

Government of Alberta ■

BUDGET 2010

Striking the Right Balance

International and
Intergovernmental Relations
BUSINESS PLAN 2010–13

Alberta ■

International and Intergovernmental Relations

BUSINESS PLAN 2010-13

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2010 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 January 20, 2010 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

Iris Evans, *Minister of International and Intergovernmental Relations*
January 21, 2010

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's strategic business plan. The key linkages and contributions of the ministry to the Government of Alberta goals are highlighted below:

Government of Alberta Goal 1: Alberta will have a prosperous economy.

Goal 1 is supported through international and intergovernmental relations.

Government of Alberta 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.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

With ongoing significant change and uncertainty in the global economy, Alberta is facing new challenges and new opportunities in advancing Alberta's international and intergovernmental interests. International and intergovernmental relations are vital to building strategic relationships, expanding trade, bringing investment to Alberta and ensuring that national and international audiences are aware of Alberta's leadership, commitment and action on environmentally responsible development. Focusing Alberta's efforts to achieve these objectives during a time of increased fiscal restraint will be a significant challenge.

Alberta is committed to promoting itself on the world stage, maintaining and expanding our traditional export markets, pursuing new market opportunities, and showcasing our province and products to a global market. Alberta is well positioned through its network of international offices to continue face-to-face interactions with government and business leaders around the world to assure investors that Alberta's investment climate remains strong and to support Alberta's exporters in international markets. Shifting trends in global wealth and economic power present opportunities to help Alberta businesses and organizations identify and pursue valuable connections with potential investors, partners and customers around the world in an effort to grow and diversify Alberta's economy.

Growing oil sands development has increased the province's international profile as an energy provider. Alberta is committed to developing these resources responsibly. Alberta will need to provide timely and factual information to decision makers in other jurisdictions as they propose and develop energy and environmental policies; by doing so, Alberta has an opportunity to address misinformation and misconceptions about oil sands and other energy developments in the province. These efforts will increase awareness of Alberta as an environmentally responsible producer making important contributions to secure energy supplies, price stability, job growth, and economic recovery and prosperity. Within this context, there also are opportunities to work with intergovernmental and trade contacts abroad to promote Alberta as an environmentally responsible, global energy centre offering excellent opportunities for investment and trade.

Ongoing international trade negotiations present opportunities for Alberta to pursue its trade policy objectives, such as the negotiations taking place between Canada and the European Union on the Comprehensive Economic and Trade Agreement and in the World Trade Organization to address tariff and non-tariff barriers to trade in goods and services. Alberta's access to the US market is a priority and the government will pursue opportunities to preserve and improve access to that market and will continue to implement existing agreements, such as the Canada-US Softwood Lumber Agreement of 2006. Opportunities also exist for increased trade, investment and labour mobility within Canada through a variety of mechanisms, including the British Columbia-Alberta Trade, Investment and Labour Mobility (TILMA) Agreement; the Agreement on Internal Trade; Alberta-British Columbia-Saskatchewan Western Economic Partnership; Council of the Federation initiatives; and discussions with other interested provinces.

Within Canada, both opportunities and challenges exist for Alberta to: ensure the continued strength of the provincial economy in the face of global economic volatility; strengthen ties with Western partners through the Alberta-B.C., Alberta-Saskatchewan and Trilateral Cabinet meetings; 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, and the Western Premiers' Conference.

STRATEGIC PRIORITIES

The ministry's strategic priorities for 2010-13 are outlined below.

- 1. Ties with western partners and international strategy**
Linkage:
Goals 1, 2 and 3
Ensure Alberta's interests are advanced nationally and internationally by strengthening ties with our western partners and implementing an international strategy, including initiatives to strengthen our relationship with the United States of America.
- 2. Coordinate international missions**
Linkage:
Goals 1, 2 and 3
Coordinate international missions to market opportunities available in Alberta.
- 3. Trade within Canada**
Linkage:
Goals 1, 2 and 3
Promote liberalization of trade, investment and labour mobility within Canada, through national and province-specific initiatives.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: International and intergovernmental relations

GOAL ONE **1** Albertans compete successfully in Canada and globally

What It Means The ministry leads international trade promotion and investment attraction initiatives in concert with other ministries and through the province's network of international offices located in priority markets around the world. It promotes the export of value-added products and professional, scientific and technical services to target markets, and leads and coordinates initiatives to attract, retain and expand international investment in Alberta to facilitate the growth, diversification and competitiveness of Alberta's economy. The ministry also 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.

- Strategies**
- 1.1 Promote Alberta as an attractive and competitive destination for international investment to capital investors and to targeted companies within priority sectors.
 - 1.2 Support market entry for Alberta exporters by showcasing Alberta internationally and encouraging export and trade development within priority sectors.
 - 1.3 Work with other Alberta ministries to increase exports and attract investment, and to coordinate international missions that promote opportunities available in Alberta.
 - 1.4 Leverage the expertise and knowledge of Alberta companies 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.
 - 1.5 Work with other Alberta ministries and stakeholders to build international understanding of Alberta's ability and commitment to responsible development of our secure, reliable and geopolitically important energy resources.
 - 1.6 Monitor and seek to influence policy developments in key markets that may affect Alberta's economic interests.
 - 1.7 Pursue further trade liberalization by participating in the negotiation of new internal and international trade, investment and labour mobility agreements, with a focus on areas of provincial jurisdiction and other areas of priority for the province (e.g., investment and business regulation, government procurement, agriculture, energy, labour and environment).
 - 1.8 Represent Alberta's domestic trade interests through direct participation in negotiations with other Canadian governments.
 - 1.9 Coordinate Alberta's approach to implementing concluded internal and international trade, investment and labour mobility agreements.
 - 1.10 Anticipate, prevent and manage disputes and defend Alberta's interests under existing internal and international trade, investment and labour mobility agreements.

Performance Measure Under Development:

This is a new goal in the ministry's business plan and a performance measure is being developed to help indicate progress.

2

Alberta is a leader in building key relationships

What It Means The ministry builds and strengthens Alberta's key strategic and economic relationships within Canada and internationally. It works toward developing cooperative, collaborative approaches on issues of mutual importance with its partners and clients to address challenges and to take advantage of and grow opportunities. Through its network of international offices the ministry also helps Alberta businesses, educators, researchers and cultural promoters connect with their counterparts around the world.

- Strategies**
- 2.1 Work with Alberta's western partners both bilaterally and through multilateral fora to advance our common interests within the Canadian federal system.
 - 2.2 Provide policy advice, strategic analysis, and coordination of Alberta's participation in bilateral and trilateral meetings of the Alberta, Saskatchewan and British Columbia Cabinets. Work with other ministries to implement meeting outcomes.
 - 2.3 Pursue further opportunities with key trading partners in Western Canada.
 - 2.4 Build alliances with key regional US decision makers to help advance Alberta's interests.
 - 2.5 Undertake strategic advocacy initiatives with national decision makers and influencers in the US to maintain or enhance Alberta's access to its most important international market.
 - 2.6 Assist Alberta's globally competitive businesses to develop relationships with potential investors, partners and customers to identify and access opportunities in key international markets.
 - 2.7 Promote and develop partnerships and initiatives with other Canadian governments, foreign governments and agencies, international financial institutions, foreign and multinational companies, and industry associations to assist Alberta companies in meeting their international objectives.
 - 2.8 Provide leadership on initiatives involving Alberta's international twinning relationships.

Performance Measure Under Development:

This is a new goal in the ministry's business plan and a performance measure is being developed to help indicate progress.

3

Alberta's interests are coordinated and advanced

What It Means The ministry leads the coordination of Alberta's policies and activities as they relate to other governments within Canada and internationally. The ministry coordinates Alberta's participation and leadership within the Canadian federation in pursuit of a federal system that best serves the needs of Albertans and Canadians. It also works to provide a strategic approach to Alberta's international relations and to implement initiatives that effectively promote Alberta's interests and priorities to foreign governments.

- Strategies**
- 3.1 Work with Alberta ministries in the development of strategies, policy options and intergovernmental agreements to help ensure a coordinated and consistent approach to achieving Alberta's key intergovernmental objectives.
 - 3.2 Collaborate with other Alberta ministries in the ongoing development and implementation of a new government-wide international strategy that advances Alberta's international economic interests and capitalizes on global opportunities.
 - 3.3 Provide policy advice, strategic analysis, and coordination of Alberta's participation in meetings of First Ministers, the Council of the Federation and Western Premiers. Work with other ministries to implement meeting outcomes.
 - 3.4 Promote interprovincial and federal-provincial solutions that improve the effectiveness of the Canadian federation.
 - 3.5 Develop policy recommendations and strategies on national unity and other related issues as they emerge.
 - 3.6 Develop policy recommendations and strategies to assist Alberta in responding to emerging international developments with implications for Alberta.
 - 3.7 Pursue a formal federal-provincial agreement on full provincial participation in Canada's negotiation of agreements affecting provincial jurisdiction or interests.
 - 3.8 Work with Alberta ministries to solicit and assess information about Alberta's priorities and concerns in internal and international trade, investment and labour mobility agreements, in order to develop and advance Alberta positions and participate effectively in negotiations, to ensure the province's interests are preserved.

Performance Measure Under Development:

This is a new goal in the ministry's business plan and a performance measure is being developed to help indicate progress.

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 | | | 2010-11 Estimate | 2011-12 Target | 2012-13 Target |
|---|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|
| | 2008-09 Actual | 2009-10 Budget | 2009-10 Forecast | | | |
| International and intergovernmental relations | 26,137 | 26,348 | 25,956 | 23,952 | 23,952 | 24,536 |
| MINISTRY EXPENSE | 26,137 | 26,348 | 25,956 | 23,952 | 23,952 | 24,536 |

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

| | Comparable | | | 2010-11 Estimate | 2011-12 Target | 2012-13 Target |
|--|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|
| | 2008-09 Actual | 2009-10 Budget | 2009-10 Forecast | | | |
| REVENUE | | | | | | |
| Other Revenue | 113 | 15 | 40 | 40 | 40 | 40 |
| MINISTRY REVENUE | 113 | 15 | 40 | 40 | 40 | 40 |
| EXPENSE | | | | | | |
| Program | | | | | | |
| Ministry Support Services | 4,767 | 5,122 | 5,078 | 4,724 | 4,724 | 4,843 |
| Intergovernmental Relations | 4,020 | 4,476 | 4,428 | 4,022 | 4,022 | 4,118 |
| International Relations | 17,114 | 16,750 | 16,450 | 15,206 | 15,206 | 15,575 |
| Valuation Adjustments and Other Provisions | 236 | - | - | - | - | - |
| MINISTRY EXPENSE | 26,137 | 26,348 | 25,956 | 23,952 | 23,952 | 24,536 |
| Gain (Loss) on Disposal of Capital Assets | - | - | - | - | - | - |
| NET OPERATING RESULT | (26,024) | (26,333) | (25,916) | (23,912) | (23,912) | (24,496) |

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

| | Comparable | | | 2010-11 Estimate | 2011-12 Target | 2012-13 Target |
|---|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|
| | 2008-09 Actual | 2009-10 Budget | 2009-10 Forecast | | | |
| Ministry Revenue | 113 | 15 | 40 | 40 | 40 | 40 |
| <i>Inter-ministry consolidation adjustments</i> | - | - | - | - | - | - |
| Consolidated Revenue | 113 | 15 | 40 | 40 | 40 | 40 |
| Ministry Expense | 26,137 | 26,348 | 25,956 | 23,952 | 23,952 | 24,536 |
| <i>Inter-ministry consolidation adjustments</i> | - | - | - | - | - | - |
| Consolidated Expense | 26,137 | 26,348 | 25,956 | 23,952 | 23,952 | 24,536 |
| Gain (Loss) on Disposal of Capital Assets | - | - | - | - | - | - |
| CONSOLIDATED NET OPERATING RESULT | (26,024) | (26,333) | (25,916) | (23,912) | (23,912) | (24,496) |