
International and Intergovernmental Relations

BUSINESS PLAN 2003-06

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2003 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 19, 2003 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]

Halvar C. Jonson, *Minister of International and Intergovernmental Relations*
March 19, 2003

VISION

A strong Alberta, active in an open world and in a prosperous, united Canada.

MISSION

To lead the development of government-wide strategies and policies for Alberta's relations with international governments and organizations and with federal, provincial and territorial governments in Canada.

CORE BUSINESS

Sound government-to-government relationships are key in securing Alberta's future well-being and to achieve the Ministry's mission of providing leadership in the management of Alberta's international and intergovernmental relationships.

To that end, the Ministry has three core businesses:

1. Canadian Intergovernmental Relations
2. International Relations
3. Trade Policy

In carrying out the core businesses, the Ministry provides a number of services including:

- Advancing Alberta's interests through intergovernmental negotiations and discussions.
- Coordinating Alberta's strategies relating to international and intergovernmental relations.
- Providing strategic advice and policy analysis to Alberta ministries and other clients.
- Obtaining, disseminating and analyzing information for Alberta ministries and other clients.

GOALS

The Ministry contributes to the three core businesses of the Government of Alberta: People, Prosperity and Preservation. The Ministry's key goals are:

- Promoting the interests of, and securing benefits for, Alberta as an equal partner in a revitalized, united Canada.
- Promoting the interests of, and securing benefits for, Alberta from strengthened international relations.
- Promoting the interests of, and securing benefits for, Alberta from greater trade and investment liberalization, domestically and internationally.

STRATEGIC PRIORITIES

The Ministry has three strategic priorities to achieve its goals. They are:

1. Successfully conducting and coordinating intergovernmental negotiations to advance Alberta's interests in Confederation (such as the Kyoto Protocol, health care).
2. Successfully participating in international negotiations to advance Alberta's interests with important trading partners (such as World Trade Organization negotiations, United States).
3. Successfully promoting Alberta by strengthening international relations through such mechanisms as Premier's missions, bilateral agreements (e.g. Alaska Alberta Bilateral Council, Advisory Council on Alberta Ukraine Relations), major events (e.g. annual meeting of Pacific Northwest Economic Region in Calgary, July 2003).

GOALS AND STRATEGIES

GOAL ONE

Promoting the interests of, and securing benefits for, Alberta as an equal partner in a revitalized, united Canada.

Key Result 1.1 Effective participation by Alberta in the Canadian federation.

Strategies

- Advance Alberta's interests and ensure that Alberta priorities are addressed at intergovernmental meetings of First Ministers, Ministers and officials.
- Provide policy analysis and strategies, and coordinate input from other Alberta ministries for Alberta's participation in First Ministers' meetings, Premiers' Conferences, and Ministerial meetings.
- Develop strategies and policy options, in conjunction with Alberta ministries, to enable Alberta to receive a fair share of federal funding.
- Work with Alberta ministries to develop and implement coordinated and consistent approaches to intergovernmental issues and processes.
- Assist Alberta ministries in the development of intergovernmental agreements that reflect Alberta's intergovernmental objectives and priorities.

Key Result 1.2 A Canadian federal system that better serves Albertans' needs.

Strategies

- Promote both interprovincial and federal-provincial solutions to improve the efficiency and effectiveness of the federation through the reduction of overlap and duplication between governments, the reform of institutions (e.g., the Senate) and the reform of financial arrangements (e.g., fiscal rebalancing).
- Promote federal-provincial solutions to redesign federal-provincial financial arrangements including the Canada Health and Social Transfer, Equalization and cost-sharing arrangements.
- Implement, in conjunction with Alberta ministries, "A Framework to Improve the Social Union for Canadians" in a manner consistent with Alberta's intergovernmental interests.
- Work with Alberta ministries to develop strategies for Alberta's intergovernmental relations, to ensure Alberta plays a leadership role within the federation.
- Develop strategies and policy options, in conjunction with Alberta Ministries, with respect to climate change and the Kyoto Accord.

Key Result 1.3 Effective leadership by Alberta that supports a strong, united and secure Canada.

Strategies

- Develop policy recommendations and strategies on national unity and other related issues as they emerge.
- Work with the federal government, other provinces, the private sector and other key stakeholders to update and strengthen coordinated policy responses to issues relating to the security of the province and people of Alberta.

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

- Key Result 2.1** **Intergovernmental relationships which facilitate the two-way flow of goods, services, people and investment between Alberta and the United States.**
- Strategies**
- Build and maintain alliances with key U.S. decision makers and organizations (such as governors/legislators, energy officials, Montana-Alberta Bilateral Advisory Council; Pacific NorthWest Economic Region).
 - Identify and pursue opportunities for closer cross-government cooperation in areas that affect Alberta/U.S. economic activities.
 - Take a leadership role on issues of Canada/U.S. integration (including harmonization of standards, common perimeter, border crossing).
 - Work with other ministries and the private sector to enhance U.S. understanding of Alberta as a secure and reliable supplier of energy.
 - Influence Canadian foreign policy so that it reflects Alberta's interests and priorities towards the U.S.
 - Provide intelligence and policy advice to Alberta stakeholders on U.S. issues and developments.
- Key Result 2.2** **A strategic approach to Alberta's international relations that effectively promotes the province's interests and priorities to foreign, governmental, decision makers.**
- Strategies**
- Provide strategic advice to ministries who are developing policies under Alberta's International Strategy.
 - Deliver intelligence and policy advice to Alberta stakeholders on internationally-sensitive issues.
 - Develop strategically-focused programs that showcase Alberta's strengths to international representatives.
 - Provide leadership and coordination for Premier's missions and advice on other ministerial missions.
 - Provide information and advice to clients and partners (Alberta offices, Canadian posts, foreign embassies and consulates) so they can help promote Alberta's economic, political and social strengths internationally.
- Key Result 2.3** **Active bilateral relations (including twinnings) that enhance Alberta's profile in key international markets.**
- Strategies**
- Build close relations with government representatives of key foreign partners.
 - Coordinate and facilitate mutually-beneficial involvement with Alberta's "sister provinces". Assess potential new twinnings.
 - Support the work of the Advisory Council on Alberta-Ukraine Relations in enhancing bilateral relations with Ukraine.
 - Provide information and identify opportunities regarding twinned regions to Alberta stakeholders.
- Key Result 2.4** **Effective contribution by Alberta to international development in the area of governance.**
- Strategies**
- Share the Alberta government's best practices with foreign partners.
 - Develop partnerships with the private sector and educational institutions to pursue projects funded by International Financial Institutions.
 - Design, implement and manage governance projects selectively.
 - Work with Alberta's public sector to facilitate participation in governance projects.

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

Key Result 3.1 Expanded trade liberalization and foreign market access for Albertans through international trade and investment agreements.

Strategies

- Remove or reduce barriers to trade and investment through direct negotiation. Participate with the federal government in negotiations to ensure Alberta's objectives are addressed.
- Develop a formal federal-provincial agreement that stipulates full provincial participation in Canada's negotiation of agreements affecting provincial jurisdiction or interests.
- Consult and work with private and public sector organizations to promote and pursue the benefits of free trade.
- Manage government-wide implementation of the North American Free Trade Agreement, the World Trade Organization Agreement and other agreements. Anticipate and prevent disputes.
- Coordinate Alberta's participation in World Trade Organization negotiations on issues involving provincial jurisdiction (e.g., environment, labour, agriculture, competition/business regulation, and services) and in other regional and multilateral negotiations (e.g., Free Trade Area of the Americas, Asia-Pacific Economic Cooperation).
- Manage disputes and defend Alberta's interests under North American Free Trade Agreement, World Trade Organization and other agreements.
- Work with other Alberta ministries to implement the trade policy component of Alberta's international strategy in a targeted, coherent manner.

Key Result 3.2 Expanded Canadian internal trade liberalization which promotes the free flow of goods, services, capital and labour across Canada.

Strategies

- Remove or reduce barriers to internal trade, investment and labour mobility through direct negotiation with the federal government and other provinces and territories.
- Consult and work with private and public sector organizations to promote and pursue the benefits of free trade.
- Coordinate Alberta's participation in the Agreement on Internal Trade.
- Manage the government-wide implementation of the Agreement on Internal Trade. Anticipate and prevent disputes.
- Manage disputes and defend Alberta's interests in the Agreement on Internal Trade.
- Work with other Canadian governments to enhance domestic trade through bilateral and multilateral negotiations and other regional agreements.

PERFORMANCE MEASURES AND INDICATORS

International and Intergovernmental Relations has several methods of measuring its performance, including:

1. Client Satisfaction Surveys
2. Reports on Ministry Performance and Intermediate Outcomes
3. Public Polling Data

1. Client Satisfaction Surveys

An important measure of outcomes for International and Intergovernmental Relations (IIR) is stakeholder or client satisfaction. To achieve its goals, the ministry works closely with Alberta ministers, ministries, and other organizations in the province. Through periodic surveys, IIR consults these clients to evaluate the ministry's contribution to advancing Alberta's priorities and positions.

Client Surveys are an important component of IIR's varied measurement tools. The 2003 Client Survey was the fifth broad survey completed by the ministry. Earlier surveys, completed in 1995, 1997, 1999, and 2001 indicated that clients, both internal and external to government, consistently rated IIR highly in the area of satisfaction with the services provided. The 2003 survey continued this trend, with clients expressing a consistently high level of satisfaction with all areas of service (ranging from 4.0 to 4.4 out of 5 depending on the service). These ratings are even higher than the high level of satisfaction expressed in the 2001 survey.

2. Reports on Ministry Performance and Intermediate Outcomes

Previous ministry business plans have acknowledged that many of IIR's outcomes are long term, frequently dependent on factors outside the control of the ministry (i.e., dependent upon obtaining agreement from other governments), and difficult to present as quantitative data. To ensure the clear reporting of ministry performance, while keeping in mind the limitations faced in developing such data, IIR provides assessments on key initiatives from time to time. They may include reports issued after the conclusion of major conferences, trade negotiations or international missions. The reports assess how the province achieved its objectives.

In addition, the ministry prepares status reports or contributes to the reports prepared by others in order to track the intermediate outcomes of major projects. Since these projects span many years, preparing regular progress reports or measuring intermediate outcomes allows governments and taxpayers to keep track of the progress of complex, long-term issues. Examples of this approach are:

- regular status reports that measure the implementation of the Agreement on Internal Trade and the progress of complaints and disputes under that agreement;
- regular Progress Reports to Premiers by the Provincial/Territorial Council on Social Policy Renewal, and
- communiqués released at the end of Premiers' meetings.

These reports are posted on the International and Intergovernmental Relations website: <http://www.iir.gov.ab.ca>.

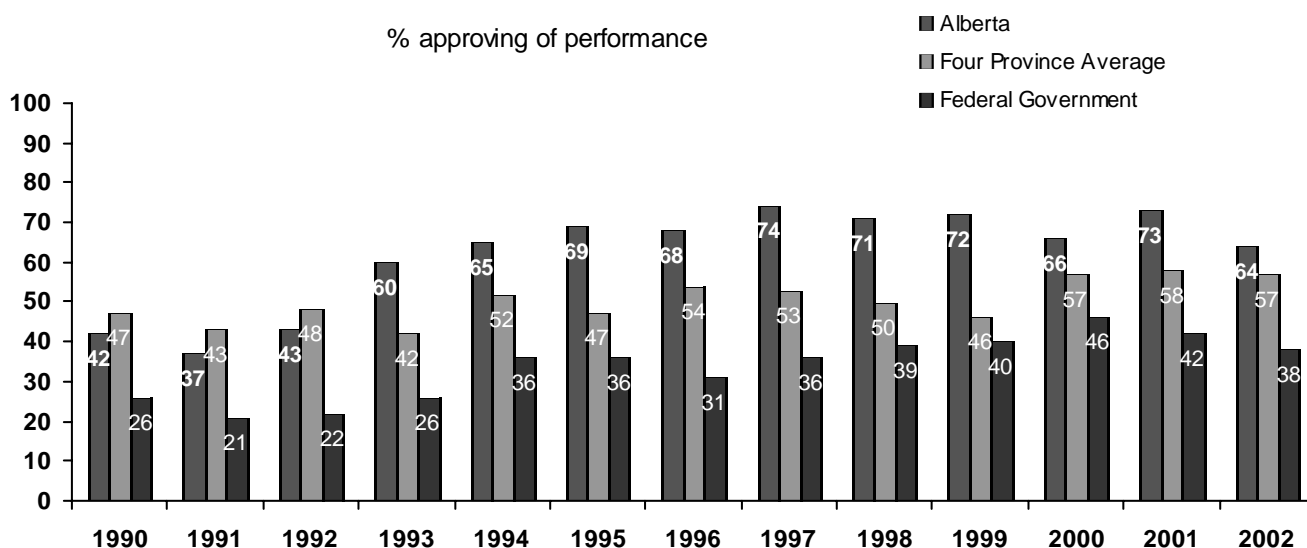
In addition, the website includes updates on preparations for, and progress in, domestic and international trade negotiations (e.g., World Trade Organization and the Agreement on Internal Trade). The website also provides an opportunity for feedback and comments (Feedback mechanism, Agreement on Internal Trade problem registration form, and Alberta Connects program) from the business community and the public.

3. Public Polling Data

An important measure of how the Alberta government is performing in the areas of international and intergovernmental relations is public polling data. In measuring the performance of the provincial government based on the satisfaction level of Albertans, the polling data does not specifically rate the performance of the ministry, but tracks the performance of the whole government. However, IIR does play an important role in supporting the Premier and his Cabinet colleagues in achieving intergovernmental goals. The polling data is based on a regular, national, opinion poll conducted by Environics Canada. The poll surveys the views of Canadians regarding the performance of their provincial and federal governments. The results are reported in the Focus Canada Report.

Alberta's target is to maintain the government's public approval rating in federal-provincial relations on par with the average of four other provinces (British Columbia, Saskatchewan, Manitoba, and Ontario). These provinces are closest to Alberta in terms of geography, history, economic base, social patterns and approaches to federalism. Alberta's intergovernmental approval rating in 2002 was 64% (see graph below). The four province average was 57% and the federal government rating was 38%.

Approval Ratings: Intergovernmental Relations:



OTHER SECONDARY INDICATORS

IIR provides a detailed narrative record of its achievements and activities. This narrative is found in the ministry's Annual Report. The Report documents the accomplishments for each goal and provides a narrative outlining events and outcomes over the previous year. IIR also reports on a number of secondary indicators that track macroeconomic trends (e.g., trade statistics). While these are not direct measures of the ministry's performance, they do indicate the environment in which the ministry is operating. More detail on each indicator is available on the ministry's website.

GOVERNMENT-WIDE GOALS

Much of the work of the Ministry relates to two goals in the Government Business Plan for 2003-06:

- Goal 7:** Alberta will have a prosperous economy.
- Goal 9:** Alberta will have a financially stable, open and accountable government and a strong intergovernmental position in Canada.

APPENDIX - CROSS-MINISTRY INITIATIVES

Priority Policy Initiatives:

IIR continues to actively work on four priority cross-ministry initiatives:

- Economic Development Strategy
- Alberta Children and Youth Initiative
- Aboriginal Policy Initiative
- Health Sustainability Initiative

IIR's participation in the priority policy initiatives enables the ministry to provide advice on gaps and overlaps with respect to intergovernmental issues.

Key Administrative Initiatives:

The activities of International and Intergovernmental Relations (IIR) are aligned with each of the Key Administrative Initiatives.

For example, IIR works with the Alberta Corporate Service Centre to achieve efficiencies in the ministry's administrative services. IIR shares strategic corporate services, and the Senior Financial Officer/Chief Information Officer with the ministry of Aboriginal Affairs and Northern Development.

Through the Corporate and Ministry Human Resource Development Strategies, IIR is developing strategies to ensure staff are knowledgeable, skilled and effective. The ministry partners with Alberta Learning for its strategic human resource planning and programs.

IIR works within the Corporate Information Management/Information Technology Strategy to enhance business outcomes and to ensure the cost-effective use of technology.

IIR is committed to the one-window concept and has served on various committees since its inception (e.g., web development).

In addition, the ministry will continue to work with Service Alberta to enhance the "Alberta and the World" service bundle.

Strategic Planning Initiative:

International and Intergovernmental Relations will chair one cross-ministry strategic initiative:

Security - The primary objective is to evaluate and update all aspects of the security of Alberta that come within the provincial government's scope of authority.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
EXPENSE						
Core Business						
Canadian Intergovernmental Relations	2,267	2,450	2,450	2,576	2,576	2,576
International Relations	2,340	2,340	2,340	2,500	2,500	2,500
Trade Policy	1,331	1,294	1,294	1,392	1,392	1,392
MINISTRY EXPENSE	5,938	6,084	6,084	6,468	6,468	6,468

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
REVENUE						
Other Revenue	21	-	6	-	-	-
MINISTRY REVENUE	21	-	6	-	-	-
EXPENSE						
Program						
International and Intergovernmental Relations	5,926	6,084	6,084	6,468	6,468	6,468
Valuation Adjustments and Other Provisions	12	-	-	-	-	-
MINISTRY EXPENSE	5,938	6,084	6,084	6,468	6,468	6,468
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(5,917)	(6,084)	(6,078)	(6,468)	(6,468)	(6,468)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
Ministry Revenue	21	-	6	-	-	-
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Revenue	21	-	6	-	-	-
Ministry Program Expense	5,938	6,084	6,084	6,468	6,468	6,468
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Program Expense	5,938	6,084	6,084	6,468	6,468	6,468
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(5,917)	(6,084)	(6,078)	(6,468)	(6,468)	(6,468)

