

# Federal and Intergovernmental Affairs

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## Business Plan 1997-1998 to 1999-2000

### Accountability Statement

*This Business Plan for the three years commencing April 1, 1997 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 April 10, 1997 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 Federal and Intergovernmental Affairs  
and Responsible for Aboriginal Affairs  
April 12, 1997

## Our Business

In today's interdependent world, intergovernmental relations are more complex and significant than ever before. Alberta must stay ahead of constantly changing domestic and international dynamics.

The Ministry of Federal and Intergovernmental Affairs develops government-wide policy and strategies for Alberta's relations with other Canadian governments and the international community. Our goals are pursued in close cooperation with other ministries and through strategic partnerships with businesses and organizations. Depending on the nature of the task at hand, the department acts as advisor, coordinator or lead representative.

Aboriginal Affairs develops government-wide policy and strategic recommendations to guide the province's relationship with Aboriginal people in a manner that benefits Aboriginal people and balances the interests of all Albertans, and also coordinates the province's participation in Indian land claim negotiations.

## Mission

Our **vision** is an Alberta that plays a strong role in a prosperous and unified country.

Our **mission** is to support the Government of Alberta in achieving social and economic well-being by:

- ◆ advancing Alberta's interests in the Canadian federal system and within the international community;
- ◆ coordinating Alberta's intergovernmental activities where a cross-government approach is needed; and
- ◆ enhancing the province's relationship with Aboriginal people in a manner that balances the interests of all Albertans.

# Goals/Strategies

## Goal 1: A more effective federal system – *a fair deal for Alberta*

OUTCOME	STRATEGIES
<p>A restructured federal system that:</p> <ol style="list-style-type: none"> <li>1) more clearly defines the roles of federal and provincial governments,</li> <li>2) reduces intergovernmental overlap and duplication, and</li> <li>3) provides greater clarification of responsibility and accountability</li> </ol>	<p>As agreed by Premiers at the 1996 Annual Premiers' Conference, develop a workplan for rebalancing federal and provincial responsibilities.</p>
<p>A new federal-provincial-territorial partnership approach to social policy renewal that:</p> <ul style="list-style-type: none"> <li>- promotes more effective, efficient, accountable and sustainable social programs</li> <li>- develops national, not federal standards</li> <li>- includes a new approach to the use of the federal spending power</li> <li>- demonstrates and supports intergovernmental cooperation</li> </ul>	<p>As agreed by Premiers at the 1996 Annual Premiers' Conference, develop a new provincial/territorial council on social policy renewal as well as a federal/provincial/territorial council. The councils will address social policy issues of national significance and will support the work of the Ministers involved in specific social policy initiatives.</p>
<p>Effective Alberta participation in high-level intergovernmental meetings: First Ministers' Conferences, Annual Premiers' Conferences, Western Premiers' Conferences and major Ministerial meetings involving priority intergovernmental issues for Alberta</p>	<p>Develop briefings and strategy for Alberta's participation, as well as coordinating input from other Alberta departments to ensure that Alberta delegations are well-briefed. Provide follow-up as directed by the Premier and Ministers.</p>
<p>A coordinated Alberta approach to intergovernmental relations</p>	<p>Coordinate Alberta's strategies and advance its objectives with the federal government in priority areas (e.g. social policy reform, agriculture, trade, environmental management, resource tax policy)</p> <p>Work toward renewed fiscal arrangements that are fair and transparent</p> <p>Review and approve priority agreements entered into by the Alberta government which have major intergovernmental impacts</p> <p>Work with other provincial governments in achieving western and national objectives</p>

**Goal 2: Effective strategies for strengthening national unity**

OUTCOME	STRATEGIES
Strengthened National Unity	<p>Constantly and vigorously assert Alberta's long-term interests as an equal partner in Confederation</p> <p>Develop policy recommendations and strategies on national unity, constitutional issues and Canadian governance issues as they arise</p> <p>Continue discussions as they arise with federal, provincial and territorial governments and Aboriginal leaders on initiatives related to Aboriginal self-government</p>

**Goal 3: An open domestic and world trading system**

OUTCOME	STRATEGIES
Improved domestic and international market access for Albertans	<p>Reduce barriers to trade through direct negotiation and by working with the federal government in its negotiations to ensure there is attention to Alberta's needs</p> <p>Coordinate all departmental priorities and interests within the Alberta government in negotiating new agreements</p> <p>Increase provincial participation in Canada's negotiation of international agreements that may affect provincial jurisdictions or interests</p>
A coordinated Alberta response to trade agreements and related responsibilities	<p>Manage government-wide implementation of the North American Free Trade Agreement (NAFTA), the World Trade Organization (WTO) agreement and the Agreement on Internal Trade (AIT)</p> <p>Coordinate Alberta's participation in WTO negotiations on new issues involving provincial jurisdiction such as environment, labour, competition and business regulation, industrial assistance programs and services</p>

OUTCOME	STRATEGIES
Improved efficiency, enhanced competitiveness and increased investment in the Canadian market	Negotiate enhanced mobility for professions and occupations, promote international and national rules on incentives to business, clarify rules for regional development assistance, and promote rules for elimination of agricultural export subsidies
Results in trade disputes that benefit Albertans	<p>Manage disputes and defend Alberta's interests in domestic and international issues under AIT, NAFTA, the WTO agreement and other trade agreements</p> <p>Work with other government departments and business to anticipate and prevent disputes</p> <p>Use dispute settlement procedures effectively to ensure Albertans receive the benefits of an open market</p>
Well-informed public and private sectors	Inform line departments, the broader public sector, business organizations and Albertans of the rights, obligations and opportunities arising from domestic and international agreements
An effective private sector-government partnership	Work with business, professional and other organizations to pursue the benefits of freer trade

#### Goal 4: An active, targeted international role for Alberta

OUTCOME	STRATEGIES
Canadian foreign/trade policies and positions which reflect Alberta's priorities and interests	<p>Advance Alberta's positions on selected issues in Ottawa and internationally, especially for emerging problem areas (e.g. Cuba sanctions)</p> <p>Develop ministerial letters and position papers and prepare representations</p>
Greater positive awareness of the Alberta Advantage among international decision-makers in priority markets	<p>Create a reverse marketplace in Alberta:</p> <ul style="list-style-type: none"> <li>- identify and bring key contacts to Alberta</li> <li>- plan and coordinate visitor programs which focus on economic opportunities</li> <li>- ensure follow-up to these high-level visits</li> </ul> <p>Plan and implement Premier's missions and follow-up with AEDA and other departments</p>
Strengthened Alberta relations with key trading partners through international twinnings which create economic opportunities for the province. (Active twinnings include Argentina, China, Japan, Korea, Mexico, Russia, South Africa and the United States)	<p>Refocus our formal relationships more toward economic co-operation, trade and investment by:</p> <ul style="list-style-type: none"> <li>- posting foreign representatives in Alberta</li> <li>- assisting Alberta companies and institutions with advice and introductions</li> </ul> <p>Provide briefings on Alberta practices for senior foreign government officials and business representatives</p> <p>Evaluate economic potential of proposals for new twinnings from foreign governments or interested Albertans</p>
Increased use of Alberta's expertise in intergovernmental projects in foreign countries	<p>Participate in Canadian international assistance projects, particularly in the governance area, on a cost-recovery basis. Current examples:</p> <ul style="list-style-type: none"> <li>- Russia: Yeltsin Fellowships</li> <li>- Ukraine: Legislative Project</li> <li>- South Africa: Good Governance Project</li> </ul>
Improved transportation infrastructure for Alberta exports	<p>Work with Alberta Transportation and Utilities to convince decision-makers in Washington, D.C. and 6 Western states to launch the CANAMEX Trade and Transportation Corridor from Alberta to southern California.</p>

## Goal 5: Enhanced Aboriginal participation in government processes and the economy

OUTCOME	STRATEGIES
<p>Effective representation of Aboriginal views and interests in the processes of government</p>	<p>Evaluate current consultative mechanisms involving Aboriginal communities and organizations.</p> <p>Identify opportunities and develop strategies for additional constructive mechanisms.</p>
<p>Increased responsibility of Aboriginal communities for the delivery of programs and services</p>	<p>Develop, or support provincial departments in the development of, policies and strategies for the delivery of programs and services by Aboriginal communities.</p> <p>Ensure that policies and strategies respect the special relationship between the federal government and First Nations, including jurisdictional and fiscal responsibilities.</p>
<p>Co-ordinate and effectively participate in Aboriginal self-government discussions</p>	<p>Develop, in conjunction with provincial departments and agencies, parameters for Alberta's participation in self-government discussions.</p> <p>Maintain the federal government's primary responsibility for the negotiation and implementation of self-government arrangements for Aboriginal people.</p> <p>Ensure affected third parties have opportunities for input into self-government discussions.</p>
<p>Increased Aboriginal participation in the economy</p>	<p>In conjunction with provincial departments, the federal government and the private sector, identify opportunities for Aboriginal communities to participate in regional economics (e.g. arrangements for co-operative management of natural resources).</p>

OUTCOME	STRATEGIES
	<p>Implement, monitor, and evaluate the Community Liaison Office for Employment and Economic Promotion Program for economically disadvantaged, predominantly Aboriginal communities.</p> <p>Increased utilization of grant funds to enhance economic and educational opportunities.</p>

**Goal 6: Fulfil the Province's constitutional responsibility regarding Indian treaty land entitlement claims, pursuant to the Natural Resources Transfer Agreement**

OUTCOME	STRATEGIES
<p>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 land claims negotiations and co-ordinate the participation of relevant provincial departments in the negotiation process</p>

**Goal 7: Helping Metis Settlements Become Self-Reliant Communities**

OUTCOME	STRATEGIES
<p>Metis Settlements which are as self-reliant as other local government jurisdictions in Alberta, in accordance with the Metis Settlements legislation</p>	<p>Assist the Metis Settlements General Council implement their current Business Plan and in the development of future business plans with the General Council.</p> <p>Annually evaluate the Metis Settlements Transition Commission to determine if all, or part, of its functions are still required.</p> <p>Recommend amendments to the Settlements legislation necessary to implement the Business Plan.</p> <p>Recommend amendments to other provincial acts to provide Settlements with powers, rights and duties equivalent to other local governments in Alberta.</p> <p>With the General Council and relevant provincial department identify and implement mechanisms for greater federal government contributions to programs and services for Settlements.</p>



## Protocol and Translation Services

In addition to its intergovernmental objectives, 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., Remembrance Day ceremonies, legislature openings); providing protocol advice; and overseeing administration of Government House Operations in Edmonton.

## Performance Measures

The ministry continues to focus on client surveys as its performance measures. As a department that works in close cooperation with other Alberta ministries, other Canadian governments and foreign governments, Federal and Intergovernmental Affairs has a variety of clients: the Premier and Ministers; MLAs; Deputy Ministers; ministries and agencies, and organizations and businesses which are affected by intergovernmental issues.

The ministry conducted a comprehensive client survey in 1995 and developed baseline data for future surveys. Based on a satisfaction scale of 1 to 5, overall client satisfaction was rated at 3.9 and a target of 4.0 was established.

Since then, the ministry has conducted individual client surveys on its coordination of social policy reform and the 1996 Annual Premiers' Conference in Alberta. Through the survey on the social policy reform initiative, client departments rated their satisfaction at 4.3 out of 5. The survey was also used to determine whether continued coordination was necessary. Client departments supported the ministry's continued work, ranking its importance at 4.3 out of 5.

The ministry conducted two surveys on the coordination of the Annual Premiers' Conference. The first survey indicated a satisfaction rating of 4.3 out of 5 with the coordination of the conference. The second survey measured FIGA's contribution to the private sector/government volunteer committee. The over satisfaction rating was 4.7 out of 5 with comments provided by volunteers that the partnership of private sector and government employees worked very well.

Because the ministry is involved in a wide range of issues which are coordinated with various other departments, it will continue to conduct ongoing and timely client surveys on priority issues. Client satisfaction will remain a critical performance measure for this ministry.

# Meeting Intergovernmental Priorities

Alberta's intergovernmental agenda is continually reassessed to reflect the core businesses of this government and the changing intergovernmental environment.

The ministry's goals and activities are focused on the priorities of the Government Business Plan — PEOPLE, PROSPERITY AND PRESERVATION. In particular, the ministry's activities support *Goal 17: Alberta will work with other governments and maintain its strong position in Canada.* The ministry's outcomes and strategies relate to a number of core government performance measures, such as Job Creation, Cost of Government, Taxation Load, Transportation to Markets and Export Trade.

## Restructuring and Refocusing the Department

In the course of the coming year, the ministry will be moving towards greater integration of the goals of Federal and Intergovernmental Affairs and Aboriginal Affairs.

The Federal and Intergovernmental Affairs part of the ministry has undergone significant restructuring over the last four years to refocus its operations on the core businesses of government. Staffing levels have been reduced by 38 per cent and the 1997/98 budget has been cut by 34 per cent compared to 1993. Administrative services are now shared with three other ministries and, as a result, FIGA's administration costs have been reduced by 55 per cent. The Alberta Government office in Ottawa has been downsized with the elimination of the Executive Director position.

The department operates on a flexible team approach, which allows for the quick assembly of teams to deal with fast-breaking issues. This smaller and more responsive organization is concentrating on those intergovernmental issues which will have major consequences for Alberta. The refocusing of departmental activity means an emphasis on support for ministerial-level strategic initiatives that require cross-government coordination (e.g. social policy renewal, trade negotiations, national unity).

## Federal and Intergovernmental Affairs Ministry Consolidated Income Statement

(thousands of dollars)

	Comparable 1992-93 Actual	Comparable 1993-94 Actual	Comparable 1994-95 Actual	Comparable 1995-96 Actual	Comparable 1996-97 Forecast	1997-98 Estimates	1998-99 Target	1999-2000 Target
<b>REVENUE</b>								
Department	216	26	128	50	-	-	-	-
<b>Consolidated Revenue</b>	<b>216</b>	<b>26</b>	<b>128</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENSE</b>								
<b>Program</b>								
<b>Voted</b>								
Department	20,896	19,108	20,257	18,756	17,684	27,140	26,050	25,350
<b>Statutory</b>								
Metis Settlements Legislation	30,000	30,000	30,000	30,000	30,000	10,000	10,000	10,000
<b>Consolidated Expense</b>	<b>50,896</b>	<b>49,108</b>	<b>50,257</b>	<b>48,756</b>	<b>47,684</b>	<b>37,140</b>	<b>36,050</b>	<b>35,350</b>
<b>GAIN (LOSS) ON DISPOSAL OF CAPITAL ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET REVENUE (EXPENSE)</b>	<b>(50,680)</b>	<b>(49,082)</b>	<b>(50,129)</b>	<b>(48,706)</b>	<b>(47,684)</b>	<b>(37,140)</b>	<b>(36,050)</b>	<b>(35,350)</b>