



2007–2008

Saskatchewan

Provincial Budget

Performance Plan

Saskatchewan Government Relations

Minister's Message

It is our pleasure to present the Saskatchewan Government Relations' 2007-08 Performance Plan. The 2007-08 Plan reflects a more strategic approach to carrying out the Department's responsibilities, beginning with the newly stated vision and mission:

Vision

Saskatchewan and its communities are prosperous and recognized for leadership and good governance locally, nationally and globally.

Mission

Advance provincial priorities and strengthen governance through strategic leadership and capacity building to better the lives of Saskatchewan people.

The new Performance Plan continues to centre on our major lines of business:

Intergovernmental Relations (including trade policy and French-language services), Municipal Relations, and the Provincial Secretary (including the Office of Protocol and Honours, Government House, Museum and Heritage Property, and the Lieutenant Governor's Office). The 2007-08 Plan represents a better co-ordinated approach to government-to-government relationships and reflects a more accurate description of our priorities and strategies.

If we are to be successful, we must be proactive in asserting the interests of Saskatchewan people while effectively managing the Province's relations with other governments. This is especially true in the areas of increasing trade, addressing the infrastructure deficit and improving the future for Aboriginal people, as well as building alliances to engage other governments – federal, provincial, territorial, municipal and sub-national governments of other countries.

We have many opportunities to honour our history, celebrate our achievements and promote the diversity and character of our province. A focus on the identity of Saskatchewan people will underscore these efforts led by the offices of Protocol and Honours and French-language Co-ordination.

This revitalized Performance Plan will result in improved communication of our strategies and priorities to our staff, stakeholders and partners, as well as strengthened accountability and commitment to our key actions as we report our progress. We look forward to working with our partners in addressing the challenges and the opportunities that 2007-08 brings.



Harry Van Mulligen
Minister of Government Relations



Joan Beatty
Provincial Secretary

Who We Are

The mandate of the Department is to advance Saskatchewan's interests and priorities through management of the Province's relations with other governments in Canada and abroad and through a trade policy function. The Department also leads and co-ordinates the provincial partnership with municipalities and works to strengthen local governance and the sustainable provision of municipal services and infrastructure by providing the legislative framework and financial, technical and policy support to municipalities. In addition, the Department oversees provincial honours, leads official protocol, manages Government House, provides administrative services to the Office of the Lieutenant Governor, and co-ordinates French-language services.

Government Relations employs approximately 170 people, with offices in Regina, Saskatoon, La Ronge and Buffalo Narrows, and is comprised of three divisions: Intergovernmental Relations, Municipal Relations, and the Provincial Secretary. These divisions work collectively, in an integrated fashion, to fulfill the Department's mandate through delivery of a variety of programs and services.

INTERGOVERNMENTAL RELATIONS

Intergovernmental Relations has both a Canadian focus, namely the co-ordination of federal-provincial relations, and an international focus that includes trade policy and international relations.

This division is comprised of three organizational units. The Canadian Intergovernmental Relations Branch works to advance Saskatchewan's interests with both the federal government and with other provincial and territorial governments. The Trade Policy Branch develops and advances Saskatchewan's objectives in domestic and international trade (market access) negotiations and disputes. The International Relations Branch co-ordinates the strategic management of provincial interests abroad.

The division has four key roles: developing strategies to achieve provincial goals; leadership in providing proactive, strategic advice to senior decision-makers; working with, and supporting, individual departments in advancing and implementing provincial policy decisions; and, supporting the Premier and Cabinet in profiling and advancing provincial positions.

The primary partners for these functions, both domestic and international, are other departments and agencies within the Government of Saskatchewan, other Canadian governments, and organizations involved in managing the intergovernmental dimensions of these portfolios.

The Office of Protocol and Honours co-manages the international visits program and intergovernmental conferences and meetings.

The Office of French-language Co-ordination (OFLC) supports departments, Crown corporations and agencies with a view to improving French-language services in the Province through the implementation of Saskatchewan's French-language Services Policy. In addition, the OFLC provides translation services to executive government and is the point of access to the provincial government for French-speaking citizens.

MUNICIPAL RELATIONS

The Department assists 13 cities and 460 other urban municipalities, 296 rural municipalities and 24 northern municipalities in fulfilling their responsibilities to residents. The Department works in partnership with the municipal sector to support sustainable municipal infrastructure and services, strengthen municipal leadership and engage citizens. The Department also works with the municipal, provincial and federal governments to provide a co-ordinated and effective multi-level system of governance. Department support to municipalities includes providing financial resources for municipal infrastructure and services; guidance in land use planning, technical and administrative assistance; and, maintaining a responsive legislative and regulatory framework. In addition, the Department is responsible for municipal administration and operations in the Northern Saskatchewan Administration District.

Key partners include municipal councils and administrators, municipal associations, community planners and property assessment appraisers. The Department works closely with provincial departments and agencies, other provinces and territories and the federal government.

Government Relations is also a key department involved in the cross-government Safe Drinking Water Strategy. Additional information regarding this strategy can be found at www.se.gov.sk.ca.

PROVINCIAL SECRETARY

Provincial Secretary includes the Office of the Lieutenant Governor, the Office of Protocol and Honours and Government House Museum and Heritage Property.

Offices within Provincial Secretary interact routinely with members of the public and with organizations sharing an interest in Saskatchewan's heritage, culture and the promotion of the accomplishments of our people. Such organizations include the Saskatchewan Honours Advisory Council, the Government House Historical Society and the Government House Foundation.

The Offices of Protocol, Honours and Government House play an important role in celebrating Saskatchewan's identity and promoting the province through honours and awards, tourism and by hosting visitors to our province, including members of the Royal family.

Protocol and Honours is responsible for official visits, certain intergovernmental conferences, symbols, the Legislative Building art collection and the provincial Honours and Awards Program. The protocol function is an important component in developing and nurturing relations with valued trading partners. The Honours and Awards Program, comprised of the Saskatchewan Order of Merit, The Saskatchewan Volunteer Medal, Saskatchewan Protective Service Medal, the commemorative 2005 Saskatchewan Centennial Medal, the Saskatchewan Distinguished Service Award, the Premier's Award for Excellence in the Public Service, and the Saskatchewan Youth Award, celebrates the achievements of Saskatchewan people. Information on the provincial Honours and Awards Program can be found at www.gr.gov.sk.ca/protocol.

Government House is a historical museum and provincial heritage property with a mandate to provide educational programs to schools and the community-at-large, provide tourism opportunities, manage a government hospitality facility, and accommodate the Office of the Lieutenant Governor. Information on Government House can be found at www.gr.gov.sk.ca/govhouse/.

Plan at a Glance

This Performance Plan reflects a better articulation of the strategic decisions required to guide the Department of Government Relations. It will continue to evolve as the strategic planning, performance management and public reporting processes mature and stakeholder feedback is further incorporated.

The goals and objectives identified in the Plan are multi-year in nature. The Department will work toward achieving its objectives in support of meeting broader long-term goals. For each objective, a series of key actions for the 2007-08 fiscal year has been developed to outline how progress will be made in meeting the objective. In addition, a set of performance measures has been included, where possible, to assist in gauging progress.

The following is a summary of the Department's Performance Plan for 2007-08 and beyond. Many of the goals and objectives have been refreshed and re-worded in order to articulate the outcomes the Department is pursuing in support of its vision. While most of the themes and messages remain the same, as in previous plans, hopefully stakeholders will find this Plan to be more informative and a better indicator of the Department's direction. Actual progress compared to planned progress will be reported in the 2007-08 Annual Report.

VISION

Saskatchewan and its communities are prosperous and recognized for leadership and good governance locally, nationally and globally.

MISSION

Advance provincial priorities and strengthen governance through strategic leadership and capacity building to better the lives of Saskatchewan people.

GOAL 1

Saskatchewan's interests and values are advanced within a strong Canada and within the international community

OBJECTIVE 1 – *Government departments and agencies collaborate to effectively advance Saskatchewan's strategic intergovernmental interests within Canada*

Performance Measures

- An assessment by the Department of whether, and to what extent, Saskatchewan's core intergovernmental interests have been protected and advanced through Department actions

OBJECTIVE 2 – *The Province successfully advances its domestic objectives through the strategic management of international and trade policy*

Performance Measure

- An assessment of whether, and to what extent, Saskatchewan's identified objectives have been achieved in the trade policy and international relations areas, including an estimate of the value of the incremental market access achieved at the conclusion of any trade negotiations and/or dispute settlements

OBJECTIVE 3 – *Government departments, Crown corporations and agencies offer an increased range of French-language services*

Performance Measures

- Volume of translations in support of French-language services
- Per cent of targeted departments with a current action plan
- Per cent of targeted departments with a consultative committee

GOAL 2

Thriving, sustainable and accountable municipalities that serve the residents of Saskatchewan

OBJECTIVE 1 – *Effective government-to-government relationships*

OBJECTIVE 2 – *Sustainable municipal infrastructure and services*

OBJECTIVE 3 – *Effective municipal governance through strong municipal leadership and engaged citizens*

Performance Measures

In the area of municipal relations, no one performance measure can gauge the progress of the Department toward its intended broad outcomes. The following combination of output measures, when considered as a whole, provide a good indication of our progress:

- Number and per cent of municipalities with planning bylaws in place
- Number and per cent of municipalities that are involved in inter-jurisdictional planning initiatives
- Number and per cent of municipal waterworks with water rates that cover expenditures and debt payments
- Number and per cent of municipalities whose financial reporting statements are compliant with the Public Sector Accounting Board (PSAB) standards and are filed on time

GOAL 3

Saskatchewan's identity, interests, heritage and the achievements of our people are recognized, promoted and celebrated

OBJECTIVE 1 – *Saskatchewan's identity, diversity and citizen achievements are positively reflected in public life*

Performance Measure

- Proportion of Aboriginal people, women, and rural/small urban nominations in Honours and Awards Programs

OBJECTIVE 2 – *Government House Museum and Heritage Property is a flagship historical, hospitality, tourist and educational facility*

Performance Measure

- Usage, attendance and awareness of Government House Museum and Heritage Property by:
 - ~ School groups
 - ~ Saskatchewan public
 - ~ Out-of-province

2007-08 Financial Overview

The Department of Government Relations is composed of three distinct divisions: Municipal Relations, Intergovernmental Relations, and the Provincial Secretary. While each division focuses on specific priorities, the work of each division also complements priorities in other divisions.

In 2007-08, the total budgeted expenditures for the Department are \$252.5 million. Over \$201.0 million of this amount is required to provide financial assistance to municipalities.

The following table outlines Department spending by function.

2007-08 ESTIMATES	<i>(in thousands of dollars)</i>
Central Management and Services	\$ 5,329
Intergovernmental Relations	2,888
Municipal Financial Assistance	201,243
Municipal Relations	6,392
Provincial Secretary	2,090
Saskatchewan Municipal Board	1,201
New Deals for Cities and Communities	33,321
Total Appropriation	99,404
Capital Acquisitions	-
Amortization	-
Total Expense	\$ 252,464
Revenues	\$ 44,816
FTE Staff Complement	168

The total estimated revenue for 2007-08 is \$44.8 million. The majority of this amount relates to federal transfers under the New Deal for Cities and Communities and federal-provincial cost-sharing agreements such as the Canada-Saskatchewan Municipal Rural Infrastructure Fund (C-SMRIF).

Trends and Issues

Government Relations operates in an environment based on relationships with governments, organizations and communities. These relationships provide opportunities to further Saskatchewan's interests in social, environmental, economic and cultural arenas. We are responsible for administering numerous programs and services within a continually changing environment. This section outlines some of the key external issues we face. Our Performance Plan includes key actions that outline the specific ways we will work to overcome the challenges that these issues present. As well, our performance measures have been developed to measure our progress in this regard.

GLOBAL/INTERNATIONAL

Saskatchewan's development prospects continue to be directly affected by such global/international trends as:

- the evolving patterns of international economic integration, or globalization;
- the related regionalization of the global economy, and Canada's response to it in the form of new policies and programs dealing with the North American economic space (e.g. the trilateral Security and Prosperity Partnership of North America), 'emerging' markets such as Brazil, Russia, India and China, and 'mature' markets such as the European Union, Japan and South Korea;
- potential shifts in U.S. foreign (including economic) policy with a Democratic controlled Congress, including whether the U.S. will continue its recent practice of 'competitive liberalization' (i.e., the signing of multiple bilateral free trade agreements), which may 'dilute' Canada's preferential access to the U.S. market and induce Canada to follow suit around the world;
- international terrorism and the effects on the Province of security-related responses to it, specifically those measures that hamper the efficient flow of goods across the Canada/U.S. border;
- the increasing public and political interest, especially in developed countries, of environmental stewardship as a "global public good", and of international efforts to co-operate to that end; and,
- the growth and international dispersion of information and communications technology (ICT), which is profoundly impacting the 'tradability' of service industries and increasing citizens' ability to participate in political decision-making and government service delivery.

The federal government has yet to articulate fully its own foreign (including economic) policy in several dimensions (e.g. diplomacy, international development and commerce) that are important to Saskatchewan (e.g. China). While these are evolving incrementally, their current incompleteness and lack of mutual coherence create risks for the effective delivery of the Province's own international relations.

NATIONAL

In 2007-08, the Canadian intergovernmental relations environment is expected to be dominated by four overarching themes:

- significant uncertainty due to the possibility of elections in eight jurisdictions including the federal government, Ontario, and Saskatchewan;
- a lack of provincial consensus on intergovernmental priorities and how major federal-provincial issues should be resolved;
- federal unilateralism and the asymmetrical resolution of key intergovernmental files resulting in an unequal distribution of benefits and costs among provinces; and,
- an effort to build a provincial/territorial agenda for the environment and energy, with an expected focus on climate change and sustainable development.

The ongoing 'renovation' of the Agreement on International Trade (AIT), an initiative launched by the Council of the Federation in 2004, may be affected by the entry into the regional Alberta-British Columbia Trade, Investment and Labour Mobility Agreement (TILMA) in April 2007. The TILMA is technically a regional 'complement' to the AIT that is open to other governments to join, but several aspects of the TILMA appear to be fundamentally incompatible with the existing AIT and/or as it could conceivably be amended. Recently, Quebec's minority government announced its intention to pursue a similar 'TILMA-like' agreement with the province of Ontario.

The Saskatchewan Legislature's Standing Committee on the Economy held public and stakeholder hearings in June on the state of internal trade in Saskatchewan. They helped to identify specific trade/investment/labour mobility barriers affecting the province's commercial interests and to assess the impacts (potential and actual) on the province of a renovated AIT and possible accession to the TILMA. Following those hearings, the provincial government announced that its future agenda for the internal trade would not include joining the TILMA. Rather, it would consist of three interrelated initiatives to improve the AIT, to examine, reduce or eliminate significant 'nuisance' regulations restricting internal trade and to work more closely with neighbouring provinces and U.S. states to boost economic flows within the Prairie/Great Plains region of North America.

The federal government also announced new infrastructure programs as part of the 2007-08 budget including an \$8.8 billion national Building Canada Fund with a per capita allocation. There is an additional \$25 million provided annually to each province and territory for priority infrastructure projects. Bilateral and trilateral agreements, program requirements and funding priorities will need to be negotiated with the federal government for these programs, in consultation with the municipal sector.

Significant federal funding will be awarded on a merit basis which may not benefit Saskatchewan given the focus of the projects (e.g. funding for the Asia Pacific Gateway and P3 partnerships). While federal spending on infrastructure has increased nationally by a total of \$463 million the funding principles are not yet clear enough to see how Saskatchewan can benefit. Another factor to be considered is that federal infrastructure funding requires provincial and/or municipal cost sharing which puts pressure on the provincial treasury and municipal financial capacity.

The 2007-08 federal budget contained two measures which will significantly impact Saskatchewan and the amount of federal revenue it will receive in future years. The federal government has altered the Equalization formula to include a 10 province standard, a 50 per cent inclusion of non-renewable resource revenue and a fiscal capacity cap. Saskatchewan will be allocated \$226 million in 2007-08 and no funding for 2008-09 and into the foreseeable future. This new formula is a significant departure from the original commitment of a 100 per cent exclusion of non-renewable resource revenue from the Equalization formula which would have provided Saskatchewan with an estimated \$800 million in 2007-08 and beyond. The federal approach represents a loss of \$574M in 2007-08 and a loss of \$1.4B in revenue by 2008-09. The Province is intending to ask the Saskatchewan Court of Appeal to rule on the constitutionality of these changes to the Equalization program.

In addition, there is a new distribution formula for the Canada Social Transfer (CST) from an equal per capita cash and tax transfer allocation to an equal per capita cash allocation, starting in 2007-08. The net result is that Saskatchewan's CST allocation will not grow from 2007-08 to 2012-13. The lack of growth in Saskatchewan's allocation will create additional pressures on the Province in providing the social services supported by the CST, such as post-secondary education, social assistance and child care. It will also place Saskatchewan in a competitive disadvantage vis-à-vis other provinces whose CST allocation will grow in the next five years.

The federal government is also a signatory to a series of agreements on French-language services with the provinces and territories extending to 2009. These agreements contain additional resources and, as is the case in Saskatchewan, joint strategic plans to address the priority areas for French-language services. This year will mark the end of the 2003-08 federal government's Official Languages Action Plan which contained a strategic approach to reinvigorate Canada's effort in this field. Though the nature of the follow-up to this initiative has not yet been determined, the federal government has indicated that provincial and territorial consultations will be an integral part of the process.

PROVINCIAL

Saskatchewan's Action Plan for the Economy, *A New Century of Opportunity*, now informs the Department's trade policy and international agendas. The Action Plan's domestic sector-development objectives have become the department's main strategic negotiating objectives as it engages in Canadian and international market-access negotiations and the key criteria for selecting target countries with which to enhance the Province's international relations. There are several either emerging issues or issues that have grown in importance to Saskatchewan that have intergovernmental and municipal implications.

Saskatchewan's Aboriginal community is the fastest growing segment of the province's population. The federal government has rejected the "Kelowna Accord" between Aboriginal leaders, Premiers, and the previous federal administration and federal funding to deliver services to First Nations communities in Saskatchewan has not kept pace with the growing needs. Aboriginal people are also increasingly asserting their desire to be consulted on provincial decisions which may have an impact on Aboriginal peoples in the Province. The provincial government has the duty to consult with First Nations and Métis on legislation, policy, programs and activities that can adversely impact Treaty or Aboriginal rights. Municipalities may also have this duty. Provincial and municipal roles and responsibilities need to be examined in fulfilling these responsibilities.

Climate change has become one of the top items on the federal-provincial agenda as the public demands action to reduce Canada's greenhouse gas emissions. While the federal government is the lead jurisdiction on fulfilling Canada's international environmental commitments, provinces and municipalities will do much of the actual work. Given the Province's reliance on coal to generate electricity, and given the nature of Saskatchewan's booming resource economy, Saskatchewan is especially challenged to dramatically reduce emissions. The provincial government must work to influence federal planning to ensure particular regions of the country do not bear an inordinate amount of the burden in reducing greenhouse gas emissions. Municipal governments are seen as leaders in emission reductions and have requested financial assistance for further investments in "green" infrastructure.

As a result of climate change, the Province could expect to see increased incidents of natural disasters such as flooding, windstorms, and fires. The Province will need to work closely in conjunction with the federal government and municipalities to prepare emergency plans, improve flood proofing and other disaster mitigation, and to ensure appropriate disaster relief assistance is available to the municipal sector in the event of any disaster.

MUNICIPAL

Municipalities are responsible for providing a wide range of services to Saskatchewan residents that contribute to community development and provincial prosperity, including water and sewer, transportation, solid waste disposal, fire protection, police protection, emergency planning, recreation and culture, property assessment, municipal and school taxation, economic development, and land use planning. Municipalities in Saskatchewan face numerous challenges due to the changing demographics and strong economic growth of our province. Two particular challenges are having the financial resources and the administrative capacity available to communities to assist them in responding to these changes.

Saskatchewan residents continue to move from towns, villages and rural municipalities to the cities putting pressure on urban infrastructure and leaving rural municipalities with a diminished tax base hampering their ability to maintain infrastructure. Population growth in the North has highlighted the need to do significant upgrades to northern infrastructure, particularly water and sewer systems.

Rural municipalities face immediate pressures to upgrade and maintain roads and bridges to serve resource industries in the Province and to develop a primary weight road corridor system. Expansion of the mining and oil and gas sector in northern Saskatchewan is creating expectations and demands on northern municipalities for expansion of services. The Province's ability to generate resource revenues is dependent on municipal roads, bridges and services.

Currently neither the municipal sector nor the provincial government has a thorough understanding of the current state of municipal infrastructure in the Province. Initial estimates indicate that \$2.7 billion in capital is needed over the next five years for municipal transportation, environmental, utilities, recreation and culture and other supporting infrastructure. Government Relations has begun discussions with the municipal sector on developing a municipal asset information system that will provide infrastructure information for short- and long-term planning.

There is growing pressure from the municipal sector to clarify provincial and municipal roles and responsibilities and appropriately align infrastructure and operational funding between the provincial government and municipalities so that municipal governments can provide the needed infrastructure and services to Saskatchewan residents and support the provincial economy. To address these issues and engage with municipalities in a new and more effective way, the government has initiated a partnership with the municipal sector to jointly develop a Municipal Sector Strategic Plan. The key components of the Municipal Sector Strategic Plan include:

- developing a lasting, policy-based approach for operational funding through the revenue sharing program beginning with the 2008-09 budget. This will ensure a long-term, predictable and sustainable approach to provincial unconditional operational funding for municipalities;

- developing a policy framework for long-term and sustainable funding for municipal infrastructure;
- identifying municipal priorities and beginning to engage other government departments to resolve irritants and build on opportunities to improve the economy, environmental sustainability, cultural dynamism and social cohesion of our communities and our province; and,
- developing new, more effective, working relationships between municipalities and the province.

FRANCOPHONIE

Francophone community stakeholders are calling for a more consistent offer of French-language services by the province. In Canada and Saskatchewan, there is also growing support for bilingualism in the larger population. In a recent poll conducted by Decima Research*, 82 per cent of younger Canadians expressed support for bilingualism in Canada. In this same poll, support for provincial bilingualism in the central prairie region (Manitoba and Saskatchewan) increased by 22 per cent since 2000 and now stands at 63 per cent. Saskatchewan continues its discussions among stakeholders, departments, Crown corporations and agencies to determine the most effective means by which the Province can offer French-language services while respecting its financial, geographic and demographic realities.

PROVINCIAL SECRETARY

There are six active Provincial Honours and Awards Programs. In the upcoming year, the Office of Protocol and Honours will continue to manage the annual cycle for each program, while focusing on an increased diversity within the nominations. The office will also look for new opportunities to inform the public about the honours and awards available and to highlight the recipients of these awards.

The Province's State Ceremonial and other significant events and conferences continue to be popular and appreciated initiatives. The Protocol Office will continue to manage these events with as much lead time as possible.

There is a heightened interest in celebrating the identity and heritage of Saskatchewan people. Government House Museum and Heritage Property will continue to play an important role in preserving our history and promoting Saskatchewan as a tourist destination of choice.

* *Minister of Public Works Canada and Government Services Canada 2006, "The Evolution of Public Opinion on Official Languages in Canada"*

Government House Museum and Heritage Property (GHMHP), as a tourist, heritage and hospitality facility, is increasing its profile through promotion advertising and liaising with partnerships in the tourism industry. GHMHP has formed direct linkages with Saskatchewan Learning to adapt the school visitation programs to the Province's curriculum.

Through the continued operation of Government House and hosting visits by the Royal Family, the Office of Protocol and Honours also plays an important role in making Saskatchewan a tourist destination of choice for those interested in Saskatchewan and Canada's past, especially our link to the monarchy.

Changes to the Plan

Government reorganization in recent years has resulted in a new configuration of Government Relations' responsibilities as a department. A significant review of the Performance Plan occurred in 2006-07 to review whether the Performance Plan properly reflects the Department's intent, direction and priorities. As a result of this review and internal and external consultations, the 2007-08 Performance Plan provides a newly refined vision, mission, and set of objectives capturing a more strategic approach to program delivery and integration. The Department's strategic direction and priorities remain relatively unchanged. Our focus has been on improving implementation. The following are highlights of changes to the vision and goals with a brief explanation of supporting rationale.

The new vision statement, "Saskatchewan and its communities are prosperous and recognized for leadership and good governance locally, nationally and globally," reflects the ultimate aim of our Department's work.

The simplified wording in Goal 1, "Saskatchewan's interests and values are advanced within a strong Canada and within the international community," clarifies our focus on advocating for Saskatchewan's interests with other governments. Through the revised objectives, the Department's work is reframed to illuminate cross-government co-ordination in advancing and protecting provincial interests; to emphasize strategic management of international relations and trade policy; and, to enhance the Province's role in encouraging and facilitating French-language services within Saskatchewan.

The change to Goal 2, "Thriving, sustainable and accountable municipalities that serve the residents of Saskatchewan," provides a clear focus for the Department and the municipal sector and sets the stage for the development of a corporate view on how to engage the sector in joint problem-solving. The objectives acknowledge the municipal sector as a level of government and describe outcomes expected for effective municipal governance and provincial-municipal partnership.

The focus of Goal 3, “Saskatchewan’s identity, interests, heritage and the achievements of our people are recognized, promoted and celebrated,” reflects the Department’s desire to use our official symbols and awards to reinforce the diversity and identity of Saskatchewan people. The Department will profile Honours and Award recipients throughout the year. As well, the term “interests” has been added to encompass the contribution and application of international visits. Through the objectives, adjustments have been made to place greater emphasis on Saskatchewan’s identity, citizen achievements, and Government House Museum and Heritage Property hospitality and educational functions.

These changes from the past Performance Plan will strengthen the department by clearly articulating its intent, direction and priorities to other levels of government (federal and municipal), other provincial departments and agencies, staff, partners, stakeholders and the public.

Goals, Objectives, Actions and Measures

This section provides more detail of Government Relations' strategic direction through a description of its goals and objectives for 2007-08 and beyond. Key actions that will be undertaken by the Department in 2007-08 to achieve its objectives are listed. In addition, performance measures are included in order to gauge the Department's progress in advancing its objectives.

The Performance Plan provides a foundation to reflect the Department's common purpose and opportunity as a central agency to promote effective government to government relationships with the federal government and with stakeholders to achieve provincial government strategic priorities and interests.

Our efforts to utilize collaboration, joint problem-solving and partnership approaches are evident in the consultation exercises that we have embarked upon related to our trade policy function, as well as in our undertakings with the municipal sector through the Municipal Sector Strategic Planning initiative. This approach will prove to be essential as we continue to also rejuvenate and facilitate progression in French-language services across government.

The Department's programs that provide funding for municipal infrastructure have an impact on our performance and financial results as we work to exemplify a more strategic, proactive, cross-government co-ordinating role. These programs provide federal and provincial financial assistance to urban, rural and northern municipalities for construction of high priority infrastructure projects, such as water and waste water systems, solid waste management, improving the energy efficiency of buildings and facilities owned by local governments, and roads and bridges. In addition, the Department flows federal funding through to municipalities under the New Deal for Cities and Communities. The actual funding spent each year depends on the progress of the projects undertaken by the municipalities. In turn, this impacts program results as the number of projects undertaken by the municipalities and the progress of the projects can be less than what is approved or expected under the program.

Our Plan is also intended to inspire staff, inform and focus Department initiatives, and create a relevant and consistent launch pad for a variety of planning activities that cascade throughout the Department. Throughout the planning process, the need to develop strong outcome-based performance measures to support the plan has been identified. Work on this will continue through 2008-09.

GOAL 1

Saskatchewan's interests and values are advanced within a strong Canada and within the international community

OBJECTIVE 1 – *Government departments and agencies collaborate to effectively advance Saskatchewan's strategic intergovernmental interests within Canada*

Saskatchewan has traditionally benefited from its decentralized approach to intergovernmental relations emphasizing collaboration across government departments in advancing provincial interests. Managing the complexity of the Province's intergovernmental interests requires both the expertise and capacity of staff within line departments, combined with more strategic centralized co-ordination, context, and guidance about the broader federal-provincial relations environment. This objective reflects Government Relations' role in facilitating the collaborative processes and mechanisms necessary to effectively co-ordinate, advance and protect Saskatchewan's intergovernmental interests. In addition, overall government achievement of intergovernmental objectives is improved by both supporting and challenging departments to ensure that sectoral approaches are well aligned with broader intergovernmental priorities.

In order to be well positioned to consistently advance government-wide goals in this context, Government Relations (GR) must ensure:

- ~ the identification of core provincial intergovernmental interests;
- ~ the development and sharing of strategic information and analysis;
- ~ full analysis of the intergovernmental implications of federal-provincial agreements and Cabinet decision items; and,
- ~ consistency in messaging to the federal government and other provincial governments.

Key Actions for 2007-08

- Prepare and implement a plan for Saskatchewan to host the 2008 Western Premiers' Conference.
- Develop and distribute a reference guide for departments that strengthens the analysis and disclosure of the intergovernmental implications of federal-provincial agreements.
- Advance and protect Saskatchewan's strategic interests with other governments using appropriate intergovernmental mechanisms and forums. While intergovernmental priorities and the strategies to achieve them change rapidly, Government Relations expects the following files to be of strategic significance in 2007-08: climate change; infrastructure; improving the future for Aboriginal people; and, federal-provincial fiscal relations, including Equalization.

What are we measuring?

An assessment of whether, and to what extent, Saskatchewan's core intergovernmental interests have been protected and advanced

Progress to date

The criteria, format and content of this assessment is currently under development

OBJECTIVE 2 – *The Province successfully advances its domestic objectives through the strategic management of international and trade policy*

Across government, many of the Province's socio-economic development objectives are pursued, at least in part, through international means. In this respect, Saskatchewan's Action Plan for the Economy, *A New Century of Opportunity*, is especially important as it outlines domestic sector development objectives which have become key to the department's trade policy and international agendas.

Corporate co-ordination and strategic management of the Province's international (including trade policy) relations are required to ensure that the government's efforts abroad are coherent, targeted on common priorities and effective in making the maximum possible contribution to the achievement of domestic objectives. The Department's responsibilities in this area include:

- ~ leading the interdepartmental development of the Province's strategic objectives for international and domestic trade policy negotiations and/or disputes, and co-leading their negotiation with Ottawa and other provinces-territories;
- ~ leading the interdepartmental development and periodic revision of a broad strategic framework for the Province's international relations – including the International Visitors Program and assisting other departments and agencies in delivering their associated strategic objectives; and,
- ~ leading the interdepartmental co-ordination, management and successful delivery of international missions by the Premier, the Minister and/or the Speaker.

Key Actions for 2007-08

- Pursue Saskatchewan's market access objectives in priority negotiating forums, especially:
 - ~ *International*: World Trade Organization (WTO) - especially in agriculture and services; and,
 - ~ *Domestic*: Agreement on Internal Trade – assist in completing the Council of the Federation's Workplan on Internal Trade; Alberta-BC Trade, Investment and Labour Mobility Agreement (TILMA) – launch the public consultations exercise and assist the government in responding to the resulting report on 'next steps'.
- Defend and advance Saskatchewan's interests in existing and/or future trade disputes affecting key provincial interests (e.g. wheat; cattle/beef; oilseeds).

- Update the Province's international strategic framework, including the strategic focus/activity of the International Visitors Program, through a revitalized Interdepartmental Co-ordinating Committee.
- Enhance the Province's international development program by enriching the *Matching Grants-in-Aid Program* and assisting the Saskatchewan Council for International Co-operation in accessing additional project-specific federal funding for international development.

What are we measuring?

An assessment of whether, and to what extent, Saskatchewan's identified objectives have been achieved in the trade policy and international relations areas, including an estimate of the value of the incremental market access achieved at the conclusion of any trade negotiations and/or dispute settlements

Progress to date

The criteria, format and content of this assessment is currently under development

OBJECTIVE 3 – *Government departments, Crown corporations and agencies offer an increased range of French-language services*

Saskatchewan adopted a French-language Services Policy in September 2003 that states the provincial government's commitment to enhance French-language services and sets out goals for communication, service delivery and development, and consultation with the Francophone community. To achieve this objective, Government Relations strives to foster the creation and delivery of additional French-language programs and services in Saskatchewan government departments, Crown corporations and agencies in support of the development and vitality of Saskatchewan's Francophone community. Government Relations also acts as a liaison between the provincial government and the Francophone community through its Office of French-language Co-ordination.

Key Actions for 2007-08

- Foster the creation of consultative committees and action plans with targeted departments, Crown corporations and agencies to maintain effective consultation between government and the Francophone community.
- Develop and implement a promotional campaign to better inform citizens of the availability of French-language services and to support departments, Crown corporations and agencies in their implementation of the French-language Services Policy.
- Integrate the use of translation management software in order to support additional French-language services.

What are we measuring?**Progress to date**

Volume of translations in support of French-language services

Baseline Under development

Per cent of targeted departments with a current action plan

11%
Baseline (March 31, 2007)

Per cent of targeted departments with a consultative committee

44%
Baseline (March 31, 2007)

These measures reflect outputs in pursuit of this objective and are indicators of the effectiveness of OFLC's work as a central co-ordinating agency in the enhancement of French-language services in the Province. The Department will begin to track more detailed data related to the translation of public documents during 2007-08 to include in future reporting.

GOAL 2

Thriving, sustainable and accountable municipalities that serve the residents of Saskatchewan

OBJECTIVE 1 – Effective government-to-government relationships

Effective relationships amongst the municipal, provincial and federal governments are critical to work towards thriving and sustainable municipalities, and the respective roles and responsibilities need to be clearly defined and co-ordinated. Under the Constitution, the Province is responsible for providing a local governance framework for municipalities. The Department works with the Saskatchewan Association of Rural Municipalities (SARM), the Saskatchewan Urban Municipalities Association (SUMA), the Rural Municipal Administrators Association of Saskatchewan (RMAAS), the Urban Municipal Administrators Association of Saskatchewan (UMAAS), New North-SANC (the Saskatchewan Association of Northern Communities), the cities, provincial departments and agencies, the federal government, First Nations, and other organizations to define respective roles and responsibilities and develop policies and legislation that enable municipalities to respond to challenges, make choices and meet the needs of their residents.

The Department is also responsible for good governance of the Northern Revenue Sharing Trust Account (NRSTA), northern settlements and hamlets. Since good information is essential for good decision-making, the Department is building knowledge and information on Saskatchewan municipalities. Additionally, as part of the Municipal Sector Strategic Plan, more effective working relationships between municipalities and the Province are being developed. Provincial government departments and municipalities are actively engaged to resolve issues and build on opportunities to improve the economy, environmental sustainability, cultural dynamism and social cohesion of our communities and our province.

Key Actions for 2007-08

- Engage the federal government in discussions on Saskatchewan priority short- and long-term municipal infrastructure pressures and needs.
- Work with northern Saskatchewan municipalities and stakeholders to:
 - ~ review *The Northern Municipalities Act* to modernize it and clarify roles and responsibilities;
 - ~ develop opportunities for regional land use and governance in the Northern Saskatchewan Administration District to support northern economic development;
 - ~ review the governance of the NRSTA; and,
 - ~ review provincial funding to New North-SANC.
- Implement our provincial responsibilities regarding duty to consult with First Nations and Métis people, and work with the Departments of First Nations and Métis Relations and Justice to inform municipalities of their responsibilities in this area.
- Amend *The Municipalities Act* and *The Cities Act* to modernize provisions on liability and nuisance claims, *The Municipal Revenue Sharing Act* to implement new funding under Revenue Sharing, *The Assessment Management Agency Act* to establish Saskatchewan Assessment Management Agency's (SAMA) budget plan requirements and funding shares amongst the province, municipalities and school divisions, and miscellaneous legislation on municipal collection and remittance of education property tax to school divisions.
- Implement a new property tax shift model by October 2007 to assist government decisions on the upcoming 2009 revaluation and subsequent revaluations. The new model will also provide municipalities with a tool to help them better understand the impact on property taxes when examining voluntary municipal restructuring.
- Develop a comprehensive municipal information database and indicators that integrate department and government municipal data, with GIS capabilities, to better inform municipal, department and government decision-making.

OBJECTIVE 2 – Sustainable municipal infrastructure and services

Sustainable municipal infrastructure and services are crucial to meeting the service needs of residents and supporting economic development. Municipal infrastructure and services need to be sustainable financially and environmentally, so that they will endure and continue to serve municipal residents and businesses. Similarly, they need to be resilient and adaptable to change to the greatest extent possible.

The Department works with SARM, SUMA, RMAAS, UMAAS, New North-SANC and other provincial departments and agencies to determine the current state of municipal infrastructure and services, to identify provincial interests, and to develop policies and programs for sustainable infrastructure and services, including funding programs. The Department works with the federal government to ensure federal funding programs for municipal infrastructure meet Saskatchewan's priority needs. The Department also provides advice to government on the

governance and funding of SAMA to ensure municipal property tax assessment needs are met.

Key Actions for 2007-08

- Develop a Municipal Sector Strategic Plan in 2007-08 that includes a long-term predictable and sustainable approach for provincial unconditional operational funding to be recommended for the 2008-09 budget.
- Provide new provincial Revenue Sharing funding of \$30 million, for total Revenue Sharing of \$127.3 million, to support sustainable municipal services.
- Review the distribution formulae for Revenue Sharing for towns, villages and northern municipalities to ensure a more equitable distribution amongst municipalities.
- Provide \$33.1 million in provincial infrastructure funding to match federal funding under the Municipal Rural Infrastructure Fund (MRIF), the Canada Saskatchewan Infrastructure Program (CSIP), the Canada Strategic Infrastructure Fund (CSIF), and Urban Development Agreements to support priority sustainable municipal infrastructure projects and economic development.
- Provide provincial infrastructure funding under Rural Revenue Sharing to support sustainable rural municipal infrastructure and economic development including:
 - ~ \$5 million to upgrade and maintain roads and bridges that are a part of the municipal primary weight road corridor system;
 - ~ \$5 million for municipal bridges, heavy haul and high volume roads; and,
 - ~ \$700,000 to address infrastructure and environmental liabilities in small urban communities dissolving into rural municipalities.
- Provide federal flow-through funding to municipal green projects:
 - ~ \$32.4 million under the federal Gas Tax program; and,
 - ~ \$510,000 to assist in establishing new public transit systems.
- Negotiate agreements with the federal government for the distribution of new infrastructure funding announced in the 2007-08 federal budget (the Building Canada Fund and four-year extension of the federal Gas Tax program) to address Saskatchewan's priority municipal infrastructure pressures and needs.
- To support sustainable infrastructure, safe drinking water and economic development in northern Saskatchewan:
 - ~ provide \$6 million under the existing Northern Water and Sewer Program that includes \$2.5 million of federal and provincial funding from the MRIF and the CSIP and \$3.5 million in provincial funding from the Northern Revenue Sharing Trust Account (NRSTA);
 - ~ develop and implement phase 2 of the Northern Water and Sewer Program which provides upgrade to infrastructure identified in SaskWater's 2005 Water Needs Study;

- ~ provide \$600,000 for emergency repair of water and sewer systems, as required to protect infrastructure investments;
 - ~ develop a regional water and sewer operator program in northern Saskatchewan to improve the recruitment and retention of certified operators; and,
 - ~ review renewal of the Northern Capital Grants Program that expires at the end of 2007-08 which provides financial assistance for construction/acquisition of municipal capital for equipment/facilities.
- Phase in a long-term, sustainable financial plan for SAMA in which the targeted provincial, municipal, and school division funding shares will be 40 per cent, 30 per cent and 30 per cent, respectively.
 - Work with the municipal sector to design and begin development of a proposal for a Municipal Asset Information System to provide key information on municipal infrastructure risks, needs and pressures that will be used to develop a provincial long-term predictable approach to funding municipal infrastructure.

OBJECTIVE 3 – *Effective municipal governments through strong municipal leadership and engaged citizens*

Strong municipal leadership and engaged citizens are key to thriving, sustainable and accountable municipalities that can meet the needs of their residents. The Department works with SARM, SUMA, RMAA, UMAAS, the Provincial Association of Resort Communities of Saskatchewan (PARCS), and the New North-SANC to determine the main municipal leadership and management issues and opportunities, and develop policies and programs to enhance municipal leadership, administrative and planning skills, and compliance with legislation, regulations and financial requirements. The Department also works with these parties to encourage citizen interest and engagement in municipal governance in order to enhance public accountability.

Key Actions for 2007-08

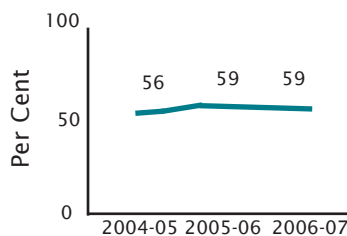
- Research and develop programs respecting community and inter-municipal planning and facilitate joint ventures relating to sustainable development including providing funding and in-kind resources for the Municipal Capacity Development Program.
- Work with other departments and agencies to strengthen municipal capacity.
- Develop a northern municipal administrators' training program in co-operation with Northlands College, NRSTA, and Northern Affairs Northern Development Board.
- Deliver and enhance the training opportunities through the Municipal Leadership Development Program by working in partnership with municipal associations and providing in-kind and staff resources.
- Work with municipalities to implement the Public Sector Accounting Board (PSAB) financial reporting requirements on capital assets.

- Implement the new Saskatchewan Municipal Awards program by working in partnership with municipal associations, sponsoring an award and providing in-kind and staff resources.
- Track municipal best practices and make the information publicly available on the Internet.
- Establish a process for tracking the outcomes of municipal election results and make the information publicly available on the Internet.

What are we measuring?

Number and per cent of municipalities with planning bylaws in place

Progress to date



NUMBER OF MUNICIPALITIES WITH PLANNING BYLAWS IN PLACE

Year	2004-05	2005-06	2006-07
Number of municipalities	456	475	475

A community plan can provide a vision of goals, objectives and principles that can contribute to building a stronger community. While municipalities are not required to have community planning bylaws, effective planning can co-ordinate infrastructure and services, support accountability and transparency, encourage economic development and promote sustainable environmental resource management. The Department is responsible for promoting and overseeing community planning and development policies in Saskatchewan that facilitate economic opportunities through municipal and community development processes.

As some municipalities may not have the capacity or resources to develop and administer municipal planning bylaws, Department resources were allocated to development of the new *Planning and Development Act, 2007* and related regulations and provincial interests in land use planning. Implementation of the new *Planning and Development Act, 2007* and related regulations, and the new Municipal Capacity Development Program and funding should result in more municipalities establishing bylaws. The Department will continue to provide training sessions, workshops and guidance to municipalities on development and zoning issues.

What are we measuring?**Progress to date**

Number and per cent of municipalities that are involved in inter-jurisdictional planning initiatives

Under development

The Department has begun a process through the Municipal Capacity Development Program which started in February 2007, to track data linked to this objective.

Monitoring of both informal and formal planning initiatives will be included such as Memorandums of Understanding, or more formalized advisory or corporate planning districts. In the coming year a baseline for this measure will be development. Through the Municipal Capacity Development Program, a working partnership with SARM and SUMA, the Department will assist municipalities in developing inter-jurisdictional collaboration. The success of this co-operative approach with the municipal sector to build planning capacity is dependent on voluntary participation by municipal councils to work together to address planning and infrastructure related issues of the area. District planning commissions are dependent on inter-municipal co-operation and local funding to support the operation of the commissions. These commissions enable municipalities to work co-operatively in the delivery of planning and infrastructure services, foster economic opportunities, and advance the development of environmentally, economically, socially and culturally sustainable communities.

What are we measuring?**Progress to date**

Number and per cent of municipal waterworks with water rates that cover expenditures and debt payments

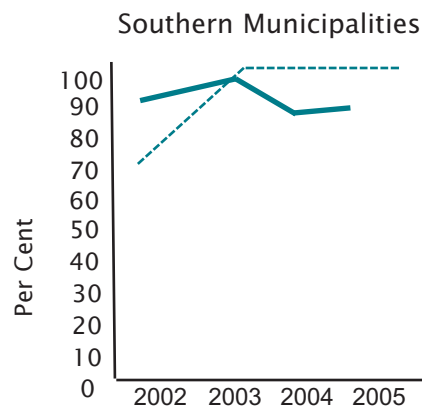
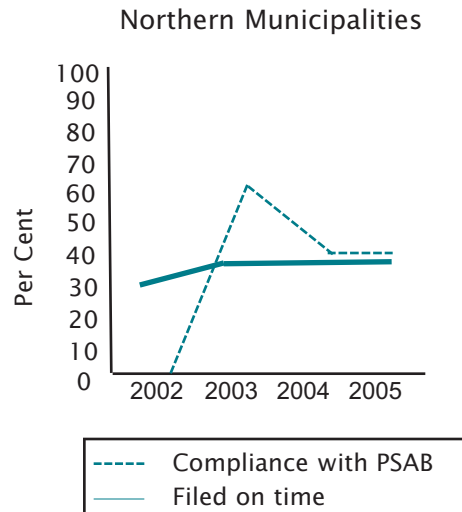
Under development

Under regulations, municipalities are required to provide annual information to their residents on the extent that their waterworks rates cover expenditures and debt payments, which is an indication of the financial sustainability of the waterworks. Municipalities are to provide this information also to the Department. The Department will track the data on an aggregate basis, and report it in future performance plans as an overall indicator of municipal sustainability. The Department will work with municipalities that currently do not submit their information and provide them with simple reporting examples to assist them in meeting the regulatory requirements. This work is required before a meaningful baseline of data can be established.

What are we measuring?

Number and per cent of municipalities whose financial reporting statements are compliant with the Public Sector Accounting Board (PSAB) standards including being filed on time

Progress to date



Financial information must be compliant with PSAB standards. The Canadian Institute of Chartered Accountants sets PSAB accounting standards for public sector financial reporting. The Provincial Auditor has repeatedly called for these standards to be utilized by municipalities. Filing information that meets the PSAB standards and that is on time (by September 1 of the following year) contributes to timely municipal accountability and transparency to the ratepayers and good local government.

The Department monitors the financial information it receives from municipalities to ensure it is filed in accordance with the legislation. The Department also follows up on missing reports and assists the municipalities in filing the required information. Penalties can be applied if there is non-compliance, and thus the Department has a significant level of influence over the results of this measure. It would be more efficient for both the Department and the municipalities to communicate this information electronically. This is an objective that the Department is hoping to achieve in the future.

GOAL 3

Saskatchewan's identity, interests, heritage and the achievements of our people are recognized, promoted and celebrated

OBJECTIVE 1 – *Saskatchewan's identity, diversity and citizen achievements are positively reflected in public life*

Provincial functions, official visits, state ceremonies and the Honours and Awards Program are means through which Saskatchewan's identity is promoted and celebrated. Responsibilities in this regard include:

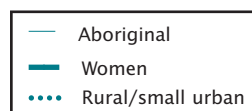
- Hosting visiting diplomats and foreign dignitaries;
- Managing and co-ordinating the Province's Honours and Awards Program;
- Promoting and protecting of Saskatchewan symbols and emblems;
- Managing the following policies:
 - ~ Province's flag and half-masting;
 - ~ Provincial gift bank;
 - ~ State ceremonies; and,
 - ~ Legislative building art collection.
- Providing quality advice on protocol and ceremonial to provincial departments, agencies and the general public.

Key Actions for 2007-08

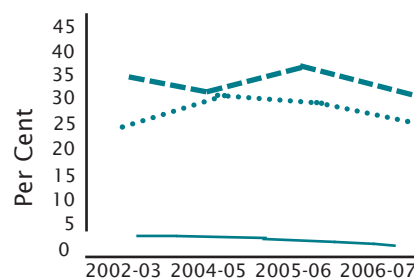
- Manage the Saskatchewan Honours and Awards Program including the development and implementation of an outreach strategy.
- Prepare and implement Saskatchewan's 2007 Royal Visit.
- Appropriately incorporate the perspectives of First Nations and Métis peoples in the planning and development of Honours and Awards programming and protocol practices.
- Collaborate with key stakeholders in the development of an educational tool and virtual inventory of the Legislative Building Art Collection.

What are we measuring?

Proportion of Aboriginal people, women and rural/small urban nominations in Honours and Awards Programs



Progress to date



The Province's Honours and Awards Programs operate on an annual timeframe, with a call for nominations, promotion of the program, selection process and presentation event. At the annual conclusion of each program's process, the Department will measure and evaluate the number and diversity of nominations received. Diversity will take into account:

- Aboriginal peoples
- Rural/small urban
- Gender

It is important for our province-wide recognition program of Honours and Awards to be inclusive of and reflect all Saskatchewan people, respecting our multicultural and diverse province. This will assist in instilling a sense of pride and identity in our province and in ensuring all people have an opportunity to be appreciated and celebrated. Because the public-at-large generates nominations, the Department's strategy is to influence diversity in the nominations through targeted promotion and awareness of the program.

The Saskatchewan Honours and Awards Program was established in 1985 with the Saskatchewan Order of Merit and has grown to include seven Honours and Awards, including the Saskatchewan Volunteer Medal, the now complete Saskatchewan Centennial Medal, the Saskatchewan Protective Services Medal, the Saskatchewan Distinguished Service Award, the Premier's Award for Excellence in the Public Service and the recently implemented Saskatchewan Youth Award.

In each of these programs, the Department measures diversity of nominations in order to gauge its success in creating an awareness of the program throughout the province. We target diversity in nominations reflective of the percentage of the population of Aboriginal peoples, and gender and geographic (city vs rural/small urban) diversity.

Statistics for the Saskatchewan Order of Merit and the Saskatchewan Volunteer Medal indicate that diversity in nominations has not significantly changed over the past four fiscal years. Aboriginal nominations have ranged between 5 per cent and 3.3 per cent since 2002. The percentage of women being nominated has ranged between 34.5 per cent and 39 per cent, and rural/small urban has fluctuated from between 27 per cent and 33 per cent of the nominations received. The Saskatchewan Honours and Awards Program was established in 1985 with the Saskatchewan Order of Merit and has grown to include seven Honours and Awards, including the Saskatchewan Volunteer Medal, the now complete Saskatchewan Centennial Medal, the Saskatchewan Protective Services Medal, the Saskatchewan Distinguished Service Award, the Premier's Award for Excellence in the Public Service and the recently implemented Saskatchewan Youth Award.

The Department analyzes nominations received from all departments, agencies, boards and commissions for the Premier's Award for Excellence in the Public Service. Statistics indicate that, since the award began in 2004, approximately 30 per cent of eligible provincial organizations have been represented each year.

Since the inception of the Saskatchewan Protective Services Medal in 2004, nominations have been received from all organizations who have eligible personnel and have originated from all corners of the province.

The Department has less influence over the diversity in nominations for the Saskatchewan Protective Services Medal as this honour is for 25 years of exemplary service for specific personnel who work in areas that protect people and/or property throughout the province. We do liaise with eligible organizations in order to create an awareness of the medal throughout the province.

2006-07 represented the first cycle for the Saskatchewan Youth Award, which was presented on June 3, 2007. Seven per cent of the nominations were Aboriginal, sixty-four per cent of the nominations were female and thirty-nine per cent were received from rural/small urban areas of the province.

OBJECTIVE 2 – *Government House Museum and Heritage Property is a flagship historical, hospitality, tourist and educational facility*

Government House Museum and Heritage Property is a working museum that serves as a landmark and legacy for residents of Saskatchewan and features an interactive interpretive centre showcasing the role of the Lieutenant Governor and our relationship with the Crown in society. It also houses the Office of the Lieutenant Governor.

Commemoration of historical information and artifacts is an important way to honour our past, defining who we are as people. Government House is a national historic site that had a significant role in shaping the political and social character of Western Canada, and is today a vibrant tourist destination site. A three phase enhancement to Government House was initiated and partially completed for the provincial centennial in 2005. Plans to implement phase III are under development.

Key Actions for 2007-08

- Develop and implement a marketing plan for Government House, targeting increased awareness. This will include the following:
 - ~ Appropriate promotional signage;
 - ~ Publications and promotional materials;
 - ~ A targeted outreach program; and,
 - ~ Mutual promotional partnerships with similar tourism facilities.
- Initiate funding search from provincial, federal, private and corporate sources in collaboration with Government House Foundation for Phase III development; and,

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- Review the user policy for hospitality functions to encourage increased usage of the Government House Museum and Heritage Property site.

What are we measuring?

Progress to date

Usage, attendance and awareness of Government House Museum and Heritage Property by:

Under development

- ~ School groups
- ~ Saskatchewan public
- ~ Out-of-province visitors

For More Information

Additional information about Government Relations (GR) is available on the Department's website, and can be viewed on the Internet at: www.gr.gov.sk.ca.

The website includes both general and more detailed information about the Department and its programs and services.

For further information about GR or to provide feedback about the Department's Performance Plan for 2007-08, please contact us:

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