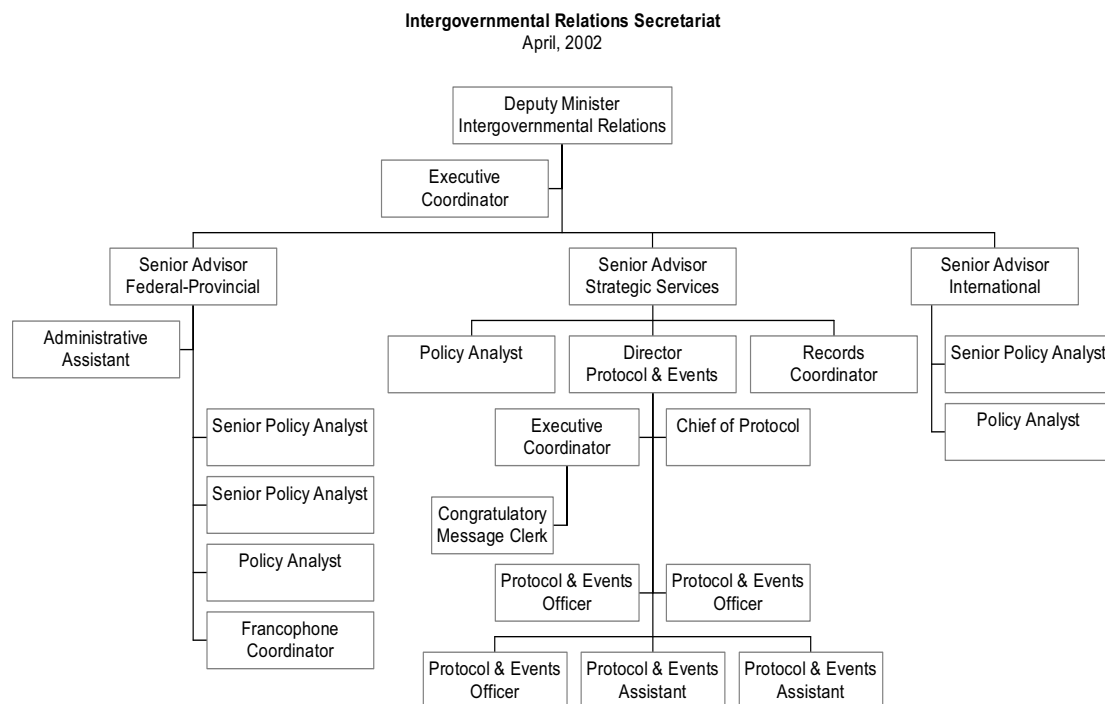
- Develop and implement a proactive, government-wide approach to federal/provincial relations which will result in measurable progress on B.C.'s agenda with the federal government.
- Advocate for more equitable distribution of federal government transfer payments and contracts and ensure full provincial participation in federal funding programs.
- Work with other governments to achieve a more equitable equalization program consistent with the Constitution.
- Develop strategic alliances with other provincial/territorial governments in advancing B.C.'s priorities with the federal government.
- Enhance British Columbia's working relationship with other provincial and federal institutions.
- With the lead ministry, seek provincial control over the management and revenues of British Columbia's offshore fisheries to improve fisheries management and protect fishery jobs.
- Lead the development of the national agenda by representing forcefully and effectively provincial/territorial priorities on the national scene.
- Enhance intergovernmental cooperation in support of B.C.'s responsibilities in the area of official languages.
- Improve the effectiveness of B.C./U.S. relations.
- Strengthen and support cross-government coordination on international matters.
- Strengthen B.C.'s Asia-Pacific relations.
- Enhance B.C.'s relations with other key global regions.
- Provide strategic planning and analysis in support of IGRS' goals and objectives.
- Advance B.C.'s social policy priorities through effective intergovernmental policies and strategies.
- Advance key government priorities through the provision of excellent protocol and events services.

How IGRS Objectives are linked to government priorities

The overriding purpose of the broad objectives outlined in this Service Plan is to ensure that British Columbia's intergovernmental objectives are clearly defined and consistently and effectively pursued across government and over time. This strategic approach will assist the government in accomplishing the priorities outlined in the Premier's letter to the Minister of State for Intergovernmental Relations. And it will support the achievement of broad government goals, such as a strong and growing economy, which have critical intergovernmental dimensions.

Resource Summary

Secretariat Organization



Budget

Core Businesses	2001/02 Base Data	2002/03 Estimates	2003/04 Plan	2004/05 Plan
	Operating	Expenditures	(\$000)	
Intergovernmental Relations	\$3,486	\$3,082	\$2,385	\$2,385
		FTEs		
Total	35	24.5	23.5	23.5
		Capital (\$000)		
	30	30	25	20