

International and Intergovernmental Relations

BUSINESS PLAN 2009-12

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2009 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 12, 2009 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.

Ron Stevens, QC, *Minister of International and Intergovernmental Relations*
March 18, 2009

THE MINISTRY

The Ministry is comprised of the Department of International and Intergovernmental Relations and has no other related budgetary reporting entities. The Ministry leads the coordination of relations with foreign governments, facilitates exports to and investments from targeted international markets, leads Alberta's participation in the development of international and national rules of trade, and coordinates Alberta's participation and leadership in the Canadian federation.

VISION

A strong and prosperous Alberta showing leadership within Canada and throughout the world.

MISSION

Advance Alberta's interests by leading government-wide strategies that capitalize on Alberta's regional, national and global relationships and opportunities.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry is committed to the *Government of Alberta Strategic Business Plan*. The key linkages and contributions of the Ministry to the Government of Alberta goals and priorities are highlighted below:

Goal 1: Alberta will have a prosperous economy.

Goal 1 is supported through international relations, trade promotion and investment attraction.

Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally.

Goal 4 is supported through international and intergovernmental relations.

Government of Alberta Priority

The Ministry works with Advanced Education and Technology to support the government-wide priority to *enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Alberta faces both challenges and opportunities in engaging with the international community. The province continues to promote its position as a secure and responsible supplier of energy, while strengthening its international presence and its relationships with key trading partners.

The United States (US) is Alberta's largest market. Promoting positive Alberta/US relations and greater economic integration will be a focus of the province's international activities. Alberta's Washington Office will play a key role in promoting these relations. Alberta is a major supplier of energy to the US and our significant trading relationship is important to the future of both economies.

The province will also enhance and expand trade and investment with other global partners. Investment attraction and international trade contributes to sustainable economic growth in Alberta. Alberta will pursue opportunities to increase trade activities in other regions of the world and attract investment into the province in sectors such as life sciences, nanotechnology, aerospace and value-added energy.

The Alberta International Office network plays a key role in increasing the province's global profile. The offices will focus on promoting Alberta's interests in trade, investment, labour attraction, tourism, and assisting Alberta businesses to develop contacts in key international markets. The offices support Premier and ministerial missions, which are strategic initiatives to deliver Alberta messaging and build and strengthen Alberta's relationships with targeted international markets.

Alberta will continue to pursue its trade policy goals in international trade negotiations, such as those taking place under the World Trade Organization. Alberta's access to the US market will be a priority and the government will pursue open markets and implement existing agreements, such as the Canada-US Softwood Lumber Agreement 2006. Alberta is also pursuing opportunities for trade, investment and labour mobility within Canada through a variety of mechanisms, including the British Columbia-Alberta Trade, Investment and Labour Mobility Agreement (TILMA), the Agreement on Internal Trade, Council of the Federation initiatives, and discussions with other interested provinces.

Within Canada, both opportunities and challenges are present for Alberta to: ensure the continued strength of the provincial economy during the global economic downturn; pursue a renewed emphasis on regional cooperation; and respond to a changing federal approach to relations with the provinces. Alberta continues to play a leadership role in shaping Canada's intergovernmental agenda through First Ministers' Meetings, the Council of the Federation, the Western Premiers' Conference, and the Alberta-British Columbia and Alberta-Saskatchewan Protocols of Cooperation.

STRATEGIC PRIORITIES 2009-12

The Ministry's strategic priorities for 2009-12 are outlined below.

CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Coordinate international missions** Coordinate international missions to market opportunities available in Alberta.

Linkage:
Goals 1 and 2

- 2. Ties with western partners and international strategy** Ensure Alberta's interests are advanced nationally and internationally by strengthening ties with our western partners and developing an international strategy, including initiatives to strengthen our relationship with the United States of America.

Linkage:
Goals 1, 2, 3, and 4

- 3. Trade within Canada** Promote liberalization of trade, investment and labour mobility within Canada, through national and province-specific initiatives.

Linkage:
Goals 3 and 4

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: International and Intergovernmental Relations

GOAL ONE **1** Build and maintain effective international relations and strategies

What it means

The Ministry leads the coordination of Alberta's policies, programs and activities in relation to foreign governments at both the state and federal levels. In particular, it works with other ministries, other provinces, the private sector and the federal government to provide a strategic approach to Alberta's international relations and to implement initiatives that effectively promote Alberta's interests and priorities to foreign government decision-makers.

Strategies

- 1.1 Build relationships with new and existing decision-makers and influencers in Washington, DC to ensure US policy decisions maintain or enhance Alberta's access to its most important international market.
- 1.2 Build alliances with key regional US decision-makers to help advance Alberta's interests.
- 1.3 Work with other Alberta ministries and stakeholders to build international understanding of Alberta's ability and commitment to develop its secure, reliable and geopolitically important energy resources in an environmentally responsible manner.
- 1.4 Provide leadership on initiatives involving Alberta's international twinning relationships.
- 1.5 Develop policy recommendations and strategies to assist Alberta in responding to international developments and other related issues as they emerge.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a International Relations Client Satisfaction: percentage of clients satisfied with services provided by International Relations	95%	91%	n/a	92%
1.b Alberta Washington Office Client Satisfaction: percentage of clients satisfied with the services of the Alberta Office in Washington	95%	90%	n/a	91%
1.c Reports/Narrative Records: reports/narrative records from major international meetings and missions are reported in the Annual Report	100%	100%	100%	100%

Note: Biennial survey. n/a refers to years in which the survey is not conducted.

Facilitate exports of Alberta's value-added goods and services and attract investment to Alberta

What it means

The Ministry facilitates exports of value-added products and professional, scientific and technical services to target markets, and promotes initiatives to attract, retain and expand international investment in Alberta. Support for this goal includes management of Alberta's network of nine International Offices located in priority markets around the world.

Strategies

- 2.1 Collaborate with other Alberta ministries to develop and implement a new government-wide International Strategy that advances Alberta's international economic interests and capitalizes on global opportunities.
- 2.2 Assist Alberta businesses to develop relationships with potential investors, partners and customers to identify and access market opportunities within global target markets.
- 2.3 Support market entry for Alberta exporters by showcasing Alberta internationally and encouraging export and trade development within priority sectors.
- 2.4 Promote Alberta as an attractive destination for international investment to targeted companies within priority sectors and to capital investors.
- 2.5 Work with other Alberta ministries to increase exports and attract investment and to coordinate international missions to promote opportunities available in Alberta.
- 2.6 Promote and develop partnerships and initiatives with other Canadian governments, foreign government agencies, international financial institutions and industry associations to assist Alberta companies to meet their international objectives.
- 2.7 Leverage Alberta companies' expertise and knowledge in sectors such as oil and gas and information and communication technologies to enable market penetration of closely-related sectors, such as engineering services or environmental goods and services.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
2.a International Offices and Trade Client Satisfaction: percentage of clients satisfied with the services provided by Alberta-based staff in International Offices and Trade	89% (2007-08)	90%	n/a	91%
2.b International Offices Client Satisfaction: percentage of clients satisfied with the services provided by staff in Alberta's International Offices	91% (2006-07)	n/a	91%	n/a

Note: Biennial survey. n/a refers to years in which the survey is not conducted.

Advocate Alberta's interests in trade and investment liberalization internationally and domestically

What it means

The Ministry strives to enhance opportunities for Albertans through the negotiation, implementation, and ongoing management of agreements that promote the free flow of goods, services, people, and investment, within Canada and internationally. Key agreements include the BC-Alberta TILMA and the Agreement on Internal Trade, within Canada; and the North American Free Trade Agreement and World Trade Organization agreements, internationally.

Strategies

- 3.1 Develop and advance Alberta positions in trade and investment negotiations, with a focus on areas of provincial jurisdiction and other priority issues for the province (e.g., investment and business regulation, agriculture, energy, labour, environment).
- 3.2 Coordinate Alberta's approaches to implementing completed trade and investment agreements.
- 3.3 Anticipate, prevent and manage disputes and defend Alberta's interests under existing trade and investment agreements.
- 3.4 Pursue implementation and ongoing management of the BC-Alberta TILMA.
- 3.5 Coordinate Alberta's participation in the Canada-US Softwood Lumber Agreement 2006 to ensure that Alberta's interests are preserved.
- 3.6 Pursue a formal federal-provincial agreement on full provincial participation in Canada's negotiation of agreements affecting provincial jurisdiction or interests.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Trade Policy Client Satisfaction: percentage of clients satisfied with services provided by Trade Policy	86%	89%	n/a	90%
3.b Reports/Narrative Records: reports/narrative records from major trade policy meetings are reported in the Annual Report	100%	100%	100%	100%

Note: Biennial survey. n/a refers to years in which the survey is not conducted.

Advance the interests of Alberta as an equal partner in a strengthened, united Canada

What it means

The Ministry coordinates Alberta's participation and leadership in the Canadian federation in pursuit of a federal system that serves the needs of Albertans and Canadians.

Strategies

- 4.1 Work with Alberta ministries to maintain a coordinated and consistent approach to achieving Alberta's key intergovernmental objectives and assist in the development of strategies, policy options and intergovernmental agreements to this end.
- 4.2 Provide policy advice, strategic analysis, and coordination of Alberta's participation in meetings of First Ministers, the Council of the Federation, Western Premiers, and the Alberta, Saskatchewan and British Columbia Cabinets. Work with other ministries to implement meeting outcomes.
- 4.3 Work with Alberta's western partners both bilaterally and through multilateral fora to advance our common interests within the Canadian federal system.
- 4.4 Promote interprovincial and federal-provincial solutions to improve the effectiveness of the Canadian federation.
- 4.5 Develop policy recommendations and strategies on national unity and other related issues as they emerge.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a Canadian Intergovernmental Relations Client Satisfaction: percentage of clients satisfied with services provided by Canadian Intergovernmental Relations.	94%	90%	n/a	91%
4.b Reports/Narrative Records: reports/narrative records from First Ministers' or Premiers' intergovernmental meetings are reported in the Annual Report.	100%	100%	100%	100%

Note: Biennial survey. n/a refers to years in which the survey is not conducted.

MINISTRY SUPPORT SERVICES

The Ministry's core businesses and goals are enabled by an infrastructure of essential services that support 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			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
International and Intergovernmental Relations	24,080	27,517	27,517	26,322	27,022	27,022
MINISTRY EXPENSE	24,080	27,517	27,517	26,322	27,022	27,022

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
REVENUE						
Other Revenue	8	40	94	15	15	15
MINISTRY REVENUE	8	40	94	15	15	15
EXPENSE						
Program						
Ministry Support Services	3,887	5,094	5,094	5,152	5,358	5,358
Intergovernmental Relations	3,622	5,024	4,819	4,476	4,632	4,632
International Relations	16,482	17,399	17,604	16,694	17,032	17,032
Valuation Adjustments and Other Provisions	89	-	-	-	-	-
MINISTRY EXPENSE	24,080	27,517	27,517	26,322	27,022	27,022
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(24,072)	(27,477)	(27,423)	(26,307)	(27,007)	(27,007)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
Ministry Revenue	8	40	94	15	15	15
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Revenue	8	40	94	15	15	15
Ministry Expense	24,080	27,517	27,517	26,322	27,022	27,022
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Expense	24,080	27,517	27,517	26,322	27,022	27,022
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(24,072)	(27,477)	(27,423)	(26,307)	(27,007)	(27,007)