

International, Intergovernmental and Aboriginal Relations

BUSINESS PLAN 2007-10



ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2007 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 26, 2007 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

original signed by

Guy Boutilier, *Minister of International, Intergovernmental and Aboriginal Relations*
March 28, 2007

THE MINISTRY

The Ministry of International, Intergovernmental and Aboriginal Relations consists of the Department of International, Intergovernmental and Aboriginal Relations, which includes the following divisions: Canadian Intergovernmental Relations, International Relations, International Offices and Trade, First Nations and Métis Relations, and Land and Resource Issues.

The Ministry also supports the Métis Settlements Appeal Tribunal, a quasi-judicial body established by the *Métis Settlements Act* to resolve disputes pertaining to land, membership and surface rights.

VISION

A strong Alberta, supporting the full and active participation of all Albertans, including Aboriginal people, in an open world and in a prosperous, united Canada.

MISSION

Lead the development of government-wide strategies and policies for Alberta's relations with other Canadian governments, foreign governments, and international and Aboriginal organizations.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry supports the following goals in the Government of Alberta Strategic Business Plan: Goal 1 – Alberta will have a prosperous economy; Goal 4 – Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally; and Goal 9 – Alberta will have strong and effective municipalities and self-reliant Aboriginal communities. Goal 1 is supported through international trade promotion, Goal 4 through intergovernmental and international relations, and Goal 9 through Aboriginal consultation, governance and economic development initiatives.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Intergovernmental - Canada

- The Council of the Federation provides opportunities for an expanded intergovernmental agenda in a wide variety of areas. The Alberta-British Columbia *Protocol of Cooperation*, along with First Ministers' Meetings and the Western Premiers' Conference, also provide opportunities for Alberta to work collaboratively with other provinces to influence the national agenda.
- Opportunities and challenges in representing Albertans' priorities and expectations with the federal government, and its place in Confederation, will continue to arise.

International Relations

- The emergence of Alberta as one of several world energy producers that can significantly increase output has increased international attention on the province and on its policies and challenges.
- The United States midterm elections have handed control over both Houses in Congress to the Democrats who are pro-environment and cool towards the energy industry.
- With the rapid rise of China on the global stage and Alberta's significant energy reserves, there is an opportunity to advance Alberta's interests in China.

Trade Policy

- The British Columbia-Alberta *Trade, Investment and Labour Mobility Agreement*, which becomes effective in April 2007, provides an opportunity to advance Alberta's domestic trade priorities, could potentially be expanded to cover other provinces, and is a model for improving the *Agreement on Internal Trade*.
- The Canada-United States *Softwood Lumber Agreement 2006* provides a means to prevent further litigation throughout its term and to preserve the province's jurisdictional responsibilities.
- A successful and ambitious conclusion to the World Trade Organization's "Doha Development Agenda" negotiations and participation in other international trade and investment initiatives will help to liberalize trade in areas of provincial priority such as agriculture, services, and disciplines on trade remedies.

International Trade Promotion

- The United States remains Alberta's most important trading partner. Further diversification of the Alberta economy, development of knowledge-based industries and addition of value to resource-based sectors can be accomplished by pursuing global trade opportunities. The Ministry will support value-added export growth in new and emerging economies such as China, India, Brazil and Russia while maintaining the high volume of trade with the United States.

Aboriginal Relations

- Progress in facilitating effective self-governance arrangements and regulatory frameworks is necessary to improve the socio-economic conditions in First Nations communities and resolve long-standing service delivery and jurisdictional issues. In April 2006, the Government of Alberta approved an overall framework and process to guide provincial participation in self-governance discussions. Alberta is also working with First Nations and Canada to develop mechanisms that will remove jurisdictional and regulatory barriers to economic activity on First Nations reserves.
- Aboriginal youth is the fastest growing segment of the Alberta labour force at the same time that industry is facing labour shortages. Innovative, strategic partnerships between industry and First Nations, Métis Settlements and Aboriginal organizations to enhance the capacity of Aboriginal people to participate in the economy can help meet the labour needs of industry.
- First Nation governments have demonstrated an increased interest in working with the Government of Alberta and industry partners. Respectful relations with First Nations will be maintained based on understanding the role of the Treaties and clarification of the roles and responsibilities of federal, provincial and First Nation governments.
- The last statutory payment under the *Métis Settlements Act* was made in 2006. This provides an opportunity to both the province and the Métis Settlements to examine their long-term future relationship. Strategies will be developed that contribute to enhanced governance and self-reliance.
- Implementation of the Alberta First Nation Consultation Policy through ministry-specific operational guidelines will be critical to overall land and resource management. Government, First Nations and industry will need to clearly establish the responsibilities of all parties.

STRATEGIC PRIORITIES 2007-10

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

GOVERNMENT PRIORITY – BUILD A STRONGER ALBERTA

1. **Canadian Intergovernmental Relations** Work with other Ministries to ensure a coordinated Alberta approach to intergovernmental relations.

Linkage: Goal 1
2. **Intergovernmental Strategy** Develop an intergovernmental strategy to address Alberta's priorities with other provinces and the federal government.

Linkage: Goal 1
3. **International Relations, Trade Policy and International Trade Promotion** Enhance Alberta's international presence and trade relations, in particular with the United States.

Linkage: Goals 2, 3, and 4

GOVERNMENT PRIORITY – IMPROVE ALBERTANS' QUALITY OF LIFE

4. **Consultation** Finalize the Aboriginal consultation strategy.

Linkage: Goal 5
5. **Métis Settlements** Finalize the long-term governance and funding arrangements with the Métis Settlements.

Linkage: Goals 5 and 6
6. **Building Aboriginal Self-Sufficiency** Coordinate discussions and initiatives with First Nations, provincial Métis organizations, industry, Alberta ministries and, where appropriate, the federal government to improve Aboriginal participation in the economy and economic development in Aboriginal communities.

Linkage: Goals 5 and 6

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Canadian Intergovernmental Relations

GOAL ONE **1** Promoting the interests of, and securing benefits for, Alberta as an equal partner in a strengthened, united Canada

What it means To achieve this goal, the Ministry promotes: effective participation by Alberta in the Canadian federation; a federal system that better serves the needs of Albertans and Canadians; and effective leadership by Alberta that supports a strong, united and secure Canada.

Strategies

- 1.1 Work with Alberta ministries to develop coordinated and consistent government-wide strategies that advance Alberta's intergovernmental interests.
- 1.2 Develop an intergovernmental strategy to address Alberta's priorities with other provinces and the federal government.
- 1.3 Assist Alberta ministries in the development of intergovernmental agreements. Review and approve the agreements to ensure that they reflect Alberta's intergovernmental objectives and priorities.
- 1.4 Develop strategies and policy options in conjunction with Alberta ministries, with respect to key intergovernmental policy.
- 1.5 Provide policy analysis and strategies, and coordinate input from other Alberta ministries for Alberta's participation in meetings of First Ministers, the Council of the Federation, Western Premiers, Alberta and British Columbia cabinets, and ministerial meetings.
- 1.6 Work with Alberta ministries to implement the Premiers' Council of the Federation outcomes.
- 1.7 Promote both interprovincial and federal-provincial solutions to improve the efficiency and effectiveness of the Canadian federation through the reduction of overlap and duplication between governments and the reform of institutions (e.g., the Senate).
- 1.8 Promote provincial solutions to redesign federal-provincial financial arrangements (e.g., contribution agreements).
- 1.9 Develop policy recommendations and strategies on national unity and other related issues as they emerge.

Performance Measures	Last Actual (year)	Target 2007-08	Target 2008-09	Target 2009-10
1.a Client Satisfaction: Client satisfaction with services provided by Canadian Intergovernmental Relations	4.2 (2006)	n/a	4.0 out of 5.0	n/a
1.b Reports/Narrative Records: Reports/narrative records from First Ministers' or Premiers' intergovernmental meetings are reported in the Annual Report	100% (2005-06)	100%	100%	100%

Note:

n/a Biennial Survey.

Core Business Two: International Relations

GOAL TWO

2

Promoting the interests of, and securing benefits for, Alberta from strengthened international relations

What it means To achieve this goal, the Ministry works with other ministries, other provinces, the private sector and the federal government to: facilitate the two-way flow of goods, services, people and investment between Alberta and the United States; and provide a strategic approach to Alberta's international relations that effectively promotes Alberta's interests and priorities to foreign government decision-makers.

Strategies

- 2.1 Deepen relations with key United States decision-makers in Washington, D.C. and build on the opportunities generated by the 2006 Smithsonian Folklife Festival to promote more positive Alberta/U.S. relations and greater North American economic and regulatory integration.
- 2.2 Build alliances with key regional United States decision-makers (e.g., Alaska, Montana, Western Governors Association, and the Pacific NorthWest Economic Region).
- 2.3 Lead the development and implementation of cross-ministry international strategies to take advantage of new global opportunities.
- 2.4 Provide leadership and coordination for missions undertaken by the Premier and ministers.
- 2.5 Leverage heightened United States interest in oil sands to create partnerships with United States counterparts (governments, companies, organizations) to meet the challenges of expanding oil sands production (investment, labour, material, technology).
- 2.6 Provide leadership on initiatives with Alberta's 14 twinned provinces.
- 2.7 Design and implement projects for priority countries in support of the development of good government and democracy.

Performance Measures	Last Actual (year)	Target 2007-08	Target 2008-09	Target 2009-10
2.a Client Satisfaction: Client satisfaction with services provided by International Relations	4.3 (2006)	n/a	4.0 out of 5.0	n/a
2.b Alberta Washington Office: Client satisfaction with the services of the Alberta Office in Washington	4.3 (2006)	n/a	4.0 out of 5.0	n/a
2.c International Mission Expenses: International mission expenses of the Premier and Minister are posted on the department's website within two months of the mission's conclusion	25% (2005-06)	100%	100%	100%
2.d Reports/Narrative Records: Reports/narrative records from major international meetings and missions are reported in the Annual Report	100% (2005-06)	100%	100%	100%

Note:

n/a Biennial Survey.

Core Business Three: Trade Policy

GOAL THREE

3

Promoting the interests of, and securing benefits for, Alberta from greater trade and investment liberalization, internationally and domestically

What it means The Ministry strives to enhance opportunities for Albertans through international and domestic trade, investment agreements, and negotiations that promote the free flow of goods, services, capital and labour, internationally and domestically.

Strategies

- 3.1 Develop and advance Alberta positions in ongoing trade and investment negotiations taking place multilaterally (e.g., in the World Trade Organization), bilaterally (e.g., with South Korea) or within Canada (e.g., the BC-Alberta *Trade, Investment and Labour Mobility Agreement* (TILMA)), with a particular focus on priority issues for Alberta (including agriculture, energy, trade remedies and services) and on issues affecting provincial jurisdiction (including the environment, labour, investment and business regulation).
- 3.2 Coordinate Alberta's approaches to the implementation and ongoing management of completed agreements, including the *North American Free Trade Agreement*, the World Trade Organization agreements, the *Agreement on Internal Trade* and the BC-Alberta TILMA.
- 3.3 Anticipate, prevent and manage disputes and defend Alberta's interests under domestic and international agreements, including the *North American Free Trade Agreement*, the World Trade Organization agreements, the *Agreement on Internal Trade* and the BC-Alberta TILMA.
- 3.4 Coordinate Alberta's participation in the *Canada-US Softwood Lumber Agreement 2006* to ensure Alberta's interests are preserved.
- 3.5 Pursue a formal federal-provincial agreement on the full provincial participation in Canada's negotiation of agreements affecting provincial jurisdiction or interests.

Performance Measures	Last Actual (year)	Target 2007-08	Target 2008-09	Target 2009-10
3.a Client Satisfaction: Client satisfaction with services provided by Trade Policy	4.2 (2006)	n/a	4.0 out of 5.0	n/a
3.b Reports/Narrative Records: Reports/narrative records from major trade policy meetings are reported in the Annual Report	100% (2005-06)	100%	100%	100%

Note:

n/a Biennial Survey.

Core Business Four: International Offices and Trade

GOAL FOUR

4

Increase exports of Alberta's goods and services

What it means The Ministry facilitates exports in manufactured products and professional, scientific and technical services to target markets. This is accomplished through international trade strategies and initiatives undertaken collaboratively with industry, the federal government, other provincial ministries, international financial institutions, and with support from the international offices.

Strategies

- 4.1 Use the network of Alberta's international offices to market Alberta and to gather and deliver strategic intelligence, and business and economic information to support companies in identifying and accessing market opportunities within global target markets.
- 4.2 Market the province internationally, encouraging export and trade development in targeted industry sectors.
- 4.3 Assist export-ready Alberta businesses in developing capabilities and networks to export products and services to international markets.
- 4.4 Support market entry for Alberta exporters by showcasing Alberta internationally.
- 4.5 Support Alberta companies pursuing projects financed by international financial institutions.
- 4.6 Promote and develop partnerships with other Canadian (federal, provincial and municipal) and foreign government agencies and industry associations to assist Alberta companies.
- 4.7 Collaborate with other Alberta ministries to develop a coordinated and government-wide strategy that advances Alberta's international marketing interests.
- 4.8 Leverage Alberta companies' expertise and knowledge in sectors such as oil and gas and agri-food to enable market penetration of closely related sectors, such as engineering services or environmental goods and services.
- 4.9 Assist Alberta businesses in developing relationships with potential investors, partners and customers by providing local market support through Alberta's international network, including international offices.
- 4.10 Respond to changing market conditions and opportunities by developing targeted programs and projects.
- 4.11 Initiate a review of the international offices.

Performance Measures	Last Actual (year)	Target 2007-08	Target 2008-09	Target 2009-10
4.a Client Satisfaction: Percentage of clients satisfied with the services provided by International Trade	77.6 (2006-07)	78.0	n/a	79.0
4.b International Offices: Percentage of clients satisfied with the services of international offices	93.1 (2004-05)	n/a	93.5	n/a

Note:

n/a Biennial Survey.

Core Business Five: Aboriginal Governance, Consultation and Economic Development

GOAL FIVE

5

Improve Aboriginal economic participation and self-reliance

What it means The Ministry provides advice and specialized knowledge to Aboriginal communities, organizations, provincial ministries, federal and municipal governments, and industry to support the well-being and self-reliance of Aboriginal people. The Ministry engages in land and resource issues, supports cross-ministry Aboriginal strategies, industry partnerships and urban Aboriginal initiatives.

Strategies

- 5.1 Work with Alberta ministries, the federal government and First Nations toward timely resolution of land-related negotiations, including treaty land entitlement claims for which Alberta has an obligation under the *Natural Resources Transfer Agreement*.
- 5.2 Work with Alberta ministries, federal and municipal governments, friendship centres and other Aboriginal organizations to identify and address urban Aboriginal issues.
- 5.3 Work with provincial ministries, federal and municipal governments, industry and Aboriginal governments and organizations to support the development of strategic partnerships between industry and Aboriginal groups to enhance Aboriginal participation in the labour force and economic development.
- 5.4 Work with the Métis Settlements General Council to develop a framework which supports economic development and self-reliance, including capacity building.
- 5.5 Work with the Métis Nation of Alberta Association and other Alberta ministries through the renewed Alberta/Métis Nation of Alberta Association Framework Agreement to develop strategic economic partnerships.
- 5.6 Work with Aboriginal organizations and Alberta ministries to ensure that First Nation and Métis views are considered in the development of provincial policies, programs and initiatives.
- 5.7 Assist other ministries, organizations and Aboriginal communities on the implementation of initiatives that enhance protective factors and social supports for Aboriginal children and youth.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
5.a Land Claims and Related Agreements:				
Progress on the negotiation and implementation of land claims and related agreements				
• Agreement in Principle	1	1	1	1
• Final Agreement	6	4	3	2
• Full-implementation	11	17	19	21
• Total	18	22	23	24
5.b Economic Partnerships: Number of First Nations negotiating strategic economic partnerships with industry and other organizations	11	16	17	18

What it means The Ministry has identified several strategic priorities related to Aboriginal governance and consultation. These include implementation of consultation policy guidelines, continued support for the development of traditional use studies to support consultation, participation in negotiations related to self-governance, and the establishment of regulatory frameworks on reserves to encourage economic growth.

Strategies

- 6.1 Coordinate participation of Alberta ministries with First Nations and industry in the implementation of Alberta's consultation policy.
- 6.2 Assist First Nations to complete traditional use studies, preserve and safeguard the information, and negotiate protocols with First Nations for the appropriate sharing of traditional use data.
- 6.3 Lead the participation of Alberta ministries in discussions with First Nations and the federal government on self-governance and on the establishment of mechanisms for the removal of barriers to economic activity on First Nations reserves.
- 6.4 Lead the development of provincial strategies to guide Alberta's long-term future relationship with the Métis Settlements to enhance governance and self-reliance.
- 6.5 Coordinate discussions with Alberta ministries, Aboriginal governments and organizations, other governments, industry and other stakeholders to begin an evaluation and review of the *Aboriginal Policy Framework*.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
6.a Data Sharing Protocols: Number of collaborative traditional use data sharing protocols negotiated with First Nation communities	29	37	47	n/a
6.b Contacts for Consultation: Number of First Nations with a single point of contact for consultation	24	29	34	39

Note:

n/a Performance measure 6.a is expected to discontinue after 2008-09, once all 47 First Nations have negotiated data sharing protocols.

Ministry Support Services

The Ministry's core businesses are enabled by an infrastructure of essential services that support department staff and business processes. Support services include information technology, information management, corporate planning, freedom of information and protection of privacy, finance, human resources, communications, and administrative services.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
Canadian Intergovernmental Relations	3,873	4,026	4,026	4,762	4,844	4,964
International Relations	4,160	5,213	5,213	4,318	4,403	4,529
Trade Policy	1,780	1,662	1,662	1,727	1,766	1,826
International Offices and Trade	15,589	16,805	16,805	17,794	18,175	18,561
Aboriginal Governance, Consultation and Economic Development	36,275	41,449	42,073	39,020	30,270	27,245
MINISTRY EXPENSE	61,677	69,155	69,779	67,621	59,458	57,125

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
REVENUE						
Internal Government Transfers	-	-	-	200	200	200
Other Revenue	365	15	268	15	15	15
MINISTRY REVENUE	365	15	268	215	215	215
EXPENSE						
Program						
Minister's Office	350	380	380	432	441	450
Deputy Minister's Office	475	498	498	525	552	579
Ministry Support Services	6,677	7,073	7,073	6,315	6,476	6,742
Canadian Intergovernmental Relations	3,007	3,181	3,181	3,895	3,951	4,007
International Relations and Trade Policy	4,641	5,607	5,607	4,744	4,831	4,918
Land and Resource Issues	7,580	11,006	11,721	13,799	13,862	10,650
First Nations and Métis Relations	10,368	12,489	12,398	22,103	13,201	13,299
Métis Settlements Appeal Tribunal	1,114	1,022	1,022	1,034	1,043	1,052
Métis Settlements Governance	4,086	4,086	4,086	-	-	-
Métis Settlements Legislation	10,000	10,000	10,000	-	-	-
International Offices and Trade	13,140	13,813	13,813	14,774	15,101	15,428
Valuation Adjustments and Other Provisions	239	-	-	-	-	-
MINISTRY EXPENSE	61,677	69,155	69,779	67,621	59,458	57,125
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(61,312)	(69,140)	(69,511)	(67,406)	(59,243)	(56,910)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
Ministry Revenue	365	15	268	215	215	215
<i>Inter-ministry consolidation adjustments</i>	-	-	-	(200)	(200)	(200)
Consolidated Revenue	365	15	268	15	15	15
Ministry Expense	61,677	69,155	69,779	67,621	59,458	57,125
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Expense	61,677	69,155	69,779	67,621	59,458	57,125
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(61,312)	(69,140)	(69,511)	(67,606)	(59,443)	(57,110)