

International and Intergovernmental Relations

BUSINESS PLAN 2014-17

ACCOUNTABILITY STATEMENT

This business plan was prepared under my direction, taking into consideration the government's policy decisions as of February 12, 2014.

original signed by

Cal Dallas, Minister
February 19, 2014

THE MINISTRY

The ministry consists of the Department of International and Intergovernmental Relations. Within the department's budget, funding is provided for the Asia Advisory Council, which advises and makes recommendations to the minister on measures to expand existing economic, research, educational and cultural opportunities between Alberta and Asia. The Council is established by the *Asia Advisory Council Act*.

Ultimately, the ministry strives to achieve the outcome: Alberta has strong relationships within Canada and internationally that enable Albertans to capitalize on regional, national and global opportunities. As an enterprise solution for the Government of Alberta, the ministry leads the coordination of Alberta's policies and activities as they relate to other governments within Canada and internationally. Alberta's International Strategy, published by the ministry in the summer of 2013, focuses on global priorities, articulates strategic objectives and sets out an action plan for the Government of Alberta to achieve these objectives.

A more detailed description of International and Intergovernmental Relations and its programs and initiatives can be found at www.international.alberta.ca.

RESULTS-BASED BUDGETING AND THE GOVERNMENT OF ALBERTA STRATEGIC PLAN

Programs and services delivered by the ministry are reviewed for relevance, effectiveness and efficiency in accordance with the Government of Alberta's *Results-based Budgeting Act*.

This business plan supports the "Advancing World-leading Resource Stewardship" theme outlined in the *Government of Alberta Strategic Plan*. The ministry, in collaboration with Agriculture and Rural Development, Energy, Environment and Sustainable Resource Development and Innovation and Advanced Education, is leading work on the Government of Alberta's focused agenda item to expand market access for Alberta products. Improved market access will create new opportunities for growth while building a responsible, sustainable future for all Albertans. The ministry also supports this theme by:

- developing strong relationships with key partners, including the federal and provincial governments and decision-makers around the world;
- fostering cooperation and collaboration on issues of mutual importance with partners and clients to address challenges and enhance opportunities;
- facilitating trade promotion and investment attraction in targeted international markets to facilitate the growth, diversification and competitiveness of Alberta's economy;
- helping Alberta businesses, educators, researchers and cultural promoters connect with their counterparts around the world;
- coordinating Alberta's participation and leadership within the Canadian federation to ensure that national and pan-Canadian policies and priorities reflect the evolving needs of Albertans and all Canadians; and

- negotiating, implementing and managing trade agreements that promote the free flow of goods, services, people and investment within Canada and internationally.

The plan supports the achievement of Goal 7: Build Relationships and Open New Markets as outlined in the government's strategic plan. The ministry is committed to:

- implementing Alberta's International Strategy;
- reducing barriers to trade, labour mobility and investment; and
- expanding multilateral and bilateral partnerships through the development of cooperative approaches on issues of mutual importance with other governments within Canada and internationally.

STRATEGIC CONTEXT

Alberta is a dynamic province, a leader within the Canadian federation and a responsible global citizen. Recognizing that strong international and intergovernmental relations are vital to Alberta's continued prosperity, the ministry fosters cooperation and collaboration with partners and clients to maximize Alberta's presence across Canada and globally.

Navigating the complex geopolitical and economic realities of the modern global marketplace requires the ministry to lead the government's approach of telling Alberta's story. The ministry's work incorporates an awareness of the increasing emphasis on responsible natural resource development and environmental stewardship, broader domestic and international political priorities, and the management of a robust and rapidly growing economy and population.

Alberta's continued success in fostering economic growth and realizing market access is rooted in the province's ability to access the growing regions of the world, building strong relationships with domestic and international partners, and in a federal system of government that meets the needs of both Albertans and Canadians. To this end the ministry plays a key role in advancing Alberta's interests both nationally and internationally. This includes leading initiatives that enhance Alberta's domestic and global ties, building and maintaining relationships with decision-makers across Canada and around the world, expanding Alberta's export markets and promoting the province as a stable and advantageous place for foreign investment. The ministry works closely with other ministries to ensure that Alberta's interests are represented in the Canadian federation and around the world.

With growing public interest in Alberta's energy resources, International and Intergovernmental Relations has also continued to demonstrate that the province is a secure, environmentally responsible and innovative provider of energy. With this in mind, the objectives in Alberta's International Strategy include getting Alberta's products to market and ensuring that Alberta remains front-and-centre in an increasingly competitive global economy. Diversifying market access is critical to Alberta's continued and future success.

GOALS, PRIORITY INITIATIVES, AND PERFORMANCE MEASURES AND INDICATORS

As a result of the ministry's review of its goals, environment, opportunities and challenges, a number of priority initiatives have been identified. Focused agenda items, several specific areas where government will focus its attention over the next three years, are identified with a *. Additional government commitments to Albertans are identified with a ✓.

Goal One: Alberta's international objectives are achieved

The ministry is responsible for Alberta's International Strategy and leads the coordination of Alberta's global presence, focused on the realization of the Government of Alberta's economic, strategic, cultural and social international policies and activities, as well as, the advancement of Alberta's domestic interests internationally. With the support of its network of international offices, the ministry promotes the export of Alberta goods and services to target markets and leads initiatives to attract, retain and expand international investment in Alberta in order to facilitate the growth, diversification and competitiveness of Alberta's economy. It also works with its partners, clients and stakeholders to develop cooperative approaches on international issues of mutual importance, to address challenges and to leverage

opportunities to assist Alberta businesses, industry associations, educators, researchers and cultural promoters in connecting with their counterparts around the world.

Priority Initiatives:

- *1.1 Expand Alberta’s market access to become a preferred global supplier.
- 1.2 Continue to implement Alberta’s International Strategy, including the recommendations of the International Offices review.
- 1.3 Expand international and bilateral partnerships to develop cooperative approaches on issues of mutual importance with other governments.
- 1.4 Engage in strategic advocacy activities with key influencers within Canada and internationally to demonstrate that Alberta is a secure, reliable and responsible energy provider.
- 1.5 Provide policy advice, strategic analysis and support to the premier and other elected officials to advance Alberta’s position at international meetings.
- 1.6 Support the Asia Advisory Council in its work to provide advice on expanding existing economic, research, educational and cultural opportunities for Alberta in Asia.
- 1.7 Promote the advantages of doing business in Alberta to attract foreign direct investment to the province.
- 1.8 Administer the Alberta Abroad Program to provide recent Alberta post-secondary graduates opportunities to develop specialized skills and gain international work experience.

Performance Measures	Last Actual 2012-13	Target 2014-15	Target 2015-16	Target 2016-17
1.a Percentage of clients satisfied with services to advance Alberta’s international policy objectives	82%	85%	86%	87%
1.b Percentage of clients satisfied with services to support Alberta business activity in targeted foreign markets	84%	87%	88%	89%

Note:

A new performance measure, tracking the percentage of objectives in the international strategy accomplished, is currently under development for inclusion in the ministry’s 2015-18 business plan.

Performance Indicators	Actual 2011	Actual 2012	Actual 2013
1.a Total investment into Alberta per capita (\$ thousands)	23.8	25.3	24.9
1.b Alberta’s rank compared to other provinces and territories in total investment per capita	#4	#3	#4
1.c Total value of Alberta’s exported products and services (\$ billions)	97.8	99.1	n/a
1.d Total value of Alberta’s exported products and services outside of North America (\$ billions)	11.5	11.9	n/a

Goal Two: Alberta’s policy interests within Canada are advanced

The ministry leads the coordination of Alberta’s economic, resources, environmental, social and fiscal policies and activities as they relate to other governments within Canada. It also works with its partners, clients and stakeholders to develop intergovernmental strategies on issues of importance to Albertans to address challenges and take advantage of and grow opportunities. The ministry coordinates Alberta’s leadership and participation within the Canadian federation in pursuit of a federal system that best serves the needs of Albertans and Canadians. It partners with ministries across government to support effective engagement at intergovernmental meetings on priority issues. The ministry also reviews all intergovernmental agreements to ensure they are consistent with the constitutional obligations and broad intergovernmental objectives of the Government of Alberta.

Priority Initiatives:

- ✓ 2.1 Expand multilateral and bilateral partnerships to develop cooperative approaches on issues of mutual importance with other governments.
- 2.2 Foster stronger relations with the federal government and advocate for Alberta's perspective on important intergovernmental issues, with the support of the Alberta office in Ottawa.
- 2.3 Provide policy advice, strategic analysis and support to the premier and other elected officials to advance Alberta's interests within Canada.
- 2.4 In collaboration with other ministries, define intergovernmental strategies that ensure a coordinated and consistent approach to economic, resource, environmental, social and fiscal policies as they relate to other jurisdictions within Canada.
- 2.5 In collaboration with other ministries, complete timely and consistent reviews and approvals of intergovernmental agreements.

Performance Measure	Last Actual 2012-13	Target 2014-15	Target 2015-16	Target 2016-17
2.a Percentage of clients satisfied with services to advance Alberta's interests within Canada	80%	83%	84%	85%

Goal Three: An effective rules-based system supports Alberta's priorities in trade in goods and services, investment flows and labour mobility

The ministry enhances opportunities for Albertans through the negotiation, implementation, and ongoing management of trade agreements that promote the free flow of goods, services, people and investment within Canada and internationally.

Priority Initiatives:

- ✓ 3.1 Reduce barriers to trade, labour mobility and investment.
- 3.2 Advocate Alberta's interests in negotiations that promote liberalization of trade, investment and labour mobility.
- 3.3 Anticipate, prevent and manage disputes and defend Alberta's interests under existing trade and investment agreements.
- 3.4 Develop an analytical framework and process to monitor and assess foreign investment in Alberta.

Performance Measure	Last Actual 2012-13	Target 2014-15	Target 2015-16	Target 2016-17
3.a Percentage of clients satisfied with services to support a stable set of rules for Alberta's exports and investments	85%	86%	87%	88%

Performance Indicators	Actual 2010-11	Actual 2011-12	Actual 2012-13
3.a Number of trade disputes where Alberta is the subject of the complaint	0	0	1
3.b Number of trade disputes resolved where Alberta is the subject of the complaint	0	0	0
3.c Independent rating of the effectiveness of Alberta's domestic trade agreement framework for trade, investment and labour mobility (overall score based on a 5 point scale)	n/a	n/a	4.16

OPERATIONAL PLAN

(thousands of dollars)	Comparable			2014-15 Estimate	2015-16 Target	2016-17 Target
	2012-13 Actual	2013-14 Budget	2013-14 Forecast			
OPERATIONAL EXPENSE						
Ministry Support Services	5,863	6,407	6,407	6,545	6,545	6,583
Intergovernmental Relations	4,703	6,048	5,548	6,084	6,084	6,122
International Relations	18,098	24,576	24,076	26,831	26,991	27,132
Total	28,664	37,031	36,031	39,460	39,620	39,837

CAPITAL PLAN SPENDING

Ministry Support Services	42	25	8	25	25	25
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