

Intergovernmental and Aboriginal Affairs

Business Plan 1998-99 to 2000-01

Accountability Statement

This Business Plan for the three years commencing April 1, 1998 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 at January 20, 1998 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.



David Hancock
Minister of Intergovernmental and Aboriginal Affairs
January 21, 1998

Vision

“A strong Alberta, open to the world, in a prosperous, united Canada, where the rights and aspirations of all Albertans are respected.”

Mission

To lead the development of government-wide policies and strategies for Alberta’s relations with other Canadian governments (federal, provincial and Aboriginal), the Aboriginal community, and international governments and organizations.

Core Business

Strong government-to-government relationships are a key component in achieving Alberta’s future well-being. The core business of the Ministry is to provide leadership in the management of Alberta’s intergovernmental relations.

To fulfil this leadership role, a coordinated Alberta strategy for intergovernmental relations is essential. The Ministry acts in close cooperation with other ministries and through strategic partnerships with public, private and Aboriginal organizations and Aboriginal communities. Depending on the issue, the Ministry takes the lead, coordinates the activities of the participants, or provides policy analysis and strategic advice.

Goals

The Ministry contributes to the three overarching priorities of the Government of Alberta: *people, prosperity and preservation*. The Ministry’s three key goals are:

- 1. To secure benefits for Alberta as an equal partner in a revitalized, united federation.**
- 2. To enhance Alberta’s relationship with Aboriginal people.**
- 3. To secure benefits for Alberta from strengthened international relations.**

Goals/Strategies

Goal 1: To secure benefits for Alberta as an equal partner in a revitalized, united federation.

Outcome	Strategies
<p>1.1 Effective management of Alberta's role in the federation.</p>	<p>Advance Alberta's intergovernmental interests and ensure that Alberta priorities are reflected at intergovernmental meetings of Ministers and officials, and in intergovernmental agreements, (e.g., question of climate change implementation).</p> <p>Develop policy analysis and strategy for Alberta's participation in high level intergovernmental meetings (e.g., First Ministers' meetings, Premiers' Conferences, Ministerial meetings), as well as coordinating input from other Alberta ministries.</p> <p>Ensure a fair deal for Albertans in intergovernmental agreements.</p>
<p>1.2 A restructured federal system that better serves Albertans' needs.</p>	<p>Develop framework agreements for a partnership approach to manage Canada's social union to promote more effective, efficient, accountable and sustainable social programs.</p> <p>Promote both interprovincial and federal-provincial solutions to restructure the federation in priority areas (e.g., environmental management, federal spending power, internal trade barriers, fiscal arrangements, federal tax policy).</p> <p>Consult with Albertans on renewal of the federation.</p>
<p>1.3 Proposals for national renewal.</p>	<p>Support Alberta's leadership role in national unity issues by developing policy recommendations and strategies on emerging issues.</p> <p>Develop Alberta's approach to Aboriginal self-government in the context of constitutional renewal.</p> <p>Consult with Albertans on the renewal of the federation.</p>
<p>1.4 Internal trade policies which achieve Alberta's goals and priorities.</p>	<p>Reduce barriers to trade, investment and labour mobility through negotiation with the federal government and provinces.</p> <p>Manage government-wide implementation of the Agreement on Internal Trade (AIT).</p> <p>Manage complaints and defend Alberta's interests in disputes under the AIT.</p> <p>Work with private and public sector organizations to pursue the benefits of freer trade.</p>

Goal 2: To enhance Alberta's relationship with Aboriginal people.

Outcome	Strategies
<p>2.1 Increased self-reliance of Aboriginal communities.</p>	<p>Encourage and support Aboriginal governments and organizations to develop policies and strategies for the delivery of programs and services by the Aboriginal community.</p> <p>Promote opportunities for Aboriginal communities to participate in local economic development.</p> <p>Allocate resources (e.g., grants) to encourage self-reliance and enhance the province's relationship with the Aboriginal community.</p>
<p>2.2 Effective Alberta participation in Aboriginal self-government discussions.</p>	<p>Develop parameters for Alberta's participation in self-government discussions.</p> <p>Promote initiatives related to Aboriginal self-government.</p> <p>Ensure that the federal government's primary responsibility for the negotiation and implementation of self-government arrangements is maintained.</p> <p>Ensure affected parties have opportunities for input.</p>
<p>2.3 Settlement of Indian treaty land entitlement claims, in a way which is fair and equitable to all parties.</p>	<p>Act as the province's representative in the land claims settlement process and coordinate the participation of relevant provincial ministries.</p>
<p>2.4 Accountable, self-regulating, and self-reliant Metis Settlement governments.</p>	<p>Assist the Metis Settlements General Council to develop and implement Business Plans.</p> <p>With the General Council, identify opportunities for greater federal government contributions to programs and services for Settlements.</p> <p>With the General Council, evaluate the need for and effectiveness of the Metis Settlements Transition Commission and implement approved recommendations.</p>

Goal 3: To secure benefits for Alberta from strengthened international relations.

Outcome	Strategies
<p>3.1 Strengthened Alberta intergovernmental relations with key foreign economic partners.</p>	<p>Promote the Alberta Advantage to foreign governmental decision-makers by identifying and bringing key contacts to Alberta (e.g., Chinese President, APEC Energy Ministers) and by planning missions abroad (e.g., Team Canada).</p> <p>Focus existing strategic relationships and agreements on economic cooperation, trade and investment. Evaluate economic potential of proposals for new relationships and agreements from foreign governments or interested Albertans.</p> <p>Build alliances with key international decision-makers, (e.g., foreign embassies and consulates; Pacific Northwest Economic Region; Northern Forum; APEC).</p> <p>Manage externally-funded Canadian and international assistance projects, in partnership with private sector; to improve governance structures (e.g., Russia, Ukraine, South Africa).</p> <p>Manage Alberta's transboundary relations to facilitate the flow of goods, services and people.</p>
<p>3.2 Improved foreign market access for Albertans through international trade and investment agreements.</p>	<p>Reduce barriers to trade and investment through direct negotiation and by participating with the federal government in its negotiations to ensure Alberta's objectives are pursued.</p> <p>Increase provincial participation in Canada's negotiation of agreements that affect provincial jurisdictions or interests.</p> <p>Work with private and public sector organizations to pursue the benefits of freer trade.</p> <p>Manage government-wide implementation of the North American Free Trade Agreement (NAFTA) and the World Trade Organization (WTO) Agreement; anticipate and prevent disputes.</p> <p>Coordinate Alberta's participation in WTO negotiations on new issues involving provincial jurisdiction (e.g., environment, labour, competition and business regulation, and services) and in Asia Pacific Economic Cooperation Forum.</p> <p>Manage disputes and defend Alberta's interest under NAFTA, WTO.</p>

Outcome	Strategies
3.3 Canadian foreign policies and positions which reflect Alberta's priorities and interests.	Advance Alberta's positions in Ottawa and internationally on priority issues (e.g., economic sanctions, climate change, agricultural trade liberalization, oil sands investment, visa policy for Chinese students).

Protocol and Translation Services

In addition to the above-noted intergovernmental and Aboriginal affairs goals, the Ministry also provides a number of government-wide services in the following areas: providing interpretation and translation services; organizing Alberta Government ceremonial events (e.g., legislature openings); providing protocol advice; and overseeing the operations of Government House in Edmonton.

Performance Measures/Indicators

Intergovernmental and Aboriginal Affairs has several methods of measuring its performance, including the following:

1. Reports on Ministry Performance (e.g., Annual Report, mission reports)
2. Comprehensive Client Satisfaction Surveys
3. Project-specific Client Surveys or Evaluations
4. Intermediate Outcomes or Progress Reports
5. Secondary Indicators

1. Reports on Ministry Performance

Because the Ministry's outcomes are often long term, dependent on factors outside the control of the Ministry, and are difficult to present as quantitative data, the Ministry provides a detailed narrative record of its achievements and activities. The Annual Report documents the Ministry's accomplishments for each goal. This narrative outlines the intergovernmental and Aboriginal affairs outcomes and events with a view to assessing how they conformed to Alberta's objectives.

Other assessments are also done at the conclusion of major conferences, trade negotiations or missions to assess how Alberta fared in achieving its objectives.

2. Comprehensive Client Satisfaction Surveys

Another measure of outcomes for Intergovernmental and Aboriginal Affairs is stakeholder or client satisfaction. To achieve its goals, the Ministry works closely with Alberta ministers and ministries, other governments in Canada, international jurisdictions, and Aboriginal organizations. Through periodic surveys, the Ministry consults its clients for their evaluation of its contribution to advancing Alberta's priorities and positions.

The Ministry conducted its second comprehensive survey in the fall of 1997. This survey showed that overall client assessment of the Ministry's performance averaged 4.1 out of 5 (based on the 1995 target or benchmark of 4.0). The survey covered four areas: Advancing Alberta's interests, Coordination, Advice and Information. The 1997 survey provided the Ministry with baseline information on activities related to Aboriginal affairs.

3. Project-specific Client Surveys/Evaluations

In addition, the Ministry conducts periodic project-specific client surveys on its contributions as they relate to major initiatives. In-house evaluations and debriefings are also conducted after major events, issues or projects.

4. Measuring Intermediate Outcomes

The Ministry prepares status reports on major projects. An example of this approach are the regular Progress Reports to Premiers which were coordinated by Alberta for the interprovincial Council on Social Policy Renewal. Since the project is a multi-year one, the approach of preparing regular progress reports or measuring intermediate outcomes allows governments and taxpayers to keep track of the progress of particularly complex, long-term issues.

5. Secondary Indicators

The Ministry also reports on a number of secondary indicators which track macroeconomic trends or public opinion. While these may not be direct measures of the Ministry's performance, they do indicate the environment within which the Ministry is operating. Trade statistics, for instance, which provide an indication of how the province is faring in its export performance, are the result of many factors. In some cases, exports will increase because of fluctuations in the world price for commodities such as oil, gas or wheat, while in other cases our trade performance reflects the aggressiveness of the Alberta private sector in opening up new markets. Some of the increase may be attributed to the efforts of the Alberta Government in removing the barriers to trade in key markets or receiving foreign decision-makers.

Government-wide Measures

The Ministry has developed, in cooperation with interested ministries, government-wide measures which relate to Goal 17 of the Government business plan: *Alberta will work with other governments to maintain its strong position in Canada*. The Ministry is also looking at a possible government-wide measure relating to Aboriginal well-being and self-reliance, which would involve several other ministries.

As well, the Ministry contributes to the realization of the following government-wide goals:

- Goal 2: Our children will be well cared for and safe (IAA strategies 1.2 and 2.1)
- Goal 6: Alberta will have a prosperous economy (IAA strategies 1.4, 3.1 and 3.2)
- Goal 7: Our workforce will be skilled and productive (IAA strategy 1.4)
- Goal 12: Alberta businesses will increase exports (IAA strategies 3.1 and 3.2)
- Goal 15: The high quality of Alberta's environment will be maintained (IAA strategy 1.2)

Goals and Performance Measures

Goals	Outcome Measures Examples:	Intermediate Outcomes Examples:	Secondary Indicators Examples:
<p>Goal 1: To secure benefits for Alberta as an equal partner in a revitalized, united federation.</p>	<ul style="list-style-type: none"> ◆ IAA's client survey measures client satisfaction with services ◆ Record of key intergovernmental and Aboriginal affairs achievements (e.g., annual report) 	<p>Communiques from Premiers' Conferences.</p> <p>Progress Report to Premiers on Social Policy Renewal.</p> <p>Findings of public consultations.</p> <p>Progress Report on Agreement on Internal Trade.</p>	<p>Polling data on views of Albertans regarding federal/provincial relations.</p> <p>Per capita Canada Health and Social Transfer.</p> <p>Interprovincial trade statistics.</p>
<p>Goal 2: To enhance Alberta's relationship with Aboriginal people.</p>	<ul style="list-style-type: none"> ◆ IAA Client Survey ◆ Record of key Aboriginal affairs achievements 	<p>Number of Aboriginal communities/ organizations delivering sector specific services.</p> <p>Percentage of self-generated revenues as part of Metis Settlement budgets.</p> <p>MOUs, protocols, framework agreements and other process arrangements negotiated and implemented.</p>	<p>Socio-economic indicators such as Aboriginal employment rate, income levels, educational attainment.</p> <p>Socio-economic data for Metis Settlement residents.</p> <p>Polling data on views of Albertans regarding Aboriginal affairs.</p>
<p>Goal 3: To secure benefits for Alberta from strengthened international relations.</p>	<ul style="list-style-type: none"> ◆ IAA Client Survey ◆ Record of key international achievements, including visits, missions and trade negotiations outcomes. 	<p>Progress on federal/ arrangements for provincial participation in international trade negotiations and implementation.</p> <p>Report on Premier's involvement on Team Canada missions.</p>	<p>International export statistics from Statistics Canada.</p> <p>Analysis of Alberta export statistics from Western Centre for Economic Research.</p>

Intergovernmental and Aboriginal Affairs Ministry Consolidated Income Statement

(thousands of dollars)

	Comparable 1996-97 Actual	Comparable 1997-98 Budget	Comparable 1997-98 Forecast	1998-99 Estimates	1999-2000 Target	2000-01 Target
REVENUE						
Other Revenue	135	-	6	-	-	-
Consolidated Revenue	135	-	6	-	-	-
EXPENSE						
Program						
Intergovernmental and Aboriginal Affairs	11,191	14,649	24,649	11,844	11,944	12,044
Metis Settlements Governance	5,538	12,491	12,491	12,506	11,806	11,806
Metis Settlements Legislation	30,000	10,000	10,000	10,000	10,000	10,000
Consolidated Expense	46,729	37,140	47,140	34,350	33,750	33,850
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(46,594)	(37,140)	(47,134)	(34,350)	(33,750)	(33,850)

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