

# BUDGET 2009

BUILDING ON  
**OUR STRENGTH**

Government of Alberta  
and Ministry Business Plans  
(Complete Volume)

Government of Alberta ■

# BUDGET 2009

BUILDING ON  
**OUR STRENGTH**

Government of Alberta  
Strategic Business Plan

*Alberta* ■

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# GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

## THE VISION

**“An innovative and prosperous province where Albertans enjoy a high quality of life built on vibrant communities and a healthy environment.”**

**BUDGET**2009

BUILDING ON  
**OUR STRENGTH**

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## MESSAGE FROM THE PREMIER

Alberta finds itself in a period of global economic turmoil and great uncertainty in the world's financial markets. It is clear we are facing an economic downturn that will significantly impact our country and province.

Yet thanks to the foresight and hard work of Albertans, our province also has considerable financial resources to weather the storm. Alberta was in the best position as the world entered this recession – and our goal must be to ensure Alberta is in the best position coming out.

That combination of realism and confidence – maintaining our commitment to the future – form the basis of the government's strategic plan for supporting a strong and sustained economic recovery. This is the time to get good value for the taxpayer's dollar, keep people working, and build the public infrastructure we will need when growth returns. And return it will.

We have the world's second largest proven oil reserves – a fact now widely acknowledged. We are also one of the very few places in the world in a position to substantially increase secure, responsible, environmentally sustainable energy production: energy the world will need if we are going to make a strong recovery. The international investment in Alberta over recent years was recognition of our province's growing importance to continental energy security. That importance has not diminished, and we can be confident that investment will return.

Against this background, the government has developed a plan to protect Albertans from the worst effects of the economic downturn – while seizing the opportunity to position our province for a return to long-term stability and prosperity.

- First, we will be prudent and realistic in managing Alberta's finances, controlling spending and drawing on our emergency savings to cushion the impact of the downturn.
- Second, we will focus on the programs Albertans value most – health care and education – and support families, seniors, and those on fixed incomes.
- Third, we will continue to invest in public infrastructure – building for the future – and we will remain committed to our plan to create a powerful and diverse economy.
- And fourth, we will maintain a strong presence on the world stage, defend our export markets and promote our province and its products to a global market.

This is a plan that draws on the many strengths our province enjoys. It focuses on the government's long-term, strategic goals of greening our growth, building our quality of life, and creating and protecting our opportunities.

These are difficult times, but I am certain our province will meet the challenges we face with the same confidence and determination Albertans have demonstrated throughout our history. Circumstances change, but our goal must be the same: a prosperous future and a world class quality of life. I believe that is the forward looking approach Albertans want us to take.

Ed Stelmach  
Premier

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## PURPOSE

The *Government of Alberta Strategic Business Plan* sets out the vision, values and long-term strategic plan for the Government of Alberta. It outlines the government's five priorities and the key strategies for 2009-12 for each priority area. It also includes the three-year business plan, which provides further detail on the government's goals, strategies, and measures used to track results.

## VISION FOR THE FUTURE – PROSPERITY, SUSTAINABILITY & COMMUNITY

**“An innovative and prosperous province where Albertans enjoy a high quality of life built on vibrant communities and a healthy environment.”**

Our vision for the future is of a province where all Albertans are empowered with a spirit to achieve and the freedom to create. An Alberta where we come together as a community to ensure all Albertans, especially the most vulnerable members of our communities, can reach their full potential. An Alberta where we work together as stewards of Alberta's natural beauty and resources, and where sustained economic growth leads to continued prosperity and realized opportunity.

Individuals, communities, industry, municipalities and nonprofit organizations all have an important role to play in achieving our vision for Alberta. Government leadership provides the framework – the fiscal, economic, social and environmental direction that will position Alberta to respond to opportunities and address challenges. Together, we can achieve our vision.

## SHARED VALUES SUPPORT OUR VISION

The strength of our province lies in its people. Our vision for our province builds on the shared values that Albertans hold. These values provide the context for all of the government's priorities and actions.

- **Leadership** – recognize and build on Alberta's extensive opportunities and continue to build Alberta's positive reputation in Canada and worldwide;
- **Entrepreneurship** – continue Alberta's proud pioneering history with a continuous quest for innovation and excellence;
- **Stewardship** – preserve and manage air, water and land to ensure long-term sustainability of the environment within which Albertans live, work and play;
- **Self-reliance** – build on Albertans' desire to maximize their own potential and achievements;
- **Community Spirit** – maintain a strong sense of identity, responsibility, solidarity, caring and commitment to family and the greater community; and
- **Openness** – a generosity of spirit and willingness to embrace diversity of people and of ideas.

## **ALBERTA TODAY**

### **Alberta continues to be recognized around the world as a great place to live, work, visit and invest.**

Alberta has been blessed with an abundance of natural resources, natural beauty and hard-working, community-oriented dynamic people. Albertans have built a province that has been at the forefront of economic growth in Canada and has attracted people from all over the country and the world because it is a place where people can pursue their dreams and create their own opportunities. The province has built a reputation in Canada and around the world as an innovative entrepreneurial leader.

With dramatic changes and on-going uncertainty in the global economy, Alberta is facing new challenges and, with this, new opportunities. Our strategic plan will support Albertans by building on the foundation established in the past and addressing current challenges, exploring new opportunities and moving forward with clear direction and purpose.

### **Alberta is well-positioned to face global economic challenges and continue its significant contributions to the Canadian economy.**

Alberta has experienced tremendous economic growth in recent years, but the province is not immune to external economic forces. After a prolonged period of strong growth, the global financial crisis has triggered a worldwide economic recession. As a result, equity markets and commodity prices have plunged since the fall of 2008. Our biggest foreign market, the United States, is suffering from a deep recession and is not expected to recover before 2010. Major corporations across the globe, from financial institutions to the automotive sector, are seeking public assistance, which in turn, places significant demands on government resources. Despite its strong financial system, the Canadian economy is now facing significant challenges.

In the midst of this uncertainty, Alberta's economy remains fundamentally strong with relatively high employment, large-scale long-term investment in the province, high incomes and a healthy business climate, all of which contribute to a high quality of life. However, economic growth in the province slowed to an estimated 1.5 per cent in 2008, and Alberta's economy is now expected to decrease by 2.0 per cent in 2009. Difficulties in accessing credit and low energy prices have resulted in a number of major investment projects being delayed or cancelled. The global recession is also expected to reduce Alberta's exports in 2009. As the global economy begins to recover in 2010, demand for Alberta's resources is expected to strengthen and major capital investments are expected to resume. Alberta's economy is forecast to post a modest recovery in 2010 with growth of 1.8 per cent. In the medium term, Alberta's economy is forecast to grow at an annual rate of around 3.0 per cent, making an important contribution to Canada's prosperity and success.

### **Albertans and Canadians are being challenged to become more productive, globally competitive and efficient.**

Global markets have been exceptionally volatile over the past year – oil prices hit a record high in mid-2008 and then declined by over 70 per cent, equity markets sustained unprecedented losses, and the Canadian dollar fell by 20 per cent in the space of a few weeks. This volatility is impacting investment, exports, business and government revenues and increases overall economic uncertainty.

Global competition to improve products and services, attract investment and find new markets will intensify. All sectors, in particular those most vulnerable to commodity price and currency volatility – energy, forestry, agriculture – are facing new challenges and opportunities. Sustained long-term economic growth continues to be a particular challenge for northern and rural communities. They face some unique issues like cyclical economic patterns, and challenges to transportation and service access. Alberta's continued success will require that we become more efficient, productive, and globally competitive. Government will lead the way with more efficient delivery of its business and services, fiscal discipline to support long-term fiscal sustainability and global competitiveness, and strategic international outreach and advocacy efforts.



### **Alberta is faced with new fiscal reality.**

The fiscal situation in Alberta is changing. Lower energy prices and an overall economic slowdown are resulting in declining government revenues, while demands for services, including healthcare, and calls for spending to stimulate the economy are increasing. As a result of prudent fiscal management, Alberta is well positioned to adapt to this new fiscal reality. Government will need to operate within its means. It will continue to make prudent and realistic decisions to ensure it delivers programs and services Albertans need at an affordable cost. Programs and services will be reviewed to ensure they provide Albertans with what they need in the most efficient and effective way possible.

### **Slower economic growth puts greater focus on meeting the needs of families and communities.**

The pace of economic and population growth has slowed and the impact of recent rapid growth on Albertans, communities and natural environment is easing. The growth of the cost of living in Alberta, which had been almost double the national average, is now declining. This is a result, in part, of lower housing costs, easing wage pressures and falling construction costs.

As growth pressures ease other challenges are emerging. Job losses in some sectors have risen, personal savings and the value of investments and retirement savings have declined, and housing values have dropped. The most vulnerable Albertans including lower income Albertans, children, and seniors who need support, have been disproportionately impacted. Demands for government support services may increase. Homelessness in our cities has been increasing. The effects of significant population growth and increased housing costs over time have made it a challenge to obtain affordable housing. The basic services and infrastructure that Albertans rely on – from roads and highways to hospitals, schools and universities – are still facing intense demands and construction costs have declined, yet are still relatively high. Although the slowdown may help ease labour pressures in the short-term, longer-term labour challenges remain as a result of Alberta's aging population and greater global competition for labour.

### **Increasing awareness of impacts on our land, air, water and biodiversity and the need to integrate economic growth, environmental responsibility and quality of life.**

Alberta's population has grown significantly over the past 10 years and that growth, combined with strong economic activity, has placed increasing demands on our land, air and water, and has had an impact on biodiversity. Increasing human activity has created a larger human footprint on Alberta's landscapes and industrial development has moved into new areas of the province. Given the cumulative effects of these activities, the challenge of managing our natural resources and protecting our environment is becoming more complex, even as the pace of growth slows.

Alberta and other jurisdictions are seeking to address the global challenges of climate change. The federal government has proposed a regulatory framework for greenhouse gas emissions and the U.S. is poised to shift under the leadership of a new President, resulting in new climate change policy and legislation that may impact Alberta and its interests. With increased focus on Alberta's commitment to environmentally responsible development, particularly in the oil sands, there is an opportunity for the province to be recognized as a responsible world-class energy supplier and solid global citizen.

### **Who we are as Albertans continues to evolve.**

Alberta's population grew by over 10 per cent over the past five years, about double the national average, but growth is starting to slow. Alberta continues to lead all provinces in its rate of population growth. It is expected that by 2012, Alberta will have over 3.7 million residents. People from across Canada and the world are moving to Alberta. A significant number have come to Alberta as temporary residents to find work, to study or to find safe refuge. As a result, we are becoming more culturally, ethnically and religiously diverse as the province's advantages continue to attract people to the province.

The largest population increases in the province continue to be amongst young children, seniors and Aboriginal people. These increases present challenges for government, industry, community groups and other stakeholders, who must work together to ensure that effective supports and services are in place so these growing populations can thrive. Across Canada and in Alberta, more and more people are choosing to live in urban areas, particularly in those

areas surrounding major urban centres. Changes are occurring in the rural parts of the province. Traditional forestry and agriculture activities are undergoing significant restructuring and new economic activity is moving into areas previously used primarily for agriculture.

### **Albertans enjoy a high quality of life.**

Alberta continues to be an excellent place to live, work and visit. It has a world-class education system; a strong and efficient health system; readily available supports for children, families and seniors; safe communities; a healthy environment; recreation opportunities; and a vibrant cultural community. However, with the slowdown in the economy a growing number of Albertans, in particular families, persons with disabilities, seniors who need support and other Albertans who are vulnerable and in need, may require greater access to government support services. We are being challenged to work together to ensure that overall well-being is enhanced for all Albertans and that these services are provided in the most efficient and effective manner possible. Volunteer and nonprofit organizations, which play a key role in the delivery of social, cultural and recreational services, will be pressed to do more with less as endowments and contributions slow due to tougher economic times.

## **LONG-TERM STRATEGIC PLAN – BUILDING TOMORROW**

The *Government of Alberta Strategic Business Plan* recognizes that in order to fully benefit from and build on our vast opportunities and move beyond the challenges we currently face, we need to take decisive action to ensure long-term economic prosperity and sustainability. It means that in both the short- and long-term, the government is clear about the direction it is taking, ensures its actions are aligned with this direction, and demonstrates to Albertans that we are achieving the planned results. The Government of Alberta has established the Premier's Council for Economic Strategy to provide advice to the Premier on strategies to strengthen the three pillars and ensure that Alberta is the best place to live, work, visit and invest. We will be flexible and adapt to changing realities to ensure our actions continue to realize the Government of Alberta's long-term goals.

The Government of Alberta has set a long-term direction that strives to strengthen and enhance our well-being as individuals and communities, our environment and our economy.

Our long-term strategic plan is built on three fundamental pillars:

### **1. GREENING OUR GROWTH**

Albertans have a deep appreciation and respect for our natural environment and our rich and diverse landscapes. Alberta has an opportunity to take a stronger leadership role and move forward with bold action that highlights our ability to integrate environmental stewardship with sustainable development. We will establish plans and new management approaches to address environmental impacts across entire regions. We have made progress on our commitment to protect the environment and our efforts will continue. Conservation and stewardship of our land, air, water and biodiversity will remain guiding principles. These principles are the basis for environmentally responsible energy development as set out in the *Provincial Energy Strategy*, the *Oil Sands Strategic Plan*, the *Land-use Framework* and cumulative effects management initiatives, the *Climate Change Strategy* and the *Water for Life* strategy.

- **Managing and protecting our environment – land, air, water and biodiversity – for current and future generations.** We must use our natural resources wisely and ensure they are the inheritance of Albertans now and in the future. This means ensuring that our land base is used as efficiently as possible, water resources are effectively managed, air quality is kept high and impacts on biodiversity are reduced, competing interests are managed, landscapes are preserved, and parks are managed for the benefit and enjoyment of all Albertans. In order to do so, we must manage and protect our environment on a provincial and regional level in an integrated way. We must consider social and economic goals along with our environmental priorities, focus on, and manage, the cumulative effects of activities on our land, air, water and biodiversity.

Concrete action will be taken to coordinate our efforts to protect our land, air, water and biodiversity. The government will work with partners in implementing the *Land-use Framework* for the province. Regional

plans will be developed that set the parameters for activity on the land. Using a cumulative effects approach, the plans will establish thresholds for land, air, water and biodiversity while taking into account the social and economic goals for the region. We will continue to implement the landmark *Water for Life* strategy to find the best way to allocate our water resources to meet current and future needs, improve infrastructure for drinking water, wastewater and waste diversion, establish a new wetlands policy to maintain healthy aquatic ecosystems, and integrate water and land management. The implementation of the *Provincial Energy Strategy* and Oil Sands Strategic Plan will ensure that our energy future is built on clean energy production, including an increased role for alternative energy, wise energy use, a greener transportation system and infrastructure, and a reduced environmental footprint for energy development. The *Water for Life* strategy, *Provincial Energy Strategy* and Oil Sands Strategic Plan will all be integrated regionally through the *Land-use Framework*.

- **Developing innovative solutions to environmental challenges.** The government will also encourage innovative solutions on climate change and ensure a balanced and sustainable approach to economic development and growth. The government will implement our *Climate Change Strategy* to achieve real reductions in the amount of greenhouse gas emissions coming from our province. The strategy will encourage individuals and industry to reduce greenhouse gas emissions through energy conservation and efficiency improvements, carbon capture and storage, reducing greenhouse gas emissions produced from traditional energy sources like oil and gas, and expanding our use of alternative energy. The Government of Alberta will continue to work with the federal government to ensure that federal and provincial strategies are complementary while respecting Alberta's jurisdiction over natural resources. We will continue to work cooperatively to advance common objectives, such as the development of carbon capture and storage technology, and minimizing duplication for industry. As part of the *Provincial Energy Strategy*, we will invest in research, development, and demonstration and deployment of sustainable energy technology, including the implementation of gasification technology.

## 2. BUILDING OUR QUALITY OF LIFE

Albertans are generous, welcoming people who care for those in need and recognize that our strength is our communities. Those qualities provide the foundation for the high quality of life that Albertans already enjoy, including safe communities, high-quality health and education, and varied cultural and recreational opportunities. As our population grows and becomes more diverse, we need to ensure that this high quality can be sustained and enhanced for all Albertans. Enhancing our overall well-being is about ensuring Albertans, at all stages of life, have sustainable, safe and vibrant communities in all parts of the province. It means Albertans enjoy good health, fulfilling learning and work opportunities, a strong sense of belonging to their community, and a chance to reach their full potential. They are supported by the private sector, strong community groups, volunteer organizations, municipalities and government.

- **Working in partnership to enhance Albertans' high quality of life today and in future.** Albertans have come to expect superior education, health systems, and social programs and services. As part of our continued commitment to Albertans, the government will take steps to keep these programs and services affordable, sustainable and effective without sacrificing quality. Industry, municipalities, nonprofit organizations, community groups, volunteers and individual Albertans all contribute to the high quality of life in our province. Increased coordination, collaboration and innovation among all the partners will play an important role in improving services for Albertans.
- **Using citizen-centered, community-focused approaches to deliver and fund programs that support improved outcomes for Albertans in need.** In health care, *Vision 2020* sets a new course for the health system that is geared towards the needs of the patient. It focuses on greater efficiencies in health care spending, ways that health care providers can better promote health and wellness, and make services more efficient and accessible for Albertans. The Alberta government will continuously improve our world-class education system to ensure that Alberta students have access to optimum learning opportunities throughout their school years consistent with the principles of opportunity, fairness, citizenship, choice and diversity. Priority will be placed on supports and services for children in need, particularly those designed to help them learn.

The government will implement a 10-year Strategic Plan to Address Homelessness across the province that incorporates a Housing First approach. This approach puts people into stable, permanent housing as soon as possible and then provides a suite of services to assist them in maintaining a healthy, stable lifestyle. As well, Alberta will focus on initiatives to assist families, seniors and Albertans with disabilities in accessing the supports necessary to lead independent lives and participate fully in the community. These initiatives will be developed and delivered with a focus on improved outcomes for Albertans in need. They will simplify access and ensure programs and services are sustainable.

- **Working together with communities, stakeholders, families and individuals to build a future where there is less crime in our communities and Albertans feel safer and more secure.** A balanced approach that focuses on prevention, treatment and enforcement is needed to help make Alberta's communities safer and reduce criminal behaviour. The Safe Communities Secretariat, established by the Alberta government, will work with municipalities, communities and police to develop and implement a comprehensive crime reduction and prevention strategy. The strategy will include actions to treat mental health issues and addictions; enhance support for children, youth and families at risk; ensure our criminal justice system deals quickly and appropriately with offenders; and strengthen capacity to enforce our laws, with a particular focus on repeat offenders, areas of high crime activity and organized crime, including gangs. Partnerships will be established to support the development of regional or local strategies to address crime at the community level. The Alberta government will continue to work with the federal government to take a tougher position on violent crimes, including support for changes to the federal *Criminal Code* to make communities safer.
- **Supporting community needs and continuing to recognize the value of the province's distinct and rich cultural diversity.** Albertans value all aspects of culture, including the arts and our heritage. The government will implement *The Spirit of Alberta*, Alberta's cultural policy, in order to foster a culturally vibrant province, enhance the quality of life for Albertans and provide the environment to attract and retain the creative and skilled knowledge workers Alberta needs to ensure its continued prosperity.

### 3. CREATING AND PROTECTING OUR OPPORTUNITIES

Alberta has experienced unprecedented demand for its resources, which has provided a unique opportunity to grow the province's economy and secure the lasting prosperity of all Albertans. Alberta's future success depends on our ability to compete in a dynamic world marketplace. In order to sustain a strong economy, address new challenges and capitalize on new opportunities, we need to build on our strengths and address our immediate and long-term public infrastructure needs. We also need to focus our efforts and establish the capacity to develop, commercialize and adopt leading-edge technology in order to evolve to Alberta's next generation economy – one that is more knowledge-based, value-added, innovative, globally competitive and resilient. Finally, we must promote our products and services nationally and internationally and create and nurture a business environment and reputation that allows us to attract skilled people, and continue investment and trade to compete on a global scale.

- **Building Alberta's next generation economy – knowledge-based, value-added, innovative, globally competitive and resilient.** Alberta's natural resources have provided broad, sustained wealth creation for Albertans. Alberta will continue to build on its existing economic strengths, which include implementing the renewed energy vision for the province to ensure that Alberta remains a global energy leader and ensuring that ongoing energy development is a platform for continued economic growth and success. This will involve actions to increase investment in research, development, demonstration and deployment of sustainable energy technology; and adding value through new approaches to refining, upgrading and exporting our energy resources.

To achieve sustainable growth in the longer term, Alberta's economy must expand from its natural resource base and venture boldly into bio-technology, life-sciences, nano-technology and other research and development opportunities and enhance the value of manufactured goods and business services. This includes creating, marketing and selling more value-added products locally, nationally, and globally. In order to address existing challenges and create new prospects for the future, our agriculture, forestry and other primary

producers need greater opportunities to sell finished goods in global markets. The government will continue to establish economic and rural development strategies that encompass new and emerging industries. Start up companies and growth-orientated companies will have better access to start up capital and expert advice to commercialize new products and services.

- **Building a capable and well-educated workforce by providing Albertans with the opportunities they need to learn, adapt and develop new knowledge and skills.** Government's role is to ensure an excellent, accessible and affordable learning system that meets the needs of individual Albertans, society and the economy. Participation in education is a shared responsibility of students, parents, stakeholders, the general public and government. The learning system must support the development of the province's human capital to ensure Alberta is a leader in our knowledge-based world. It is vital that a broad range of initiatives continue to attract, develop and retain a knowledgeable, diverse and productive workforce. The Alberta government will continue to implement strategies that reduce barriers, attract and retain workers and provide opportunities for training, skill development and continuous learning to ensure that Alberta's workforce is prepared for success and the demands of a knowledge-based economy. The government will also encourage initiatives that enhance the participation of Aboriginal people in the economy.
- **Building modern, sustainable, well-maintained infrastructure that supports economic prosperity and a high quality of life.** When the economy slows, public infrastructure projects provide important economic activity that encourages employment and business across the province, as well as supporting essential services and strengthening the capacity of the infrastructure already in place. Strategic and responsible investment in infrastructure will also ensure that Alberta is well-positioned to support sustainable, long-term economic growth, increased competitiveness and productivity and ensure that we are able to make the most of our opportunities when the economy recovers. The government will continue to implement the *20-year Strategic Capital Plan* to guide decisions on priority infrastructure projects focused on municipal infrastructure, provincial highways and other transportation and corridors, housing, schools, and post-secondary, community, and water and wastewater facilities. The government will work with stakeholders to ensure that facilities are appropriate for the needs of the community and delivered in a timely, cost-effective and efficient manner.
- **Building a business environment that positions Alberta to continue to be recognized around the world as an excellent place to do business.** An important strategy for the government is to enhance export markets and strengthen partnerships within Alberta and Canada, and internationally. The Alberta government will develop a comprehensive international strategy to: strengthen international partnership with long-time economic partners, the U.S. in particular; identify new and emerging markets for the province; and increase the province's influence through Alberta's international offices and enhanced trade promotion initiatives. Alberta will continue to work with other jurisdictions to reduce interprovincial and international trade and mobility barriers to make us more competitive and appealing to investors and to stimulate economic opportunity here in Alberta and across Canada. The government will also work with local governments, economic development authorities, industry and others in the community to ensure infrastructure and transportation systems support continued economic and population growth across the province.

To build a globally competitive business environment, the government will continue to place priority on planned, stable expenditures, including capital expenditures, maximize return on our investments, and look at new approaches to fund capital projects. We will improve the long-term fiscal framework, ensuring the government is more transparent and accountable to Albertans, and develop a renewed savings and investment strategy to help balance our needs today with the needs of future generations. The government will also foster improved productivity and support an environment where business can continue to succeed by maintaining a competitive tax system, removing unnecessary rules and regulations, and promoting a positive labour environment.

## FIVE GOVERNMENT PRIORITIES

The *Government of Alberta Strategic Business Plan* is focused on ensuring we are able to address more immediate challenges and opportunities and also on building a stronger Alberta into the future, an Alberta that is an even better place to live, work, visit and invest. In order to build that future for Albertans, we need to focus our efforts and make the right choices to reach our goals for our citizens, our environment and our economy. Our long-term strategic plan and its focus on – greening our growth, building our quality of life and creating and protecting our opportunities – provides long-term direction for the province. To translate this vision into action, the government continues to focus on its five priorities and the key supporting strategies.

The strategies outlined under each of the five priorities are reflected in individual ministers' mandate letters and ministry business plans. Ministries have been charged with delivering on these strategies to support outcomes in the five priority areas. All of these strategies will be achieved through collaboration and cooperation across government and through working closely with Albertans.

### 1. **Ensure Alberta's energy resources are developed in an environmentally sustainable way.**

Continued growth and investment in Alberta's resource-based economy will be largely driven by our success in balancing development with environmental protection. Action to protect land, air, water and biodiversity in an integrated way is key to ensuring Alberta's energy sector continues to be recognized provincially, nationally and internationally as a safe, secure and environmentally responsible energy provider. We will demonstrate our leadership in environmentally responsible energy development through our technology and process improvements and increased energy conservation and efficiency.

#### **Strategies**

- Implement the vision in the *Provincial Energy Strategy*;
- Coordinate the implementation of the Oil Sands Strategic Plan and develop the Fort McMurray Community Development Plan;
- Review the regulatory framework for energy activities in Alberta to ensure efficient and streamlined delivery of provincial resource and environmental management strategies;
- Implement the provincial *Climate Change Strategy*, including regulatory, conservation and adaptation initiatives;
- Implement carbon capture and storage research, and initiate large-scale demonstration projects through the Carbon Capture and Storage initiative;
- Support research on new oil sands extraction processes that use less energy, less water, reduce tailings ponds, improve land reclamation and support the Oil Sands Strategic Plan; and
- Implement Alberta's *Land-use Framework*, focusing initially on the development of regional plans for the South Saskatchewan and Lower Athabasca regions and establishing enabling legislation, as well as the development of improved integrated information management systems to manage the status and use of land in the province.

### 2. **Increase access to quality health care and improve the efficiency and effectiveness of health care service delivery.**

The quality, accessibility and safety of health care are fundamental to Albertans' quality of life. However, we are facing challenges due to an increasing demand for accessible high-quality health care at the same time that there are substantial increases in the costs of health technology, drugs and infrastructure. Health care providers, Albertans and government will work together to address these challenges to ensure that Albertans have access to quality health care and services that are delivered in the most effective and efficient way possible and that Albertans have improved health outcomes. The result will be a health care system that puts patients first and ensures that the right supports and services are there when Albertans need them, today and in future.

## Strategies

- Implement *Vision 2020* to optimize health service delivery by increasing efficiency, improving access and guiding capital planning;
- Finalize and implement the *Pharmaceutical Strategy* to improve the drug approval process, establish a common Alberta drug benefit program and a more sustainable and equitable program;
- Continue to ensure Alberta has the health care professionals we need to meet future demand;
- Implement a strengthened governance and accountability framework with all health providers;
- Within the *Continuing Care Strategy*, improve the choice and availability of continuing care accommodations; and
- Within the *Continuing Care Strategy*, improve the quality of care for Albertans by offering more alternatives for long-term care.

### 3. **Promote strong and vibrant communities and reduce crime so Albertans feel safe.**

Albertans want their communities to be welcoming, strong, vibrant and safe. They also want to feel a strong sense of belonging within their communities, where they have access to varied opportunities to participate in all aspects of community life. Stakeholders, nonprofit organizations, volunteers, municipalities and government will work together to ensure Albertans have access to affordable housing, drug treatment and mental health services and other early intervention programs and services that strengthen community life and help address the issues that give rise to crime. They will also work together to respond quickly and effectively to criminal activity in our communities so Albertans feel safe and secure. Working together, we will ensure that all Albertans have the chance to enjoy the heritage, history, arts, recreational and other cultural opportunities that communities have to offer.

## Strategies

### **Strong and Vibrant Communities**

- Work with the Premier's Council on Arts and Culture to implement *The Spirit of Alberta*, Alberta's cultural policy;
- Work in partnership with the nonprofit/voluntary sector to strengthen both sector capacity and our communities;
- Implement strategies to successfully engage the public in a recruitment campaign to increase the number of foster parents and kinship caregivers;
- Review programs and services for Albertans most in need to ensure they are citizen-centered, aligned and integrated;
- Build new outcomes-based business relationships with contracted social services agencies to improve the effectiveness and efficiency of services provided to children and families most in need;
- Improve access to existing programs for high-risk youth and Albertans affected by family violence, maintaining an emphasis on expanding supports for Aboriginal people and immigrants;
- Conclude a new long-term governance and funding arrangement with and for the Métis settlements that is focused on effective governance, enhanced accountability and sustainability;
- Implement Alberta's 10-year Plan to Address Homelessness, based on the Housing First model and appropriate support services;
- Continue to develop 11,000 affordable housing units by 2012;
- Continue to improve broad-based supports and early intervention initiatives for at-risk children to improve their learning outcomes; and
- Develop a policy framework founded on opportunity, fairness, citizenship, choice and diversity to guide implementation of a long-term vision for Kindergarten to Grade 12 education.

## **Safe Communities**

- Continue the Safe Communities initiative, including developing a long-term, comprehensive crime reduction and prevention strategy which incorporates initiatives to address criminal activities by gangs;
  - Work with law enforcement partners and stakeholders to develop and implement initiatives to dismantle and disrupt organized crime activity;
  - Enhance the continuum of community-based and client-centered services for mental health services and addictions, including children's mental health, in support of the safe communities initiative;
  - Continue to enhance the capacity of the prosecution service to effectively prosecute serious and violent crime, in part, by adding prosecution and support staff;
  - Develop a law enforcement framework to more effectively and efficiently coordinate enforcement activities; and
  - Continue to increase the number of police officers in the province to reach the 2008-11 target of 300 additional officers.
4. **Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.**

Alberta needs to increase its competitive advantage and leverage its strengths to continue to succeed in an increasingly dynamic global environment driven by knowledge and innovation. We will enhance excellence, access and affordability of our learning systems and build an adaptable and competitive workforce which supports the foundation of sustainable prosperity – knowledgeable and skilled people. We will also become more innovative by encouraging and supporting new business and increasing value-added activity in the province. Together these efforts will result in a more resilient economy, increased innovation and competitiveness and more sustainable economic growth.

## **Strategies**

### **Value-added and Innovation**

- Review existing economic and fiscal policy and develop direction, principles, priorities and tools to effectively and efficiently address medium-term investment, economic and fiscal issues;
- Continue to encourage technology commercialization and increase the Canadian venture capital invested in Alberta;
- Continue to implement the Roles and Mandates Frameworks for the advanced education system and for publicly funded organizations that support world class research and innovation in Alberta;
- Implement strategies to increase upgrading and refining capacity in Alberta, including the implementation of Bitumen Royalty-in-Kind;
- Develop and implement policies, initiatives and tools to help Alberta businesses to improve their productivity and global competitiveness;
- Coordinate international missions to market opportunities available in Alberta;
- Strengthen and diversify the agriculture sector by increasing the market value of differentiated and value-added agricultural products and expanding into new markets and products;
- Work in partnership with the Alberta Livestock and Meat Agency to implement a strategy to revitalize the industry, enhance the value chain to better address customer preferences, and refocus efforts to establish a more competitive and profitable livestock sector; and
- Strengthen the competitiveness of the forestry sector by working with industry to identify options to improve the long-term viability of the sector by ensuring healthy working forests.



## **Workforce**

- Develop options to introduce a supplemental pension plan for Albertans currently not covered by pension plans;
- Increase the total off-reserve labour force of Alberta's First Nations, Métis and Inuit to 74,000 by 2010;
- Implement the Foreign Qualification Recognition Action Plan to optimize the contribution and success of foreign-trained professionals in Alberta's labour force;
- Help newcomers to Alberta to integrate and settle into the community successfully; and
- Continue to increase student participation and completion rates in health, math, science and career and technology studies courses to support economic diversification and build the knowledge economy.

## **5. Provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.**

The basic infrastructure and services Albertans rely on (such as roads, highways, hospitals, schools, water and electricity) need to be able to support a changing economy and population in a sustainable way. This involves more than just building new modern infrastructure, it means maintaining what we already have. Infrastructure projects provide economic activity that supports employment and business across the province. In order to address needs and ensure continued prosperity and a high quality of life for Albertans, the government will ensure that short- and long-term needs are anticipated and addressed in our *20-year Strategic Capital Plan* and that the other necessary plans and resources are in place to build and prepare for tomorrow.

### **Strategies**

- Continue to implement the *20-year Strategic Capital Plan*;
- Adopt standard facility designs and best practices to increase the efficiency of health and education infrastructure design and construction;
- Work within the fiscal context to optimize the value of the provincial investment in highway repaving and bridge repair;
- Implement innovative approaches to reduce the environmental impact of Alberta's transportation system, including the Green Transit Incentives Program to support new public transit, reduce the number of vehicles on the road, and reduce greenhouse gas emissions;
- Work with municipalities to complete metropolitan plans for the Calgary and Capital regions and promote regional collaboration and planning to support implementation of the *Land-use Framework*;
- Implement Alberta's *Plan for Parks* to ensure Alberta's parks remain protected yet accessible and support Alberta's *Land-use Framework*; and
- Continue to implement a single enterprise approach to information technology development and operations for the Government of Alberta.

## WORKING TOGETHER

The Alberta government works collaboratively with a number of partners on an on-going basis to achieve its vision, priorities, goals and strategies. These partners range from multi-stakeholder advisory groups to formal agencies, boards and commissions, private sector delivery agencies and other governments. The government is committed to working with its partners to accomplish its common goals in a transparent accountable manner and to continuously improve our partnerships and governance structures so that we meet our commitments to Albertans.

Alberta government employees contribute to achieving the vision, priorities, goals and strategies for Alberta. The *Alberta Public Service Workforce Plan* provides a common focus for creating a challenging and rewarding workplace that will help attract, develop and engage employees. Members of the Alberta Public Service have a proud tradition of service excellence by supporting the government in achieving its goals and continuing to develop and deliver high-quality programs and services for Albertans.

A shared vision and values guide the work of the public service and provide clear direction on what the public service is striving to achieve. Common values are a foundation for the way the public service does its work – with each other, with public and private sector partners, and with Albertans.

The Alberta Public Service vision is:

**Proudly working together to build a stronger province for current and future generations.**

The Alberta Public Service is guided by the following values:

**Respect:**

- We foster an environment in which each individual is valued and heard.

**Accountability:**

- We are responsible for our actions and for contributing to the effectiveness of the public service.

**Integrity:**

- We behave ethically and are open, honest and fair.

**Excellence:**

- We use innovation and continuous improvement to achieve excellence.

## BEING ACCOUNTABLE TO ALBERTANS

The *Government Accountability Act* requires that the government annually publish a three-year consolidated fiscal plan that includes a three-year consolidated capital plan for the government and a three-year government business plan.

The following three-year government business plan addresses the significant opportunities and challenges facing Alberta over the next three years and positions Alberta to make the most of its economic, social and natural advantages. It is a plan to strategically prepare for growth and provide for a sustainable and secure future.

The *Government Accountability Act* also requires that the government annually publish the results of its performance against the performance targets in the three-year government business plan, and explain significant variances from the targeted results. Performance results for the 2009-12 Government Business Plan, and progress on the government strategies, will be published in the *Measuring Up* report at the end of June 2010 when the *2009-10 Government of Alberta Annual Report* is released.

## 2009-12 GOVERNMENT BUSINESS PLAN

The 2009-12 Government Business Plan sets out 10 core businesses with goals that are broad statements of what the government is trying to achieve for the next three years. Each of the government's goals sets out the strategic priorities that support the goal over the next three years and resources that will be used in working toward the goal. The information is presented in the following sections:

### **What it means**

A description of the goal, context and links to related goals.

### **Three-year strategic focus**

The strategies under each of the goals are grouped under one of the three government pillars and are major initiatives over-and-above ongoing program and service delivery responsibilities and address significant opportunities and challenges related to the goals.

Strategies that will be the focus for government in the immediate term are highlighted with a checkmark (✓).

All of these strategies are reflected in the ministry business plans and will be achieved through close collaboration and cooperation across a number of ministries and with Albertans.

For further information on the strategies, see the three-year business plans of the ministries shown in brackets after each strategy.

### **What it costs**

This section shows the annual provincial spending directed at achieving the goal. The Expense by Goal by Core Business table in the Appendix summarizes the planned spending over the next three years.

The Expense by Goal by Ministry table in the Appendix summarizes the planned spending in 2009-10 for each of the ministries under each of the goals.

The business plan, consolidated budgets and financial statements of the Province of Alberta classify government expenses by function according to national standards.

### **Performance measures**

Performance measures track progress toward the goal. Targets for performance measures are established based on what the government would like to achieve, given previous results, budgeted resources and the expected effects of significant factors that influence the results for the measures.

## Core Business: Agriculture, Resource Management and Economic Development

Agriculture, Resource Management and Economic Development includes policies, programs and services related to agriculture, fish and game, oil and gas, mining, forestry, public land management, resource conservation, research establishments, economic development for industry and trade, tourism and other economic sectors and labour force development and immigration. Progress toward Agriculture, Resource Management and Economic Development results in progress being made toward achieving the core businesses of: Education; General Government; and Transportation, Communications and Utilities.

GOAL ONE

1

### Alberta will have a prosperous economy

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**What it means** Sustainable economic growth across the province is essential to maintaining and improving Albertans' overall quality of life and their individual prosperity. Innovation, value-added industries, diversification, global competitiveness and responsible natural resource development are key to sustaining Alberta's economy. Economic growth and development are necessary to maintain the province's competitive advantage and attract investment. Developing and attracting a skilled, productive and innovative workforce is also necessary for a prosperous economy.

**Three-year strategic focus**

#### Greening our Growth

- ✓ **Provincial Energy Strategy** (Energy) – Implement the vision in the *Provincial Energy Strategy*.
- ✓ **Land Use** (Sustainable Resource Development) – Implement the *Land-use Framework*, focusing initially on the development of regional plans for the South Saskatchewan and Lower Athabasca regions and establishing enabling legislation, as well as the development of improved, integrated information management systems to manage the status and use of land in the province.
- **Environmental Enhancement and Stewardship** (Agriculture and Rural Development) – Work collaboratively with the agriculture industry and other stakeholders to identify market-based solutions enabling the industry to take advantage of new markets and create a competitive advantage based on meeting consumer and public expectations for the environment.

#### Creating and Protecting our Opportunities

- ✓ **Research and Innovation: System Alignment and Sustainability** (Advanced Education and Technology) – Continue to implement the Roles and Mandate frameworks for publicly funded organizations that support world class research and innovation in Alberta.
- ✓ **Technology Commercialization** (Advanced Education and Technology) – Continue to encourage technology commercialization and increase the Canadian venture capital invested in Alberta through the implementation of *Alberta's Bringing Technology to Market Action Plan*.
- ✓ **Globally Competitive Business Environment in Support of a Market-driven Agricultural Industry** (Agriculture and Rural Development) – Strengthen and diversify the agriculture sector by working with industry to increase the market value of differentiated and value-added agricultural products and by expanding into new markets and products. Work in partnership with the Alberta Livestock and Meat Agency to implement a strategy to revitalize the industry, enhance the value chain to better address customer preferences and refocus efforts to establish a more competitive and profitable livestock sector. Work will continue on the *Growing Forward* Federal/provincial/territorial Policy and Program Agreement and the *Agriculture Workforce Strategy* to support industry competitiveness and sustainable growth.

- ✓ *Supports one of the government's top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

Three-year  
strategic focus  
(cont'd)

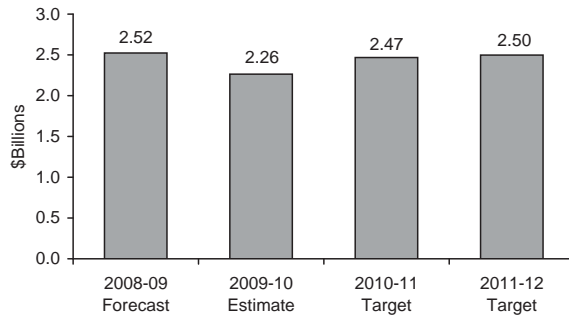
- ✓ **Alberta's Immigration Approach** (Employment and Immigration) – As part of Alberta's approach to address current and future skill and labour shortages in the labour force, implement the *Foreign Qualification Recognition Action Plan* to optimize the contribution and success of foreign-trained professionals in Alberta's labour force. In addition, help newcomers to Alberta integrate and settle into the community successfully and stay in the province by increasing support services such as language training.
- ✓ **Upgrading and Refining Capacity** (Energy) – Lead the implementation of strategies to increase upgrading and refining capacity in Alberta, including the implementation of Bitumen Royalty In-kind, which refers to the Crown receiving resources in lieu of monetary remuneration.
- ✓ **Economic and Regional Development** (Finance and Enterprise) – Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of the Alberta's economy. Develop and implement policies, initiatives and tools to help Alberta businesses to improve their productivity and global competitiveness. Improve the effectiveness and capabilities of northern and regional economic development organizations.
- ✓ **Coordinate International Missions** (International and Intergovernmental Relations) – Coordinate international missions to market opportunities available in Alberta.
- ✓ **Forest Industry Sustainability** (Sustainable Resource Development) – Strengthen the competitiveness of the forestry sector by working with industry to identify options to improve the long-term viability of the sector by ensuring healthy working forests.
- **Diversify the Economy through Film and Television, Sound Recording and Book and Magazine Publishing** (Culture and Community Spirit) – Generate activity and investment through targeted financial support to film and television, sound recording and book and magazine publishing. Specific priorities include aligning industry and government efforts and pursuing a funding model to enhance the sustainability of Alberta's film and television industries.
- **Human Capital Plan** (Employment and Immigration) – Develop a detailed human capital plan that will look ahead and take necessary steps to ensure the Alberta workforce has the skills to enhance value-added activity, increase innovation and build a workforce to improve the long-term sustainability of Alberta's economy.
- **International Energy Relations** (Energy) – Promote increased international awareness of Alberta as a global energy supplier, an energy technology leader, a sophisticated energy consumer and a solid environmental citizen. Ensure Alberta energy products continue to have access to markets.
- **Reduce Regulatory Burden** (Finance and Enterprise) – Reduce the regulatory burden on business by reducing overlap, simplifying compliance requirements and revising or eliminating regulations.
- **Adding Value to our Resources** (Finance and Enterprise) – Through effective partnerships with municipalities and industry, create a competitive business climate for responsible industrial development. Achieve a broader slate of refined and finished products by leveraging cross-government initiatives related to the labour force, royalties, research and the environment.
- **Relevant and Vibrant Rural Communities** (Agriculture and Rural Development) – Partner with key stakeholders and organizations to implement *Alberta's Rural Development Strategy* by assisting rural communities in building their capacity and transitioning to changing economic circumstances. Work with Rural Alberta's Development Fund (RADF) to investigate new opportunities beyond RADF's current funding mandate to support rural development projects and initiatives into the future.

**Three-year strategic focus (cont'd)**

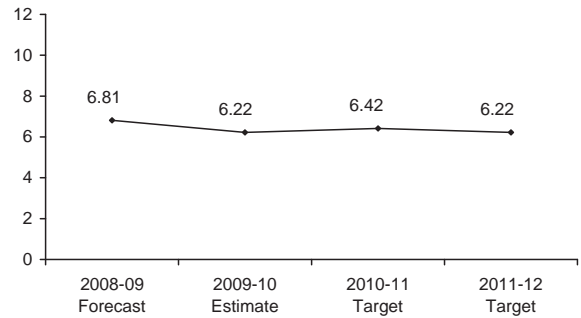
- Diversify the Economy through the Tourism Industry** (Tourism, Parks and Recreation) – Position Alberta as an attractive and preferred travel destination and facilitate the development of marketable tourism products, new travel destinations and a policy and regulatory environment that supports tourism. Tourism marketing will be further enhanced by the new Travel Alberta corporation and by capitalizing on the opportunities around the 2010 Olympic and Paralympic Winter Games.

**What it costs**

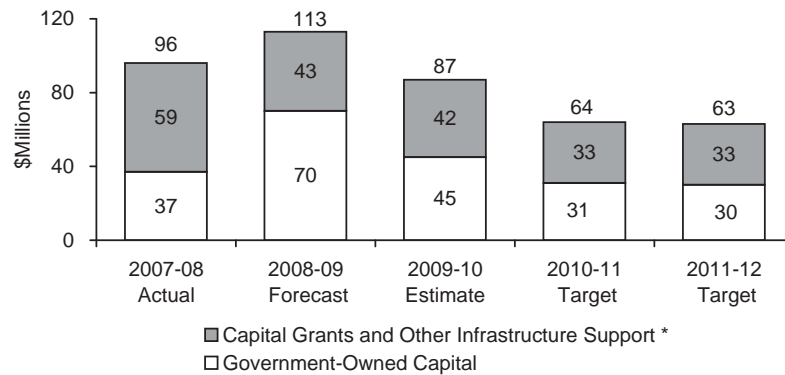
**Goal One Expense**



**Percentage of Total Expense**



**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.

**Performance measures**

The following performance measures track progress toward achieving Goal 1:

<b>Performance Measures</b>	<b>Last Actual Results</b>	<b>Year</b>	<b>Target 2009-10</b>	<b>Target 2010-11</b>	<b>Target 2011-12</b>
<b>Gross Domestic Product (GDP)</b> Three-year average annual growth rate of real GDP (inter-provincial rank).	Highest among the provinces	2007	(highest)	(highest)	(highest)
<b>Personal Disposable Income</b> Current dollars per capita (inter-provincial rank).	Highest among the provinces	2007	(highest)	(highest)	(highest)
<b>Labour Productivity</b> Inter-provincial rank of real Gross Domestic Product in dollars per hour worked.	\$48.20 (highest)	2007	(highest)	(highest)	(highest)
<b>Manufacturing and Service Industry Investment</b> The value of new capital expenditures on construction and machinery and equipment in Alberta's manufacturing and services industry (% change).***	\$17.1 billion (+7.7%) 2007*	2007-08	\$18.6 billion (+2.0%) 2009	\$19.2 billion (+3.0%) 2010	\$20.5 billion (+7.0%) 2011
<b>Upstream Oil and Gas Industry Investment</b> Annual capital expenditure in Alberta on exploration and development of oil, oil sands and gas resources.	\$37.7 billion (+0.04%)**	2007	\$23 to 30 billion (2009)	\$23 to 30 billion (2010)	\$23 to 30 billion (2011)
<b>Manufacturing and Service Exports</b> The value of Alberta's international exports of manufactured goods and services in current dollars (annual percentage change).***	\$30.5 billion (+5.4%)	2007	\$29.0 billion (-10.0%) (2009)	\$29.0 billion (0.0%) (2010)	\$30.2 billion (+4.0%) (2011)
<b>Sustainable Agricultural Industry</b> The average percentage of improved environmentally sustainable agricultural practices adopted by producers.	58%	2007-08	63%	n/a*****	64%
<b>Tourism Expenditures</b> Total tourism expenditures in Alberta.	\$5.6 billion	2007	\$5.8 billion	\$6.0 billion	\$6.3 billion
<b>Labour Force Participation Rate</b> Inter-provincial rank of labour force participation rate.	#1 (74.1%)	2007	(highest)	(highest)	(highest)
<b>Sponsored Research at Alberta Universities</b> Total sponsored research revenue attracted by Alberta universities.	\$731.4**** million	2006-07	\$760.9 million	\$776.1 million	\$791.6 million
<b>Business Expenditures on Research and Development</b> Alberta business expenditures on research and development.	\$1,077 million	2005	\$1,173 million	\$1,221 million	\$1,269 million

\* Utilities (i.e. electricity) are no longer calculated into this performance measure, to make it more comparable to the Manufacturing and Service Exports performance measure, which excludes utilities.

\*\* The results do not include bonuses from the sale of mineral rights.

\*\*\* Annual percent change is calculated using actual annual expenditures.

\*\*\*\* The 2006-07 actual was revised due to a change in the data source and methodology.

\*\*\*\*\* Not applicable (biennial survey).

## Core Business: Education

Education includes policies, programs and services related to early childhood to secondary education (e.g., school boards, schools, teachers, curricula, textbooks and classroom resources), advanced education (e.g., universities, colleges, technical institutes, apprenticeship and industry training and support to adult learners) and retraining (e.g., skills upgrading). Progress toward achieving the goal of lifelong learning also contributes to the core businesses of Health; and Human Support Services and Housing.

## GOAL TWO **2** Albertans will be well prepared for lifelong learning

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**What it means** Quality basic and advanced education, lifelong learning and human resource development enable Albertans to be responsible, caring, creative, self-reliant and contributing members of society. The education system helps Albertans develop the learning, work and life skills they need to achieve their aspirations and maximize their potential.

### **Three-year strategic focus** **Building our Quality of Life**

- ✓ **Access to Early Learning Opportunities and Intervention for At-risk Children** (Education) – Continue to increase broad-based supports and early intervention initiatives for at-risk children to improve their learning outcomes and support the Safe Communities Initiative. Develop and encourage partnerships, provide resources that enable appropriate learning opportunities so at-risk children and youth can overcome barriers to success.
- ✓ **Inspiring Education** (Education) – Develop a policy framework to guide implementation of a long-term vision for Kindergarten to Grade 12 education in Alberta that focuses on opportunity, fairness, citizenship, choice and diversity.
- **Special Education Services** (Education) – Ensure that all children can learn and reach their full potential by making recommendations on special education policy, accountability frameworks and the allocation of funding through consultation with educators, support providers, advocates, parents and students.
- **Community-centred Schools** (Education) – Develop flexible and creative strategies for school construction. Ensure that students are educated in well-maintained community-centred schools that foster a safe and caring environment, facilitate provision of support services for children and students, encourage community participation and be responsive to the changing instructional environment.

### **Creating and Protecting our Opportunities**

- ✓ **Advanced Education: System Alignment and Sustainability** (Advanced Education and Technology) – Continue to implement the Roles and Mandate Frameworks for the advanced education system.
- ✓ **Participation and Completion Rates** (Education) – Continue to increase student participation and completion rates in health, math, science and career and technology studies courses to support economic diversification and build the knowledge economy. Work with the public, government partners, stakeholders and students to achieve a system where every student is inspired and has the opportunity to succeed, graduate and enter post-secondary education or the workforce, and engage in lifelong learning.

- ✓ *Supports one of the government's top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

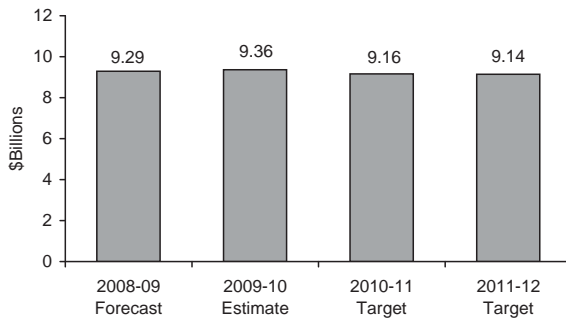


**Three-year strategic focus (cont'd)**

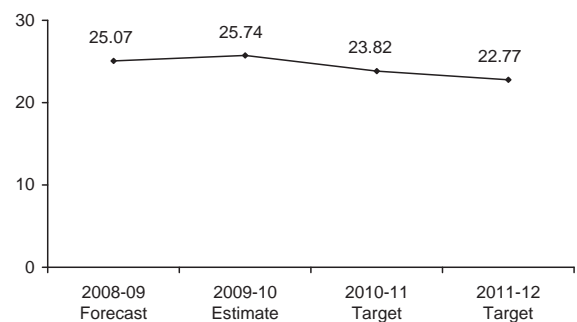
- **An Affordable Learning System** (Advanced Education and Technology) – Review Alberta’s student loans, grants and debt management program in light of federal policy changes to ensure they continue to meet the needs of Alberta learners.
- **First Nations, Métis and Inuit Student Success** (Education) – Improve the success and educational attainment of First Nations, Métis and Inuit students in provincially funded schools. Collaborate with First Nations to ensure that all Alberta students being educated on First Nation reserves have equitable access to educational opportunities.
- **Building and Appreciating the Teaching Profession and the Education Workforce** (Education) – Work collaboratively to address emerging challenges facing teachers and the education workforce while also acknowledging the important contribution they make in the lives of children and students.

**What it costs**

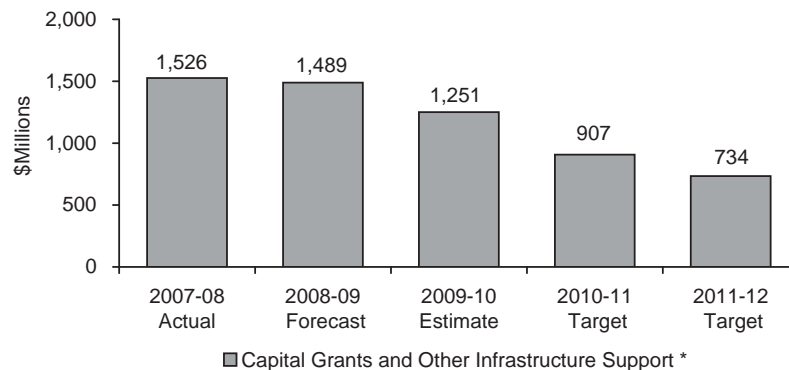
**Goal Two Expense**



**Percentage of Total Expense**



**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.

**Performance measures**

The following performance measures track progress toward achieving Goal 2:

<b>Performance Measures</b>	<b>Last Actual Results</b>	<b>Year</b>	<b>Target 2009-10</b>	<b>Target 2010-11</b>	<b>Target 2011-12</b>
<b>Literacy and Numeracy</b>					
Percentage of all students in Grade 9 who achieve the acceptable standard on Provincial Achievement Tests:					
Language Arts	77%	2007-08	80%	81%	81%
Mathematics	66%	2007-08	70%	71%	71%
<b>High School Completion Rate</b>					
Percentage of students who complete high school within five years of entering Grade 10.					
	79%	2006-07	80%	81%	82%
<b>High School to Post-secondary Transition</b>					
High school to post-secondary transition rate of students within six years of entering Grade 10.					
	60%	2006-07	61%	62%	62%
<b>Educational Attainment of Albertans:</b>					
High school completion (age 25-34)					
	91%	2008	90% or higher	90% or higher	90% or higher
Post-secondary completion (age 25-64)					
	60%	2008	61%	61%	62%
<b>Educational Attainment of Aboriginal Albertans:</b>					
High school completion (age 25-34)					
	74%	2008	78%	78%	78%
Post-secondary completion (age 25-64)					
	42%	2008	45%	45%	45%
<b>Adult Participation in Learning</b>					
Participation in post-secondary education (Age18-34)					
	16%	2008	17%	18%	19%
<b>Lifelong Learning</b>					
Public satisfaction that adult Albertans can access education or training.					
	79%	2007-08	80%	81%	81%
<b>Employment Rates of Albertans Age 25-34 by Highest Level of Education:</b>					
High school completion					
	84%	2008	84%	84%	84%
Post-secondary diploma or certificate					
	89%	2008	89%	89%	89%
Post-secondary degree					
	85%	2008	88%	88%	88%
<b>Skills Development</b>					
Percentage of participants in skills programs employed post-intervention.					
	84%	2007-08	85%	85%	85%
<b>Physical Condition of Learning Facilities*</b>					
(School Facilities – Physical Condition):					
Good	69.0%	2007-08	73.0%	73.0%	73.0%
Fair	27.0%		25.0%	25.0%	25.0%
Poor	4.0%		2.0%	2.0%	2.0%
(Post-secondary Facilities – Physical Condition):					
Good	65.0%	2007-08	60.0%	60.0%	65.0%
Fair	25.0%		30.0%	30.0%	30.0%
Poor	10.0%		10.0%	10.0%	5.0%

\* “Good” is defined as adequate for intended use and expected to provide continued service life with average maintenance. “Fair” means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. “Poor” means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

## Core Business: Environment

Environment includes policies, programs and services related to sustainable environmental management, ensuring safe and adequate supplies of water, actions taken on climate change and protection of the land. Progress toward achieving the goal of sustaining a high quality environment also contributes to the core businesses of: Agriculture, Resource Management and Economic Development; Health; Protection of Persons and Property; and Recreation and Culture.

### GOAL THREE **3** The high quality of Alberta's environment will be sustained

---

**What it means** Albertans expect our environment to be managed and protected as a legacy for future generations. They enjoy many benefits from the environment. Clean air and water, and healthy landscapes are fundamental to our health, economy, communities and quality of life. Stewardship of the environment is a shared responsibility of citizens, communities, governments and industry. The Alberta government will provide the leadership to ensure environmental outcomes benefit our economy and quality of life for present and future generations. These outcomes include: safe and adequate supplies of water, clean air, minimizing waste, conserving ecosystem integrity and biodiversity, action on climate change, managing natural resource development in a sustainable way, preserving landscapes for healthy wildlife habitat and Albertans' enjoyment, action to address environmental emergencies, protecting or reclaiming land, and meeting our commitments for traditional uses of the land by Aboriginal people in accordance with treaties and agreements.

#### Three-year strategic focus

#### Greening our Growth

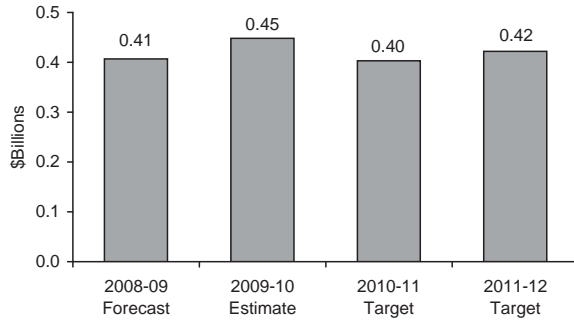
- ✓ **Oil Sands Research** (Energy) – Support research on new oil sands extraction processes that use less energy, less water, reduce tailings ponds, improve land reclamation and support the Oil Sands Strategic Plan.
  - ✓ **Carbon Capture and Storage** (Energy) – Implement carbon capture and storage research and initiate large-scale demonstration projects through the Carbon Capture and Storage initiative.
  - ✓ **Energy Regulatory Framework** (Energy) – Review the regulatory framework for energy activities in Alberta to ensure efficient and streamlined delivery of provincial resource and environmental management strategies.
  - ✓ **Climate Change** (Environment) – Implement the provincial *Climate Change Strategy*, including regulatory, conservation and adaptation initiatives.
  - **Engagement and Awareness** (Environment) – Provide Albertans, stakeholders and industry with the information needed to understand what government is doing to ensure environmental excellence and sustainable development, and the tools they need to reduce their environmental footprint.
  - **Cumulative Effects Management** (Environment) – Lead Alberta's transition to an outcomes focused environmental cumulative effects management system that is implemented within Alberta's *Land-use Framework* and addresses the impacts of development on land, air, water and biodiversity, at a regional level.
  - **Water for Life** (Environment) – Implement the renewed *Water for Life* strategy to ensure the province has the quality and quantity of water needed now and into the future to support environmental, economic and social needs of Albertans.
- ✓ *Supports one of the government's top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

**Three-year strategic focus (cont'd)**

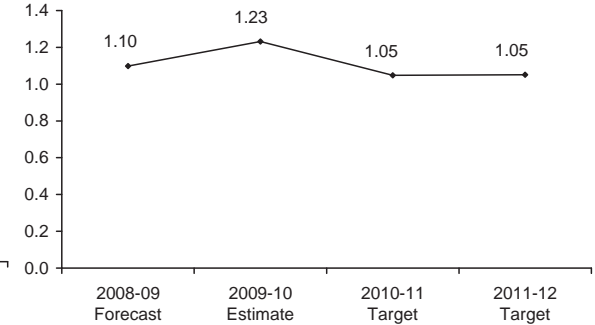
- **Oil Sands (Environment)** – Ensure all Alberta’s energy resources, including the oil sands, are developed in an environmentally sustainable way. This includes leading regional environmental planning in the oil sands and working with stakeholders to set desired and required environmental outcomes.

**What it costs**

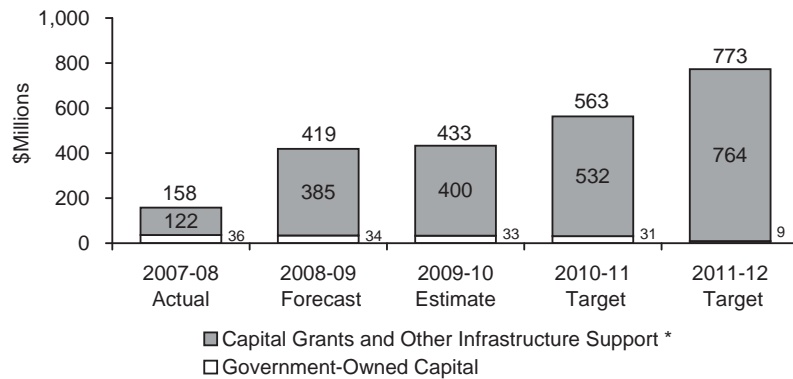
**Goal Three Expense**



**Percentage of Total Expense**



**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.

**Performance measures**

The following performance measures track progress toward achieving Goal 3:

<b>Performance Measures</b>	<b>Last Actual Results</b>	<b>Year</b>	<b>Target 2009-10</b>	<b>Target 2010-11</b>	<b>Target 2011-12</b>
<b>Air Quality Index</b> Measures the quality of Alberta's air based on five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter – PM <sub>2.5</sub> .	"Good" air quality days 97% of the time	2007	"Good" air quality days 97% of the time		
<b>River Water Quality Index</b> Measures the water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides), which are combined to provide an indication of overall water quality.	Five out of six river systems have "good" to "excellent" water quality	2006-07	Six out of six river systems have "good" to "excellent" water quality		
<b>Drinking Water Safety Indicator</b> Evaluates performance of facilities delivering safe drinking water, and demonstrates continuous improvement of facilities, in the way facilities are operated, and reporting on analytical results.					
<b>Facility Design Standards</b> – measures the percentage of facilities meeting the newest (1997 or 2006) standards, as applicable.	85% *	2007-08	90%	92%	94%
<b>Facility Operational Requirements</b> – measures the number of incidents where regulatory requirements have not been met that could lead to water quality incidents.	46	2007-08	22	19	16
<b>Water Quality</b> – measures the number of water quality incidents.	48	2007-08	36	34	32
<b>Effective Water Management Infrastructure</b> Physical condition of provincially-owned water management infrastructure **					
Good	96.5%	2007-08	93%	93%	93%
Fair	3.4%		7%	7%	7%
Poor	0.1%		0%	0%	0%
<b>Municipal Solid Waste to Landfills</b> Measures Alberta's progress towards reducing the amount of municipal solid waste disposed in landfills as measured in kilograms of waste per capita.	838 kg per capita	2007	800 kg per capita	700 kg per capita	650 kg per capita
<b>Environmental Awareness Indicator</b> Measures Albertans' awareness of one or more of the Government of Alberta's priority environmental initiatives. ***	63%	2008	67%	70%	73%
<b>Sustainable Timber Harvest****</b> Actual annual timber harvest compared to the sustainable timber harvest limit set for Alberta's forests.	Harvest Limit: 25 Actual Harvest: 21	2006-07	Timber harvest does not exceed the province's harvest limit		

\* The remainder of facilities meets older (pre-1997) standards.

\*\* "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. "Poor" means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

\*\*\* Priority initiatives are: Alberta's Climate Change Action Plan, the *Water for Life* strategy, the *Land-use Framework*, the *Too Good to Waste* strategy and the Cumulative Effects Management Framework.

\*\*\*\* Data for this measure is calculated as a five-year rolling average based on the timber year (May to April). Results are in million cubic metres.

## Core Business: General Government

General Government includes the Legislature, the Lieutenant Governor, government and legislative staff and officials, and policies, programs and services related to international and intergovernmental relations and general administration (including budgeting and accounting, tax and revenue collection, and communications). Included in this function are debt servicing costs. Progress toward achieving the goal of a financially stable, open and accountable government as well as a strong Alberta in Canada also contributes to the core businesses of: Agriculture, Resource Management and Economic Development; Protection of Persons and Property; Regional Planning and Development; and Transportation, Communications and Utilities.

### GOAL FOUR **4** Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally

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**What it means** Financial sustainability, a coordinated and disciplined approach to governance and policy making, and a strong public service are essential for the government to be able to provide the programs and services that are important to Albertans now and in the future. The government is committed to openness and accountability that earns the trust of Albertans.

The government works to promote the province's interests as an equal partner in a strengthened, united Canada, to strengthen its international relations, and to enhance trade and investment liberalization internationally and domestically.

**Three-year strategic focus**

#### **Greening our Growth**

- **Ensure Effective Environmental Stewardship of Public Infrastructure** (Infrastructure) – Continue to integrate high environmental standards into all new infrastructure projects to promote sustainable development and operations, including the use of environmentally friendly materials and green energy initiatives.

#### **Building our Quality of Life**

- **Evaluate and Address Priority Accommodation Pressures at Government-owned and Leased Properties** (Infrastructure) – Evaluate and renovate existing government-owned buildings to address priority space needs for services to Albertans as well as manage the delivery of new capital projects such as the new Edmonton Remand Centre and the redevelopment of the provincial Federal Building.

#### **Creating and Protecting our Opportunities**

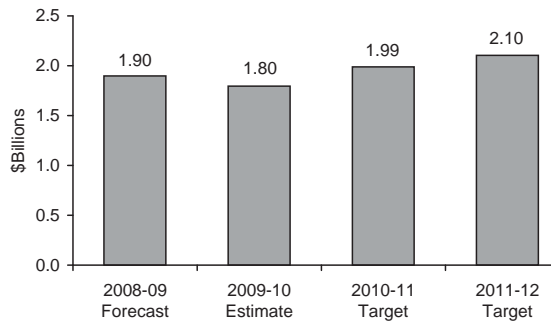
- ✓ **Sound Economic and Fiscal Policy** (Finance and Enterprise) – As part of strengthening the Government of Alberta's long-term fiscal position, review existing economic and fiscal policy and develop direction, principles, priorities and tools to effectively and efficiently address the medium-term investment, economic and fiscal issues. Support the effective development and implementation of key sectoral strategies such as climate change strategies with sound economic and fiscal policy analysis.
- ✓ **Adopt Standard Facility Designs and Best Practices to Increase the Efficiency of Health and Education Infrastructure Design and Construction** (Infrastructure) – Support partners with the technical expertise to determine the most appropriate design, construction, and maintenance of health, Kindergarten to Grade 12 and post-secondary learning facilities to meet the needs of Albertans and support access to health care and life-long learning. Priority will be placed on adopting standard facility designs and best practices to increase the efficiency of health and education infrastructure design and construction.
- ✓ *Supports one of the government's top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

Three-year  
strategic focus  
(cont'd)

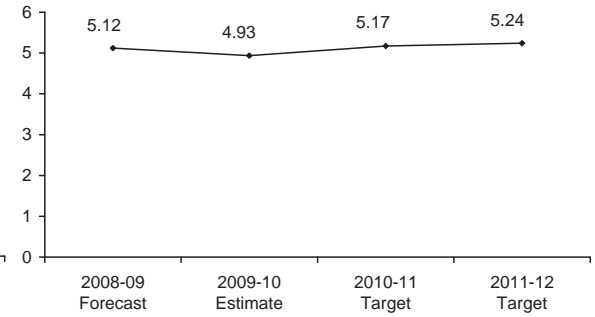
- ✓ **Single Enterprise Approach to Information Technology** (Service Alberta) – Continue to implement a single enterprise approach to information technology development and operations for the Government of Alberta, thereby increasing the efficiency and effectiveness of service delivery to Albertans. Enhanced integrity and transparency of the information the Government of Alberta provides to Albertans is a key outcome of this priority.
- ✓ **Implement the 20-year Strategic Capital Plan** (Treasury Board) – Implement the *20-year Strategic Capital Plan* to address Alberta's immediate and long-term growth needs, ensure the maintenance of existing infrastructure, explore options to fund capital projects, and recommend strategies to reduce infrastructure costs. This will provide the roads, schools, hospitals and other public infrastructure needed to meet future demands.
  - **Energy Prices and Resource Revenues** (Energy) – Continue to monitor the effectiveness and competitiveness of Alberta's royalty regime in light of changing economic circumstances.
  - **Strengthen Alberta's Fiscal Framework** (Finance and Enterprise) – Renew the Government of Alberta's fiscal framework to respond to current economic realities and to strengthen Alberta's long-term fiscal position.
  - **Ties with Western Partners and International Strategy** (International and Intergovernmental Relations) – 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.
  - **Improve Service Delivery to Albertans** (Service Alberta) – Improve service delivery, whether in person, by phone or through the Internet, to Albertans by creating innovative approaches, while maintaining information security and integrity. Continue to improve the quality and range of services provided, and encourage and support the use of electronic business initiatives to make it easier for Albertans to access government. This will result in simplified and standardized electronic business processes, and a single point of access to government for customers, vendors, partners, citizens and employees.
  - **Strengthen Information Technology Security Systems** (Service Alberta) – Strengthen information technology security systems to enhance the security and integrity of government information and information technology. As a strategic, corporate asset, information will be effectively managed and protected in order to be utilized to its fullest value.
  - **Modernize and Strengthen the Business Planning and Budget Development Process** (Treasury Board) – Modernize and strengthen the business planning and budget development process, and provide direction on improving the Government of Alberta's public performance reporting.
  - **Spending Discipline** (Treasury Board) – Strengthen the Government of Alberta's long-term fiscal position by improving expenditure management by leading ongoing reviews to identify opportunities for more effective spending and program delivery.
  - **Implement Government of Alberta Attraction and Retention Strategies** (Treasury Board – Corporate Human Resources) – Ensure the Government of Alberta has the skilled workforce needed to provide important public services in the future by implementing attraction and retention strategies.

**What it costs**

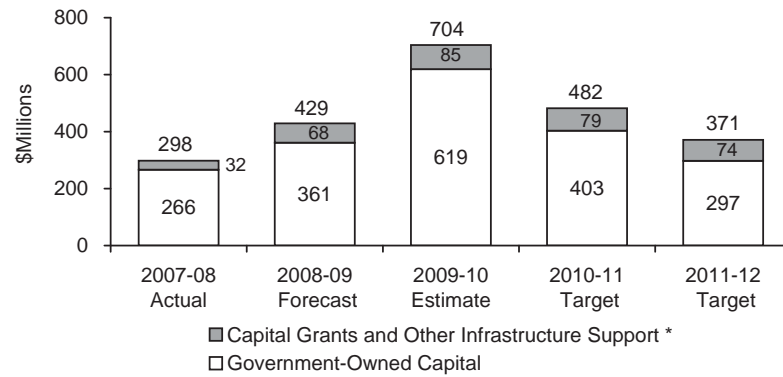
**Goal Four Expense**



**Percentage of Total Expense**



**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.



**Performance measures**

The following performance measures track progress toward achieving Goal 4:

<b>Performance Measures</b>	<b>Last Actual Results</b>	<b>Year</b>	<b>Target 2009-10</b>	<b>Target 2010-11</b>	<b>Target 2011-12</b>
<b>Alberta's Credit Rating</b>					
Blended credit rating for domestic debt.	AAA	2007-08	AAA	AAA	AAA
<b>Tax Load</b>					
Total provincial and municipal tax load as a percentage of the Canadian average (inter-provincial rank).	Lowest among the provinces	2007-08	Lowest among the provinces		
<b>Albertans' Satisfaction with Access to Services and Information</b>					
Percentage of Albertans surveyed who are satisfied with access to Government of Alberta services and information.	65%	2007-08	80%	80%	80%
<b>Government-owned and Operated Facilities</b>					
Physical condition:*					
Good	59%	2007-08	55%	54%	54%
Fair	38%		43%	44%	44%
Poor	3%		2%	2%	2%

\* "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. "Poor" means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

## Core Business: Health

Health includes policies, programs and health services for all Albertans, including hospital services, continuing care facilities, medical care, drug programs, preventive care, diagnostic services, alcohol and drug rehabilitation programs, and health-related supports for persons with disabilities. Progress toward achieving the goal of healthy Albertans also contributes to the core businesses of: Education; Human Support Services and Housing; and Recreation and Culture.

### GOAL FIVE **5** Albertans will be healthy

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**What it means** Albertans are encouraged to realize their full health potential through informed lifestyle choices. The province contributes to the health of Albertans by advocating and educating for healthy living, providing integrated quality health and wellness services through other provider organizations and community practitioners responsible for the delivery of health services. The province leads and participates in the continuous improvement of the health system and in improving quality, availability and client choice in the continuing care system.

**Three-year strategic focus**

#### **Building our Quality of Life**

- ✓ **Vision 2020** (Health and Wellness) – Implement *Vision 2020* to optimize health service delivery by increasing efficiency, improving access and guiding capital planning.
- ✓ **Pharmaceutical Strategy** (Health and Wellness) – Finalize and implement the *Pharmaceutical Strategy* to improve the drug approval process, establish a common Alberta Drug Benefit Program and a more sustainable and equitable program.
- ✓ **Continuing Care** (Health and Wellness) – Within the *Continuing Care Strategy*, improve the quality of care for Albertans by offering more alternatives for long-term care.
- ✓ **Health Workforce** (Health and Wellness) – Continue to ensure Alberta has the health care professionals we need to meet future demand. Building on the key learnings of Primary Care Networks, develop new multi-disciplinary community health centres to improve access to basic healthcare services. These might include a variety of arrangements including Public-private Partnerships, working with Alberta Health Services to create new multidisciplinary community health centres and expanding on the range of services presently provided in Primary Care Networks.
- ✓ **Health Providers Governance and Accountability Framework** (Health and Wellness) – Implement a strengthened governance and accountability framework with all health providers. With the creation of Alberta Health Services, there is a renewed opportunity to provide a comprehensive, integrated, province-wide approach to health care. Integration of mental health, addiction and cancer care services along with other health services will ensure Albertans receive the necessary and appropriate health care they need regardless of the service required or provider involved.
- ✓ **Mental Health and Addiction Services** (Health and Wellness) – Enhance the continuum of community-based and client-centered services for mental health and addictions, including children’s mental health in support of the Safe Communities Initiative.
- ✓ **Within the *Continuing Care Strategy*, Improve the Choice and Availability of Continuing Care Accommodations** (Seniors and Community Supports) – Build on previous capital grant programs to increase the availability of affordable supportive living options for seniors
- ✓ *Supports one of the government’s top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

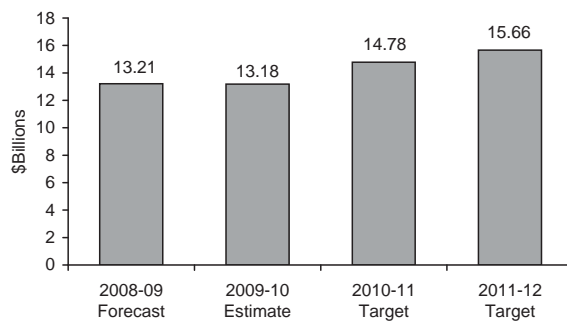
**Three-year strategic focus (cont'd)**

and persons with disabilities. To improve quality, government will focus on initiatives such as accreditation and review of existing accommodation standards. Public reporting of facilities' compliance with standards will assist Albertans in making informed choices about their continuing care accommodation options. As part of its *Continuing Care Strategy*, government will facilitate the development of appropriate continuing care accommodation options designed to help Albertans age in the right place.

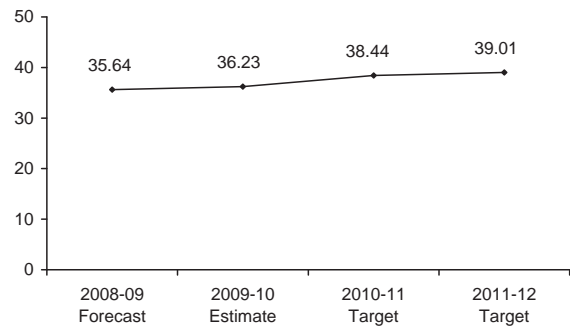
- **Information Technology Realignment** (Health and Wellness) – Improve the health care delivery model to ensure the roles, responsibilities and structures in the system support the most effective delivery of services. Develop a regional information management and technology strategy for all operational information systems, data centres, and network locations. The strategy will provide a mid- to long-term vision for a new investment and consolidation plan of all regionally based clinical and administrative operational systems that support the delivery of care in Alberta Health Services.
- **Public Health Services** (Health and Wellness) – Strengthen the delivery of population-based services to enhance the health of Albertans and Alberta communities. The Chief Medical Officer of Health will play an expanded role in a new model for public health policy and services in Alberta.
- **Common Procurement** (Health and Wellness) – Develop and implement with Alberta Health Services a common procurement strategy to optimize the buying capacity of the health system with the department taking the lead role in system design and governance, capital equipment, and pharmaceuticals. Explore and implement common procurement systems with other provinces.

**What it costs**

**Goal Five Expense**

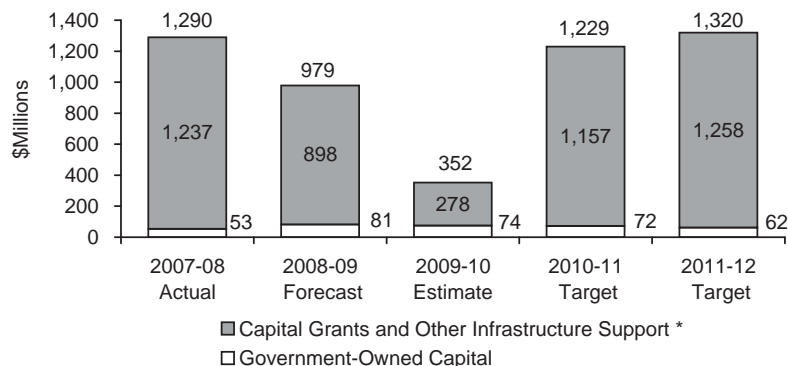


**Percentage of Total Expense**



**What it costs  
(cont'd)**

**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.

**Performance  
measures**

The following performance measures track progress toward achieving Goal 5:

Performance Measures	Last Actual Results	Year	Target 2009-10	Target 2010-11	Target 2011-12
<b>Life Expectancy at Birth</b>					
Years of life for females.	83.0	2007	83.0 years	83.0 years	83.0 years
Years of life for males.	78.2	2007	78.2 years	78.2 years	78.2 years
<b>Self-reported Health Status</b>					
Per cent of Albertans reporting "excellent," "very good" or "good" health					
18 to 64 years	88%	2008	90%	90%	90%
65 years and over	84%	2008	85%	85%	85%
<b>Participation in Healthy Behaviours</b>					
Exercise: Per cent of Albertans age 12 and over who are "active" or "moderately active".	53%	2007	56%	59%	62%
Healthy Weight: Per cent of Albertans age 18 and over with an "acceptable" body mass index (BMIs 18.5 to 24.9).	43%	2007	47%	50%	55%
Healthy Eating: Per cent of Albertans age 12 and over who eat at least five servings of fruit and vegetables each day.	39%	2007	42%	46%	50%
<b>Ease of Access to Services</b>					
Rating as "easy" or "very easy":					
Physician Services	79%	2008	81%	83%	85%
Hospital Services	68%	2008	73%	74%	75%
<b>Public Rating of Health System Overall</b>					
Percentage rating the health care system as either "excellent" or "good".	60%	2008	65%	70%	73%
<b>Health Facilities – Physical Condition:*</b>					
Good	65.0%	2007-08	68.0%	70.0%	70.0%
Fair	26.0%		25.0%	23.0%	24.0%
Poor	9.0%		7.0%	7.0%	6.0%

\* "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. "Poor" means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

## Core Business: Human Support Services and Housing

Human Support Services includes policies, programs and social support services for people in need including rent supplements, child care, preventive programming, support for families and seniors, child intervention and family enhancement services, and the prevention of family violence and bullying. This area also includes income support for adults and seniors, support for those whose ability to work may be limited due to illness or disability, and community-based supports for persons with disabilities. In addition, Human Support Services includes services for victims of crime and provision of legal aid. Assistance is provided to individuals and families to be safe, healthy, resilient and self-reliant by overcoming at-risk circumstances.

Housing includes housing for seniors, families with low incomes and those with special needs. Progress toward achieving the goal that Albertans will be independent and children will be well cared for also contributes to the core businesses of: Education; Health; and Protection of Persons and Property.

## GOAL SIX **6** Albertans will be independent and our children will be well cared for

**What it means** Families are the foundation to nurture the development of children and youth. Ensuring that children and youth are physically, emotionally, socially and intellectually healthy and safe will enhance their chances of becoming healthy, independent adults. Although parents have primary responsibility in raising and providing for their children, communities, organizations, schools, businesses and governments all have supporting roles to play in helping to ensure that Alberta's children and youth reach their potential and contribute fully to society.

Similarly, communities, organizations, and governments all have roles in ensuring Albertans who are facing challenges such as disabilities, lower incomes and other special needs have the supports they need to participate in society. These supports, along with employment programs help Albertans to be as independent as possible, move to employment and stay in the labour force. The integration, coordination and alignment of programs for those most in need eases access and ensures core supports and services remain available into the future. Facilitating the participation of all citizens leads to a stronger and more inclusive society for all Albertans. Access to justice services provides support and protection to victims of crime, vulnerable citizens, and individuals unable to protect their financial interests and individuals who cannot afford legal counsel, all of which are essential to building a stronger Alberta.

Albertans, like other Canadians, are aging. The rising number of seniors is contributing to a diverse population of individuals with a wide range of knowledge, skills and abilities. Understanding the evolving needs and expectations of seniors helps ensure that policy and planning contributes to the effectiveness of seniors programs and services. Strategies and supports aimed at facilitating seniors' continued participation in their communities will benefit all Albertans.

Housing that is effectively managed results in greater responsiveness to individual needs, and improved quality of housing and services provided to residents by the organizations that directly manage housing.

**Three-year strategic focus**

### **Building our Quality of Life**

- ✓ **Enhance Outcomes for Children in Need and in Care** (Children and Youth Services) – Implement strategies to successfully engage the public in a recruitment campaign to increase the number of foster parents and kinship caregivers. As well, the ministry will continue to integrate the Casework Practice Model and work with stakeholders to develop a model for building new
- ✓ *Supports one of the government's top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

**Three-year  
strategic focus  
(cont'd)**

outcomes-based business relationships with contracted social services agencies to improve the effectiveness and efficiency of services provided to children and families most in need. This will ensure that children in care and families in need of support receive appropriate and timely services before reaching a crisis point.

- ✓ **Improve Access to Existing Programs for High-risk Youth and Albertans Affected by Family Violence** (Children and Youth Services) – The Safe Communities Initiative will focus on producing better outcomes by improving access to existing programs for high-risk youth and Albertans affected by family violence, maintaining an emphasis on expanding supports for Aboriginal people and immigrants.
- ✓ **Continue to Develop 11,000 Affordable Housing Units by 2012** (Housing and Urban Affairs) – Partnerships will be established to develop additional affordable housing units by allocating block funding directly to municipalities, as well as through a request for proposals process for conditional grant funding that will be made available to municipalities, the nonprofit and the private sector.
- ✓ **Implement Alberta's 10-year Plan to Address Homelessness, Based on the Housing First Model and Appropriate Support Services** (Housing and Urban Affairs) – Work with the Alberta Secretariat for Action on Homelessness, municipalities and service providers to implement and track the 10-year plan.
- ✓ **Review Programs and Services for Albertans Most in Need to Ensure they are Citizen-centred, Aligned and Integrated** (Seniors and Community Supports) – Government will make social-based assistance programs and services more effective, consistent and easy to navigate, while ensuring they continue to be available for Albertans in the future. The government will take full advantage of innovative business processes and technologies as well as opportunities to integrate and align policies, program design and delivery.
- **Improve Services for Aboriginal Children, Youth and Families** (Children and Youth Services) – Continue to build strong relations through formalized working relationships with Aboriginal communities to implement intervention and prevention services for children, youth and families living both on and off reserve. Through these partnerships, the ministry will work to enhance permanency and ensure that Aboriginal children remain connected to their culture. The ministry will also work with delegated First Nations agencies and Métis stakeholders on the “Moving Forward” action plan from the Permanency Planning for Aboriginal Children Review.
- **Focus Prevention and Early Intervention Services on Vulnerable and At-risk Populations** (Children and Youth Services) – Use evidenced-based investments in prevention to help reduce crisis caseloads and work with other ministries to continue to examine social policy issues of concern to Albertans. Through the development of a clear definition and model for determining vulnerable and at risk clients, the ministry will resource and implement processes to ensure programs and initiatives are focused on children, youth and families in need. Targeted, quality prevention programs and services will be enhanced by developing and implementing strategies in collaboration with Family and Community Support Services to improve access and resource capacity, particularly in rural communities. In all areas, the ministry will address the key drivers that cause children and families to require our services through review and development of early intervention initiatives.
- **Alberta Families have Access to Quality, Affordable Child Care** (Children and Youth Services) – Continue to implement strategies to support the creation of 14,000 new child care spaces by 2011, including in-school and out-of-school care, family day homes and day cares. Low and middle income families will be provided with a subsidy to cover the costs of out-of-school child care and will implement a school-age child care accreditation program.

**Three-year strategic focus (cont'd)**

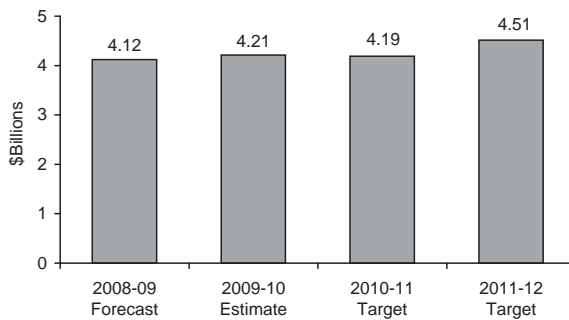
- **Self-reliance of Albertans** (Employment and Immigration) – Provide tools, information and services to increase the participation of groups traditionally under-represented in the labour force. This will include assisting those who are unable to find employment; help people who are working remain employed, and ensure those unable to work meet their basic needs.
- **Make Additional Public Land Available for Affordable Housing Purposes** (Housing and Urban Affairs) – Ensure suitable public land is made available for affordable housing purposes.
- **Help Albertans Stay in their Homes through Programs such as the Homeless and Eviction Prevention Fund, Rent Subsidies, and Community, Seniors and Special Needs Housing** (Housing and Urban Affairs) – The ministry will assist lower income Albertans obtain and retain safe, secure and affordable housing by providing subsidized rental housing options, the homeless and eviction prevention fund, and through direct rental assistance to qualified Alberta households. These efforts contribute to Alberta’s goal to create safe, healthy and vibrant communities and will keep lower income Albertans in their homes.
- **Ensure Victims of Crime have a Meaningful Role in the Criminal Justice System** (Solicitor General and Public Security) – Assist victim service organizations and partners to provide a more meaningful role for victims in the criminal justice system. Identify opportunities to implement strategies for the provision of improved services for victims of crime in all Alberta communities. Work with community partners to enhance community resource capacity to respond to victims of crime.

**Creating and Protecting our Opportunities**

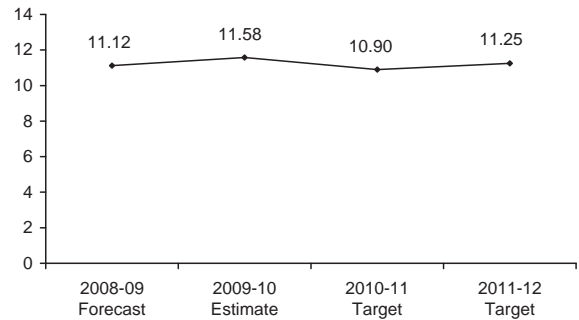
- **Build Social Service Delivery Capacity through a Skilled Workforce** (Children and Youth Services) – A strong and robust workforce is essential in meeting the needs of children, youth and families. To this end, a proactive approach will be taken in the areas of: recruitment, retention, training, development, support, as well as succession planning and supporting the contracted agencies and women’s shelters to recruit and retain staff. Given the nature of the caseload, there is recognition of the importance to recruit more Aboriginal staff as well as staff from other cultures.

**What it costs**

**Goal Six Expense**

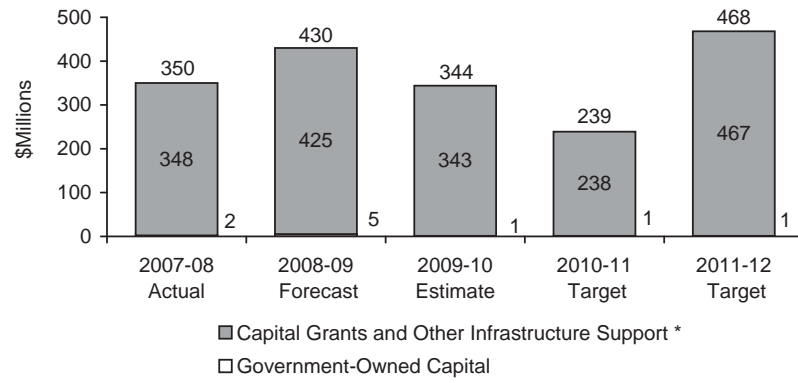


**Percentage of Total Expense**



**What it costs  
(cont'd)**

**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.



**Performance measures**

The following performance measures track progress toward achieving Goal 6:

<b>Performance Measures</b>	<b>Last Actual Results</b>	<b>Year</b>	<b>Target 2009-10</b>	<b>Target 2010-11</b>	<b>Target 2011-12</b>
<b>Economic Status of Albertans</b>					
Percentage of Albertans living at or above the Market Basket Measure low-income thresholds (inter-provincial rank).	92% 1st	2006	Among the top three provinces		
<b>Social and Emotional Development</b>					
Percentage of Alberta children demonstrating: Healthy social development	86%	2004-05	Maintain or improve Alberta's result relative to the national average		
Healthy emotional development	87.1%	2004-05	Maintain or improve Alberta's result relative to the national average		
<b>Parenting Skills</b>					
Percentage of Alberta children, age 0-5, whose parents are interacting positively with them.	92.9%	2004-05	Maintain or improve Alberta's result relative to the national average		
<b>Support for Albertans with Severe Disabilities</b>					
Percentage of Assured Income for the Severely Handicapped clients who agree that personal benefits help them live more independently than if they were unable to access these benefits.	78%	2007-08	82%	85%	85%
<b>Support for Albertans with Developmental Disabilities</b>					
Satisfaction, of families/guardians of adults with developmental disabilities, with Persons with Developmental Disabilities-funded services.	83.4%	2006-07	n/a*	87%	n/a*
<b>Support for Families with Low Income with Children</b>					
Percentage of Alberta Child Health Benefit parents who agree they are able to obtain health services they would not otherwise have been able to get for their children.	91%	2006-07	n/a*	90%	n/a*
<b>Support for Albertans with Low Income who Need Temporary Help</b>					
Percentage of participants employed after leaving Income Support.	61%	2007-08	70%	70%	70%
<b>Seniors' Average Total Income</b>					
Difference between Alberta seniors' average total income and the national average for seniors' average total income.	+17.6%	2006	Exceed the national average		
<b>Affordable Housing Units</b>					
Number of affordable housing units developed with support from provincial funding.	3,406	2007-08	2,200	2,350	2,350

\* Not applicable (biennial survey).

## Core Business: Protection of Persons and Property

Protection of Persons and Property includes policies, programs and services related to public security, emergency management, policing, firefighting, the judicial system, financial services, human rights, maintenance enforcement, a variety of regulatory measures, labour relations, employment standards, safety codes, safe work environments, and correctional and rehabilitation services. Progress toward achieving the goal of a safe place to live, work and raise families also contributes to the core businesses of: Agriculture, Resource Management and Economic Development; Health; Human Support Services and Housing; and Recreation and Culture.

### GOAL SEVEN **7** Alberta will be a safe place to live, work and raise families

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**What it means** Albertans want communities in which they can live and raise families in safety and security without fear of personal or property crime, victimization or discrimination. Effective protection of people and property from fire, floods, dangerous encounters with wildlife, and harmful environmental events, as well as from natural, industrial, accidental and terrorist hazards is also an important part of this goal. Protection of property also includes a sound regulatory system for financial services and products. Albertans expect homes, buildings and their associated systems to be constructed and maintained to safe standards and workplaces that are healthy, fair, safe and stable for employees and employers. Albertans also want to see traffic safety improved to reduce collisions, injuries and fatalities on our highways.

#### Three-year strategic focus

#### **Building our Quality of Life**

- ✓ **Reduce Crime and Support Safe Communities** (Justice) - Continue the Safe Communities initiative including developing a long-term, comprehensive crime reduction and prevention strategy which incorporates initiatives to address criminal activities by gangs.
  - ✓ **Enhance the Capacity of the Prosecution** (Justice) – Continue to enhance the capacity of the prosecution service to effectively prosecute serious and violent crime, in part, by adding prosecution and support staff.
  - ✓ **Law Enforcement Framework** (Solicitor General and Public Security) – The framework will also address the dimensions of service delivery, governance and funding. Work with stakeholders to implement innovative technology approaches to improve intelligence sharing across programs, linking of first responder radio systems, increased information sharing through the Alberta Police Integrated Information Initiative and the establishment of a Police and Peace Officer Training Centre. Improve civilian oversight and governance to ensure police and peace officer accountability and to increase public confidence in the criminal justice system.
  - ✓ **Additional Police Officers** (Solicitor General and Public Security) – Continue to increase the number of police officers in the province to reach the 2008-11 target of 300 additional officers. Continue to develop options for achieving this priority with the various policing agencies in the province.
  - ✓ **Reduce Organized Crime Activities** (Solicitor General and Public Security) – Work with law enforcement partners and stakeholders to develop and implement initiatives to dismantle and disrupt organized crime activity. Develop a comprehensive strategy for reducing organized crime related activities and violence in Alberta as well as reducing the influence of organized crime within our communities through prevention, intervention, awareness and enforcement strategies.
- ✓ *Supports one of the government's top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

**Three-year  
strategic focus  
(cont'd)**

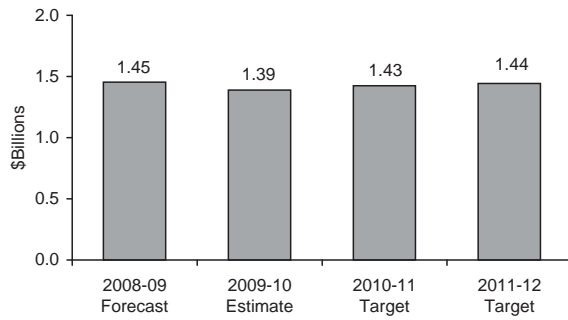
- **Inclusive Communities** (Culture and Community Spirit) – Review the human rights policy and legislative framework that protects human rights and promotes fairness and access to the opportunities to participate fully in the social, cultural and economic life of the province. Develop and implement strategies that help build welcoming and inclusive communities and workplaces, particularly for immigrants and ethno-cultural and racial groups.
- **Access to Justice** (Justice) – Improve access to justice by increasing the spectrum of dispute resolution services, improving access for low-income Albertans, providing service in remote and Aboriginal communities and providing public legal information to help Albertans better understand their rights and obligations.
- **Justice Reform** (Justice) – To make the justice system more efficient, effective, and responsive, work to increase the affordability of the justice system, find more cost-effective ways for people to resolve their disputes, and increase public understanding of the courts and the justice system.
- **Implement the *Blueprint for the Future of Corrections*** (Solicitor General and Public Security) – Continue to implement the *Blueprint for the Future of Corrections* including enhancing risk reduction initiatives in community corrections and addressing current and projected population pressures in remand and correctional centres. Work with justice partners to identify possible solutions to reduce adult custody populations without negatively impacting public safety. Use innovative technology to expand videoconferencing and offender electronic monitoring.

**Creating and Protecting our Opportunities**

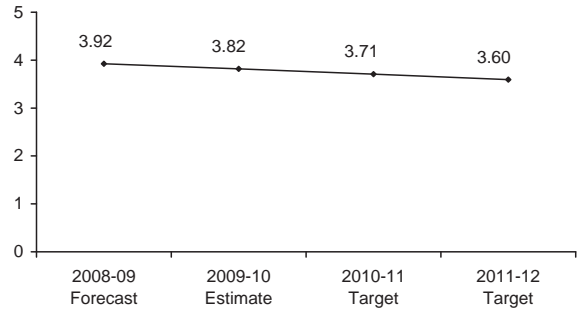
- ✓ **Support for Savings by Individual Albertans** (Finance and Enterprise) – Develop options to introduce a supplemental pension plan for Albertans currently not covered by pension plans. Encourage retirement savings through pension plans and other vehicles; and promote Albertans' awareness of the importance of personal savings and the mechanisms available to them.
- **Occupational Health and Safety** (Employment and Immigration) – Focus on reducing work-related injuries and illnesses in the workplace. Develop an action plan to prevent occupational cancers and conduct targeted inspections of employers with higher rates of work-related motor vehicle injuries and fatalities.
- **An Effective and Efficient Securities Regulatory System** (Finance and Enterprise) – Work with other Canadian and international jurisdictions to maintain a securities regulatory system that protects Alberta investors and ensures that Canada's capital markets remain globally competitive.
- **Undertake a Review of the *Safety Codes Act*** (Municipal Affairs) – Consult with the Safety Codes Council and other partners on potential changes to the *Safety Codes Act*.
- **Enhance Coordination of the Province's Emergency Management System** (Municipal Affairs) – Increase the level of awareness and coordination of all stakeholders in Alberta relating to emergency management roles and responsibilities and the use of emergency management resources to ensure fully-integrated and comprehensive responses can be provided for all emergency events in the province. This will involve working with public, private and volunteer sector partners to achieve a variety of strategic emergency management objectives.
- **Continue to Implement a Provincial Traffic Safety Plan to Reduce the Number of Collisions, Injuries and Fatalities on Alberta Roads** (Transportation) – Implement the *Alberta Traffic Safety Plan* and a *Three-year Traffic Safety Action Plan* to improve traffic safety through effective communications, community traffic safety, public education and awareness, research and evidence-based decisions, sustained enforcement, engineering and infrastructure improvements, and legislation. These efforts aim to change driver behaviours and attitudes to reduce collisions, injuries, and fatalities.

**What it costs**

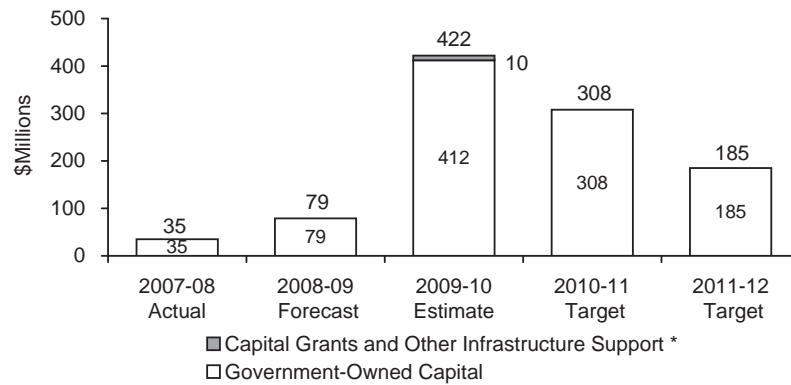
**Goal Seven Expense**



**Percentage of Total Expense**



**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.

**Performance measures**

The following performance measures track progress toward achieving Goal 7:

<b>Performance Measures</b>	<b>Last Actual Results</b>	<b>Year</b>	<b>Target 2009-10</b>	<b>Target 2010-11</b>	<b>Target 2011-12</b>
<b>Public Perception of Safety in the Neighbourhood</b>					
The percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark.	75%	2007-08	82%	82%	82%
<b>Property Crime Rate</b>					
Alberta's property crime rate per 100,000 population, as reported by police.	4,259 (28.3% higher than the national rate of 3,320)	2007	No more than 25% higher than the national rate	No more than 22% higher than the national rate	No more than 19% higher than the national rate
<b>Violent Crime Rate</b>					
Alberta's violent crime rate per 100,000 population, as reported by police.	1,104 (18.7% higher than the national rate of 930)	2007	No more than 16% higher than the national rate	No more than 13% higher than the national rate	No more than 10% higher than the national rate
<b>Work Stoppages</b>					
Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout).	98%	2007-08	98%	98%	98%
<b>Workplace Lost-time Claim Rate</b>					
Number of lost-time claims per 100 person-years worked.*	2.12	2007	1.70 or less	1.65 or less	1.60 or less
<b>Effectiveness of Human Rights Protection</b>					
Percentage of adult Albertans who believe human rights are well protected in Alberta.	88.0%	2007-08	89%	89%	89%

\* The Lost-time Claim (LTC) rate represents the probability or risk of an injury or disease to a worker during a period of one year that will result in time lost from work. The lower the LTC, the lower the probability of worker injury or disease. LTC is a claim for an occupational injury or disease that causes the worker to have time away from work, beyond the day of injury.

## Core Business: Recreation and Culture

Recreation and Culture includes policies, programs and services related to recreation, sport, culture, historical artefacts and sites, museums, libraries and provincial parks. Progress toward achieving the goal of opportunities for Albertans to enjoy the province's natural, historical and cultural resources also contributes to the core businesses of: Agriculture, Resource Management and Economic Development; Education; Environment; Health; and Regional Planning and Development.

### GOAL EIGHT **8** Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources

---

**What it means** Participation in community and cultural activities and enjoyment of the province's historical resources and parks is essential to Albertans' high quality of life. Supporting the nonprofit/voluntary sector, libraries, sport and recreation, the arts and heritage preservation fosters a culturally vibrant province, enhances quality of life for all Albertans and attracts the creative and skilled knowledge workers Alberta needs to ensure its economic prosperity. The preservation of Alberta's natural heritage and historical resources is realized through a network of provincial parks and world renowned museums and historic sites that provide opportunities for heritage appreciation and support tourism in the province. Provincial parks also provide significant opportunities for outdoor recreation.

**Three-year strategic focus**

#### **Building our Quality of Life**

- ✓ **Build a Culturally Vibrant Province** (Culture and Community Spirit) – Work with the Premier's Council on Arts and Culture to implement *The Spirit of Alberta*, Alberta's cultural policy. Priorities include: increasing accessibility to provincial heritage and art collections online; reviewing the ministry's agencies to ensure their mandates remain current and investigating opportunities for operating efficiencies; completing an evaluation of the Alberta Foundation for the Arts' grant programs; and promoting Alberta's artists through the 2010 Cultural Olympiad.
  - ✓ **Partner with the Nonprofit/voluntary Sector** (Culture and Community Spirit) – Work in partnership with the nonprofit/voluntary sector to strengthen both sector capacity and our communities. This includes assisting the sector and communities to build organizational capacity, increasing awareness of the sector's role and contributions through the Alberta Nonprofit/voluntary Sector Initiative, and supporting increased charitable giving through the Community Spirit Program.
  - **Culture and Community Spirit Infrastructure** (Culture and Community Spirit) – Support sustainability of infrastructure for community public-use facilities and provincial heritage facilities, including repair or replacement of aging and deteriorating facilities. This also includes providing community grants, improving provincial heritage facilities, modernizing exhibits, developing collections to reflect new areas of interest and ensuring the proper care of collections.
  - **Francophone Community** (Employment and Immigration) – Collaborate with the francophone community on priority issues that enhance access to services and resources in French.
  - **Support for Library Services** (Municipal Affairs) – Continue to support a strong province-wide public library service by encouraging collaboration to achieve benefits, and by maximizing service delivery through the effective use of technology. This includes working with the library community to improve access to library information, the library online resources and services, and build on the government's investment in SuperNet.
- ✓ *Supports one of the government's top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

**Three-year strategic focus (cont'd)**

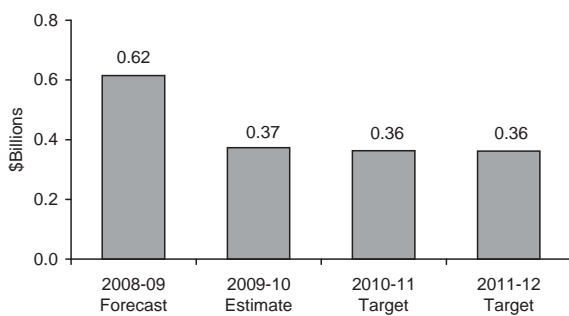
- **Maximize Advantages of the 2010 Olympic and Paralympic Games** (Tourism, Parks and Recreation) – Enhance efforts in support of tourism, sport and culture prior to, during and after the 2010 Olympic and Paralympic Winter Games in British Columbia. This includes coordinating Alberta’s approach and activities, promoting Alberta as a tourism destination and upgrading facilities to international training and competition standards.
- **Active and Healthy Lifestyles** (Tourism, Parks and Recreation) – Develop a recreation policy to help address the high levels of obesity among children and youth, encourage active, healthy lifestyles and increase participation in sport and recreation.
- **Tourism, Parks and Recreation Infrastructure** (Tourism, Parks and Recreation) – Improve infrastructure to expand capacity to address the needs of Alberta’s growing population by repairing or replacing aging and deteriorating facilities. This includes renewing infrastructure in provincial parks and recreation areas, and upgrades at the Canmore Visitor Information Centre.

**Creating and Protecting our Opportunities**

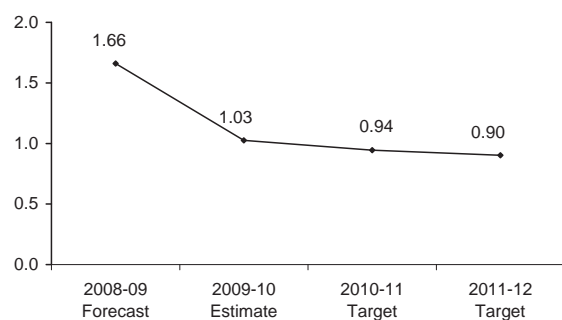
- ✓ **Alberta’s Plan for Parks** (Tourism, Parks and Recreation) – Implement Alberta’s *Plan for Parks* to ensure Alberta’s parks remain protected yet accessible and support Alberta’s *Land-use Framework*. Priority actions include developing an online campsite reservation system and refining the parks classification system.

**What it costs**

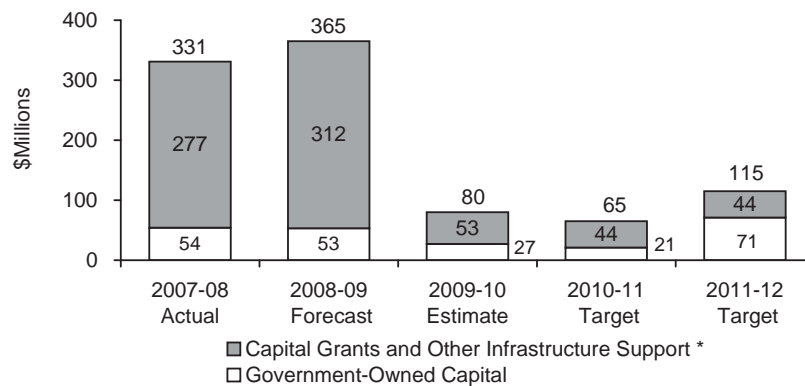
**Goal Eight Expense**



**Percentage of Total Expense**



**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.

**Performance measures**

The following performance measures track progress toward achieving Goal 8:

<b>Performance Measures</b>	<b>Last Actual Results</b>	<b>Year</b>	<b>Target 2009-10</b>	<b>Target 2010-11</b>	<b>Target 2011-12</b>
<b>Visitor Satisfaction with Provincial Parks and Recreation Areas</b>					
Visitor satisfaction with experiences at provincial parks and recreation areas.	89.5%	2007-08	91%	91%	92%
<b>Participation in Sport and Recreation</b>					
Participation in sport and recreational activities by adult Albertans.	78.6%	2007-08	81%	81%	81%
<b>Level of Community Volunteerism</b>					
Level of community volunteerism by adult Albertans.	68.6%	2007-08	69%	69%	69%
<b>Participation in Arts Activities or Events</b>					
Participation in arts activities or events by adult Albertans.	87.4%	2007-08	89%	90%	91%
<b>Historical Resources Contribution to Quality of Life</b>					
Percentage of adult Albertans who feel that historical resources in Alberta communities are important in contributing to the overall quality of life in Alberta.	94.7%	2007-08	95%	95%	96%
<b>Public Library Use</b>					
Usage of public library services by adult Albertans.	50%	2007-08	53%	54%	55%



## Core Business: Regional Planning and Development

Regional Planning and Development includes policies, programs and services related to community and regional development affairs including planning and zoning, Aboriginal communities, and land claim negotiations and settlements. Progress toward achieving the goal of strong and effective municipalities and self-reliant Aboriginal communities also contributes to the core businesses of: Agriculture, Resource Management and Economic Development; Human Support Services and Housing; and Transportation, Communications and Utilities.

### GOAL NINE **9** Alberta will have strong and effective municipalities and self-reliant Aboriginal communities

---

**What it means** Community and regional development, including community renewal projects, beautification and land rehabilitation are key to growth, sustainability and quality of life for Albertans. The development of an efficient, sustainable, and responsive local government sector, which provides the necessary infrastructure and services to Alberta communities and citizens, is supported through partnerships, cooperation, funding, an appropriate legislative framework and the implementation of a provincial *Land-use Framework*.

The Government of Alberta is committed to increasing the participation of First Nations, Métis and other Aboriginal people in the social and economic life of Alberta. Increased participation will result in improved quality of life and contribute to the province's long-term vision of Alberta as a place where Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans.

**Three-year strategic focus**

#### **Greening our Growth**

- ✓ **Oil Sands Region Strategic Plan** (Treasury Board) – Coordinate the implementation of the Oil Sands Strategic Plan and the Fort McMurray Community Development Plan. The government will work in collaboration with industry, communities and other stakeholders to ensure that Alberta's energy resources are developed in an environmentally sustainable way.

#### **Building our Quality of Life**

- ✓ **Métis Settlements** (Aboriginal Relations) – Conclude a new long-term governance and funding arrangement with and for the Métis Settlements that is focused on effective governance, enhanced accountability and sustainability.
- **Consultation** (Aboriginal Relations) – Review Alberta's *First Nations Consultation Policy on Land Management and Resource Development* to increase the effectiveness of consultation processes.
- **Aboriginal Policies and Programs** (Aboriginal Relations) – Review the *Aboriginal Policy Framework* and Government of Alberta Aboriginal programs and services to enhance their effectiveness in increasing self-reliance and well-being of Aboriginal communities.
- **Aboriginal Economic Participation** (Aboriginal Relations) – Coordinate discussions and initiatives with First Nations, Métis and Inuit and related Aboriginal organizations, industry and, where appropriate, the federal government to improve overall socio-economic outcomes for Aboriginal people, particularly through increased levels of education.

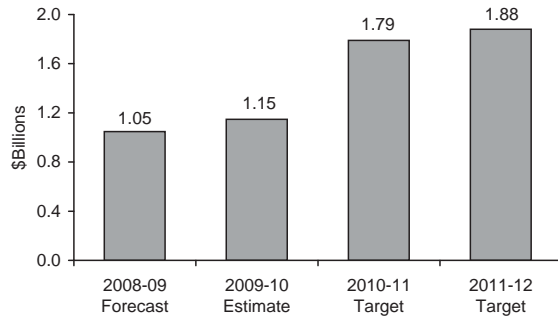
- ✓ *Supports one of the government's top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

### Creating and Protecting our Opportunities

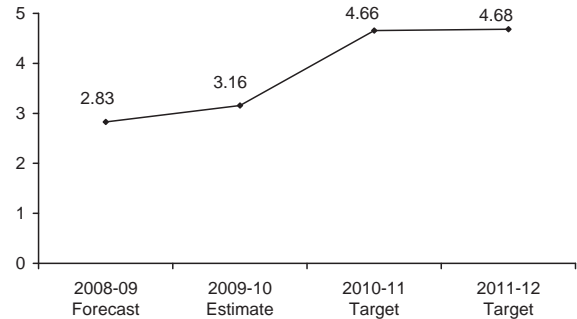
- ✓ **Aboriginal Economic and Labour Force Development** (Employment and Immigration) – Work in partnership with the federal government, Aboriginal communities and other provincial ministries to support Aboriginal economic and labour force development, which includes increasing the total off-reserve labour force of Alberta's First Nations, Métis and Inuit to 74,000 by 2010. In addition, foster and provide supports for business development to create innovative and sustainable Aboriginal businesses and communities.
- ✓ **Complete Metropolitan Plans for Calgary and Capital Regions and Promote Regionalized Collaboration and Planning** (Municipal Affairs) – Work with municipalities to complete metropolitan plans for the Calgary and Capital regions and promote regional collaboration and planning to support implementation of the *Land-use Framework*. Work with municipalities, municipal associations and other stakeholders to develop guidelines and initiatives as required, to promote cooperation, collaboration and help resolve regionalized planning issues between neighbouring municipalities. Undertake a legislative review of the *Municipal Government Act* to address issues related to land-use planning and property assessment.
- **Long-term Viability of Municipalities** (Municipal Affairs) – Develop a municipal strategy for Alberta to improve the long-term viability of municipalities across the province.
- **Ensure Provincial Funds Provided to Municipalities are used to Meet Agreed Upon Objectives** (Municipal Affairs) – Implement an accountability framework to ensure provincial funds provided to municipalities are used to meet agreed upon objectives.
- **Support Growth and Capacity Building within Municipalities** (Municipal Affairs) – Monitor the on-going impacts on municipalities resulting from public expectations, growth and aging infrastructure, including the effects on land-use, demand for services and infrastructure development and repair. Assist effected municipalities with addressing capacity issues and improving the coordination of the responses to these challenges. This includes the commitment to provide long term funding under the Municipal Sustainability Initiative and continuing to support the strategic plan for Alberta's oil sands. In addition the province will work with municipalities to continue to help expand the pool of Albertans who are interested in pursuing careers that support local government and to help increase the capacity of current municipal staff.

**What it costs**

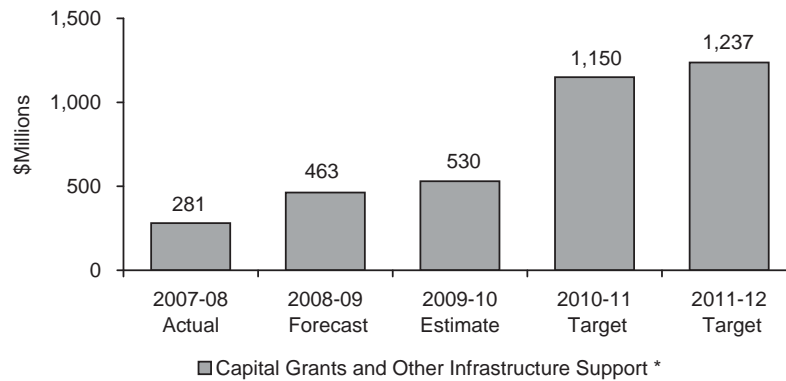
**Goal Nine Expense**



**Percentage of Total Expense**



**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.

**Performance measures**

The following performance measures track progress toward achieving Goal 9:

Performance Measures	Last Actual Results	Year	Target 2009-10	Target 2010-11	Target 2011-12
<b>Aboriginal Affairs</b>					
Public approval rating on Aboriginal issues compared to the average of the four nearest provinces.	+8%	2007	Higher than the average of the four nearest provinces (British Columbia, Saskatchewan, Manitoba, Ontario)		
<b>Albertans' Satisfaction with their Local Governments</b>					
Percentage satisfied.	73%	2007-08	80%	80%	80%

## Core Business: Transportation, Communications and Utilities

Transportation, Communications and Utilities includes policies, programs and services related to provincial transportation including air, road and rail transport, telecommunications, pipelines, and gas and electricity utilities. Progress toward achieving the goal of effective and efficient transportation infrastructure also contributes to the core businesses of: Agriculture, Resource Management and Economic Development; and Regional Planning and Development.

# GOAL TEN **10** Alberta will have effective and efficient transportation infrastructure

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**What it means** Alberta's continued growth depends on many factors including infrastructure to get goods to market. Increased competitiveness in domestic and international markets is more attainable with infrastructure, communications and utilities that are managed effectively and efficiently.

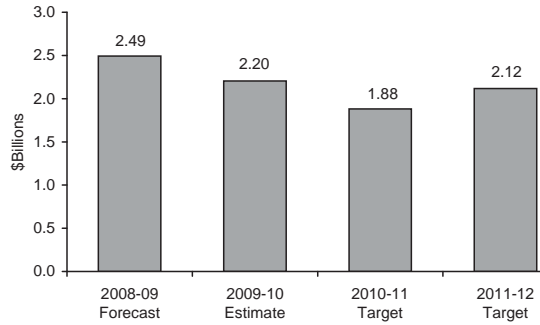
**Three-year strategic focus** **Creating and Protecting our Opportunities**

- ✓ **Work Within the Fiscal Context to Optimize the Value of the Provincial Investment in Highway Repaving and Bridge Repair** (Transportation) – Maintaining and preserving our provincial highways, bridges and overpasses is critical to providing and supporting a world-class transportation system for Alberta. Within the fiscal framework, government will optimize the value of provincial investment in highway repaving and bridge repair to support Alberta's long term economic and social development.
- ✓ **Implement Innovative Approaches to Reduce the Environmental Impact of Alberta's Transportation System including the Green Transit Incentives Program (Green Trip) to Support New Public Transit, Reduce the Number of Vehicles on the Road, and Reduce Greenhouse Gas Emissions** (Transportation) – Develop and implement the Green Transit Incentives Program (Green Trip) to improve and expand local, regional and inter-city transit systems thereby reducing the number of vehicles on roads and greenhouse gas emissions. In addition, work with the commercial transportation industry on greenhouse gas emission reduction, including reducing idling and driver fuel efficient training. Also work with the construction industry to implement energy efficiencies in their highway construction operations.
- **Electricity Transmission** (Energy) – Develop and implement policy to ensure sufficient and reliable electric transmission facilities are available in a timely manner to support continued economic growth in the province.
- **Expand the Capacity of Alberta's Transportation System to Support the Province's Social and Economic Development** (Transportation) – Alberta's continued social and economic development depends on effective transportation as well as other factors. Continue to develop the capacity of the provincial transportation system and transportation links to efficiently connect Alberta's communities and move people, goods, and services to their provincial, national, and international destinations. Twinning the north-south trade corridor, developing the Asia-Pacific gateway, improving the road networks for high growth areas such as Edmonton, Calgary and areas affected by resource development will increase Alberta's competitiveness in domestic and international markets.

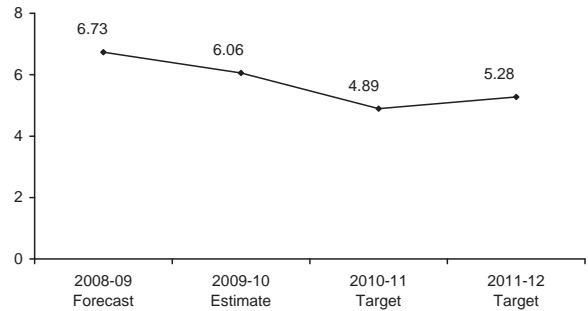
✓ *Supports one of the government's top five priorities that will be the focus for the government in the immediate term as outlined on pages 8 to 11.*

**What it costs**

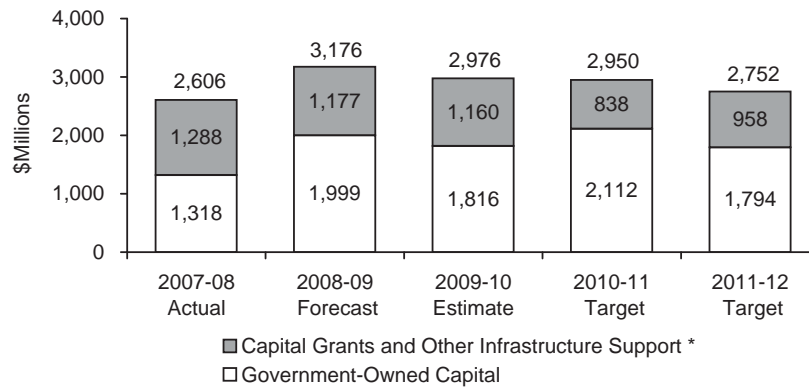
**Goal Ten Expense**



**Percentage of Total Expense**



**Capital Plan Spending**



\* Capital Grants and Other Infrastructure Support are included in the Goal Expense.

The Spending by Goal by Ministry table in the Appendix links those ministries that have dedicated spending toward achieving this goal.

**Performance measures**

The following performance measures track progress toward achieving Goal 10:

Performance Measures	Last Actual Results	Actual Year	Target 2009-10	Target 2010-11	Target 2011-12
<b>Physical Condition of Provincial Highways*</b>					
Good	59.0%	2007-08	60%	59%	58%
Fair	25.9%		23%	23%	23%
Poor	15.1%		17%	18%	19%

\* "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. "Poor" means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

## EXPENSE BY GOAL BY CORE BUSINESS<sup>1</sup>

(millions of dollars)

Goal (Core Business)	2007-08	2008-09	2008-09	2009-10	2010-11	2011-12
	Actual	Budget	Forecast	Estimate	Target	Target
1 Alberta will have a prosperous economy (Agriculture, Resource Management and Economic Development)	1,912	2,145	2,524	2,264	2,467	2,498
2 Albertans will be well prepared for lifelong learning (Education)	8,886	9,315	9,288	9,364	9,158	9,139
3 The high quality of Alberta's environment will be sustained (Environment)	346	483	407	448	403	422
4 Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally (General Government)	1,611	2,137	1,897	1,795	1,989	2,104
5 Albertans will be healthy (Health)	12,286	13,460	13,206	13,179	14,778	15,658
6 Albertans will be independent and our children will be well cared for (Human Support Services and Housing)	3,655	4,037	4,120	4,211	4,191	4,514
7 Alberta will be a safe place to live, work, and raise families (Protection of Persons and Property)	1,293	1,382	1,454	1,389	1,425	1,443
8 Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources (Recreation and Culture)	538	655	615	373	363	362
9 Alberta will have strong and effective municipalities and self-reliant Aboriginal communities (Regional Planning and Development)	755	1,061	1,048	1,148	1,790	1,880
10 Alberta will have effective and efficient transportation infrastructure (Transportation, Communications and Utilities)	2,306	2,500	2,494	2,204	1,881	2,118
<b>Total Program and Debt Servicing Expense</b>	<b>33,588</b>	<b>37,175</b>	<b>37,053</b>	<b>36,375</b>	<b>38,445</b>	<b>40,138</b>

<sup>1</sup> The allocation of expense by goal is derived from the Expense by Function table in the Fiscal Plan.

## EXPENSE BY GOAL BY MINISTRY, 2009-10 ESTIMATES

(millions of dollars)

	Goals										Total
	1	2	3	4	5	6	7	8	9	10	
Legislative Assembly	-	-	-	95	-	-	-	-	-	-	95
Aboriginal Relations	-	-	-	-	-	-	-	-	150	-	150
Advanced Education and Technology	210	2,933	-	-	-	-	-	-	-	-	3,143
Agriculture and Rural Development	1,139	-	-	53	-	-	-	-	-	-	1,192
Children and Youth Services	-	-	-	-	-	1,141	-	-	-	-	1,141
Culture and Community Spirit	83	-	-	-	-	-	9	217	-	-	309
Education	-	6,158	-	-	-	-	-	-	-	-	6,158
Employment and Immigration	94	266	-	-	45	540	56	1	9	-	1,011
Energy	370	-	43	53	-	-	-	-	-	35	501
Environment	-	-	348	-	-	-	-	-	-	-	348
Executive Council	-	-	-	36	-	-	-	-	-	-	36
Finance and Enterprise	50	2	-	903	88	-	42	-	310	-	1,395
Health and Wellness	-	-	-	-	12,935	-	-	-	-	-	12,935
Housing and Urban Affairs	-	-	-	19	-	545	-	-	9	-	573
Infrastructure	-	5	27	535	1	-	-	-	-	4	572
International and Intergovernmental Relations	16	-	-	10	-	-	-	-	-	-	26
Justice	-	-	-	-	-	80	405	-	-	-	485
Municipal Affairs	-	-	-	42	-	-	29	32	489	-	592
Seniors and Community Supports	-	-	-	-	110	1,864	-	-	-	-	1,974
Service Alberta	3	-	-	180	-	14	101	-	-	-	298
Solicitor General and Public Security	-	-	-	-	-	27	598	2	-	-	627
Sustainable Resource Development	211	-	28	-	-	-	105	-	-	-	344
Tourism, Parks and Recreation	72	-	-	-	-	-	-	121	-	-	193
Transportation	16	-	2	21	-	-	44	-	-	2,165	2,248
Treasury Board	-	-	-	63	-	-	-	-	181	-	244
Value/Review Savings	-	-	-	(215)	-	-	-	-	-	-	(215)
<b>Total Expense</b>	<b>2,264</b>	<b>9,364</b>	<b>448</b>	<b>1,795</b>	<b>13,179</b>	<b>4,211</b>	<b>1,389</b>	<b>373</b>	<b>1,148</b>	<b>2,204</b>	<b>36,375</b>

Government of Alberta ■

# BUDGET 2009

BUILDING ON  
**OUR STRENGTH**

## Ministry Business Plans

*Alberta* ■

**[www.alberta.ca](http://www.alberta.ca)**

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# MINISTRY BUSINESS PLANS

**BUDGET**2009

BUILDING ON  
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## READER'S GUIDE

As part of the Government of Alberta's commitment to be open and accountable to the public, as outlined in the Government Accountability Act, all ministries are required to prepare and make public three-year ministry business plans. The ministry business plan encompasses the department and all consolidated entities of the ministry in its vision, mission, link to the *Government of Alberta Strategic Business Plan*, significant opportunities and challenges, strategic priorities, core businesses, goals, strategies and performance measures.

**The Vision** provides a clear, concise and compelling statement of the ministry's preferred future.

**The Mission** statement identifies the ministry's purpose and reason for existence. It describes what the ministry does, why and for whom.

**The Link to the *Government of Alberta Strategic Business Plan*** indicates the ministry's linkages to the 10 governmental goals and the strategies that will be the focus of government over the next 12 months.

**Significant Opportunities and Challenges** describe environmental factors that could influence the ministry's ability to implement strategies or achieve goals.

**Strategic Priorities** outline issues of primary importance to the ministry. All ministry strategic priorities are aligned with one of the three Government Pillars – Greening Our Growth, Building Our Quality of Life, and Creating and Protecting Our Opportunities.

**Core Businesses** set out the ongoing key responsibilities of the ministry that support the mission and provide a high-level framework for achieving results and allocating resources.

**Goals** are broad statements describing the desired outcomes that the ministry wants to achieve in fulfilling its mission. For each of the goals, a "What it means" section explains the goal and what the ministry is doing on an ongoing basis in support of the goal.

**Strategies** outline specific courses of actions to be undertaken by the ministry to accomplish ministry goals.

**Performance Measures** are quantifiable indicators of progress towards achievement of ministry goals. Performance measures contain Targets, which identify a desired level of performance to be achieved in each of the three years of the business plan.

**Additional components** to the business plan may also be included in order to improve the reader's understanding of the ministry and its activities.

**Numbering of items** in the components of the business plan is done for ease of reference and does not indicate priority rankings.

Ministry business plans include budget information in the form of several financial tables. The **Expense by Core Business** table identifies all ministry expense as assigned to core businesses. The **Ministry Statement of Operations** table includes revenue and expense by each of the ministry's major programs. The **Consolidated Net Operating Result** table identifies total revenue and expense, adjusted for inter-ministry transactions. The **Capital Investment by Program** table is presented for those ministries that have significant capital investment.

# Aboriginal Relations

BUSINESS PLAN 2009-12

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## 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.

Gene Zwozdesky, *Minister of Aboriginal Relations*  
March 19, 2009

## THE MINISTRY

The Ministry of Aboriginal Relations consists of the Department of Aboriginal Relations, which is structured according to the following divisions: First Nations and Métis Relations, Consultation and Land Claims, and Policy and Planning. Although not separate entities for reporting purposes, the Ministry supports two important institutions which are accountable to the Minister: The Métis Settlements Appeal Tribunal, a quasi-judicial body established by the *Métis Settlements Act*, which works to resolve disputes pertaining to land, membership and surface rights; and the Métis Settlements Ombudsman's Office, which investigates complaints regarding the administration of Settlement affairs.

## VISION

*Strong and vibrant Aboriginal communities and people, fully participating in the opportunities of a prosperous and diverse Alberta.*

## MISSION

Oversee the development and alignment of Government of Alberta legislation, policies and initiatives that affect Aboriginal people and their rights, by building effective relationships with Aboriginal communities, industry and governments.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry supports goal nine of the *Government of Alberta Strategic Business Plan – Alberta will have strong and effective municipalities and self-reliant Aboriginal communities*. This goal is supported through consultation with Aboriginal people, and governance and socio-economic development initiatives.

### Government of Alberta Priority

Aboriginal Relations works on the government priority to *promote strong and vibrant communities*.

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

- There is a growing awareness of the importance of reconciling the rights of Aboriginal people with the interests of all Albertans, requiring the development of strong relationships. The *Protocol Agreement on Government to Government Relations* with First Nations Grand Chiefs and Vice-Chiefs supports these relationships and provides new opportunities to engage Aboriginal people in Alberta's determination of our energy, environmental, land use and socio-economic future.
- The conclusion of a new long-term governance and funding arrangement with the Métis Settlements will provide direction for achieving the goals of effective governance, enhanced accountability and long-term sustainability, building on the progress that has been made since the modern legislative framework was established in 1990.
- Reviews of Aboriginal policies, programs and services present opportunities to further strengthen Aboriginal relationships and increase the effectiveness of initiatives. Both the *Consultation Policy on Land Management and Resource Development* and the *Aboriginal Policy Framework* are scheduled for review during the business planning horizon.
- The *Alberta/Métis Nation of Alberta Association Framework Agreement* provides an opportunity for measurable progress toward Métis economic development and well-being. Under the agreement, the development of annual three-year strategic business plans by the Métis Nation of Alberta Association will identify strategies to achieve these goals.
- Provincial economic growth is expected to moderate; however, opportunities for employment for Aboriginal people will arise from measures to stimulate the global economy, as well as from innovative and successful approaches undertaken by Aboriginal communities to meet their needs.
- The Aboriginal population is growing at a faster rate than that of the total Alberta population and is becoming increasingly urban. While many Aboriginal Albertans are thriving, Aboriginal people, on average, continue to be over-represented in the child welfare and justice systems and experience lower levels of education and employment.
- Training programs have achieved significant outcomes for Aboriginal workers, especially in the trades. And, as Alberta shifts towards a more knowledge-based economy, greater emphasis on higher levels of education will be needed to take advantage of opportunities. The *First Nation, Métis and Inuit Workforce Planning Initiative* will develop collaborative action plans with innovative approaches to workforce participation in partnership with Aboriginal communities in Alberta.

- The capacity of Aboriginal communities to adequately engage government and industry regarding land management has not kept pace with resource development activity. In addition, stakeholders involved with Aboriginal consultation have differing views of Aboriginal consultation requirements.
- With the evolving legal landscape, Alberta's approach to consultation needs to be better coordinated and reviewed on a regular basis. Increased resource development on provincial Crown land has also highlighted the need to pay greater attention to rights and traditional uses and to the environmental impact on provincial Crown land.

## STRATEGIC PRIORITIES 2009-12

Through the Minister's mandate letter and the Ministry's review of external factors, the strategic priorities described below have been identified. These priorities are in addition to the important ongoing core activities of the Ministry which are consistent with the overall direction provided by *Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework*.

### BUILDING OUR QUALITY OF LIFE

- 1. Métis settlements** Conclude a new long-term governance and funding arrangement with and for the Métis Settlements that is focused on effective governance, enhanced accountability and sustainability.

**Linkage:**  
**Goals 1 and 2**
- 2. Strong communities** Provide support to the Safe Communities Secretariat in implementing the recommendations of the Crime Reduction and Safe Communities Task Force that affect Aboriginal people.

**Linkage: Goal 1**
- 3. Consultation** Review *Alberta's First Nation Consultation Policy on Land Management and Resource Development* to increase the effectiveness of the consultation processes.

**Linkage: Goal 2**
- 4. Aboriginal policies and programs** Review the *Aboriginal Policy Framework* and Government of Alberta programs and services for Aboriginals to enhance their effectiveness in increasing self-reliance and well-being of Aboriginal communities.

**Linkage: Goal 1**
- 5. First Nations relationships** Continue to establish and maintain effective relationships between the Government of Alberta and First Nations through the *Protocol Agreement on Government to Government Relations* to support First Nation economic, social and community development.

**Linkage: Goal 1**
- 6. Aboriginal economic participation** Coordinate discussions and initiatives with First Nations, Métis and Inuit and related Aboriginal organizations, industry, Alberta ministries and, where appropriate, the federal government to improve overall socio-economic outcomes for Aboriginal people, particularly through increased levels of education.

**Linkage:**  
**Goals 1 and 2**



# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

**Core Business:**                    **Aboriginal relationships, legislation and initiatives**

## GOAL ONE **1** **Support economic and social development of Aboriginal communities and people**

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### **What it means**

The Ministry implements initiatives to develop strategic economic partnerships between Aboriginal communities, industry and educational institutions; provides advice and specialized knowledge to provincial and federal departments, municipal governments and industry; and leads or participates in cross-ministry strategies affecting Aboriginal people. These activities serve to establish effective relationships, legislation, policies and initiatives that contribute to strong and vibrant Aboriginal communities and people.

### **Strategies**

- 1.1 Work with the Métis Settlements General Council to conclude a long-term governance and funding arrangement that is focused on effective governance, enhanced accountability and sustainability, including proposals for legislative amendments.
- 1.2 Review the *Aboriginal Policy Framework* and Government of Alberta Aboriginal programs and services to enhance their effectiveness in increasing self-reliance and well-being of Aboriginal communities.
- 1.3 Lead Alberta's implementation of the *Protocol Agreement on Government to Government Relations*.
- 1.4 Support the development of strategic partnerships among educational institutions, Aboriginal groups, industry and governments to enhance Aboriginal educational attainment and participation in the economy.
- 1.5 Organize a symposium to increase awareness and share Aboriginal economic development practices.
- 1.6 Support inclusion of the needs of Aboriginal governments and organizations in the development and implementation of provincial social policies and initiatives, especially for Aboriginal women, children and youth, including the government's plan to ensure strong and vibrant communities.
- 1.7 Co-lead, with Employment and Immigration, an engagement process with First Nations, Métis and Inuit leaders, communities and organizations to develop collaborative community action plans to increase Aboriginal workforce participation.
- 1.8 Lead the participation of Alberta ministries in discussions with First Nations and the federal government on self-governance.
- 1.9 Work with Alberta ministries, federal and municipal governments, friendship centres and other Aboriginal organizations to support urban Aboriginal initiatives.
- 1.10 Through the *Alberta/Métis Nation of Alberta Association Framework Agreement* work with the Métis Nation of Alberta Association and other ministries to progress toward its goals of economic development and Métis well-being, including the development of criteria to measure progress.

- 1.11 Support economic, social and community development projects through the First Nations Development Fund and the Community Development Trust Fund.
- 1.12 Work with the federal government, other provinces, territories, and Aboriginal governments and organizations, to develop regional strategies to address Aboriginal issues.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a <b>Economic Partnerships:</b> Number of First Nations negotiating strategic economic partnerships with industry and other organizations	16	20	22	24

GOAL TWO **2** **Ensure Alberta meets constitutional and legal obligations regarding Aboriginal consultation**

**What it means**

The Ministry has an important role to ensure that the province’s constitutional and legal obligations regarding Aboriginal people are understood and respected, including the settlement of treaty land entitlement claims and the duty to consult whenever constitutional rights may be affected. The review and implementation of applicable legislation, the refinement of consultation policy guidelines and continued support for the development of traditional use studies help to meet the government’s responsibilities. These initiatives also contribute to economic growth and participation in the provincial economy.

**Strategies**

- 2.1 Review *Alberta’s First Nation Consultation Policy on Land Management and Resource Development* to increase the effectiveness of consultation processes.
- 2.2 Continue to improve coordination of Alberta ministries in meeting the province’s obligation to consult whenever constitutional rights may be affected.
- 2.3 Work with First Nations on the development of traditional use data and protocols used for land management and resource development consultations.
- 2.4 Work with Alberta ministries, the federal government and First Nations toward timely resolution of land-related negotiations, including treaty land entitlement claims for which Alberta has an obligation under the Natural Resources Transfer Agreement.
- 2.5 Continue coordinating Alberta’s participation in discussions with First Nations and the federal government regarding the removal of barriers to economic activity on First Nations reserves pursuant to federal legislation.
- 2.6 Work with other governments and ministries, industry and Aboriginal communities and organizations to explore mechanisms to increase certainty for all parties in the oil sands regions.
- 2.7 Initiate a trilateral process involving First Nations, government and industry to provide advice on key consultation issues.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a <b>Land Claims and Related Agreements:</b> Progress on the negotiation and implementation of land claims and related agreements. <sup>1</sup>				
• Number of final agreements	5	5	4	3
• Number of fully implemented agreements	12	15	16	17
2.b <b>Contacts for Consultation:</b> Number of First Nations with a single point of contact for consultation <sup>2</sup>	42	42	43	44

**Notes:**

- 1 The Ministry coordinates Alberta's participation in the negotiation of land claims and related agreements between the Government of Canada and First Nations and ensures that the obligations of the province are fulfilled. The figures for performance measure 2.a indicate the status of the negotiations at the end of the fiscal year. For example, if a final agreement is fully implemented during the year, it is counted as a fully implemented agreement and no longer counted as a final agreement.
- 2 There are 47 First Nations in Alberta.

## 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			
Aboriginal relationships, legislation and initiatives	94,945	117,429	150,679	149,941	154,656	151,456
<b>MINISTRY EXPENSE</b>	<b>94,945</b>	<b>117,429</b>	<b>150,679</b>	<b>149,941</b>	<b>154,656</b>	<b>151,456</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	56,121	78,200	110,200	110,200	115,200	120,200
Other Revenue	218	-	97	-	-	-
<b>MINISTRY REVENUE</b>	<b>56,339</b>	<b>78,200</b>	<b>110,297</b>	<b>110,200</b>	<b>115,200</b>	<b>120,200</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	2,315	3,366	3,344	3,661	3,863	3,863
First Nations and Métis Relations	21,337	19,976	21,226	21,724	20,878	14,378
Métis Settlements Appeal Tribunal	953	1,075	1,075	1,092	1,119	1,119
First Nations Development Fund	55,921	78,000	110,000	110,000	115,000	120,000
Consultation and Land Claims	12,915	13,837	13,837	12,114	12,291	10,591
Policy and Planning	1,296	1,175	1,197	1,350	1,505	1,505
Land and Legal Settlements	60	-	-	-	-	-
Valuation Adjustments and Other Provisions	148	-	-	-	-	-
<b>MINISTRY EXPENSE</b>	<b>94,945</b>	<b>117,429</b>	<b>150,679</b>	<b>149,941</b>	<b>154,656</b>	<b>151,456</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(38,606)</b>	<b>(39,229)</b>	<b>(40,382)</b>	<b>(39,741)</b>	<b>(39,456)</b>	<b>(31,256)</b>

## 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	56,339	78,200	110,297	110,200	115,200	120,200
<i>Inter-ministry consolidation adjustments</i>	(56,121)	(78,200)	(110,200)	(110,200)	(115,200)	(120,200)
<b>Consolidated Revenue</b>	<b>218</b>	<b>-</b>	<b>97</b>	<b>-</b>	<b>-</b>	<b>-</b>
Ministry Expense	94,945	117,429	150,679	149,941	154,656	151,456
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>94,945</b>	<b>117,429</b>	<b>150,679</b>	<b>149,941</b>	<b>154,656</b>	<b>151,456</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(94,727)</b>	<b>(117,429)</b>	<b>(150,582)</b>	<b>(149,941)</b>	<b>(154,656)</b>	<b>(151,456)</b>

# Advanced Education and Technology

BUSINESS PLAN 2009-12

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## 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.

Doug Horner, *Minister of Advanced Education and Technology*  
March 19, 2009

## THE MINISTRY

The Ministry of Advanced Education and Technology consists of the following entities for budget purposes: Department of Advanced Education and Technology, the Access to the Future Fund, Alberta Enterprise Corporation, Alberta Research Council Inc., and iCORE Inc.

The following councils, boards, and authorities provide policies, guidelines and advice to the Minister: the Alberta Council on Admissions and Transfer, the Alberta Apprenticeship and Industry Training Board, the Campus Alberta Quality Council, the Students Finance Board, the Access Advisory Council, and the Alberta Science and Research Authority and its associated institutes including: Alberta Life Sciences Institute, Alberta Agricultural Research Institute, Alberta Forestry Research Institute, Alberta Energy Research Institute, and Alberta Information and Communications Technology Institute.

The Minister also has responsibility for legislation pertaining to the Alberta Heritage Foundation for Medical Research and the Alberta Heritage Foundation for Science and Engineering Research (operating under the trade name Alberta Ingenuity).

Achieving the Ministry's goals involves the work and coordination of many organizations, institutions and boards all working towards a shared vision of Alberta's advanced learning and innovation system.

Alberta's advanced learning system is composed of public board-governed institutions, the apprenticeship and industry training system, community consortia, private providers and community-based organizations. In collaboration with the advanced learning system, industry, communities, government agencies and non-governmental organizations, Advanced Education and Technology strives to create accessible, affordable and quality learning opportunities that are responsive to the ongoing learning needs of Albertans.

Alberta's innovation system, which includes government working collaboratively with industry and academia, strives to develop and implement innovation policies, practices and programs that are critical for Alberta if it is to sustain and enhance current levels of prosperity and quality of life over the longer term. The Ministry cooperates with key innovation support agencies to foster support for research, commercialization and innovation activities across the province.

## VISION

*Alberta prospers through innovation and lifelong learning.*

## MISSION

Advanced Education and Technology provides strategic leadership for the development of the next generation economy in Alberta through the provision of accessible, affordable and quality learning opportunities for all Albertans and support for a dynamic and integrated innovation system.

Advanced Education and Technology supports the Government of Alberta's vision to build an innovative and prosperous province where Albertans enjoy a high quality of life built on vibrant communities and a healthy environment.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Advanced Education and Technology ensures that its strategic priorities, goals, outcomes and strategies support the Government's goals and priorities as set out in the *Government of Alberta Strategic Business Plan*. The following summarizes the key linkages between the Ministry and the Government of Alberta goals and priorities.

### **Goal 1: Alberta will have a prosperous economy.**

#### **Ministry Support for Goal 1**

- Continue to implement the Roles and Mandates Framework for publicly funded organizations that support world class research and innovation in Alberta.
- Work with the Ministry of Finance and Enterprise to review existing economic and fiscal policy and develop direction, principles, priorities and tools to effectively and efficiently address medium-term investment, economic and fiscal issues.
- Continue to encourage technology commercialization and increase the Canadian venture capital invested in Alberta through the implementation of *Alberta's Action Plan: Bringing Technology to Market*.

- Develop, attract, and retain highly qualified scientific personnel and entrepreneurs in Alberta.
- Support the Ministry of Employment and Immigration in developing a detailed human capital plan that will advise government on how to invest in the labour force over the next 20 years.

**Goal 2: Albertans will be well prepared for lifelong learning.**

**Ministry Support for Goal 2**

- Continue to implement the Roles and Mandates Framework for the advanced education system.
- Respond to demand for post-secondary system access through the priorities established in the Alberta Access Planning Framework.
- Enhance parents' and learners' knowledge and awareness of Alberta's advanced learning system, planning tools, and financial support options through a collaborative raising-awareness program.
- Strategically review Alberta's student loans, grants and debt management program, in light of federal policy changes, to ensure they continue to meet the needs of Alberta learners.
- Develop innovative approaches to increase the participation of Aboriginal, immigrant and other under-represented groups in literacy and other learning opportunities.

**Government Priorities**

**Lead the following Government priority:**

- *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's continued economic prosperity and social well-being is increasingly dependent on the further development of a next generation, knowledge economy, which is founded on innovation and human capital. As Alberta continues to transition to a knowledge economy, the province and Advanced Education and Technology face some key challenges and opportunities for achieving the goals of the Ministry and the Government of Alberta.

**Staying Competitive in a Global Environment**

The next generation economy requires Alberta to be globally competitive in developing, attracting and retaining knowledgeable workers, researchers and innovators; and developing diverse economic areas of expertise. In order to ensure Alberta's continued competitive advantage, strong collaboration and partnerships are required between government, industry, publicly-funded institutions and organizations, and local communities. Within this context, the Department has the opportunity to maintain and further support accessible, affordable, quality learning opportunities, and support research and innovation in key areas that are vital to our economy and the well-being of Alberta and its citizens. Alberta is continually challenged to align and integrate its advanced learning and innovation systems to maximize their capacity and recognize the critical role they play in developing our citizens and our economy.

**Developing, Attracting, and Retaining Knowledgeable and Educated Citizens**

In the next generation economy, approximately 60 per cent of jobs and careers will require a post-secondary education. As such, Alberta must be positioned to leverage the capacity of all Albertans, including those currently under-represented in the advanced learning system and labour-market, by providing access to quality and affordable advanced learning opportunities and services. Developing and maximizing the potential of working-age Albertans is important given demographic shifts, resulting in the retirement of many experienced employees and critical labour-market shortages.

Potential learners have until recently been drawn away from the education system and into the labour-market due to Alberta's strong economic growth and abundant job opportunities. This has posed a challenge for Alberta's ability to produce highly qualified people to meet the needs of the current and next generation economy. The current economic slowdown may encourage more students to stay in school and may cause those who had previously left the learning system to return to part-time or full-time learning. Positioning the system to be responsive to these learners' demands for flexible learning opportunities and multiple learner pathways will be a significant challenge.

Alberta cannot satisfy economic demands for knowledgeable and educated citizens through our local population alone; hence, we have become increasingly reliant on international immigration and interprovincial migration. While global competition for knowledge workers is strong, the province has the opportunity to develop successful attraction and retention strategies to ensure that highly qualified people move to and stay in Alberta. This will require educational services to support new immigrants and integrate them into Alberta's society and economy, and further development of a vibrant culture and communities.

### **Supporting Research and Innovation within a Diversified and Value-added Economy**

Alberta's wealth and economic vitality has been largely created through our strong primary industries. While such industries will remain important within a global, knowledge-based economy, primary industries are susceptible to demand-side shocks such as those posed by the current world-wide economic slowdown. In light of this, the province continues to be challenged to diversify through engagement in more value-added processes and sectors. Such economic development is necessary to enhance long-term economic well-being, and ensure that our economy is more robust and capable of managing challenges in any single sector. Economic diversification and continued development of value-added processes will require highly qualified people, as well as support for research and innovation activities. Entrepreneurs must also be developed, supported, and retained since they are vital to the successful development and commercialization of new products and ideas. Research and innovation will need to be encouraged within a collaborative and integrated network that spans across government, the advanced learning and innovation system, and industry. To support innovation and economic development, an opportunity exists for the province to provide greater access to venture capital, support for early-stage development activities, and a standardized approach to addressing intellectual property. Additionally, Alberta's research and innovation capacity should continue to support Albertans' quality of life by addressing social, health, and environmental issues.

## **STRATEGIC PRIORITIES 2009-12**

The Ministry provides strategic leadership to the advanced learning and innovation system. The strategic priorities described below have been identified through the Ministry's review of environmental factors. These are in addition to the important ongoing core activities of the Ministry.

### **CREATING AND PROTECTING OUR OPPORTUNITIES**

#### **1. Next generation economy**

##### **Linkage: Goal 4**

Alberta seeks to develop the capacity and capabilities within the province to enhance economic growth and build the next generation economy.

A specific initiative for the Ministry will be to:

- Work with the Minister of Finance and Enterprise to review existing economic and fiscal policy and develop direction, principles, priorities and tools to effectively and efficiently address medium-term investment, economic and fiscal issues.



- 2. System alignment and sustainability**
- Alberta's advanced learning and innovation system can serve as a powerful instrument to enhance the quality of life in the province, support economic growth, and increase knowledge and skills to support future discoveries.
- Linkage: Goals 1, 2 and 3**
- A specific initiative for the Ministry will be to:
- Continue to implement the Roles and Mandates Frameworks for the advanced education system and for publicly funded organizations that support world class research and innovation in Alberta.
- 3. Technology commercialization**
- A diverse, innovative, productive, and knowledge-based economy will form the basis for Alberta's future economic growth and prosperity. Diversification of Alberta's economy will require strategies to attract, develop, grow and retain successful and innovative knowledge-based companies.
- Linkage: Goal 4**
- A specific initiative for the Ministry will be to:
- Continue to encourage technology commercialization and increase the Canadian venture capital invested in Alberta through the implementation of *Alberta's Action Plan: Bringing Technology to Market*.
- 4. An affordable learning system**
- Ensuring that Albertans have access to learning opportunities requires that opportunities are affordable to learners and their families.
- Linkage: Goal 2**
- A specific initiative for the Ministry will be to:
- Review Alberta's student loans, grants and debt management program, in light of federal policy changes, to ensure they continue to meet the needs of Alberta learners.

## CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Advanced Education and Technology has identified three core businesses that describe the ongoing key responsibilities of the Ministry. Under these core businesses are goals with specific outcomes that describe the end results the Ministry wants to achieve in fulfilling its mission. Advanced Education and Technology has identified strategies for 2009-12 that support the Ministry's outcomes and goals and the government's three-year business plan.

Performance measures gauge the degree of success the Ministry has in achieving its outcomes and goals. In assessing progress, targets are considered met if the result is within five per cent of the target value, and targets are considered exceeded if the result is more than five per cent above the target value.

**Core Business One: Provide strategic leadership towards an integrated advanced learning and innovation system in Alberta**

GOAL ONE **1**

**Alberta’s integrated advanced learning and research system is aligned with learner and labour-market demand and serves the needs of a knowledge-based society**

**What it means**

The following outcomes describe what attainment of goal one will achieve:

- An integrated and sustainable advanced learning and innovation system.
- The advanced learning system responds to learner needs and labour-market demand.
- Research capacity is aligned with the needs of a knowledge-based economy and society.

**Strategies**

- 1.1 Further Campus Alberta through the implementation of the Roles and Mandates Policy Framework for Alberta’s advanced learning system and the development of a Campus Alberta governance framework.
- 1.2 Align resource allocation strategies to support the advanced learning and research and innovation system’s ability to respond to emerging needs of learners and a knowledge-based economy.
- 1.3 Enhance the capacity and utilization of Alberta’s public post-secondary infrastructure to support the sustainability of high-quality advanced learning and research opportunities throughout the province in collaboration with Alberta Infrastructure.
- 1.4 Develop an international strategy in support of the objectives of Campus Alberta and the Roles and Mandates Framework for provincially-funded research and innovation organizations.
- 1.5 Respond to demand for post-secondary system access through the priorities established in the Alberta Access Planning Framework.
- 1.6 Within the context of Campus Alberta, work with stakeholders and other ministries to develop a strategic approach to increase educational opportunities for Aboriginal learners.
- 1.7 Develop a collaborative, networked, and multidisciplinary research system that spurs innovation and addresses social, environmental and health challenges by working with partners and stakeholders to implement the Roles and Mandates Framework for provincially-funded research and innovation organizations.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a Public satisfaction that adult Albertans can access education or training	79%	80%	81%	81%
1.b Percentage of transfers where post-secondary graduates with prior learning had received the transfer credit they expected	87%	90%+	n/a	90%+

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.c Proportion of recent graduates who agree that the program they graduated from was worth the financial cost	84%	85%	n/a	86%

**Note:**

n/a Data available every other year.

**Core Business Two:      Develop highly skilled and qualified people by fostering a culture of learning**

GOAL TWO **2** **Alberta's advanced learning system fosters a culture of learning and meets the needs of Albertans, society and the next generation economy**

**What it means**

The following outcomes describe what attainment of goal two will achieve:

- A globally recognized advanced learning system based on the vision of Campus Alberta.
- A broad array of quality learning opportunities is available within local communities.
- Albertans participate in the advanced learning system and complete their education or training.
- Affordability is not a barrier to participating in advanced learning opportunities.
- Excellence is rewarded through scholarships and awards.

**Strategies**

- 2.1 Profile Alberta's post-secondary and research system in key national and international markets.
- 2.2 Enhance the recognition of Alberta's credentials and graduates through the work of quality assurance mechanisms.
- 2.3 Work with community adult learning councils and community literacy programs to provide adults with financial literacy, math literacy and other literacy skills needed for the next generation economy.
- 2.4 Support comprehensive community institutions and community adult learning providers to increase their alignment and responsiveness to regional learning needs.
- 2.5 Develop innovative approaches to increase the participation of Aboriginal, immigrant and other under-represented groups in literacy and other learning opportunities.
- 2.6 Enhance parents' and learners' knowledge and awareness of Campus Alberta, planning and learner supports, and financial support options through a collaborative raising-awareness initiative.
- 2.7 Develop innovative approaches to improve participation and achievement in apprenticeship and industry training in response to industry needs.
- 2.8 Encourage industry participation and investment in the apprenticeship and industry training system in collaboration with the Alberta Apprenticeship and Industry Training Board, employers, and other stakeholders.
- 2.9 Collaborate with other ministries to develop Alberta's Human Capital Plan.

- 2.10 Work with institutions, employers and professional associations to encourage the recognition of credentials, competencies and prior learning.
- 2.11 In alignment with the Affordability Framework, continue to enhance student financial assistance and other related programs.
- 2.12 Enhance access to student financial assistance through simplified materials, technology, policies and support services, including working with pan-Canadian committees and working groups.
- 2.13 Ensure scholarship programs reward the excellence of Alberta students.

Performance Measure	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
2.a International visa students registered at Alberta post-secondary institutions	9,598 (2006-07)	10,000	10,100	10,200
2.b Satisfaction of recent post-secondary graduates with the overall quality of their educational experience	91% (2007-08)	90%+	n/a	90%+
2.c Satisfaction of recent apprenticeship graduates with:				
• on-the-job training	93%	n/a	90%+	n/a
• technical training	94%	n/a	90%+	n/a
	(2006-07)			
2.d Public agreement that programs, classes or courses are offered in locations (including online) that are easily accessible	76% (2007-08)	78%	79%	79%
2.e Proportion of Albertans aged 18-34 participating in post-secondary education	16% (2008)	17%	18%	19%
2.f High school to post-secondary transition rate of students within 10 years of entering Grade 10 <sup>1</sup>	67.5% (2006-07)	73%	75%	75%
2.g New apprentices registered (five year average)	17,804 (2007)	20,000	20,000	20,000
2.h Aboriginal learners participating at post-secondary institutions	7,680 (2007-08)	7,800	7,900	8,000
2.i Ratio of total debt at graduation to income two years after graduation	33% (2007-08)	33%	n/a	33%
2.j Scholarship dollars per full-time student studying in Alberta	\$302 (2006-07)	\$420	\$422	\$424

**Notes:**

- 1 Methodology for performance measure 2.f has been expanded from tracking students who transition from high school to the post-secondary system within 6 years of entering Grade 10 to within 10 years of entering Grade 10 to capture more students who delay entry into the advanced learning system. The 2006-07 data is based on the new methodology.
- n/a Data available every other year.

**Core Business Three: Support research and its application and commercialization to grow a more diverse Alberta economy and knowledge-based society**

**GOAL THREE** **3 Alberta's research capacity supports excellence in research and innovation in strategic areas**

**What it means**

The following outcome describes what attainment of goal three will achieve:

- Research and innovation excellence supports areas where Alberta has or is developing a competitive advantage.

**Strategies**

- 3.1 Promote life sciences technology and innovation to advance bio-economic, health and sustainable production opportunities that support the emergence of Alberta's next generation economy.
- 3.2 Develop Alberta as a world-class centre of energy research and promote advanced energy technology and innovation in six core areas: bitumen upgrading, clean carbon/coal, improved recovery, renewable energy, CO2 and emissions, and water use.
- 3.3 Implement the Information and Communications Technology Strategy and support an environment that fosters research and industry development in strategic areas.
- 3.4 Develop, attract, and retain highly qualified scientific personnel and entrepreneurs in Alberta.
- 3.5 Implement the *Alberta Nanotechnology Strategy* by supporting the enhancement of applications to drive Alberta's nanotechnology agenda.
- 3.6 Support research excellence at Alberta universities, colleges and technical institutes.

Performance Measures	Last Actual 2006-07	Target 2009-10	Target 2010-11	Target 2011-12
3.a Total sponsored research revenue attracted by Alberta universities <sup>1</sup> (\$ million)	731.4	760.9	776.1	791.6
3.b Total sponsored applied research revenue attracted by Alberta technical institutes and colleges (\$ million)	5.8	5.8	5.8	5.8
3.c Graduate students studying in Alberta	18,605	19,100	19,350	19,600
3.d Percentage of graduate students studying in priority areas	32%	32%	32%	32%

**Performance Measure Under Development:**

A performance measure that tracks the number of research chairs, industry chairs and professors supported by government is under development.

**Note:**

1 The 2006-07 last actual was revised due a change in the data source and methodology.

## Value captured from research and innovation drives Alberta's future success in the next generation economy

### What it means

The following outcome describes what attainment of goal four will achieve:

- A diversified economy through growth of knowledge-based sectors.

### Strategies

- 4.1 Promote a culture of innovation within Alberta through support of programs and mechanisms required to encourage the translation of science and technology discoveries into business and entrepreneurial opportunities.
- 4.2 Implement initiatives from *Alberta's Action Plan: Bringing Technology to Market*, including the promotion of the development of an investment environment supporting technology industries, in part through the Alberta Enterprise Corporation.
- 4.3 Develop partnerships between communities, industry, and institutions to foster business opportunities; technology creation and transfer; and attraction of corporate investments which lead to greater technology commercialization in Alberta.
- 4.4 In alignment with government priorities, collaborate with various partners to accelerate diversification and commercialization in Alberta by enhancing the technology and business development environment.
- 4.5 Facilitate and encourage government departments and post-secondary institutions to be model adopters of Alberta research and innovation.

Performance Measure	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
4.a Alberta business expenditures on research and development (\$ million)	1,077 (2005)	1,173	1,221	1,269
4.b Number of Albertans employed by companies in priority areas	140,100 (2008)	140,100	140,100	140,100
4.c Albertans employed by companies in priority areas as a percentage of Albertans employed in all companies	7.0% (2008)	7.3%	7.4%	7.5%
4.d Percentage of Canadian venture capital invested in Alberta	2.4% (2007)	3.0%	3.0%	3.0%

## EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable			2009-10 Estimates	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
Provide strategic leadership towards an integrated advanced learning and innovation system in Alberta	2,792,766	2,940,315	2,953,235	2,690,313	2,743,704	2,565,461
Develop highly skilled and qualified people by fostering a culture of learning	204,461	252,594	240,463	244,326	247,261	247,910
Support research and its application and commercialization to grow a more diverse Alberta economy and knowledge-based society	237,359	234,906	253,936	213,733	213,958	213,728
<b>MINISTRY EXPENSE</b>	<b>3,234,586</b>	<b>3,427,815</b>	<b>3,447,634</b>	<b>3,148,372</b>	<b>3,204,923</b>	<b>3,027,099</b>

## MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2009-10 Estimates	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
<b>REVENUE</b>						
Internal Government Transfers	175,635	186,723	183,769	192,800	192,870	194,578
Transfers from Government of Canada	378,540	512,017	544,159	525,520	550,425	571,915
Investment Income	11,372	13,550	8,840	8,400	11,250	14,800
Premiums, Fees and Licenses	7,707	9,160	10,260	10,560	10,760	10,960
Other Revenue	51,169	55,234	55,531	58,734	58,734	58,734
<b>MINISTRY REVENUE</b>	<b>624,423</b>	<b>776,684</b>	<b>802,559</b>	<b>796,014</b>	<b>824,039</b>	<b>850,987</b>
<b>EXPENSE</b>						
<b>Program</b>						
Support for Adult Learning	1,834,343	2,050,562	2,022,762	2,147,286	2,204,982	2,271,082
Support to Post-Secondary Learners	152,237	194,417	184,332	182,692	183,813	184,639
Post-Secondary Infrastructure	900,384	834,557	873,970	484,374	478,880	234,585
Apprenticeship Delivery	31,540	33,115	36,060	39,090	40,680	40,549
Alberta Centennial Education Savings Plan	13,219	17,500	11,200	12,500	12,500	12,500
Research and Innovation Capacity	121,241	84,584	98,756	70,963	65,663	61,663
Technology Commercialization	17,624	42,746	43,109	33,239	38,025	41,450
Ministry Support Services	22,152	22,682	26,607	30,128	30,800	30,660
Access to the Future Fund	50,574	47,633	47,633	48,608	49,573	49,573
Alberta Enterprise Corporation	-	-	-	1,000	1,425	1,750
Alberta Research Council Inc.	78,482	88,708	91,894	87,752	87,814	87,880
iCORE Inc.	12,547	11,306	11,306	10,735	10,763	10,763
Valuation Adjustments	243	5	5	5	5	5
<b>MINISTRY EXPENSE</b>	<b>3,234,586</b>	<b>3,427,815</b>	<b>3,447,634</b>	<b>3,148,372</b>	<b>3,204,923</b>	<b>3,027,099</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	(572)	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(2,610,735)</b>	<b>(2,651,131)</b>	<b>(2,645,075)</b>	<b>(2,352,358)</b>	<b>(2,380,884)</b>	<b>(2,176,112)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimates	2010-11 Target	2011-12 Target
Ministry Revenue	624,423	776,684	802,559	796,014	824,039	850,987
<i>Inter-ministry consolidation adjustments</i>	(178,239)	(188,723)	(187,169)	(196,800)	(196,870)	(198,578)
<b>Consolidated Revenue</b>	<b>446,184</b>	<b>587,961</b>	<b>615,390</b>	<b>599,214</b>	<b>627,169</b>	<b>652,409</b>
Ministry Expense	3,234,586	3,427,815	3,447,634	3,148,372	3,204,923	3,027,099
<i>Inter-ministry consolidation adjustments</i>	(3,329)	(2,800)	(4,200)	(4,800)	(4,800)	(4,800)
<b>Consolidated Expense</b>	<b>3,231,257</b>	<b>3,425,015</b>	<b>3,443,434</b>	<b>3,143,572</b>	<b>3,200,123</b>	<b>3,022,299</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	(572)	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(2,785,645)</b>	<b>(2,837,054)</b>	<b>(2,828,044)</b>	<b>(2,544,358)</b>	<b>(2,572,954)</b>	<b>(2,369,890)</b>



# Agriculture and Rural Development

BUSINESS PLAN 2009-12

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## 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.

George Groeneveld, *Minister of Agriculture and Rural Development*  
March 19, 2009

## THE MINISTRY

The Ministry of Agriculture and Rural Development consists of the Department of Agriculture and Rural Development, the Agriculture Financial Services Corporation and the Alberta Livestock and Meat Agency Ltd. The Ministry is also responsible for the Office of the Farmers' Advocate, Irrigation Council, Agricultural Products Marketing Council and Alberta Grain Commission.

## VISION

*To be a trusted partner, broker of knowledge and champion of change for successful industry and vibrant rural communities.*

## MISSION

We provide assurance to Albertans and facilitate excellence and competitiveness in the province's agriculture and food industries through effective policy, legislation, information, infrastructure and services. We support the ongoing development of vibrant rural communities through partnership and coordination.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Agriculture and Rural Development's business plan supports the Government of Alberta's vision of an innovative and prosperous province where Albertans enjoy a high quality of life built on vibrant rural communities and a healthy environment.

In striving to achieve its mission Agriculture and Rural Development contributes to Goal 1: *Alberta will have a prosperous economy.* The Ministry contributes to this goal by enhancing industry competitiveness and growth through several of its key initiatives including the Agriculture Workforce Strategy and the Alberta Livestock and Meat Strategy and by developing and implementing strategies that focus on opportunities and building capacity in rural Alberta.

Agriculture and Rural Development also contributes to Goal 4: *Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally.* This contribution is made by servicing the debt incurred by Agriculture Financial Services Corporation (AFSC) in providing service to their clients.

### Government of Alberta Priority

Agriculture and Rural Development also works with the Ministry of Advanced Education and Technology to achieve the following government priority:

- *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

At the highest level, government fills three distinct roles from a public policy perspective: assurance, facilitation, and infrastructure. In order to fulfill these roles, Agriculture and Rural Development (ARD) works closely with stakeholders in the primary and value-added sectors and other government bodies to support strong sector development and assess emerging risks in a rapidly changing environment. Additionally, the Ministry works with rural communities and organizations to ensure strategies are in place that focus on building capacity in rural Alberta to sustain prosperity over the long term in all parts of the province. With a wide range of research, strategic information, policy, and extension programs, the Ministry identifies key opportunities and challenges and strives to develop responsive strategies and plans while allocating government resources effectively. Two key strategies that will, in part, address the following opportunities and challenges are Growing Forward – a federal/provincial/territorial policy and program agreement – and the Alberta Livestock and Meat Strategy.

### Globalization, Competitiveness and Growth

The agriculture sector continues to operate in a global business environment, where technological advancements, lower labour costs and rapidly changing consumer demands are creating new opportunities while at the same time increasing challenges to all market participants. Potential opportunities exist to gain a competitive advantage by identifying markets for verified, high quality goods while ensuring Alberta's agri-based industry can continue to

compete and grow. Challenges include increased value of Canadian currency, increasing average age of producers, and increased demands relating to unprecedented growth in the province such as labour and resources. In addition, risk management tools and processes must continue to move the industry to a higher level of resiliency to climate change, weather variability, pests and disease, product pricing affected by market shifts, and technical and regulatory issues that either enhance or impede competitiveness.

### **Policy Frameworks**

Effective policies, legislation and regulations are essential in enabling the growth of a globally competitive, sustainable agriculture and food industry while safeguarding the public interest. Alberta producers/processors can successfully compete globally if foreign markets are more open, trade is less distorted by subsidies and our domestic policies and regulations do not reduce our competitiveness. Challenges include continuing the liberalization of agricultural trade through policy direction and multilateral, regional and bilateral engagements; ensuring that legislative frameworks enable innovation and growth; and facilitating alignment and complementarity with policy and legislation held at other levels of government. Additionally, sound and robust rural policy is needed to enhance rural capacity through effective organizations, improved resource utilization, and an expanded leadership base.

### **Food Safety and Traceability**

Consumers and the public continue to expect quality safe food and transparent origin and handling. The Ministry and industry are working towards implementing a traceability system that promotes both food safety assurance and animal health status, and increases market access based on promoting Alberta's excellent food products and practices. The Ministry will also continue to work with industry and other levels of government, including Alberta Health and Wellness, to encourage the adoption of food safety practices. In addition, the Ministry is working with industry on prevention, preparedness, response and recovery to emergencies and other challenges related to plant and animal disease.

### **Research, Development and Commercialization**

Research, development and commercialization are powerful tools for improving competitiveness, profitability and growth. Advances in science and innovation create opportunities for enhancing industry productivity and product offerings. As a result of these efforts, the agriculture industry is now poised to meet consumer demand for conventional foods and new bio-products. In collaboration with leading research and development organizations, the Ministry is able to assist the agriculture industry to innovate and advance.

### **Environment**

Increasing public awareness and pressure for the effective management of air, land and water resources are growing. The Ministry is continuing to work with partners within industry and across government to address these pressures. In addition, the Ministry is researching environmentally responsive solutions that enable producers and promote competitiveness. Opportunities exist to create competitive advantage through the development and implementation of agricultural practices and systems that manage environmental risks, improve efficiencies, and meet consumer and public expectations.

### **Rural Development and Sustainability**

The dynamics of rural Alberta are changing in terms of economic, social, cultural and environmental conditions. Contributing factors include changing demographics, economic bases and conditions, influences of urban centres and increasing urban-rural linkages through information and communications technology. Rural policy must reflect the changing landscape and the importance of self determination as rural Albertans shape their futures recognizing that rural communities must build their capacity to act and advance their projects and initiatives to be sustainable and relevant.

## STRATEGIC PRIORITIES 2009-12

Based on the opportunities and challenges facing Agriculture and Rural Development, the Agriculture and Rural Development Strategic Plan, and the linkages to the *Government of Alberta Strategic Business Plan*, the following strategic priorities have been identified:

### CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Globally competitive business environment in support of a market-driven industry**

**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

The Ministry will strengthen and diversify the agriculture sector by increasing the market value of differentiated and value-added agricultural products and expanding into new markets and products. Additionally, the Ministry will work in partnership with the Alberta Livestock and Meat Agency Ltd. to implement the Alberta Livestock and Meat Strategy to revitalize the industry, enhance the value chain to better address customer preferences, and refocus efforts to establish a more competitive and profitable livestock sector. The Ministry continues its work on Growing Forward – a federal/provincial/territorial policy and program agreement to support industry competitiveness and sustainable growth. In partnership with industry and key stakeholders the Ministry will continue to facilitate the development of new business models, value added products, plant and animal health practices and agricultural services that respond to market opportunities and challenges. The Ministry will remain focused on enhancing domestic and international market access and will work with industry to provide better access to capital for farmers, agri-businesses and value added industries; and, to provide effective risk management tools, information and programs supporting events beyond the agri-business manager’s control.
- 2. Excellent food products and practices**

**Linkage:**  
**Goals 1 and 2**

Effective plant and animal health measures are critical to accessing markets as well as to preventing or responding to potentially economically devastating impacts of foreign animal diseases or invasive plants. The Ministry will continue to work collaboratively with industry and other governments in implementing a traceability system. This will promote further food safety assurance which will help gain and enhance market access through promotion of Alberta’s excellent food products and practices. In addition, ongoing animal health and food safety surveillance within Alberta will aid in prevention, preparedness, response and recovery in the event of emergencies, foreign animal disease and risk management challenges.
- 3. Vibrant rural communities**

**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

By increasing rural capacity, communities enhance their ability to significantly contribute to Alberta’s prosperity and quality of life, and to act in the face of changing economic, social, cultural and environmental conditions. The Ministry will partner with other government ministries and key stakeholders to create a positive environment for rural development through policy and programs, and to work with rural communities to support locally developed initiatives, plans and projects.

## GREENING OUR GROWTH

### 4. Environmental enhancement and stewardship

#### Linkage:

Goals 1, 2, 3, 4 and 5

Production systems that manage environmental risks and improve practices and efficiencies will benefit both the industry and the environment. The Ministry is focused on working collaboratively with industry and other stakeholders to identify market-based solutions enabling the industry to take advantage of new markets and create a competitive advantage based on meeting consumer and public expectations for the environment. This will be supported through collaborative models such as the Institute of Agriculture, Forestry and the Environment; the Agri-Environmental Partnership of Alberta; and the Alberta Livestock and Meat Agency Ltd.

## CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

**Core Business One: Facilitate a market-driven, environmentally responsible industry**

### GOAL ONE **1** Globally competitive business environment

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#### What it means

This goal recognizes the complexities involved in positioning an industry to be economically successful in an ever-changing global marketplace. A critical component to success is a business environment that establishes and maintains a competitive advantage for Alberta's agriculture, agri-food and agri-based industry.

The Ministry contributes to this goal through policy development and implementation that helps industry achieve economic success. It also works with industry partners on market-driven initiatives to enable long-term profitability and improve global competitiveness. The Ministry assists industry in developing relationships and building networks to support trade and market entry, and focuses on the capabilities that industry requires to successfully innovate, access capital, export, and grow.

#### Strategies

- 1.1 Implement recommendations of the Alberta Livestock and Meat Strategy by focusing Ministry resources to priority initiatives that create product differentiation, enhance the effectiveness of marketing and diversification efforts, reduce costs and regulatory barriers, and facilitate the evolution of livestock organizations in response to changing market realities.
- 1.2 Continue to work with industry to implement programs and services aimed at increasing worker recruitment, retention and productivity.
- 1.3 Provide better access to capital for farmers, agri-business and value-added enterprises to promote investment in the industry.
- 1.4 Develop and implement a new model to effectively deliver extension programs and services, research-based information and innovative business tools that help industry increase its value-added activity, enhance its productivity, adopt new technologies, enhance animal welfare practices and improve its global competitiveness.

- 1.5 Optimize industry's capability to compete by collaborating with partners on targeted research, supporting technology adoption and ensuring investment in essential physical infrastructure.
- 1.6 Work with industry to develop and implement trade and transition strategies and continue to showcase Alberta to enhance competitiveness and advance market access.
- 1.7 Develop and implement risk analysis programs with industry and other government partners to address sanitary and phytosanitary barriers and enable access to markets.
- 1.8 Assist export-ready Alberta businesses in developing networks and relationships to export products and services to international markets.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a Number of value added products developed and successfully introduced to market with assistance from Agriculture and Rural Development	69	70	75	80
1.b Research and development investment by collaborators leveraged through Ministry resources (\$ million)	6.9	7.5	8	9
1.c Total leveraged investment in agri-industry businesses (farm-business and agri-business) facilitated by AFSC lending services (\$ million) <sup>1</sup>	318	333	342	351

**Note:**

1 Values reported for investments are a proxy measure based on loans approved. Not all approved loans are disbursed, and in some cases there may be timing differences between approval and disbursements of loans.

## GOAL TWO **2** Environmental stewardship

### What it means

This goal recognizes it is the role of the Ministry to enable the industry to innovate, create and capture value, and build competitive capacity by meeting consumer and public expectations around the environment. The agriculture, agri-food and agri-based industry will build on opportunities to realize the benefits associated with production systems that manage risks, address public concerns, and improve efficiencies while stewarding Alberta's air, water, and land for the well being of current and future generations.

The Ministry contributes to this goal by developing integrated environmental policy and facilitating continuous improvement and best practices in environmental management through processes that certify, verify and recognize excellence. This will be accomplished through collaboration models such as the Institute for Agriculture, Forestry and the Environment; the Agri-Environmental Partnership of Alberta; and the Alberta Livestock and Meat Agency Ltd. and working in partnership with other Government of Alberta ministries.

## Strategies

- 2.1 Enable the agriculture, food and agri-products industry to take actions that increase consumer and public confidence.
- 2.2 Work with industry to facilitate innovation through the development of targeted science and technology.
- 2.3 Work in partnership with the industry and other stakeholders to develop and implement policy, guidelines, and strategies to achieve agreed upon performance standards.
- 2.4 Develop indicators of success to communicate progress toward environmental health.
- 2.5 Provide a framework for development and implementation of market-based solutions that support a competitive advantage through the use of environmentally sound management systems.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a Average percentage of improved environmentally sustainable agriculture practices adopted by producers <sup>1</sup>	58%	63%	n/a	64%

### Note:

- 1 Wording for performance measure 2.a has changed; however methodology remains the same as in prior years reporting. Results will be reported every two years as reflected in target dates.

## GOAL THREE An Industry that better manages risk

### What it means

This goal recognizes that risk is inherent at the individual business, supply chain and broader industry levels and can positively or negatively impact the overall performance and growth of the agriculture sector.

The Ministry contributes to this goal by providing information, products, services, programs and financial support to agribusiness managers enabling them to better identify, measure and respond to risk. Additionally, the Ministry is committed to establishing the necessary processes and plans to ensure it is equipped to fulfill its obligations under the *Emergency Management Act* and regulations.

### Strategies

- 3.1 Work with agribusiness managers to assess evolving needs and advance long term risk management solutions.
- 3.2 Enable clients to identify, measure and respond to risk through the provision of information, training and analytical tools.
- 3.3 Build Ministry and industry capacity to develop and deliver risk management information, training, tools, programs and related services.
- 3.4 Assess current Ministry practices in order to improve our ability to coordinate and deliver risk management services and programs.

- 3.5 Design and deliver Business Risk Management programs through the Growing Forward agreement.
- 3.6 Develop and deliver programs and services that prepare for, and respond to significant events impacting business interruption and sustainability.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
3.a Percentage of agricultural business managers surveyed, indicating the use of risk management tools for improved decision-making <sup>1</sup>	22% (2005-06)	n/a	n/a	35%
3.b Percentage of eligible seeded acres for major crop categories insured under Production Insurance				
• Annual Crops	67%	67%	68%	68%
• Perennial Crops	22%	22%	23%	23%
	(2007-08)			
3.c Percentage of Alberta farm cash receipts represented by Alberta participants in AgriStability Program	74%	75%	76%	76%

**Note:**

1 A formal evaluation is conducted every three years. The next survey will be conducted in 2011-12 and reported in June 2012.

## Core Business Two: Excellent food products and practices

### GOAL FOUR **4** Excellence in food safety

#### What it means

A verifiable reputation for excellence in food safety is essential to ensure the confidence of consumers and markets both domestically and internationally. Alberta takes a leadership role in Canada to drive the differentiation of our meat and agri-food products. Food safety is an ongoing responsibility that is shared by government, industry, and the consumer. The Ministry works collaboratively with industry as well as other government organizations such as the Canadian Food Inspection Agency, Agriculture and Agri-Food Canada, Health Canada, Alberta Health and Wellness and Alberta Health Services to achieve this goal.

Alberta's agri-food industry recognizes that a responsive and transparent food safety system means reduced liability and risk, and is essential to the creation of a competitive advantage in maintaining, restoring and expanding our markets. The Ministry encourages and supports industry's adoption of internationally accepted, science-based food safety and traceability systems and standards through legislation, regulations, research, education, awareness, and demonstration projects. Assurance of the effectiveness of industry's food safety systems is achieved through inspections, audits and ongoing surveillance.



## Strategies

- 4.1 Contribute to the development and implementation of a national food safety strategy to increase and maintain Alberta's market access and enhance consumer protection.
- 4.2 Participate in the implementation of the Alberta Food Safety Strategy to enhance the effectiveness of the food safety system in Alberta.
- 4.3 Enhance the provincial meat industry's capability to access domestic markets.
- 4.4 Initiate the implementation of the Alberta Innovative Meat Inspection System plan to enhance food safety.
- 4.5 Support implementation of Alberta's Livestock and Meat Strategy through initiatives such as livestock traceability and on-farm food safety to respond to food safety and animal health issues and enhance industry's competitiveness.
- 4.6 Enable industry adoption of HACCP based systems to enhance food safety.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a Percentage of Alberta licensed abattoirs that have added a preventative system to their existing food safety system; Red Meat – Meat Facilities Standard	52%	85%	90%	95%
4.b Number of Alberta food processing facilities participating in the Alberta HACCP <sup>1</sup> Advantage Program (cumulative)	148	225	230	240

### Note:

- 1 HACCP is an acronym, which means Hazard Analysis Critical Control Point. HACCP is a system which identifies, evaluates, and controls hazards, which are significant for food safety.

## Core Business Three: Relevant and vibrant rural communities

# 5

GOAL FIVE **A vibrant rural Alberta**

### What it means

This goal recognizes that a vibrant and sustainable rural Alberta with increased human and business capacity contributes to a prosperous province. An enhanced capacity enables rural communities to adapt, build networks, address challenges, and take advantage of opportunities that lead to economic diversification and self-reliance.

The Ministry contributes to this goal by working with public, private and not for profit sector organizations and agencies, educational institutions, and with industry to strengthen leadership and business skills and facilitate development of community infrastructure.

The Ministry also contributes to this goal by continuing to evolve and implement the strategic priorities of Alberta's Rural Development Strategy in collaboration with key partners, such as Rural Alberta's Development Fund.

## Strategies

- 5.1 Collaborate with other ministries to advance key strategic initiatives that relate to community capacity, adaptation, economic opportunities, innovation, connectivity and rural stewardship.
- 5.2 Collaborate with educational institutions, partners and clients to facilitate innovative learning and skill development opportunities.
- 5.3 Expand rural Alberta's leadership base by working with youth and rural stakeholders.
- 5.4 Develop and enhance products and services that create new opportunities and provide better access to capital for rural businesses.
- 5.5 Work with Rural Alberta's Development Fund to achieve desired rural outcomes and evaluate future opportunities.
- 5.6 Strengthen rural utility and community infrastructure.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
5.a Total investment leveraged in rural businesses facilitated through AFSC lending services (\$ million) <sup>1</sup>	372	450	466	482
5.b Number of ministry-supported, agricultural-related community activities; and the percentage of activities that focus on leadership development	1,882 31%	1,900 30%	1,910 30%	1,920 30%
5.c Number of rural youth and adults participating in ministry-supported programs; and the percentage of participants that report effective learning from those programs.	2,786 92%	3,400 90%	3,400 90%	3,400 90%

### Note:

- 1 Values reported for investments are a proxy measure based on loans approved. Not all approved loans are disbursed, and in some cases there may be timing differences between approval and disbursements of loans.

## 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			
Facilitate a market-driven, environmentally responsible industry	786,369	980,035	1,360,124	1,104,883	1,109,597	1,117,301
Excellent food products and practices	17,263	14,902	18,269	16,661	16,885	13,483
Relevant and vibrant rural communities	76,185	69,970	74,112	70,354	71,874	67,780
<b>MINISTRY EXPENSE</b>	<b>879,817</b>	<b>1,064,907</b>	<b>1,452,505</b>	<b>1,191,898</b>	<b>1,198,356</b>	<b>1,198,564</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	22,220	22,220	22,220	20,720	20,720	20,720
Transfers from Government of Canada	171,233	332,577	348,318	374,127	383,240	379,646
Investment Income	104,708	110,812	102,059	107,824	119,582	130,048
Premiums, Fees and Licences	160,650	185,467	235,602	261,306	265,863	278,703
Other Revenue	10,863	6,323	9,040	7,295	7,295	7,310
<b>MINISTRY REVENUE</b>	<b>469,674</b>	<b>657,399</b>	<b>717,239</b>	<b>771,272</b>	<b>796,700</b>	<b>816,427</b>
<b>EXPENSE</b>						
<b>Program</b>						
Agriculture Income Support	192,478	334,904	699,984	346,834	370,038	360,080
Lending	24,685	26,688	26,100	26,116	27,320	28,000
Insurance	339,784	385,271	393,242	473,164	470,809	492,565
Policy and Environment	76,056	74,218	77,719	67,409	67,951	67,906
Rural Development and Regulatory Services	20,156	17,208	25,021	26,439	26,697	16,697
Industry Development and Food Safety	140,625	126,702	126,139	95,784	92,724	92,784
Livestock and Meat Strategy	-	-	5,500	55,090	39,570	33,370
Infrastructure Assistance	15,857	24,083	22,250	29,050	24,000	24,000
Ministry Support Services	14,589	16,509	18,212	16,341	16,614	16,631
Valuation Adjustments and Other Provisions	9,185	6,062	5,160	2,852	2,804	2,551
<b>Program Expense</b>	<b>833,415</b>	<b>1,011,645</b>	<b>1,399,327</b>	<b>1,139,079</b>	<b>1,138,527</b>	<b>1,134,584</b>
<b>Debt Servicing Costs</b>						
Agriculture Financial Services Corporation	46,402	53,262	53,178	52,819	59,829	63,980
<b>MINISTRY EXPENSE</b>	<b>879,817</b>	<b>1,064,907</b>	<b>1,452,505</b>	<b>1,191,898</b>	<b>1,198,356</b>	<b>1,198,564</b>
Gain (Loss) on Disposal of Capital Assets	(195)	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(410,338)</b>	<b>(407,508)</b>	<b>(735,266)</b>	<b>(420,626)</b>	<b>(401,656)</b>	<b>(382,137)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Ministry Revenue	469,674	657,399	717,239	771,272	796,700	816,427
<i>Inter-ministry consolidation adjustments</i>	(22,322)	(22,220)	(22,220)	(20,720)	(20,720)	(20,720)
<b>Consolidated Revenue</b>	<b>447,352</b>	<b>635,179</b>	<b>695,019</b>	<b>750,552</b>	<b>775,980</b>	<b>795,707</b>
Ministry Program Expense	833,415	1,011,645	1,399,327	1,139,079	1,138,527	1,134,584
<i>Inter-ministry consolidation adjustments</i>	(102)	-	-	-	-	-
<b>Consolidated Program Expense</b>	<b>833,313</b>	<b>1,011,645</b>	<b>1,399,327</b>	<b>1,139,079</b>	<b>1,138,527</b>	<b>1,134,584</b>
Ministry Debt Servicing Costs	46,402	53,262	53,178	52,819	59,829	63,980
<b>Consolidated Expense</b>	<b>879,715</b>	<b>1,064,907</b>	<b>1,452,505</b>	<b>1,191,898</b>	<b>1,198,356</b>	<b>1,198,564</b>
Gain (Loss) on Disposal of Capital Assets	(195)	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(432,558)</b>	<b>(429,728)</b>	<b>(757,486)</b>	<b>(441,346)</b>	<b>(422,376)</b>	<b>(402,857)</b>

# Children and Youth Services

BUSINESS PLAN 2009-12

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## 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.

Janis Tarchuk, *Minister of Children and Youth Services*  
March 19, 2009

## THE MINISTRY

The Ministry of Children and Youth Services consists of the following entities for budget purposes:

- *Department of Children and Youth Services* – provides leadership to: (a) establish policies that promote the well-being of children, youth and families; (b) support the delivery of quality services focused on improving outcomes for children, youth and families; (c) promote greater capacity for community services that support children in reaching their potential; and (d) design business strategies that help the Ministry achieve its vision.
- *Child and Family Services Authorities* – help determine Ministry-wide priorities and directions, deliver Ministry programs and services, and meet the local priorities and needs of children, families and communities.

The Ministry also includes the following:

- *Youth Secretariat* – advises the Minister on key issues facing youth and ways to address those issues.
- *Child and Youth Advocate* – represents the rights, interests and viewpoints of children and youth receiving child protection or family enhancement services under the *Child, Youth and Family Enhancement Act* or those who are being helped under the *Protection of Sexually Exploited Children Act* and appoints legal representation for youth who require it under these Acts.
- *Social Care Facilities Review Committee* – a citizen panel with a legislated mandate to monitor provincially funded social care facilities and investigate complaints to ensure the best possible care.
- *Appeal Secretariat* – citizen appeal panels established in legislation to hear appeals of decisions under the *Child, Youth and Family Enhancement Act*, the *Family Support for Children with Disabilities Act*, the *Child Care Licensing Act* and the *Social Care Facilities Licensing Act*.
- *Alberta's Promise* – an initiative that encourages all sectors to direct more resources to benefit children and youth. Alberta's Promise receives strategic advice from a 70-person Premier's Council, chaired by the Premier of Alberta, comprised of individuals from the private sector, not-for-profit sector and community leaders across Alberta.
- *Alberta Centre for Child, Family and Community Research* – an innovative, arm's-length, not-for-profit corporation that conducts research related to child well-being by gathering, analyzing and disseminating relevant and emerging national and international research and analyzing government administrative data to inform policy.

The Ministry recognizes that building the capacity to deliver services is very important. The need to be able to attract and retain qualified staff is a key issue for both government and contracted agencies. This includes the need for Aboriginal staff as well as staff from other cultures. The role of our partners in delivering provincial programs and services is critical. The Family and Community Support Services program, local municipalities and Métis Settlements are critical partners that work with the province to strengthen the capacity and self-reliance of communities to plan and deliver services. The Ministry enters into agreements with Delegated First Nations Agencies and a range of contracts and agreements with Aboriginal organizations and other agencies to provide services both on- and off-reserve. Strategic partners include municipal/provincial/territorial/federal governments as well as municipal, local and national organizations.

## **VISION**

*Strong children, youth, families and communities.*

## **MISSION**

Working together to enhance the ability of families and communities to develop nurturing and safe environments for children, youth and families.

## KEY PROGRAM / INITIATIVE AREAS:

<b>Prevention</b>	<b>Preservation and Protection</b>	<b>Partnerships</b>
<ul style="list-style-type: none"><li>– Family Support for Children with Disabilities</li><li>– Family and Community Support Services</li><li>– Child Care</li><li>– Prevention of Family Violence and Bullying</li><li>– Parenting Resources Initiative (Parent Link Centres and Home Visitation Programs)</li><li>– Fetal Alcohol Spectrum Disorder Initiative</li><li>– Youth In Transition</li><li>– Advancing Futures Bursary Program</li></ul>	<ul style="list-style-type: none"><li>– Child Intervention Services (Child Protection, Family Enhancement and Permanency)</li><li>– Foster Care Supports</li><li>– Protecting Children from Sexual Exploitation</li><li>– Social Care Facilities Review Committee</li><li>– Appeal Secretariat</li><li>– Child and Youth Advocate</li><li>– Women’s Shelters</li></ul>	<ul style="list-style-type: none"><li>– Community Initiatives</li><li>– Child, Family and Community Research</li><li>– Alberta’s Promise</li><li>– Community Incentive Initiative</li><li>– Youth Secretariat</li><li>– Youth Forums and Networks</li><li>– Delegated First Nations Agencies and Métis Community Initiatives</li><li>– Alberta Children and Youth Initiative</li></ul>

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Services to Alberta’s children and youth are not only important to those in need, they are an investment in Alberta’s social infrastructure and the human potential of the province.

The Ministry’s core businesses: Prevention; Preservation and Protection; and Partnerships directly link to Goal 6 – *Albertans will be independent and our children will be well cared for*, in the *Government of Alberta Strategic Business Plan*.

### **Government of Alberta Priority**

The Ministry of Children and Youth Services will work with Justice and other ministries to achieve the following government priority: *Promote strong and vibrant communities and reduce crime so Albertans feel safe.*

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

There are many factors that contribute to and influence the achievement of Ministry goals and the lives of Alberta’s children, youth and families. Given the diversity of the province, many perspectives were considered in the identification of environmental factors.

### **Quality, Affordable Child Care Options**

For many parents, working is no longer a choice but an economic necessity. Access to child care spaces directly impacts labour force participation for parents. Parents and families have clearly voiced the need for more choice in child care. In Alberta, there is currently a greater demand for infant and school-age spaces.

The Creating Child Care Choices plan will help the Ministry move forward with our goal of creating additional child care spaces. This plan helps address challenges related to the creation of new child care spaces, the recruitment and retention of qualified staff and increasing child care subsidy. In addition, funding for school-age child care will continue to be implemented including a subsidy for school-age children and the implementation of an accreditation program.

### **Aboriginal Children in Care**

The pattern of over representation of Aboriginal children in care is a serious challenge for governments, elders, leaders and communities across Alberta and the rest of Canada. Aboriginal children constitute 59 per cent of the total child intervention caseload but only represent nine per cent of the total Alberta child population.

Continuing to develop partnerships with Aboriginal communities will improve supports for parents and families and ensure Aboriginal children living both on-and off-reserve maintain connections with their community, immediate and extended family. The Ministry has an excellent opportunity to build on recent improvements to the availability of preventive and early intervention services on-reserve. Delegated First Nations Agencies have received additional federal funding, enabling them to provide proactive services early to vulnerable children and families, and helping to keep families together.

### **Increased Demand for Services**

Alberta has a relatively high birthrate compared to other Canadian provinces. The population of children aged zero to 12 years is expected to increase by eight per cent in the next five years. Overall, Alberta saw rapid population growth between 2001 and 2006 (an increase of 10.6 per cent, nearly double the national growth rate), due in part to migration. Over the same period, the overall child population aged zero to 14 grew by 2.3 per cent while the Aboriginal child population aged zero to 14 grew by 9.2 per cent. Inter-provincial migration to Alberta has slowed recently, but strong international immigration and the high provincial birthrate has kept the Alberta population growing.

Due to the growth and diversity of Alberta's population, targeted approaches are needed to support families in need, particularly Aboriginal, newly immigrated and inter-and intra-provincial migrant families. The Ministry will be working with other departments, service providers and community partners to determine where and what services are needed most.

The increase in population, combined with the recent economic slowdown, could put increased pressure on the province's social services, as there may be higher numbers of families who are vulnerable or under economic stress due to job loss. This could be particularly challenging for families who migrated to Alberta to take part in the economic boom but who have few social supports to rely on when under stress.

### **Recruitment and Retention of Staff**

Alberta had a very low unemployment rate in 2006 and 2007 (under four per cent) resulting in labour shortages in many sectors. With the shift in global economic situation in late 2008, growth in the Alberta economy has begun to slow down and, while still low, unemployment has risen to 5.4 per cent as of February 2009. Over the short-term, this could result in the easing of recruitment and retention pressures for the Ministry and contracted agencies. This could be a positive opportunity for the Ministry to ensure that succession planning is in place and that skilled and experienced staff are recruited and retained.

### **Preventive Supports for Vulnerable Children and Youth**

Children, youth and families may be under stress, vulnerable or at-risk for a wide variety of reasons, including family violence, bullying situations, low income, lack of family or other support networks, mental health issues and addictions.

Children and Youth Services has opportunities to support vulnerable children and youth to avoid or overcome adverse circumstances through preventive programs such as mentoring, parenting and socialization skill development and building public awareness of such issues as Fetal Alcohol Spectrum Disorder, sexual exploitation, family violence and bullying. Preventive supports are preferable to families for being less intrusive and to government since they tend to be less resource intensive. For instance, Fetal Alcohol Spectrum Disorder is completely preventable if pregnant women



abstain from drinking alcohol, while a child who has Fetal Alcohol Spectrum Disorder will likely require a wide range of behavioural, medical and educational supports throughout his or her lifetime.

Preventive services give children and youth a better chance of reaching their full potential and becoming active members of society.

### **Social Infrastructure**

The well-being of children is a concern of our whole society. Government, families, community organizations and community members all have vital contributions to make. The recent period of rapid growth in the province has put stress on the social infrastructure that creates safe environments. Now that the global and local economic situation has changed, this social infrastructure is a crucially important support for children and families. There is an opportunity for Children and Youth Services to enhance the working relationships with other government departments and partners, such as municipalities, contracted agencies and the private sector, through programs like Family and Community Support Services and Alberta's Promise, to build and strengthen social infrastructure.

## **STRATEGIC PRIORITIES 2009-12**

The Ministry reviewed internal and external environmental factors and engaged key stakeholder groups, including the Assembly of Co-chairs, Ministry Executive Team, Department staff, Family and Community Support Services Regions and Delegated First Nation Agencies in order to identify the strategic priorities described below. These are in addition to the important ongoing core activities of the Ministry.

### **BUILDING OUR QUALITY OF LIFE**

- 1. Increase access to quality, affordable child care**

Children and Youth Services will continue to implement strategies to support the creation of 14,000 new child care spaces by 2011, including in-school and out-of-school care, family day homes and day cares. The Ministry will provide low and middle income families with a subsidy to cover the costs of out-of-school child care and will implement a school-age child care accreditation program.

**Linkage:**  
**Goals 1 and 5**
- 2. Improve services for Aboriginal children, youth and families**

Children and Youth Services will continue to build strong relations through formalized working relationships with Aboriginal communities to implement intervention and prevention services for children, youth and families living both on- and off-reserve. Through these partnerships, the Ministry will work to enhance permanency and ensure that Aboriginal children remain connected to their culture. The Ministry will also work with Delegated First Nations Agencies and Métis stakeholders on the "Moving Forward" action plan from the Permanency Planning for Aboriginal Children Review.

**Linkage:**  
**Goals 1, 2, 3 and 4**
- 3. Enhance outcomes for children in need and in care**

The Ministry will implement strategies to successfully engage the public in a recruitment campaign to increase the number of foster parents and kinship caregivers. As well, the Ministry will continue to integrate the Casework Practice Model and work with stakeholders to develop a model for building new outcome-based business relationships with contracted social services agencies to improve the effectiveness and efficiency of services provided to children and families most in need. This will ensure that children in care and families in need of support receive appropriate and timely services before reaching a crisis point.

**Linkage:**  
**Goals 2, 3 and 4**

**4. Focus prevention and early intervention services on vulnerable and at-risk populations**

**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

Over the next three years Children and Youth Services will use evidence-based investments in prevention to help reduce crisis caseloads and work with other ministries to continue to examine social policy issues of concern to Albertans. Through the development of a clear definition and model for determining vulnerable and at risk clients, the Ministry will resource and implement processes to ensure programs and initiatives are focused on children, youth and families in need. Targeted, quality prevention programs and services will be enhanced by developing and implementing strategies in collaboration with Family and Community Support Services to improve access and resource capacity, particularly in rural communities. In all areas, the Ministry will address the key drivers that cause children and families to require our services through review and development of early intervention initiatives. Children and Youth Services will work with other ministries in support of the Safe Communities Initiative by improving access to existing programs for high-risk youth and Albertans affected by family violence, maintaining an emphasis on expanding supports for Aboriginal people and immigrants.

**CREATING AND PROTECTING OUR OPPORTUNITIES**

**5. Build social service delivery capacity through a skilled workforce**

**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

The Ministry recognizes that a strong and robust workforce is essential in meeting the needs of children, youth and families. To this end, the Ministry is taking a proactive approach in the areas of recruitment, retention, training, development, support, as well as succession planning. The Ministry is also supporting contracted agencies and women's shelters to recruit and retain staff. Given the nature of the caseload, there is recognition of the importance to recruit more Aboriginal staff as well as staff from other cultures.

**CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES**

**Core Business One: Prevention - Promoting the development and well-being of children, youth and families**

**GOAL ONE**

**1**

**Children and youth will have a healthy start in life and the supports they need to reach their potential**

**What it means**

The Ministry recognizes the importance that the first six years of a child's life play in terms of setting the foundations for children to learn, grow and reach their potential. While parents have the primary responsibility for raising their children, government, communities, organizations, schools and businesses all have supporting roles to play in meeting the needs of children and youth.

Expected outcomes: Children, youth and families have access to quality information, supports and services to strengthen the family unit and increase their well-being.

## Strategies

- 1.1 Lead the integration and alignment of the cross-ministry Prevention of Family Violence and Bullying Initiative action plan to support individuals, families, communities and governments to work together toward safe and secure Albertan communities.
- 1.2 Work with relevant partner ministries to ensure necessary systems are in place to enhance access for children and youth in care to pediatric assessments, implement strategies to improve educational outcomes, and develop appropriate resolution mechanisms to ensure timely delivery of services to First Nations children in alignment with Jordan's Principle.
- 1.3 Provide leadership by enhancing mentoring and other opportunities by coordinating services and supports to youth through partnering agencies particularly in the Regional Municipality of Wood Buffalo.
- 1.4 Work with municipalities and Métis Settlements to assess the outcomes of Family and Community Support Services programs and services delivered to children, youth and families.
- 1.5 Work with Family and Community Support Services, municipalities, Métis Settlements and other stakeholders to develop an effective strategy to sustain and enhance preventive social services programming.
- 1.6 Enhance the efficiency and effectiveness of the Family Support for Children with Disabilities program's delivery of quality services for children and youth with disabilities, ensuring that parents are involved in a proactive and meaningful way.
- 1.7 Continue to implement the Creating Child Care Choices plan to achieve our goal of 14,000 additional child care spaces and, through accreditation, ensure parents and families continue to have access to quality child care.
- 1.8 Build on, strengthen and integrate early childhood development services, child development screening, parent education, and family supports through the Parent Link Centre Initiative to foster optimal child development and promote family well-being.
- 1.9 Enhance access to the Advancing Futures bursary program to help increase the educational attainment of youth in care.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
1.a Percentage of licensed day care centres and contracted family day home agencies that are accredited	54% (2007-08)	64%	68%	75%
1.b Percentage of families accessing the Family Support for Children with Disabilities Program who indicate the services provided had a positive impact on their child	86.7% (2006-07)	n/a*	87%	n/a*
1.c Percentage of Albertans who have information to better help in situations of family violence or bullying:				
• Family violence	65%	67%	n/a*	68%
• Bullying	65% (2007-08)	67%	n/a*	68%

**Sources:**

- 1.a Child Care Information System
- 1.b Family Support for Children with Disabilities Survey
- 1.c Public Attitudes Towards Family Violence Survey

\* The survey is administered every second year and no target is set in the intervening years.

**Performance Measure Under Development:**

A new measure is being developed for this goal that will measure the percentage of youth receiving an Advancing Futures Bursary who successfully completed their planned studies during the fiscal year.

## Core Business Two: Preservation and Protection – Keeping children, youth and families safe and protected

### GOAL TWO **2 Families will be safe, healthy and able to promote children’s development**

**What it means**

The Ministry works with all its partners to promote and support community-based strategies and resources that help families be safe, healthy, resilient and self-reliant by overcoming at-risk circumstances and ensuring children remain with their families when possible.

Expected Outcomes: Children, youth and families overcome at-risk circumstances. Children, youth and families are safe, healthy, resilient and self-reliant.

**Strategies**

- 2.1 Integrate and align the coordinated provincial response to family violence and bullying with culturally sensitive and accessible community-based services and supports including emergency shelters for victims of family violence.
- 2.2 Implement Safe Communities pilot projects in Parent Link Centres to address child and family risk factors associated with the development of antisocial behaviour.
- 2.3 Collaborate with other ministries and government agencies to improve prevention strategies and supports for children, youth and families impacted by substance abuse including those affected by Fetal Alcohol Spectrum Disorder.
- 2.4 Through collaboration with partner ministries, community and youth partners, develop a continuum of approaches to support at-risk youth to achieve positive outcomes.
- 2.5 Implementing the Casework Practice Model will ensure necessary family enhancement services are in place to strengthen family capacity without children having to come into care.
- 2.6 Ensure necessary preventive supports are in place for vulnerable children, youth and families through collaborative relationships with contracted agencies.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
2.a Percentage of adults staying at government funded women’s emergency shelters who report that they are better able to keep themselves and the children under their care safer from abuse	96.1% (2007-08)	95%	95%	95%

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
2.b Percentage of families accessing Ministry programs that indicate positive impacts for their children. Ministry programs surveyed are:				
• Foster Care	84.7%	n/a*	87%	n/a*
• Adoption	88.8%	n/a*	90%	n/a*
	(2006-07)			

**Sources:**

2.a Women's Emergency Shelter Outcomes Exit Survey

2.b Multiple client surveys

\* The survey is administered every second year and no target is set in the intervening years.

## GOAL THREE **3 Children in need will be protected and supported by permanent, nurturing relationships**

### What it means

Every child deserves a home where they are safe and nurtured. The Ministry intervenes to support families in providing children with safe and nurturing environments that are free from abuse and neglect. When circumstances require children to be taken into care, the goal is to reunite the children with their families or to place the children in other nurturing, permanent homes as soon as possible.

Expected Outcomes: Children and youth in need are protected from further abuse and neglect. Children and youth in care are placed in secure and stable environments that allow for the development of lifelong relationships and connection to family, culture and community.

### Strategies

- 3.1 Support Delegated First Nations Agencies and community partners to successfully integrate the Casework Practice Model into practice, and develop and implement mechanisms for monitoring, evaluation and continuous improvement.
- 3.2 Continue to develop and maintain quality assurance mechanisms including the Appeal Secretariat and the Social Care Facilities Review Committee.
- 3.3 Work with the contracted agency sector and other key stakeholders to ensure children in care have access to the services and supports they need to achieve and maintain positive outcomes, with a particular emphasis on permanency.
- 3.4 Enhance the continuum of placement options for children in care, including foster care and kinship care, to ensure that children who cannot remain in their parental homes receive quality care, and that the individuals who care for them are supported.
- 3.5 Expand the definition of permanent care and subsequent compliance measures to ensure all children in care have permanency plans in place.
- 3.6 Continue commitment to kinship care as a viable permanency option and ensure all quality assurance mechanisms are in place relating to approval, monitoring, and outcome measurement.
- 3.7 Continue to support the development of culturally appropriate training for Ministry staff.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Percentage of children who suffer injury that results in hospitalization or death while receiving protective services	0.1%	0%	0%	0%
3.b Number of children, in the permanent care of the Director, for whom Adoption or Private Guardianship Orders are granted	509	477	489	501
3.c Percentage of children and youth who received child intervention (family enhancement or protective services) and did not require protective services within 12 months of file closure	87%	87%	87%	88%

**Sources:**

3.a, 3.b and 3.c Child and Youth Information Module (CYIM)

**Core Business Three: Partnerships – Promoting healthy communities for children, youth and families**

**GOAL FOUR 4 The well-being and self-reliance of Aboriginal children, youth, families and communities will be promoted and supported**

**What it means**

Aboriginal people have the desire and commitment to improve outcomes for and the success of Alberta’s children, families and communities. The Ministry works with First Nations and Métis peoples to build on the strengths of Aboriginal communities in developing the governance, accountability and service delivery capacity to promote the care of their children, youth and families.

Expected Outcomes: Aboriginal communities have increased support to help meet the needs of their children, youth and families. There is a reduced number of Aboriginal children represented in the child intervention caseload. Aboriginal children, youth and families receive culturally appropriate services.

**Strategies**

- 4.1 Work with Delegated First Nations Agencies and Métis stakeholder groups to enhance working relationships, promote innovative strategies and ensure necessary policies are in place to advance outcomes for Aboriginal children, youth and families, with particular emphasis on urban Aboriginal people.
- 4.2 Support Delegated First Nations Agencies to implement enhancement services, in alignment with the Casework Practice Model, which meet the needs of First Nations children, youth and families.
- 4.3 Ensure cultural plans are in place for all Aboriginal children in care.
- 4.4 Kinship care for Aboriginal children in care will be enhanced to include significant individuals, not only family members, as viable, permanent family options.

- 4.5 Continue to support the increase of involvement of Métis and non-status Aboriginal people in the delivery of social service programs through the provision of educational assistance in the form of a bursary.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a Percentage of Aboriginal children in foster care/ kinship care who are placed with Aboriginal families	38.5%	45%	50%	50%

**Source:**

4.a Child and Youth Information Module (CYIM)

## GOAL FIVE **5** Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families

### What it means

Children must have safe places to learn, grow and thrive outside the home, and a strong connection to family and community. The Ministry works in partnership with Albertans to build on the unique capacity of communities to deliver the right services for children, youth and families, in the right place and at the right time.

Expected Outcomes: Communities are responsive to issues/needs faced by children, youth and families. Children, youth and families participate in decisions that affect them.

### Strategies

- 5.1 Strengthen the provision of strategic leadership to cross-ministry work that supports children and youth in becoming caring, contributing and self-reliant citizens.
- 5.2 Enhance the capacity of Child and Family Services Authority Boards to effectively govern the regional authorities.
- 5.3 Support policy development and evidence-based service delivery improvements for all of the Ministry's programs and services by building research capacity, sharing best practices and collaborating with partners at the international, national and provincial levels.
- 5.4 Support the continuing operations of Alberta's Promise, a public-private partnership dedicated to finding unrealized resources leading to new and better ways of working together to give children the opportunity to lead happy, healthy and successful lives.
- 5.5 Support public awareness, education and stakeholder engagement strategies to enhance and support collaborative, coordinated community responses to family violence and bullying.
- 5.6 Provide opportunities for youth to be engaged through the Youth Secretariat, Youth Advisory Panel and regional initiatives to identify issues within the Ministry and across government to ensure effective services and supports are provided to youth.
- 5.7 Support community engagement strategies and increased collaboration with Family and Community Support Services to enhance community responses to issues/needs faced by children, youth and families.

- 5.8 Implement the Innovation and Improvement Framework to support processes, such as Communities of Practice, that effectively focus the talents and expertise of staff and community in finding solutions to complex challenges, manage change and address Ministry priorities.
- 5.9 Support community-based partnerships through Parent Link Centres to enhance coordination of services, address gaps and reduce duplication to provide a comprehensive range of services that meet the needs of all children and families.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
5.a Percentage of expenditures in the children/youth/families project and service category of Family and Community Support Services	49.1%	50%	50%	50%

**Sources:**

5.a Family and Community Support Services (FCSS) Annual Program Reports

**MINISTRY-WIDE CORPORATE OBJECTIVES:**

The Ministry-wide corporate objectives support goal achievement across all three core businesses. The Ministry Support Services division provides strategic and operational support for policy and program development and service delivery for the Ministry as well as support services to our community-based regional delivery system. The division coordinates and provides the Ministry support services in the matters of: planning, reporting, measurement, human resource, financial management, assurance and advisory services, information management and technology, legal services and intergovernmental initiatives. Children and Youth Services corporate objectives are to:

1. Support decision-making, corporate policy development, accountability, strategic planning and effective implementation of the Ministry business plan goals.
2. Provide human resource strategies to ensure there is organizational capacity to meet service delivery requirements and to enhance organizational effectiveness including work place health initiatives.
3. Assess opportunities to improve business capacity, efficiency or reduce administrative costs. Continue to supplement internal controls that enhance accountability, decision-making and use of financial resources. Increase transparency focusing on outcomes when awarding Departmental contracts and grants. Lead and implement Ministry-wide risk management framework. Improve the Ministry’s emergency management, disaster and consequence management plans.
4. Develop and implement technologies and management strategies for better accountability and collaboration through a focus on information as a key Ministry asset requiring secure, accessible, innovative, dependable and adaptable service delivery and support.
5. Develop strategies and capacity to support the Ministry’s requirement for legal services, identify legal risks and respond to legal issues and legislative needs.
6. Provide leadership on international, national and interprovincial initiatives that address the safety, well-being and development of children, youth, families and women’s issues.



## 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			
Promoting the development and well-being of children, youth and families	390,452	495,937	495,937	515,839	523,798	514,882
Keeping children, youth and families safe and protected	565,088	584,134	584,134	608,516	622,685	635,463
Promoting healthy communities for children, youth and families	17,672	18,396	18,396	16,915	16,990	17,128
<b>MINISTRY EXPENSE</b>	<b>973,212</b>	<b>1,098,467</b>	<b>1,098,467</b>	<b>1,141,270</b>	<b>1,163,473</b>	<b>1,167,473</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	55,500	63,500	63,500	63,500	63,500	63,500
Transfers from Government of Canada	268,774	304,982	328,111	307,630	321,674	334,250
Other Revenue	12,178	9,300	9,300	7,935	7,990	8,047
<b>MINISTRY REVENUE</b>	<b>336,452</b>	<b>377,782</b>	<b>400,911</b>	<b>379,065</b>	<b>393,164</b>	<b>405,797</b>
<b>EXPENSE</b>						
<b>Program</b>						
<b>Promoting the development and well-being of children, youth and families:</b>						
Family Support for Children with Disabilities	104,904	107,052	107,052	113,332	119,144	124,495
Family and Community Support Services	71,106	74,674	74,674	75,684	75,684	75,684
Child Care	116,073	196,636	196,636	205,815	207,055	192,285
Prevention of Family Violence and Bullying	35,008	39,051	39,051	41,824	42,306	42,787
Parenting Resources Initiative	22,768	23,684	23,684	24,449	24,783	25,194
Fetal Alcohol Spectrum Disorder Initiatives	9,256	18,030	18,030	18,094	18,175	18,256
Youth in Transition	5,376	6,830	6,830	6,830	6,830	6,830
<b>Keeping children, youth and families safe and protected:</b>						
Child Intervention Services	365,666	378,997	378,997	398,064	409,268	418,627
Foster Care Support	149,518	156,863	156,863	161,942	164,573	167,168
Protection of Sexually Exploited Children	6,148	6,411	6,411	6,170	6,219	6,270
Child and Youth Advocate	6,183	6,552	6,552	7,173	7,173	7,173
<b>Promoting healthy communities for children, youth and families:</b>						
Community Initiatives	13,089	13,706	13,706	12,359	12,445	12,574
Child and Family Research	2,000	2,000	2,000	2,000	2,000	2,000
Alberta's Promise	1,408	1,578	1,578	1,578	1,578	1,578
<b>Support Services:</b>						
Ministry Support	15,802	17,798	17,798	18,126	18,129	18,129
Program Support	42,849	43,505	43,505	42,730	43,011	43,323
Amortization of Capital Assets	2,027	3,600	3,600	3,600	3,600	3,600
Valuation Adjustments and Other Provisions	4,031	1,500	1,500	1,500	1,500	1,500
<b>MINISTRY EXPENSE</b>	<b>973,212</b>	<b>1,098,467</b>	<b>1,098,467</b>	<b>1,141,270</b>	<b>1,163,473</b>	<b>1,167,473</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(636,760)</b>	<b>(720,685)</b>	<b>(697,556)</b>	<b>(762,205)</b>	<b>(770,309)</b>	<b>(761,676)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Ministry Revenue	336,452	377,782	400,911	379,065	393,164	405,797
<i>Inter-ministry consolidation adjustments</i>	(55,500)	(63,500)	(63,500)	(63,500)	(63,500)	(63,500)
<b>Consolidated Revenue</b>	<b>280,952</b>	<b>314,282</b>	<b>337,411</b>	<b>315,565</b>	<b>329,664</b>	<b>342,297</b>
Ministry Expense	973,212	1,098,467	1,098,467	1,141,270	1,163,473	1,167,473
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>973,212</b>	<b>1,098,467</b>	<b>1,098,467</b>	<b>1,141,270</b>	<b>1,163,473</b>	<b>1,167,473</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(692,260)</b>	<b>(784,185)</b>	<b>(761,056)</b>	<b>(825,705)</b>	<b>(833,809)</b>	<b>(825,176)</b>

# Culture and Community Spirit

BUSINESS PLAN 2009-12

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## 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.

Lindsay Blackett, *Minister of Culture and Community Spirit*  
March 19, 2009

## THE MINISTRY

The Ministry of Culture and Community Spirit consists of the Department, the Alberta Human Rights and Citizenship Commission and the following reporting entities:

- Alberta Foundation for the Arts
- Alberta Historical Resources Foundation
- Government House Foundation
- Historic Resources Fund
- Human Rights, Citizenship and Multiculturalism Education Fund
- Wild Rose Foundation

The Department includes the Cultural Policy Initiative, the Premier's Council on Arts and Culture, Ministry Support Services and the divisions of Culture, Community and Voluntary Services, and Heritage. Ministry Support Services contributes to all of the Ministry's goals by providing communications, strategic human resource management, policy coordination, planning and reporting, and information management and technology services.

Culture and Community Spirit provides a broad range of programs that support a high quality of life and are valued by Albertans. Support is provided to the arts, film and television, sound recording and book and magazine publishing to enhance the lives of all Albertans and help to attract and retain the creative and skilled knowledge workers Alberta needs to ensure continued prosperity. Quality of life initiatives are further supported through assistance to communities, the nonprofit/voluntary sector and heritage. The preservation and presentation of Alberta's historical resources are realized through the Provincial Archives of Alberta and world renowned museums and historic sites across the province. Albertans also benefit from human rights legislation that protects them from discrimination and promotes fairness and full participation in the social, economic and cultural life of the province.

Albertans define culture in a broad sense, to include not only the arts, but also heritage, sport and recreation, the natural environment and a sense of belonging to a strong and inclusive community. Culture also includes creativity and innovation, especially in business and the arts. As the Ministry leading the implementation of *The Spirit of Alberta*, Alberta's Cultural Policy, Culture and Community Spirit works in partnership with other ministries responsible for programs that support culture, other governments, the private sector, nonprofit organizations, stakeholders and individuals to create and sustain the conditions in which culture can flourish. The policy intersects all core businesses and goals included in this plan.

## **VISION**

*A superior quality of life that makes Alberta one of the best places to live, work and visit.*

## **MISSION**

Support vibrant, inclusive communities and promote, develop and preserve Alberta's culture.

## **CLIENTS AND STAKEHOLDERS**

Culture and Community Spirit has a broad range of clients and stakeholders who work closely with the Ministry. These include:

- municipal, provincial, national and international governments;
- other Government of Alberta ministries;
- cooperating (friends) societies and advisory committees;
- heritage, community, nonprofit/voluntary, human rights, diversity, multiculturalism and arts organizations and industries;
- Aboriginal communities and organizations; and
- universities, colleges, educational institutions and the business sector.

Services are also provided to the visitors of historic sites, museums, interpretive centres, the Provincial Archives of Alberta and the Jubilee Auditoria.

# LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry is committed to achieving the *Government of Alberta Strategic Business Plan*. The key linkages and contributions of the Ministry to the Government of Alberta’s goals and priorities are as follows:

Government of Alberta Goal	Ministry Services
<b>Goal 1: Alberta will have a prosperous economy.</b>	<ul style="list-style-type: none"> <li>• Attracting and retaining knowledge workers by enhancing Alberta’s reputation as a welcoming, sophisticated and modern province with a thriving cultural sector in urban and rural Alberta.</li> <li>• Growing Alberta’s film and television production industry by marketing Alberta’s locations and crews and by providing financial incentives for production.</li> <li>• Providing support to the sound recording and book and magazine publishing industries.</li> </ul>
<b>Goal 7: Alberta will be a safe place to live, work and raise families.</b>	<ul style="list-style-type: none"> <li>• Preventing discrimination and promoting the benefits of diversity and multiculturalism through developing policies, resolving and adjudicating human rights complaints, and promoting understanding of Alberta’s human rights legislation through awareness initiatives and educational resources and programs.</li> <li>• Working with communities and organizations to help build inclusive and welcoming communities and workplaces for Albertans.</li> </ul>
<b>Goal 8: Albertans will have the opportunity to enjoy the province’s natural, historical and cultural resources.</b>	<ul style="list-style-type: none"> <li>• Supporting the arts and providing world class performing arts and community venues through the Jubilee Auditoria.</li> <li>• Delivering customized facilitation, consultation and skill development services to communities, organizations and networks, government and individual leaders to develop capacity in addressing community issues.</li> <li>• Supporting and partnering with the nonprofit/voluntary sector.</li> <li>• Providing funding to support community initiatives and public-use facilities.</li> <li>• Helping to increase charitable cash donations from Albertans through the Community Spirit Program.</li> <li>• Operating a network of provincial heritage facilities and preserving cultural resources of significance to Alberta.</li> <li>• Acquiring and preserving significant private and government records and making them available for research and interpretive purposes.</li> </ul>

## **Government of Alberta Priority**

Culture and Community Spirit is working with other ministries to achieve the Government of Alberta's priority to *promote strong and vibrant communities and reduce crime so Albertans feel safe.*

## **SIGNIFICANT OPPORTUNITIES AND CHALLENGES**

The Ministry supports a diverse range of programs and services that contribute to a high quality of life and make Alberta one of the best places to live, work and visit. Significant opportunities and challenges affecting the Ministry's ability to achieve its goals include:

### ***The Spirit of Alberta, Alberta's Cultural Policy***

The launch of Alberta's cultural policy and the establishment of a Premier's Council on Arts and Culture have provided a framework for decision-making related to the support, growth and development of an informed outward-looking environment where culture can flourish in Alberta. Specific opportunities include using existing resources more strategically, increasing and enhancing collaboration across government and its many partners, and building greater awareness and appreciation of the social and economic benefits of culture, which provide a distinct advantage to attracting and retaining skilled workers and their families to Alberta communities. Challenges include implementing *The Spirit of Alberta* in a way that will address the priorities and expectations of a wide range of cultural stakeholders.

### **Access to Culture Through Technology**

Continuing technological advancements present opportunities to share and experience culture in new ways. Technology can improve access to Alberta's cultural resources to generate new forms of cultural and learning experiences and help to ensure their preservation. There is potential to leverage Alberta's SuperNet to improve access to culture and help bridge connections between rural and urban cultural communities by hosting websites that can recreate and visualize cultural objects and performances and enhance user experiences. Digital collections can provide interactive repositories of cultural information, and other tools can help with digital restoration and preservation of cultural material. The challenge resides in utilizing the latest technology to provide increased awareness and access to cultural resources.

### **The Importance of Quality of Life**

There is a high level of recognition among Albertans that quality of life is important. For example, in 2007-08, the vast majority (95 per cent) of Albertans felt that historical resources are important in contributing to the overall quality of life in Alberta. Similarly, most Albertans (88 per cent) indicated arts activities are important in contributing to the overall quality of life in their community. This has contributed to an economic opportunity, as Albertans spend the most money per capita of all Canadians on cultural goods, services and activities, including attendance at live performing arts presentations and admissions to museums.

### **Support for Cultural Industries**

Challenges such as a fluctuating Canadian dollar and increased competition from other jurisdictions are making it more difficult to attract film and television productions to Alberta. Changes to Alberta's existing funding model could help address these challenges. There is also an opportunity to examine innovative means to support the arts, sound recording, and book and magazine publishing industries.

### **Challenges for the Nonprofit/Voluntary Sector**

Alberta communities benefit significantly from approximately 20,000 nonprofit/voluntary sector organizations that play a crucial role in developing programs and services and in fostering citizen participation. Approximately 1.2 million Albertans volunteer, and their combined efforts are equivalent to almost 112,000 full time jobs. However,

the sector is faced with unprecedented challenges in the areas of paid staff turnover, declining volunteer rates and escalating operational costs. Opportunities exist to work with the sector to meet its current and future needs by strengthening its capacity, enhancing charitable giving and providing support through various Ministry programs.

### **Importance of Community Development**

Alberta communities are impacted by increasingly complex challenges such as shifting demographics, crime and growing social and health issues that have no quick or easy solutions. The complexity of these challenges means that the public must be part of developing and implementing effective solutions. Communities, organizations and government need to work together to address these challenges. There is an opportunity to support increased community collaborative leadership and to support public engagement and participation.

### **Lifelong Learning**

Almost all Albertans (98 per cent) believe that the opportunity for education and lifelong learning is important. There is an opportunity to capitalize on this by providing Albertans with increased electronic access and distance learning opportunities pertaining to culture.

### **The Importance of Building an Inclusive Society**

In 2007-08, the vast majority of Albertans (94 per cent) believed that an environment free of discrimination is important to the overall quality of life in their community. A growing and diverse population and the complexity of human rights issues places increased demand on programs and services that protect Albertans from discrimination and contribute to a more inclusive and respectful society. Since 1991, Alberta's immigrant population has almost doubled to over 500,000. Supporting the inclusion and integration of immigrants and ethno-cultural and racial groups therefore is particularly important.

## **STRATEGIC PRIORITIES 2009-12**

The strategic priorities described below have been identified through a review of factors affecting the Ministry. They are in addition to ongoing core activities and are of primary importance in focusing the Ministry on achieving its goals.

### **BUILDING OUR QUALITY OF LIFE**

#### **1. Build a culturally vibrant province**

##### **Linkage:**

##### **Goals 1, 2, 3, 4 and 5**

Work with the Premier's Council on Arts and Culture to implement *The Spirit of Alberta*, Alberta's Cultural Policy. The policy is designed around the following four keystones: all Albertans have the opportunity to experience a wide range of cultural experiences; communities have the resources they need to support culture; Alberta's artists and creators are striving to be the best they can be; and government policy encourages cultural industry capacity, sustainability and development. All of the Ministry's business plan goals contribute to the implementation of these keystones. Specific priorities include: increasing accessibility to provincial heritage and art collections online; reviewing the Ministry's agencies to ensure their mandates remain current and investigating opportunities for operating efficiencies; completing an evaluation of the Alberta Foundation for the Arts' grant programs; and promoting Alberta's artists through the 2010 Cultural Olympiad. Work is also being done with the Ministry of Justice and other ministries to promote strong and vibrant communities and reduce crime so Albertans feel safe.

- 2. Partner with the nonprofit/voluntary sector**

Work in partnership with the nonprofit/voluntary sector to strengthen both sector capacity and our communities. This includes assisting the sector and communities to build organizational capacity, increasing awareness of the sector's role and contributions through the Alberta Nonprofit/Voluntary Sector Initiative, and supporting increased charitable giving through the Community Spirit Program.

**Linkage: Goal 3**
- 3. Inclusive communities**

Foster equality, reduce discrimination and barriers to full participation in society, and help build welcoming and inclusive communities and workplaces for all Albertans. A review of the human rights policy and legislative framework will be completed.

**Linkage: Goal 5**
- 4. Infrastructure**

Support sustainability of infrastructure for community public-use facilities and provincial heritage facilities, including repair or replacement of aging and deteriorating facilities. This also includes providing community grants, improving provincial heritage facilities, modernizing exhibits, developing collections to reflect new areas of interest and ensuring the proper care of collections.

**Linkage: Goals 3 and 4**

## **CREATING AND PROTECTING OUR OPPORTUNITIES**

- 5. Diversify the economy through film and television, sound recording and book and magazine publishing**

Generate activity and investment through targeted financial support to film and television, sound recording and book and magazine publishing. Specific priorities include aligning industry and government efforts and pursuing a funding model to enhance the sustainability of Alberta's film and television industries.

**Linkage: Goal 2**

## **CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES**

The Ministry's core businesses are linked to goals that reflect the desired results of programs and services delivered by the Ministry. Specific strategies outline how the Ministry aims to achieve each goal. Success in achieving these goals is measured through a range of performance measures. Targets for the measures are intended to be challenging and attainable and are based on historical performance and expected future conditions.

**Core Business One: Lead the implementation of the cultural policy and foster the sustainability and appreciation of the arts, film and television, sound recording and book and magazine publishing**



## 1

## A culturally vibrant province where awareness and appreciation of Alberta's unique cultural identity are shaped by Alberta's cultural policy

### What it means

- Coordinating the support and promotion of the cultural policy within the Government of Alberta by working with other ministries to identify linkages and opportunities to champion the policy.
- Developing partnerships involving government, the private sector, the nonprofit/voluntary sector and other groups to explore and recommend new ways to support the cultural policy.
- Supporting the development of a unique spirit of creativity, innovation and energy to add to Alberta's growth and prosperity.

### Strategies

- 1.1 Promote and support culture in Alberta by working with the Premier's Council on Arts and Culture to implement *The Spirit of Alberta*, Alberta's Cultural Policy.
- 1.2 Work with partners to build greater awareness and appreciation of culture, advance cultural initiatives and facilitate and enhance partnerships that strengthen the cultural community and preserve Alberta's cultural legacy.
- 1.3 Identify cultural activities that increase access to culture through the use of technology and establish baselines to help ensure cultural resources are used strategically.

### 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 toward this goal.

## 2

## A thriving arts sector with increased growth and sustainability in Alberta's film and television, sound recording, and book and magazine publishing industries

### What it means

- Promoting participation in and fostering appreciation of the arts through the Alberta Foundation for the Arts.
- Hosting international touring theatre companies and musicians and a wide variety of cultural and community events at the Jubilee Auditoria.
- Preserving, maintaining and displaying Alberta's art collections.
- Classifying all films prior to public exhibition, and promoting Alberta's film rating system to encourage informed viewing.
- Licensing and regulating film distributors, and communicating classifications to movie theatres and media outlets.
- Collaborating with stakeholders to align government and the film and television industry efforts and develop ways to increase industry capacity, sustainability and development.

- Delivering training programs and “film friendly” workshops to Alberta communities to support and attract film and television production.
- Marketing Alberta’s production expertise, locations and financial incentives to the local, national and international motion picture industry.
- Providing financial incentives to promote film and television production in Alberta.
- Providing support to the sound recording and book and magazine publishing industries.

## Strategies

- 2.1 Work with clients and stakeholders to complete a comprehensive program evaluation of the Alberta Foundation for the Arts’ grant programs, and adjust programs to better meet the needs and support the growth and development of the arts in Alberta.
- 2.2 Promote the arts and artists in Alberta through an expanded annual Arts Days event.
- 2.3 Provide opportunities for artists to travel across Alberta and abroad as provincial ambassadors and to participate in major events, such as the 2010 Cultural Olympiad celebrations and Canada Day.
- 2.4 Increase access to Alberta’s art collection through the Travelling Exhibition and the Art Placement Programs and expansion of electronic access through the Internet.
- 2.5 Implement and communicate the *Film and Video Classification Act* and regulations.
- 2.6 Develop and implement a communication and marketing plan to promote the Jubilee Auditoria to Albertans and visitors.
- 2.7 Collaborate with municipal and federal governments to review proposals to raise film production capacity in the province.
- 2.8 Pursue a funding model to support the sustainability and growth of the film and television production industry.
- 2.9 Examine innovative means to support the arts, sound recording, and book and magazine publishing industries.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a Participation in arts activities or events by adult Albertans	87.4%	89%	90%	91%
2.b Dollars spent in Alberta as a result of film and television productions supported by the Alberta Film Development Program (\$million)	102.3	118.3	95.0*	95.0*

### Performance Measure Under Development:

The Ministry is developing an additional performance measure to help indicate progress toward this goal.

### Note:

\* Targets were reduced due to the effects of the current economic slowdown.

## Core Business Two: Support Alberta's communities and the nonprofit/voluntary sector

### GOAL THREE **3** Alberta is strengthened through support to communities and the nonprofit/voluntary sector

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#### What it means

- Recognizing, promoting and providing training to the nonprofit/voluntary sector.
- Providing leadership training opportunities for the nonprofit/voluntary sector through the Board Development Program, the Youth Mentor Program, the Vitalize conference, leadership development workshops and a provincial volunteer screening initiative.
- Providing community organizations and municipalities with consultative, training and facilitation services to support increased coordination and capacity.
- Supporting Alberta's community organizations and public-use facilities through programs and grants (e.g., Community Facilities Enhancement Program, Other Initiatives Program and Community Initiatives Program).
- Providing grants to nonprofit organizations and Canada Revenue Agency-registered charities through the Community Spirit Donation Grant Program.
- Increasing education and awareness of Alberta's enhanced charitable tax credit and the Community Spirit Donation Grant Program.

#### Strategies

- 3.1 Work in partnership with the nonprofit/voluntary sector to strengthen both sector capacity and our communities (e.g., through the Alberta Nonprofit/Voluntary Sector Initiative).
- 3.2 Strengthen cross-ministry collaboration to identify opportunities for the nonprofit/voluntary sector, including implementation of the Workforce Strategy to benefit the sector.
- 3.3 Enhance access to information to support Alberta's cultural communities and the nonprofit/voluntary sector through improved online services.
- 3.4 Establish a Youth Advisory Council (age 35 or younger) to develop recommendations to encourage more youth to become actively involved in their communities.
- 3.5 Evaluate the process for allocating funds for the Community Spirit Donation Grant Program to ensure the goals of the program are met.
- 3.6 Conduct a review of the Ministry's agencies to ensure their mandates remain current and investigate opportunities for operating efficiencies.
- 3.7 Work with partners and stakeholders to increase community collaborative leadership to enhance the capacity of communities to address complex issues.
- 3.8 Collaborate with other ministries to develop and enhance resources on public engagement and participation processes.
- 3.9 Work with the Ministry of Justice and other ministries to promote strong and vibrant communities and reduce crime so Albertans feel safe.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Level of community volunteerism by adult Albertans	68.6%	69%	69%	69%
3.b Percentage of Community Initiatives Program/ Community Facilities Enhancement Program grant recipients who indicate the funding benefited their community	96.9%	98%	98%	98%
3.c Customer satisfaction with capacity building facilitation services and workshops	98.3%	98%	98%	98%

### Core Business Three: Preserve Alberta's historical resources and make them accessible

## GOAL FOUR **4** Alberta's rich heritage is valued, and the province's historical resources are preserved and made accessible to enhance learning and research

#### What it means

- Managing and promoting a network of provincial heritage facilities that includes five major museums, 14 historical sites and interpretive centres, and the Provincial Archives of Alberta.
- Managing an irreplaceable legacy of over 12 million historic and scientific objects and specimens; 10 million archaeological artefacts; 2 million photographs, maps and architectural drawings; 50 kilometres of archival holdings; 110,000 hours of film and sound recordings; and 130 historic structures.
- Protecting over 500 designated historic places and tens of thousands of archaeological and palaeontological sites.
- Regulating land-based development activities to preserve significant historic resources and ensure that industry adopts appropriate heritage management practices.
- Providing communities with advice and funding assistance for historic preservation and presentation through the Alberta Historical Resources Foundation.
- Providing learning opportunities for students and visitors through curriculum-based and general interest programs, events and activities.
- Conducting scholarly research to enhance understanding of Alberta's history.
- Supporting Alberta's cultural policy by providing opportunities to increase Albertans' access to their heritage.

## Strategies

- 4.1 Plan and implement improvements to provincial heritage facilities to build pride in Alberta's cultural and natural history and attract visitors from home and abroad.
- 4.2 Deliver distance-learning educational programs and provide the ability to explore collections online to ensure that Albertans and people worldwide can access Alberta's heritage.
- 4.3 Develop and implement a long-term management strategy that enhances the government's capacity to acquire, preserve and document its heritage collections.
- 4.4 Support urban and rural municipalities in heritage conservation by providing expertise and enhanced funding through the Alberta Historical Resources Foundation.
- 4.5 Support the Alberta Land-use Framework Biodiversity Action Plan by monitoring the changing state of Alberta's species, habitats and ecosystems to provide relevant and timely scientific information on biodiversity and land-use.
- 4.6 Create new research programs and expand the use of innovative, investigative technologies such as CAT scanning, 3D computer modeling and Geographic Information System technology in support of new education programs at the Royal Tyrrell Museum of Palaeontology.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a Visitor satisfaction with experiences at provincial heritage facilities*	98.2%	n/a	n/a	98%
4.b Percentage of visitors to provincial heritage facilities who rated the knowledge they gained of Alberta history as excellent or good*	91.1%	n/a	n/a	92%
4.c Percentage of adult Albertans who feel that historical resources in Alberta communities are important in contributing to the overall quality of life in Alberta**	94.7%	95%	95%	96%
4.d Percentage of adult Albertans who visited a heritage facility in Alberta**	56.9%	57%	57%	57%
4.e Percentage of adult Albertans who agree that overall historical resources are being adequately protected and preserved in Alberta communities**	67.5%	68%	68%	69%

### Notes:

\* Survey is conducted every third year.

\*\* New performance measure.

**Core Business Four: Protect human rights, promote fairness and access, and support the inclusion of all Albertans**

**GOAL FIVE** **5 Albertans participate in the social, economic and cultural life of the province without discrimination**

**What it means**

- Promoting awareness and understanding of Alberta’s human rights legislation.
- Resolving and adjudicating human rights complaints.
- Providing education, information and consultative services that support human rights, equity, diversity and multiculturalism in the province.
- Providing financial support to community organizations and public institutions through the Human Rights, Citizenship and Multiculturalism Education Fund for initiatives that foster equality, reduce discrimination and racism, remove organizational barriers and increase community capacity to build inclusive organizations and communities.
- Collaborating with other governments and organizations, and representing the province’s international human rights responsibilities.

**Strategies**

- 5.1 Develop and implement strategies that help build welcoming and inclusive communities and workplaces, particularly for immigrants and ethno-cultural and racial groups.
- 5.2 Support nonprofit organizations and public institutions in building their capacity to develop and deliver effective initiatives that advance the goal of full civic participation.
- 5.3 Complete the review of the human rights policy and legislative framework that protects human rights and promotes fairness and access to the opportunities to participate fully in the social, cultural and economic life of the province.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
5.a Percentage of adult Albertans who believe human rights are well protected in Alberta	88.0%	89%	89%	89%
5.b Percentage of Albertans who believe their current or last place of work in Alberta is free of discrimination*	79.3%	81%	81%	81%

**Note:**

\* New performance measure.

## 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			
Lead the implementation of the cultural policy and foster the sustainability and appreciation of the arts, film and television, sound recording and book and magazine publishing	54,614	66,887	80,776	71,909	71,931	72,122
Support Alberta's communities and the non-profit / voluntary sector	332,027	417,238	373,419	172,174	181,636	180,816
Preserve Alberta's historical resources and make them accessible	49,585	60,806	57,308	55,420	56,228	56,918
Protect human rights, promote fairness and access, and support the inclusion of all Albertans	7,059	7,742	7,499	9,254	9,557	9,697
<b>MINISTRY EXPENSE</b>	<b>443,285</b>	<b>552,673</b>	<b>519,002</b>	<b>308,757</b>	<b>319,352</b>	<b>319,553</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	378,880	475,397	459,377	227,746	236,746	235,746
Transfers from Government of Canada	727	526	526	526	83	83
Investment Income	1,815	1,981	1,981	1,832	1,882	1,882
Premiums, Fees and Licences	5,297	4,982	4,982	4,975	4,975	4,975
Other Revenue	12,762	11,199	12,170	13,450	13,555	13,669
<b>MINISTRY REVENUE</b>	<b>399,481</b>	<b>494,085</b>	<b>479,036</b>	<b>248,529</b>	<b>257,241</b>	<b>256,355</b>
<b>EXPENSE</b>						
<b>Program</b>						
Cultural Policy Initiative	501	2,436	1,956	5,227	4,915	4,932
Arts and Cultural Industries	53,623	63,778	78,138	65,958	66,213	66,387
Community Grants	316,968	382,321	338,586	143,180	152,280	151,340
Community and Voluntary Services	14,379	33,978	33,881	27,983	28,233	28,353
Heritage	47,185	57,493	53,950	51,853	52,263	52,953
Human Rights and Citizenship	6,619	7,134	6,883	8,600	8,830	8,970
Ministry Support Services	3,947	5,433	5,508	5,856	6,518	6,518
Valuation Adjustments and Other Provisions	63	100	100	100	100	100
<b>MINISTRY EXPENSE</b>	<b>443,285</b>	<b>552,673</b>	<b>519,002</b>	<b>308,757</b>	<b>319,352</b>	<b>319,553</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	(82)	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(43,886)</b>	<b>(58,588)</b>	<b>(39,966)</b>	<b>(60,228)</b>	<b>(62,111)</b>	<b>(63,198)</b>

## 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	399,481	494,085	479,036	248,529	257,241	256,355
<i>Inter-ministry consolidation adjustments</i>	(378,880)	(475,397)	(459,377)	(227,746)	(236,746)	(235,746)
<b>Consolidated Revenue</b>	<b>20,601</b>	<b>18,688</b>	<b>19,659</b>	<b>20,783</b>	<b>20,495</b>	<b>20,609</b>
Ministry Expense	443,285	552,673	519,002	308,757	319,352	319,553
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>443,285</b>	<b>552,673</b>	<b>519,002</b>	<b>308,757</b>	<b>319,352</b>	<b>319,553</b>
Gain (Loss) on Disposal of Capital Assets	(82)	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(422,766)</b>	<b>(533,985)</b>	<b>(499,343)</b>	<b>(287,974)</b>	<b>(298,857)</b>	<b>(298,944)</b>

## CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
Cultural Policy Initiative	349	395	1,752	-	-	-
Arts and Cultural Industries	840	335	845	335	335	335
Community and Voluntary Services	8	-	-	-	-	-
Heritage	2,784	2,330	3,580	2,330	2,330	2,330
<b>MINISTRY CAPITAL INVESTMENT</b>	<b>3,981</b>	<b>3,060</b>	<b>6,177</b>	<b>2,665</b>	<b>2,665</b>	<b>2,665</b>



# Education

BUSINESS PLAN 2009-12

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## 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.

Dave Hancock, Q.C. *Minister of Education*  
March 17, 2009

## THE MINISTRY

The Ministry of Education is made up of the Department of Education and the Alberta School Foundation Fund.

The Department of Education's fundamental purpose is to enable every student to reach full potential as a lifelong learner and citizen. The Department partners with students, parents, educators and communities to provide opportunities for Alberta children and youth to develop the knowledge, skills and attributes they need to become capable, contributing members of society.

The Department of Education guides the creation of learning environments that address the diverse needs of learners and supports student achievement so that students can embrace their passions and interests and have opportunities to achieve their potential.

The Department ensures the effective delivery of education by:

- developing and supporting the implementation of policies, programs and standards
- enabling equitable funding to school jurisdictions
- monitoring the financial management of school jurisdictions
- promoting continuous improvement in learning through outcomes-based accountability and reporting
- conducting education workforce planning and teacher development and certification.

The 2009-12 business plan sets the course for the education system in Alberta over the next three years.

The Ministry of Education is defined through its vision, mission, values and principles. The Ministry's vision is its view of the future. The mission describes the Ministry's purpose and reason for existence. The Alberta Public Service values demonstrate the beliefs or traits that guide Ministry actions, and the principles identify the Ministry's method of operating.

## **VISION**

*Education inspires and enables students to achieve success and fulfillment as citizens in a changing world.*

## **MISSION**

Every child has access to educational opportunities needed to develop knowledge, skills and attributes required for an enriched society and a sustainable economy.

## **ALBERTA PUBLIC SERVICE VALUES**

<b>Respect</b>	We foster an environment in which each individual is valued and heard.
<b>Integrity</b>	We behave ethically and are open, honest and fair.
<b>Accountability</b>	We are responsible for our actions and for contributing to the effectiveness of the public service.
<b>Excellence</b>	We use innovation and continuous improvement to achieve excellence.

## **PRINCIPLES**

<b>Student Centred</b>	Our highest priority is the success of each student.
<b>Collaborative</b>	We encourage the community, teachers, parents and other partners and stakeholders to work together to provide a safe and caring learning environment and the appropriate support structures that allow children the opportunity to maximize their potential.
<b>Responsive</b>	Education programs are flexible, anticipate student needs, provide opportunities for parent and student choice, and provide opportunities for students to find their passions and achieve their potential.
<b>Innovative</b>	We lead innovation in support of improved student learning outcomes.
<b>Leading</b>	Alberta demonstrates continuous improvement in providing high quality programs and services that support students in attaining individual success and academic excellence.
<b>Accessible</b>	Every student in Alberta has the right of access to a quality education responsive to the student's needs and abilities.

<b>Equitable</b>	Equitable educational resources and high quality learning opportunities are provided to all students.
<b>Accountable</b>	We are accountable to Albertans for quality results, system sustainability and fiscal responsibility.

## 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 and priorities are highlighted below:

### **Link to Goals in the *Government of Alberta Strategic Business Plan***

**Goal 2: Albertans will be well prepared for lifelong learning.** Quality basic education enables children and youth to develop into responsible, caring, creative, self-reliant and contributing members of society. The education system helps them develop the skills they need to achieve their aspirations and maximize their potential.

### **Government of Alberta Priorities**

Work with Advanced Education and Technology to *enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*

Work with Justice and Attorney General to *promote strong and vibrant communities and reduce crime so Albertans feel safe.*

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The following environmental factors have been identified as having significant potential to influence the Ministry of Education's direction. The Ministry has considered these factors in the context of identifying strategic priorities and strategies that will ensure high quality learning opportunities, excellent student outcomes and Ministry support for continuous improvements to the education system.

### **Globalization and the Knowledge Economy**

Alberta students are entering an increasingly knowledge-based economy that is global in nature, driven by innovation, technology and information, and where the rate of change occurs more rapidly than at any other time in our history. The global labour market is generating stiffer competition for jobs. Comparisons with world standards indicate a demand for highly qualified scientists and engineers, and as such, an increased emphasis on math and science skills. The ability to create, access, critically evaluate, utilize, share and disseminate information and knowledge in a meaningful way is also highly important in our information-driven society.

We can meet the challenges of this fast-paced environment by remaining flexible and adaptable to the changes occurring around us. We need to provide students with learning opportunities and activities that engage them from an early age and keep them supported and challenged as they continue to learn the skills and knowledge they need to participate successfully as global citizens.

## **Labour Market Conditions**

Over the past three years, Alberta has led Canada in economic growth and North America in job creation. These factors have presented students with a variety of options and opportunities to pursue well paying jobs and careers on a full-time or part-time basis. Statistics compiled and reported by the Ministry show that high school completion rates have improved marginally. They also show that the number of students working while attending high school has increased. It is important that the education system continues to be aligned with the needs of employers by preparing students to be responsible, accountable and capable members of the workforce. At the same time, it must also ensure that our youth complete high-school, become lifelong learners and are able to access career opportunities now and into the future.

## **Population Distribution and Changing Demographics**

The geographical distribution of Alberta's population is changing. Our urban population is growing while our rural population is declining. However, one quarter of Alberta's students continue to live in rural areas across the province. Providing these students with access to a wide range of programming options is challenging due to difficulties in attracting and retaining qualified teachers in remote and rural areas.

Alberta's population is growing and becoming increasingly diverse as a result of immigration, in-migration and increased birthrates, particularly among First Nations, Métis and Inuit peoples. More and more children and youth within the education system require targeted support for themselves and their families to assist their transition into Alberta society. We will continue to respond through focused teacher preparation, curriculum design that promotes global perspectives and cultural diversity, continued support for English language learners, facilitating the delivery of health and social service supports, and additional school infrastructure.

## **First Nations, Métis and Inuit Student Success**

According to the 2006 Census, half of the First Nations, Métis and Inuit population in Alberta is under the age of twenty-five. Over the last decade, the province's Aboriginal population has grown three times faster than the non-Aboriginal population. At the same time, the rate of Aboriginal youth completing high school is only half the rate of other students. The achievement gap between Aboriginal and non-Aboriginal, Métis and Inuit people also remains an issue, particularly for First Nations students. Even though the federal government is responsible and accountable for the delivery of education to First Nations students, Albertans recognize that it is essential that all students have equitable access to education. Finding innovative and collaborative ways to address the challenges facing First Nations, Métis and Inuit students will be essential to improving completion rates and student success.

## **Health and Wellness of Our Children and Youth**

Health and wellness issues are becoming more prevalent among Alberta's children and youth. Childhood diabetes and obesity rates are on the rise. Frequency of children's mental health, behavioural and substance abuse issues are increasing. The incidence of bullying and cyber-bullying also continues to be a problem. A cornerstone to student success and wellness is a safe and healthy learning environment that provides effective supports and services to students and their families, including collaborative partnerships with appropriate community, health and social service providers.

## **Public Expectations**

The public expects and deserves a high quality education system that is continuously improving, sustainable, fiscally responsible and accountable for results. They anticipate that students will be well prepared for the future and successful in an increasingly global environment. They expect flexibility in responding to diverse needs and to provide access to optimum learning opportunities for all children and youth throughout their school years. All community members – students, parents, teachers and administrators, the non-profit/voluntary sector and business and industry – contribute to the education and success of all children and students.

## Technology in Education

For today's children and youth, technology is a part of their everyday lives. Most students regularly access computers, portable media players and cell phones. They use the Internet to find information, connect with others, create and share their own content. Students and parents expect technology to be available, accessible and used in meaningful ways to support teaching and learning.

Many teachers are increasingly using information and communications technology. To be used effectively in the classroom, this technology must continue to be integrated and infused throughout all areas of the curriculum. Providing development opportunities and resource support for educators so that they can continue to acquire the skills and knowledge to maximize the benefits of technology to students will remain important within the education system.

## The Teaching Profession and the Education Workforce

The strength of Alberta's education system is rooted in our highly skilled and dedicated teachers and administrators who are supported by teacher assistants; counselors; and health, community and family service providers. Albertans recognize the valuable contributions that teachers make to our province and the lives of its citizens. Within the next five years, Alberta's school-age population is projected to increase significantly, while at the same time a substantial number of teachers will retire. Shifting employee values and work preferences will redefine the nature and expectations of employment relationships. Attracting and retaining highly skilled teachers will be crucial, as will ensuring that teachers and other education professionals have access to developmental opportunities and support throughout their careers. Continuing to create innovative ways to attract, develop and retain people while also encouraging them to take on greater challenges will be critical.

# STRATEGIC PRIORITIES 2009-12

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

## CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Participation and completion rates**

**Linkage:**  
**Goals 1 and 2**

The Ministry will continue to increase student participation and completion rates in health, math, science and career and technology studies courses to support economic diversification and build the knowledge economy. The Ministry will continue to work with the public, government partners, stakeholders and students to achieve an education system where every student is inspired and has the opportunity to succeed, graduate and enter post-secondary education or the workforce, and to engage in lifelong learning.
- 2. First Nations, Métis and Inuit student success**

**Linkage:**  
**Goals 1, 2, 3 and 4**

The Ministry, in collaboration with its stakeholders and partners, will renew its effort to improve First Nations, Métis and Inuit student success in provincially funded schools through First Nations, Métis and Inuit curriculum infusion in all subject areas, focused teacher preparation, improved accessibility to resources and support services, and parental and community engagement. It will also strive to collaborate with First Nations to ensure that all Alberta students being educated on First Nations reserves have equitable access to educational opportunities.

- 3. Inspiring education**      Develop a policy framework to guide implementation of a long-term vision for K-12 education in Alberta that focuses on opportunity, fairness, citizenship, choice and diversity. Through the Inspiring Education initiative, the Ministry will engage the public in a multi-faceted dialogue. This will result in broader public appreciation of the importance of education in Albertans' lives and how education is increasingly the basis of a prosperous society and economy. The dialogue is also intended to ensure a broadly accepted and clear understanding of what it will mean to be an educated Albertan twenty years from now.
- Linkage:**  
**Goals 1, 2, 3 and 4**
- 4. Building and appreciating the teaching profession and the education workforce**      High professional standards must be maintained by those who work with children and students in order to achieve a quality education for students. Recruiting and retaining talented and engaged individuals requires acknowledging the important contributions they make in the lives of children and students. The Ministry will work with its stakeholders and partners to help address the emerging challenges facing teachers and the education workforce.
- Linkage:**  
**Goals 1, 2 and 3**

## **BUILDING OUR QUALITY OF LIFE**

- 5. Access to early learning opportunities and intervention for at risk children**      The Ministry will increase broad-based supports and early intervention initiatives for at-risk children to improve their learning outcomes and support the Safe Communities initiative. As the learning that occurs in a child's first few years has a profound influence on his or her success in school and overall quality of life, the Ministry is enhancing its collaborative approach to early learning services and supports. It will develop and encourage partnerships and provide resources so at-risk children are identified early and will have access to programming appropriate to their needs.
- Linkage:**  
**Goals 1, 2 and 3**
- 6. Special education services**      Special education refers to the education of students and Early Childhood Services children identified with mild, moderate, or severe disabilities or as gifted and talented. It is founded on the belief that all children can learn and reach their full potential if given opportunities, effective teaching and appropriate resources. Setting the Direction for Special Education in Alberta will make recommendations on education policy, accountability frameworks and the allocation of funding through consultation with educators, service providers, advocates, parents and students.
- Linkage:**  
**Goals 1, 2 and 3**
- 7. Community-centred schools**      The Ministry will partner with Infrastructure and Treasury Board to develop flexible and creative strategies for school construction. It will ensure that students are educated in well-maintained facilities that foster a safe and caring environment. These community-centred schools will facilitate provision of support services for children and students, encourage community participation and be responsive to the changing instructional environment.
- Linkage:**  
**Goals 1, 2, 3 and 4**

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry has identified one core business that is an ongoing key responsibility. The core business includes four goals with specific outcomes that describe the end results the Ministry wants to achieve in fulfilling its mission. The Ministry also has identified strategies for 2009-12 that support the Ministry goals and the *Government of Alberta Strategic Business Plan*.

Performance measures indicate the degree of Ministry success in achieving its goals and outcomes. In assessing progress, targets are considered met if the result is within five per cent of the target value, and targets are considered exceeded if the result is more than five per cent above the target value (except for provincial achievement tests and jurisdiction performance).

**Core Business: Lead and support the education system so that all students are successful at learning**

## GOAL ONE **1** High quality learning opportunities

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### What it means

Through Alberta's education system, the Ministry strives to provide high quality learning opportunities to all students in Alberta, which includes increased access to and participation in, programs that enable increased levels of educational achievement. To achieve this goal, Education sets policies and standards for program and resource development; develops and enhances programs to help meet the unique learning needs of all students; uses information and research; and encourages innovation to ensure continuous improvement and leading-edge practices within the education system. The Ministry also provides funding for the education system and supports program implementation, including in-servicing and professional development for teachers.

The following have been identified as Goal 1 outcomes:

- The education system meets the needs of all students, our society and the economy.
- School environments are safe and caring.
- Children and youth with at-risk factors have their needs addressed through timely and effective programs and supports.
- Students complete programs so that they are ready to attend post-secondary institutions and/or contribute as members of society and to the economy.

### Strategies

- 1.1 Develop programs of study and acquire learning and teaching resources in English and French, ensuring that they are responsive to the needs of diverse students in a global context; focus on essential competencies including critical thinking, problem solving and creativity; and maximize the impact of emerging technologies on improving education.
- 1.2 Enhance learning opportunities in the areas of humanities and cultural education including second languages and liberal arts (e.g., social sciences, art, music, drama and dance).
- 1.3 Enhance student opportunities and awareness of career options in the health and wellness, technology and science sectors through expanded partnerships and innovative career and technology studies delivery models.

- 1.4 Work with other ministries and stakeholders to support the development of a comprehensive approach to wellness education for students.
- 1.5 Foster a safe and caring school environment and create a culture of understanding of, and respect for, differences and diversity.
- 1.6 Continue to work with stakeholders and partners to implement province-wide strategies and action plans to increase Alberta's high school completion rate.
- 1.7 Collaborate with the education sector to develop future directions for the distributed learning strategy.
- 1.8 Sustain access to learning opportunities for students in rural areas.
- 1.9 Work with school authorities to promote and disseminate innovative learning and teaching approaches through increased access to classroom technologies.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
1.a Overall student, parent, teacher, school board member and public satisfaction with the quality of basic education	84% (2007-08)	86%	86%	86%
1.b Overall satisfaction of students, parents, teachers, school board members and the public that students are receiving a solid grounding in core subjects	82% (2007-08)	85%	85%	85%
1.c Overall satisfaction of students, parents, teachers and school board members with the opportunity of students to receive a broad program of studies	79% (2007-08)	79%	80%	81%
1.d Overall agreement of students, parents, teachers and school board members that schools are safe and caring	91% (2007-08)	90%+	90%+	90%+
1.e Annual dropout rates of students aged 14-18	5.0% (2006-07)	4.6%	4.5%	4.5%
1.f High school completion rate of students within five years of entering Grade 10	79.5% (2006-07)	80%	81%	82%

GOAL TWO

## 2

### Excellence in student learning outcomes

#### What it means

Excellence in learning outcomes means that every student is well prepared for lifelong learning, work and citizenship, and possesses the skills and knowledge to be successful. The Ministry supports the achievement of excellence in learning outcomes by providing flexible programming options designed to address the diversity of student needs. Support is also provided through effective implementation of provincial and school-based student assessments.



The following have been identified as Goal 2 outcomes:

- Students demonstrate high standards in learner outcomes.
- Students are well prepared for lifelong learning.
- Students are well prepared for employment.
- Students model the characteristics of active citizenship.

## Strategies

- 2.1 Support school authorities and teachers in responding to classroom diversity and the evolving learning needs of all students.
- 2.2 Engage collaborative “holistic” supports for the early identification of student needs, including the delivery of appropriate learning and assistive program supports.
- 2.3 Support and facilitate student transitions between home and school, between grade levels, into the post-secondary and career, technologies and trade system, and into the workforce.
- 2.4 Integrate learnings from Alberta Initiative for School Improvement projects into policy and program considerations, communicate applied research findings widely, and promote and celebrate classroom, school and jurisdiction excellence.
- 2.5 Work with education stakeholders to improve their practices in “assessment for learning” thereby assisting teachers in their ongoing planning to enhance student progress in their own learning.
- 2.6 Develop a comprehensive strategy to improve student achievement, with a particular focus on mathematics and sciences, to ensure Alberta’s students are prepared for the careers of the 21<sup>st</sup> century workforce.

Performance Measures		Last Actual (year)		Target 2009-10		Target 2010-11		Target 2011-12	
2.a	Percentages of students in Grades 3, 6 and 9 who achieved the acceptable standard and percentages who achieved the standard of excellence on provincial achievement tests <sup>1</sup>	A   E		A   E		A   E		A   E	
	Grade 3 English Language Arts	80.1%	16.1%	85%	18%	86%	19%	86%	19%
	Mathematics	78.7%	23.9%	84%	31%	84%	32%	84%	32%
	Grade 6 English Language Arts	81.1%	21.0%	82%	21%	83%	21%	83%	22%
	French Language Arts	87.7%	14.2%	89%	14%	89%	14%	89%	15%
	Français	94.3%	17.1%	95%	21%	96%	22%	96%	22%
	Mathematics	74.6%	15.9%	80%	21%	81%	22%	81%	22%
	Science	74.8%	24.1%	82%	29%	83%	29%	83%	29%
	Grade 9 English Language Arts	76.5%	14.8%	80%	16%	81%	17%	81%	17%
	French Language Arts	84.5%	12.4%	85%	13%	85%	14%	85%	14%
	Français	84.8%	11.7%	88%	17%	88%	17%	88%	17%
	Mathematics	65.7%	18.5%	70%	21%	71%	22%	71%	22%
	Science	69.3%	13.0%	70%	15%	71%	16%	71%	16%
	Overall All subjects and grades	75.3%	18.3%	79.2%	21.4%	80.1%	22.1%	80.1%	22.2%
		(2007-08)							
2.b	Percentages of students who achieved the acceptable standard and percentages who achieved the standard of excellence on diploma examinations <sup>1</sup>	A   E		A   E		A   E		A   E	
	Pure Mathematics 30	81.3%	25.8%	82%	26%	82%	26%	83%	27%
		(2007-08)							

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
2c Percentages of students writing four or more diploma examinations within three years of entering Grade 10	53.6% (2006-07)	55%	56%	56%
2.d Percentages of Grade 12 students eligible for a Rutherford Scholarship <sup>2</sup>	56.8% (2006-07)	58%	59%	59%
2.e Participation rate of Grade 1 students in Early Childhood Services (ECS) programs in a prior year	97.6% (2007-08)	95%+	95%+	95%+
2.f High school to post-secondary transition rate of students within six years of entering Grade 10	60.3% (2006-07)	61%	62%	62%
2.g Overall agreement of parents, teachers and the public that students are taught the attitudes and behaviours that will make them successful at work when they finish school	65% (2007-08)	71%	72%	72%
2.h Overall agreement of parents, teachers and students that students model the characteristics of active citizenship	85% (2007-08)	84%	85%	85%

**Notes:**

- 1 A | E: Acceptable | Excellence – the percentages achieving the acceptable standard include the percentages achieving the standard of excellence.
- 2 The basis for calculating the Rutherford Scholarship measure changed starting April 1, 2008 when scholarship eligibility was extended to students with an average mark of 75 per cent or higher in applicable high school courses. The last actual reflects the result that would have been obtained had the new eligibility criteria been in place in the 2006-07 school year.

**Performance Measures Under Development:**

- 1 Percentages of students in Grades 6 and 9 who achieved the acceptable standard and percentages of students who achieved the standard of excellence on provincial achievement tests in Social Studies.
- 2 Percentages of students who achieved the acceptable standard and percentages of students who achieved the standard of excellence on diploma examinations:
  - English 30-1, with last actual of 87.1 per cent (acceptable) and 15.5 per cent (excellence) and targets of 88 per cent and 19 per cent, respectively, for 2009-10.
  - English 30-2, with last actual of 88.9 per cent (acceptable) and 8.8 per cent (excellence) and targets of 89 per cent and 10 per cent, respectively, for 2009-10.
  - Applied Mathematics 30, with last actual of 76.3 per cent (acceptable) and 10.7 per cent (excellence) and targets of 78 per cent and 12 per cent, respectively, for 2009-10.
  - Biology 30, with last actual of 82.3 per cent (acceptable) and 26.3 per cent (excellence) and targets of 84 per cent and 27 per cent, respectively, for 2009-10.

**What it means**

Alberta's First Nations, Métis and Inuit students are provided with high quality learning opportunities and supports to enable successful learning. We will work collaboratively to assist First Nations and the federal government to fulfill their respective responsibilities to enable equitable educational opportunities for all First Nations students. The Ministry supports First Nations, Métis and Inuit student success by raising awareness of First Nations, Métis and Inuit student needs; developing culturally relevant learning resources and programming opportunities; focusing on continuous improvement through appropriate accountability mechanisms; and working collaboratively with First Nations, Métis and Inuit communities.

The following have been identified as Goal 3 outcomes:

- First Nations, Métis and Inuit students are well prepared for citizenship, the workplace and post-secondary education and training.
- Key learning outcomes for First Nations, Métis and Inuit students improve.

**Strategies**

- 3.1 Support school jurisdictions in the development of collaborative frameworks with their local First Nations, Métis and Inuit communities, which will include continuing to implement community and parental engagement strategies focused on improving First Nations, Métis and Inuit student success.
- 3.2 Work collaboratively with First Nations, the federal government and other Government of Alberta Ministries to develop a tripartite agreement that will improve the learning opportunities for First Nations students and support First Nations student achievement, excellence and success.
- 3.3 Work collaboratively with First Nations, Métis and Inuit leadership to support First Nations, Métis and Inuit student achievement, excellence and success.
- 3.4 Work collaboratively with stakeholders and partners within the education system to enhance access to learning opportunities, resources, Career and Technology Studies, and support services for on-reserve First Nations students and Métis students who reside on settlements.
- 3.5 Explore partnership opportunities in support of First Nations communities, such as Memoranda of Understanding which assist in the development of First Nations educational accountability mechanisms.
- 3.6 Develop a long-term strategy to enhance teacher capacity with the knowledge, skills and attributes necessary to improve First Nations, Métis and Inuit student success.
- 3.7 Develop strategies to increase the number of First Nations, Métis and Inuit teachers.
- 3.8 Develop strategies to assist First Nations, Métis and Inuit students with their transition between grade levels, between schools and communities, from high school to post-secondary and into the workforce.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Overall percentages of self-identified First Nations, Métis and Inuit students who achieve standards on provincial achievement tests in grades 3, 6 and 9	A   E 50.6%   5.6%	A   E 53%   6%	A   E 55%   8%	A   E 58%   11%
3.b Overall percentages of self-identified First Nations, Métis and Inuit students who achieve standards on diploma examinations	A   E 77.4%   11.5%	A   E 79%   13%	A   E 81%   14.5%	A   E 83%   16%

**Notes:**

A | E: Acceptable | Excellence – the percentages achieving the acceptable standard include the percentages achieving the standard of excellence.

**Performance Measures Under Development:**

- 1 Overall agreement of self-identified First Nations, Métis and Inuit high school students and their parents that students model the characteristics of good citizenship, with a last actual of 78 per cent in 2007-08.
- 2 Agreement of parents of self-identified First Nations, Métis and Inuit parent that students are taught the attitudes and behaviours that will make them successful at work when they finish school, with a last actual of 68 per cent in 2007-08.
- 3 High school to post-secondary transition rate of self-identified First Nations, Métis and Inuit students within six years of entering Grade 10.
- 4 High school completion rate of self-identified First Nations, Métis and Inuit students within five years of entering Grade 10.
- 5 Annual dropout rate of self-identified First Nations, Métis and Inuit students aged 14-18.
- 6 Diploma examination participation rate of self-identified First Nations, Métis and Inuit students within three years of entering Grade 10.
- 7 Rutherford Scholarship eligibility rate of Grade 12 self-identified First Nations, Métis and Inuit students.

## GOAL FOUR **4** Highly responsive and responsible education system

**What it means**

The Ministry provides leadership and support to ensure a highly responsive and responsible education system. It does so by working collaboratively and communicating effectively with partners, stakeholders and the public, and by promoting the development of leadership capacity within the education sector workforce. It also assists in the development and implementation of planning, reporting and financial accountability systems and leads in the effective use of information systems and technology.

The following have been identified as Goal 4 outcomes:

- The education system at all levels demonstrates effective working relationships.
- The education system at all levels demonstrates leadership, innovation and continuous improvement.

**Strategies**

- 4.1 Enable parents and the public to access timely, accurate, relevant and meaningful information about the benefits, improvement and achievements of Alberta's education system.
- 4.2 Engage Albertans in a multi-faceted dialogue to inform the development of a policy framework to guide the future direction of the education system.

- 4.3 Continue to lead the innovative design, development and construction of schools that meet the changing needs of students and enable community involvement in community facilities.
- 4.4 Implement the Workforce Planning Framework for Action and coordinate the implementation of specific strategic activities to address emerging challenges within the education sector workforce.
- 4.5 Implement a student engagement initiative to create opportunities for Alberta youth to provide advice and receive information on the education system.
- 4.6 Explore options for streamlining school board and administrative practices to achieve greater innovation and efficiency for the Ministry and school jurisdictions.
- 4.7 Ensure Alberta's intergovernmental relationships support the province's education system and enhance Alberta students' learning opportunities.
- 4.8 Embrace multiculturalism and diversity among Alberta students and educators through *Alberta's International Education Strategy*.
- 4.9 Develop a school leadership framework to attract, prepare, retain and engage leaders within the education sector workforce.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a Overall satisfaction of parents, teachers, students, school board members and the public that their input is considered, respected and valued by the school, jurisdiction and province	58%	62%	62%	62%
4.b Overall satisfaction of parents, teachers and school board members that leadership at all levels combined (school, jurisdiction and provincial) effectively supports and facilitates teaching and learning	69%	73%	73%	73%
4.c Overall perception of parents, teachers and school board members that Alberta's education system has improved or stayed the same in the last three years	71%	74%	75%	75%

**Performance Measure Under Development:**

Ministry assessment of school jurisdiction performance: Percentages of school jurisdictions receiving overall evaluations of “good” or “excellent” on accountability measures.

<b>Jurisdiction Performance by Accountability Measure</b>	<b>Fall 2008</b>	<b>Target 2009-10</b>	<b>Target 2010-11</b>
Overall Quality of Education	69%	69%	N/A
Broad Program of Studies	61%	61%	N/A
Safe and Caring Schools	79%	79%	N/A
Dropout Rate	39%	42%	44%
High School Completion Rate (3-year)	48%	51%	52%
Provincial Achievement Tests: Acceptable	21%	23%	24%
Provincial Achievement Tests: Excellence	35%	37%	39%
Diploma Examinations: Acceptable	23%	27%	29%
Diploma Examinations: Excellence	32%	32%	34%
Diploma Examination Participation (4+ Exams)	36%	43%	44%
Rutherford Scholarship Eligibility	65%	N/A	N/A
Post-secondary Transition Rate (6-year)	66%	N/A	N/A
Work Preparation	85%	85%	N/A
Citizenship	76%	76%	N/A
Parental Involvement	50%	50%	N/A
School Improvement	65%	65%	N/A

**Notes:**

- There is insufficient data to set targets for 2010-11 for the survey measures.
- The basis for calculating the Rutherford Scholarship measure changes in 2009. Data is not available to set targets.
- The six-year post-secondary transition rate replaced the four-year rate in 2008. There is insufficient data to set targets.

## 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			
Lead and support the education system so that all students are successful at learning	5,623,215	5,852,512	5,843,655	6,160,525	5,926,304	6,096,274
<b>MINISTRY EXPENSE</b>	<b>5,623,215</b>	<b>5,852,512</b>	<b>5,843,655</b>	<b>6,160,525</b>	<b>5,926,304</b>	<b>6,096,274</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	129,100	129,100	129,100	129,100	129,100	129,100
Education Property Tax	1,392,930	1,450,000	1,462,000	1,532,000	1,562,000	1,594,000
Transfers from Government of Canada	9,166	10,325	10,325	10,325	10,325	10,325
Investment Income	456	300	300	300	300	300
Premiums, Fees and Licences	3,362	2,809	2,809	2,349	2,349	2,349
Sales of Learning Resources	37,592	32,000	37,500	33,200	34,000	34,800
Other Revenue	5,546	1,500	1,500	1,500	1,500	1,500
<b>MINISTRY REVENUE</b>	<b>1,578,152</b>	<b>1,626,034</b>	<b>1,643,534</b>	<b>1,708,774</b>	<b>1,739,574</b>	<b>1,772,374</b>
<b>EXPENSE</b>						
<b>Program</b>						
Operating Support for Public and Separate Schools	4,850,711	5,065,258	5,055,958	5,239,437	5,326,359	5,416,452
School Facilities and Alternative Procurement	616,670	623,513	606,491	759,986	419,425	492,000
Basic Education Programs	98,029	104,401	107,726	95,645	96,445	97,245
Accredited Private Schools	141,775	151,138	159,138	167,559	169,737	171,944
<b>Total Basic Education Support</b>	<b>5,707,185</b>	<b>5,944,310</b>	<b>5,929,313</b>	<b>6,262,627</b>	<b>6,011,966</b>	<b>6,177,641</b>
Less: Property Tax Support to Opted-Out Separate School Boards	(176,096)	(187,000)	(181,000)	(190,000)	(194,000)	(198,000)
<b>Total Government Support to Basic Education</b>	<b>5,531,089</b>	<b>5,757,310</b>	<b>5,748,313</b>	<b>6,072,627</b>	<b>5,817,966</b>	<b>5,979,641</b>
<b>Program Support</b>						
Ministry Support Services	25,221	27,382	27,382	26,181	26,181	26,181
Program Delivery Support Services	60,211	63,435	63,435	59,392	61,592	61,592
<b>Total Program Support</b>	<b>85,432</b>	<b>90,817</b>	<b>90,817</b>	<b>85,573</b>	<b>87,773</b>	<b>87,773</b>
<b>Program Expense*</b>	<b>5,616,521</b>	<b>5,848,127</b>	<b>5,839,130</b>	<b>6,158,200</b>	<b>5,905,739</b>	<b>6,067,414</b>
<b>Debt Servicing Costs</b>						
Alberta Schools Alternative Procurement	-	-	-	-	16,665	21,960
Alberta School Foundation Fund	6,694	4,385	4,525	2,325	3,900	6,900
<b>MINISTRY EXPENSE</b>	<b>5,623,215</b>	<b>5,852,512</b>	<b>5,843,655</b>	<b>6,160,525</b>	<b>5,926,304</b>	<b>6,096,274</b>
Gain (Loss) on Disposal of Capital Assets	(2)	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(4,045,065)</b>	<b>(4,226,478)</b>	<b>(4,200,121)</b>	<b>(4,451,751)</b>	<b>(4,186,730)</b>	<b>(4,323,900)</b>

\* Subject to the *Fiscal Responsibility Act*. Expense includes cash payments towards unfunded pension liabilities, which will be eliminated under a separate, legislated plan. Expense excludes annual changes in unfunded pension obligations, which are a non-cash expense and which do not affect borrowing requirements. Annual increases in Education's unfunded obligations for teachers' post-1992 pension plan are estimated to be:

(47,861)	11,225	81,000	24,000	105,000	105,000
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\*\* Estimates were calculated using preliminary data. An actuarial review of the plan is not expected until after the date of printing.

## 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	1,578,152	1,626,034	1,643,534	1,708,774	1,739,574	1,772,374
<i>Inter-ministry consolidation adjustments</i>	(129,100)	(129,100)	(129,100)	(129,100)	(129,100)	(129,100)
<b>Consolidated Revenue</b>	<b>1,449,052</b>	<b>1,496,934</b>	<b>1,514,434</b>	<b>1,579,674</b>	<b>1,610,474</b>	<b>1,643,274</b>
Ministry Program Expense	5,616,521	5,848,127	5,839,130	6,158,200	5,905,739	6,067,414
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Program Expense</b>	<b>5,616,521</b>	<b>5,848,127</b>	<b>5,839,130</b>	<b>6,158,200</b>	<b>5,905,739</b>	<b>6,067,414</b>
Ministry Debt Servicing Costs	6,694	4,385	4,525	2,325	20,565	28,860
<i>Inter-ministry consolidation adjustments</i>	(6,694)	(4,385)	(4,525)	(2,325)	(3,900)	(6,900)
<b>Consolidated Expense</b>	<b>5,616,521</b>	<b>5,848,127</b>	<b>5,839,130</b>	<b>6,158,200</b>	<b>5,922,404</b>	<b>6,089,374</b>
Gain (Loss) on Disposal of Capital Assets	(2)	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(4,167,471)</b>	<b>(4,351,193)</b>	<b>(4,324,696)</b>	<b>(4,578,526)</b>	<b>(4,311,930)</b>	<b>(4,446,100)</b>



# Employment and Immigration

BUSINESS PLAN 2009-12

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## 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.

Hector Goudreau, *Minister of Employment and Immigration*  
March 19, 2009

## THE MINISTRY

The Ministry of Employment and Immigration includes the reporting entity of:

- **Department of Employment and Immigration** – The Department develops and delivers policies, programs and services to foster labour force development; ensure fair, safe and healthy workplaces; and help those in need. The Department also provides leadership for immigration and interprovincial labour mobility policy for the Government of Alberta, and coordinates resources to support the settlement and integration of new Albertans. In addition, the Department is responsible for the Francophone Secretariat, which supports government and francophone organizations, communities and individuals.

Also included in the Ministry are:

- **Alberta Labour Relations Board** – a quasi-judicial tribunal responsible for the impartial application and interpretation of Alberta's labour relations laws.
- **Appeals Commission for Alberta Workers' Compensation (Appeals Commission)** – a quasi-judicial and impartial body responsible for the final level of appeal from decisions of the Workers' Compensation Board.

- **Workers' Compensation Board Medical Panels** – independent expert panels responsible for resolving medical issues relating to disputed Workers' Compensation Board claims. The Medical Panel Commissioner is responsible to the Minister.
- **Occupational Health and Safety Council** – advises the Minister on matters concerning the Occupational Health and Safety Act, regulations and matters concerning the health and safety of workers.

The following organization prepares its own business plan and annual report and is not included in this business plan:

- **Workers' Compensation Board** – an employer funded, not-for-profit organization legislated to administer the workers' compensation system for the province's employers.

For more information about the Ministry, please visit the website: [employment.alberta.ca](http://employment.alberta.ca).

## VISION

*Albertans have a fair, safe and supportive environment in which to work and live.*

## MISSION

To contribute to the long-term sustainability of the economy by ensuring Alberta has a skilled workforce, productive and safe workplaces, and by helping to improve the well-being of Albertans.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry Business Plan supports the following seven of ten goals in the *Government of Alberta Strategic Business Plan*:

### **Goal 1: Alberta will have a prosperous economy.**

The Ministry works with business and industry to improve the recruitment, retention, skill development and productivity of the labour force, to increase Aboriginal participation in the work force, and to support inter-provincial and international migration to address skills and labour shortages.

### **Goal 2: Albertans will be well prepared for lifelong learning.**

The Ministry provides programs, services, supports and information to help Albertans succeed in the labour market and be prepared for work and lifelong learning.

### **Goal 5: Albertans will be healthy.**

The Ministry will continue to support the implementation of the Health Workforce Action Plan and work with stakeholders to facilitate the development and implementation of the sector-led Health Workforce Strategy to inform, attract, develop and retain health professionals in the province. This will help increase access to quality health care and improve the efficiency and effectiveness of health care service delivery.

### **Goal 6: Albertans will be independent and our children will be well cared for.**

The Ministry provides income support, health benefits, child support services, supports to victims of family violence and other financial benefits to help those in need and to ensure children are well cared for.

### **Goal 7: Alberta will be a safe place to live, work and raise families.**

The Ministry promotes safe, healthy and productive workplaces, as well as fair, equitable and stable labour relations and employment standards environments to ensure fair, safe and healthy work environments for Alberta's workers.

**Goal 8: Albertans have the opportunity to enjoy the province’s natural, historical and cultural resources.**

The Ministry works with other ministries to provide Alberta’s francophone community with culturally and linguistically appropriate services in a number of priority areas.

**Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities.**

The Ministry supports First Nations, Métis and Inuit skills training as well as economic and labour force development initiatives to help Aboriginal communities be self-reliant. In addition, the Ministry helps communities with worker transition for the forest industry and mature workers, as well as labour force innovation initiatives.

**Government of Alberta Priority**

Employment and Immigration will work with Advanced Education and Technology 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 has a responsibility to be a leader in progressive labour, employment, and immigration policies and practices. The Ministry will focus on ensuring an appropriately skilled labour force is in place to meet long-range labour force forecasts, providing an environment where innovative and leading edge workplaces can thrive, ensuring safety at worksites, and creating an environment where all people are welcomed and included in our communities and workplaces.

The economic and demographic landscape is changing at both a national and global level presenting challenges and opportunities to the Ministry to be innovative and responsive in developing its strategies, programs and policies. Some key environmental factors include:

- A shift towards increased international migration as inter-provincial migration rates decrease;
- A slow-down in the national and global economies; and
- A culture shift towards a more mobile labour force with shorter term commitments to employers, careers, and locations.

Within this environment, the following opportunities and challenges are considered to be significant and may impact the Ministry in achieving its goals.

**Unemployment rate** – Although rising in Alberta, the province continues to have one of the lowest unemployment rates and the highest employment rate in Canada. Opportunities exist to maximize labour force participation of under-represented groups in order to meet the labour force requirements of Alberta’s economy.

**Changing culture of work** – Labour force demographics are in the midst of a shift away from the dominance of the baby-boom generation as they retire. Alongside the demographic shift has been a change in the way people view work, careers and expectations for work-life balance. With the need for Alberta to attract and retain multiple generations of workers and establish itself as a place of choice to work and live, an opportunity exists for the province to be a leader in workplace innovation and productivity.

**Integration of new residents** – Alberta’s net population growth from interprovincial migration is decreasing, making international migration increasingly important as a source for new residents and workers. International migration brings unique challenges such as cultural and language differences, placing increased need on services to assist in the long-term integration of new residents into the fabric of life and work. Increases in the number of temporary foreign workers who are residing in the province on a shorter-term basis have also created unique pressures.

**Workplace safety** – With an increasing reliance on international migrants and other under-represented groups to fill vacancies in the labour force, pressures on ensuring safe workplaces exist and continue to grow. Factors such as age and experience, safety awareness and culture, training and supervision, language barriers, different cultural norms and a transient labour force contribute to safety issues at worksites.

**Growing Aboriginal communities** – The Aboriginal population in Alberta and Western Canada is young and growing. Challenges and opportunities exist in ensuring meaningful participation in the labour force for the current and future generations of Alberta's Aboriginal peoples.

**Growing French-speaking population** – Alberta's French-speaking community is the fastest growing outside Quebec, due in part to inter-provincial and international migration. There is an opportunity to build on existing services by developing practical approaches in partnership with the francophone community.

**Cost pressures** – Increasing cost pressures in the areas of housing, food, health and energy will have an effect on Alberta. With the cost of living increasing, the gap between incomes and living wages continues to grow, placing increased pressures on individuals, families and communities. The cost of living affects industry and government's ability to attract and retain long-term workers and residents. At the same time, the downturn in the North American economy may negatively impact some sectors and contribute to the need for labour force adjustment strategies.

## STRATEGIC PRIORITIES 2009-12

Based on the opportunities and challenges facing Employment and Immigration, as well as the linkages to the *Government of Alberta Strategic Business Plan*, the Ministry has identified the following strategic priorities. These strategic priorities include the mandated items set out in the Minister's mandate letter. Coupled with the important and ongoing activities of the Ministry, these strategic priorities set the stage for the core businesses, goals, strategies and performance measures that will guide Employment and Immigration.

### CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Human Capital Plan**  
**Linkage: Goal 1**

Employment and Immigration will develop a detailed human capital plan that will advise government on how to invest in the labour force. While there are many common labour force pressures across industry sectors in Alberta, some occupations are experiencing more acute shortages than others. In addition, the requirements of the labour force will change as the economy expands to become more value-added, knowledge-intensive and technology-based. The Alberta Human Capital Plan will complement *Building and Educating Tomorrow's Workforce* and maximize the skills and talents of Albertans, Canadians and international workers. The Human Capital Plan will look ahead and take necessary steps to ensure the Alberta workforce has the skills to enhance value-added activity, increase innovation and build a workforce to improve the long-run sustainability of Alberta's economy.

- 2. Alberta's Immigration Approach**  
**Linkage: Goal 2**
- Employment and Immigration will continue to market Alberta and attract workers from across the country and the world as a planned approach to addressing skill and labour shortages of the labour force today, and in the future. As part of this approach, the Ministry will implement the Foreign Qualification Recognition Action Plan to optimize the contribution and success of foreign-trained professionals in Alberta's labour force. This will be aligned with the Ministry's efforts to help newcomers to Alberta to integrate and settle into the community successfully and stay in the province by increasing support services such as language training.
- 3. Aboriginal economic and labour force development**  
**Linkage: Goals 1 and 3**
- Employment and Immigration is committed to ensuring Aboriginal Albertans benefit from the growth of the Alberta economy and have the necessary skills to address skill and labour shortages of the labour force today, and in the future. The Ministry will work in partnership with the federal government, Aboriginal communities and other provincial ministries to support Aboriginal economic and labour force development. This will include working to increase the total off-reserve labour force of Alberta's First Nations, Métis and Inuit to 74,000 by 2010. In addition, the Ministry will work to maximize the skills of those who are already working. Employment and Immigration will also foster and provide supports for business development to create innovative and sustainable Aboriginal businesses and communities.
- 4. Occupational Health and Safety**  
**Linkage: Goal 4**
- As part of making Alberta's workplaces world class, Employment and Immigration will emphasize the importance of safe workplaces and reduce the incidence of work-related injuries and illnesses. The Work Safe Alberta strategy will focus on a further 25 per cent reduction in the disabling injury, lost-time claim and fatality rates over the next three years. In addition, the Ministry will work with Alberta Health and Wellness to develop strategies and best practices to reduce workplace injuries and illness in the healthcare sector. Finally, the Ministry will reduce the incidence of occupational fatalities by developing an action plan to prevent occupational cancers and conducting targeted inspections of employers with higher rates of work-related motor vehicle injuries and fatalities.
- 5. Self-reliance of Albertans**  
**Linkage: Goal 3**
- This province is built on Albertans' fundamental desire to maximize their potential and achievements. The Ministry will provide tools, information and services needed for individuals to succeed in today's economy. These tools will work to increase the participation of groups traditionally under-represented in the labour force (e.g., persons with disabilities, mature workers and youth), assist those who are unable to find employment, help people who are working remain employed and ensure those unable to work meet their basic needs.

## **BUILDING OUR QUALITY OF LIFE**

- 6. Collaboration with the francophone community**  
**Linkage: Goal 3**
- Through the Francophone Secretariat, Employment and Immigration supports francophone organizations, communities and individuals in the development of their capacity to participate in, and contribute to Alberta society by encouraging government sponsored initiatives that enhance access to services and resources in French. To recognize commitment to Alberta's francophone citizenry, the Ministry will collaborate with the francophone community on priority issues. The Francophone Secretariat will serve as a liaison between the government and the Alberta francophone community.

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Investing in Alberta's labour supply

Employment and Immigration works to ensure Alberta has a sufficient supply of workers to meet the needs of the economy now and in the future. This includes attracting and retaining other Canadians and immigrants to Alberta's labour force.

### GOAL ONE **1** Alberta is able to meet its labour force requirements

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#### What it means

A skilled and productive labour force is vital in supporting Alberta's economy. Through *Building and Educating Tomorrow's Workforce*, Employment and Immigration works with stakeholders to address the skill shortages facing Alberta. To support the integral work being done in this area, the Ministry will develop an Alberta Human Capital Plan that identifies shortages in critical occupations and provides a detailed response on how shortages for each of those occupations can best be addressed. In addition, the Ministry will work with the federal government, Aboriginal communities and other provincial ministries to support Aboriginal economic and labour force development. The Ministry also continues to focus on current and emerging skills and labour requirements as well as issues related to labour force retention and productivity.

#### Strategies

- 1.1 Develop a Human Capital Plan that will advise government on how to invest in the labour force for the short- and long-term.
- 1.2 Continue to support the implementation of *Building and Educating Tomorrow's Workforce* and concentrate efforts on developing and retaining a skilled and productive labour force with a focus on development, attraction and retention strategies for all workers, including those in under-represented groups.
- 1.3 Develop and support labour market initiatives designed for Aboriginal Peoples and create partnerships with Aboriginal communities, including First Nations on- and off-reserve, Métis and Inuit to increase their economic and labour force participation.
- 1.4 Continue to support the implementation of the Health Workforce Action Plan and work with stakeholders to develop and implement the Health Workforce Strategy to inform, attract, develop and retain health professionals in the province.
- 1.5 Manage the Office of Statistics and Information, which will consolidate and disseminate official statistics and other key government data to support strategic management, policy development and decision-making.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
1.a Labour Productivity: inter-provincial rank of real Gross Domestic Product in dollars per hour worked (# 1 is the highest)	#1 (\$48.20) (2007)	#1	#1	#1
1.b Alberta First Nations, Métis and Inuit off-reserve labour force	71,400 (2007)	73,000	74,000	75,000
1.c Inter-provincial rank of labour force participation rate (# 1 is the highest)	#1 (74.1%) (2007)	#1	#1	#1
1.d Percentage of employers who reported no positions vacant for more than four months	75% (2007-08)	75%	n/a	75%

**Note:**

n/a - Survey conducted every two years.

GOAL TWO

# 2

## Alberta is able to attract and retain workers to the province

### What it means

Alberta will look beyond its borders, first to other parts of Canada and then to other countries, to fill the demands placed on the labour force in both the short- and long-term. To help address Alberta's need for targeted skilled occupations in the labour force, the Ministry leads the development and implementation of policies and programs for Alberta's immigration approach. Equally important, the Ministry supports retention initiatives to help migrants as they settle within Alberta's communities and integrate into the labour force.

### Strategies

- 2.1 Promote access to employment opportunities by reducing or eliminating inter-provincial labour mobility barriers and ensure that professional and occupational associations are governed to serve the public interest.
- 2.2 Promote Alberta as the destination of choice for inter-provincial migrants.
- 2.3 Build on the *Supporting Immigrants and Immigration to Alberta* policy framework by developing policies, programs and services to address the needs of immigrants and strengthen Alberta's role in immigration.
- 2.4 Implement a Foreign Qualification Recognition Action Plan for Alberta to strengthen, target and coordinate assessment and recognition of foreign earned qualifications, skills and work experience.
- 2.5 Continue to implement the Alberta Immigrant Nominee Program to support employers in meeting immediate and long-term labour and skills shortages.
- 2.6 Assist employers and communities in attracting and retaining workers by marketing Alberta as a great place to live and work.

- 2.7 Assist Canadians and international migrants in accessing accurate and timely labour market information about Alberta and the processes to access employment opportunities, prior to coming to Alberta.
- 2.8 Provide temporary foreign workers and their employers support to ensure they are aware of their workplace rights and responsibilities.
- 2.9 Ensure settlement services, bridging programs, credential assessment services, language training services and welcoming communities initiatives effectively support the integration and retention of newcomers to Alberta.
- 2.10 Work with the Government of Canada to improve responsiveness of the immigration and temporary foreign worker programs to meet Alberta's social and economic needs.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
2.a Number of new immigrants to Canada who choose Alberta as their destination <sup>1</sup>	20,857 (2007)	24,000	25,000	27,000
2.b Alberta's net inter-provincial migration <sup>2</sup>	9,921 (2007)	9,000	8,000	10,000
2.c Provincial nominations forwarded to the federal government through the Alberta Immigrant Nominee Program:				
• Number of certificates forwarded	1,658	4,000	5,000	5,000
• Total number of individuals nominated	4,297 (2007-08)	9,200	11,500	11,500
2.d International Qualifications Assessment Services (IQAS) available to the public:				
• Number of IQAS assessment certificates issued	4,906 (2007-08)	6,000	6,300	6,300
• Percentage of IQAS clients who felt they received a fair assessment of their credentials	86% (2007-08)	85%	n/a	85%

**Notes:**

- 1 The Government of Canada is responsible for the final admission of immigrants to Alberta as well as for setting annual target immigration levels for Canada.
- 2 Targets are consistent with Finance and Enterprise's forecast.
- n/a Survey conducted every two years.



## Core Business Two: Investing in the skills and supporting the independence of Albertans

Employment and Immigration helps individual Albertans and families realize their potential and ability to share in the social, economic and cultural fabric of the province.

### GOAL THREE **3** All Albertans share in and contribute to the economic prosperity of Alberta

#### What it means

The Ministry will work to help individual Albertans who are able to participate in the labour market, including those who are currently under-represented, reach their full potential. The Ministry assists Albertans facing challenges in becoming connected to the labour force and works with other ministries to develop innovative ways to address issues facing Albertans with lower incomes. In addition, the Ministry provides health benefits, child support services and financial assistance to help Albertans move to employment and stay in the labour force and be as independent as possible. The Ministry is also responsible for the Francophone Secretariat, which serves as a liaison between the government and the Alberta francophone community.

#### Strategies

- 3.1 Develop and provide the tools, information and services that individual Albertans need to develop skills, find and keep employment, manage their careers and adapt to the changing labour market.
- 3.2 Provide income support and other programs and services to help Albertans who are working remain employed; learners who are improving their skills through training; Albertans escaping family violence, facing homelessness, eviction or establishing a new residence; and those unable to work.
- 3.3 Increase the financial independence and attachment to the labour market of Albertans by providing health benefits to eligible individuals and families, and child support services to help ensure non-custodial parents provide financial support to their children.
- 3.4 Develop and implement approaches to foster ongoing collaboration between the government and the francophone community, and address priority issues.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
3.a Percentage of participants in skills programs employed post-intervention	84% (2007-08)	85%	85%	85%
3.b Percentage of participants in skills programs who indicate their training helped prepare them for future employment	79% (2007-08)	82%	82%	82%
3.c Percentage of participants employed after leaving Income Support	61% (2007-08)	70%	70%	70%

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
3.d Percentage of Child Support Services clients with potential for child support who have a support order or an agreement in place when the file closes	77% (2007-08)	80%	80%	80%
3.e Percentage of Alberta Child Health Benefit parents who agree they are able to obtain health services they would not otherwise have been able to get for their children	91% (2006-07)	n/a	90%	n/a

**Note:**

n/a Survey conducted every two years.

### Core Business Three: Investing in Alberta's workplaces

Employment and Immigration supports fair, safe and healthy workplaces.

## GOAL FOUR **4** Alberta has a fair, safe and healthy work environment

### What it means

Fair, safe, healthy and productive workplaces increase the quality of life for Alberta workers and help keep Alberta prosperous and competitive in the global economy. The Ministry helps employers and organizations develop positive labour-management relationships through better communication, problem solving and cooperation. The Ministry also promotes, regulates, monitors and informs employers and employees in Alberta about workplace rights and responsibilities, health and safety, and fair and balanced employment standards.

### Strategies

- 4.1 Build upon the success of the Work Safe Alberta strategy to achieve a further 25 per cent reduction in disabling injury, lost-time claim and fatality rates, and implement new approaches to reduce work-related injury and disease, including incidents of work-related motor vehicle injuries and fatalities.
- 4.2 Work with Health and Wellness to develop, implement and enhance strategies and best practices to reduce workplace injuries and illness in the healthcare sector.
- 4.3 Continue to review workplace programs and associated legislation on an ongoing basis so workers and employers have the tools they need to respond to changes in the workplace and maintain fair, safe and healthy work environments.
- 4.4 Support Alberta's workplaces to resolve management and union disputes and relationship issues effectively by providing mediation, arbitration and facilitation services.
- 4.5 Implement approaches to enhance compliance with employment standards and workplace health and safety.

- 4.6 Develop and provide employers and workers with access to workplace health and safety and employment standards information, focusing on inexperienced workers and those new to Alberta.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
4.a Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout)	98% (2007-08)	98%	98%	98%
4.b Percentage of employers whose employment practices resulted in no complaints being registered with Employment Standards	98% (2007-08)	97%	97%	97%
4.c Lost-Time Claim Rate: number of lost-time claims per 100 person-years worked <sup>1</sup>	2.12 (2007)	1.70 or less	1.65 or less	1.60 or less
4.d Disabling Injury Rate: number of disabling injury claims per 100 person-years worked <sup>2</sup>	3.88 (2007)	3.50 or less	3.20 or less	2.90 or less

**Notes:**

- 1 The Lost-Time Claim Rate represents the probability or risk of an injury or disease to a worker during a period of one year that will result in time lost from work. The lower the Lost-Time Claim Rate, the lower the probability of worker injury or disease. A Lost-Time Claim is a claim for an occupational injury or disease that causes the worker to have time away from work, beyond the day of injury.
- 2 The Disabling Injury Rate represents the probability or risk of a disabling injury or disease to a worker during a period of one year of work. A Disabling Injury Claim combines both the Lost-Time and Modified-Work concepts to produce an overall figure. It occurs when an occupational injury or disease disables the worker causing either time lost from work or modification of normal work duties.

The following two goals relate to the Alberta Labour Relations Board and Workers' Compensation-related appeals.

## GOAL FIVE **5** Alberta's labour relations laws are administered in a fair and equitable manner

**What it means**

The Alberta Labour Relations Board is an independent and impartial administrative tribunal, responsible for the day-to-day application and interpretation of Alberta's labour laws. The Board processes applications and frequently conducts hearings on matters arising from both private and public employment sectors. Some, but not all, of the issues that come before the Alberta Labour Relations Board include certifications, revocations, various votes, bargaining unit determinations and unfair labour practices which fall under the *Labour Relations Code*, *Public Service Employee Relations Act* and *Police Officers Collective Bargaining Act*.

**Strategies**

- 5.1 Provide timely, effective and efficient services to the Alberta labour relations community.
- 5.2 Promote use of Alternative Dispute Resolution methods to solve issues before reaching formal hearings.
- 5.3 Render clear and timely decisions for the parties.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
5.a Average number of days from the acceptance of an application to the date of the first hearing	44	70	70	70
5.b Percentage of applications, with Board involvement, settled before reaching a formal hearing <sup>1</sup>	56%	57%	57%	57%
5.c Percentage of decisions rendered within 90 calendar days from the completion of the hearing(s)	96%	85%	85%	85%
5.d Percentage of decisions rendered within 180 calendar days from the completion of the hearing(s)	95%	100%	100%	100%

**Note:**

- 1 Certifications and Revocations are not included as they are mandated to go to the hearing if the applicant demonstrates sufficient statutory requirements. However, it is common for the numerous and sometimes complicated issues relating to these applications to benefit from Board settlement efforts.

## GOAL SIX **6** Alberta has an effective mechanism for the final appeal of Workers' Compensation Board decisions

### What it means

Having an independent and impartial body to hear appeals of decisions made by the Workers' Compensation Board is essential. This final level of appeal is important for workers, employers and the Workers' Compensation Board as well. The fair and consistent application of legislation, policy and principles of natural justice is required to ensure solid, defensible decisions.

### Strategies

- 6.1 Provide a timely appeal service.
- 6.2 Provide fair decisions on appeal applications.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
6.a Average number of days of processing time required by the Appeals Commission from the date the appeal is received until the appeal is finalized: <sup>1</sup>				
• Standard Appeals	144	135 or less	135 or less	130 or less
• Complex Appeals	182	180 or less	180 or less	180 or less

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
6.b Percentage of the total number of Appeals Commission decisions issued that are either not challenged or are not overturned upon review by the Courts, the Ombudsman or by the Appeals Commission on reconsideration	95.9%	Greater than 98%	Greater than 98%	Greater than 98%

**Note:**

- 1 Standard Appeals are those appeals with two or less straightforward issues that require normal preparation, decision-making and decision writing. Complex Appeals encompass matters with complicated medical/adjudicative and unique legal arguments (usually three or more).

## MINISTRY SUPPORT SERVICES

Employment and Immigration will continue to collaborate with government partners to develop and deliver programs and services using a citizen-centred approach. Ministry support services support the effective and efficient development, management and delivery of Employment and Immigration programs and services; promote simplification and integration; and encourage continuous improvement throughout the Ministry in order to better serve Albertans. Ministry support services also includes functions such as finance, human resources, information management and technology, privacy protection services, systems, strategic planning, reporting, evaluation, statistical analysis and dissemination of information, appeals services, communications, legislative planning and intergovernmental relations.

These services do not directly fall under a specific business plan goal but contribute to the overall success of the Ministry. Ministry support services assist in integrating the Ministry to ensure it is run effectively and efficiently.

## 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			
Investing in Alberta's labour supply	85,208	138,151	122,289	132,971	127,151	127,178
Investing in the skills and supporting the independence of Albertans	714,485	731,438	804,826	822,593	808,759	798,699
Investing in Alberta's workplaces	45,507	50,661	48,650	55,348	57,278	58,204
<b>MINISTRY EXPENSE</b>	<b>845,200</b>	<b>920,250</b>	<b>975,765</b>	<b>1,010,912</b>	<b>993,188</b>	<b>984,081</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	12,769	11,987	11,987	11,987	11,987	11,987
Transfers from Government of Canada	226,649	296,160	284,767	327,671	308,804	301,964
Premiums, Fees and Licences	719	564	564	564	564	564
Other Revenue	37,850	35,280	34,835	40,701	41,814	42,347
<b>MINISTRY REVENUE</b>	<b>277,987</b>	<b>343,991</b>	<b>332,153</b>	<b>380,923</b>	<b>363,169</b>	<b>356,862</b>
<b>EXPENSE</b>						
<b>Program</b>						
Employment - Program Planning and Delivery	138,150	142,772	140,808	141,541	140,726	140,726
Employment and Training Programs	143,649	149,346	160,485	164,040	154,256	154,256
Partnerships with Industry and Employers	9,058	12,891	10,371	15,790	14,499	14,499
Health Benefits	95,821	96,420	112,247	112,322	112,322	112,322
Income Supports	307,771	307,232	356,720	361,055	358,855	358,855
Labour Standards and Workplace Safety - Program Support	1,428	1,489	1,489	1,468	1,478	1,478
Workplace Relationships	2,851	3,460	3,460	3,587	3,630	3,630
Workplace Health and Safety	20,756	22,120	22,120	26,230	27,334	27,694
Employment Standards	8,241	9,340	9,340	10,580	10,719	10,719
Workers' Compensation Medical Panels	263	1,083	273	304	315	315
Immigration Policy Support	3,243	4,939	4,939	5,247	5,297	5,297
Immigration Programs	48,835	79,989	69,102	78,485	72,640	72,640
Health Workforce Development	29,969	48,500	44,076	45,000	45,000	45,000
Federal Community Development Trust	-	5,000	5,000	10,000	10,000	-
Labour Relations Board	3,292	3,147	3,147	3,176	3,224	3,224
Workers' Compensation Appeals	8,447	10,162	9,077	10,162	10,670	11,203
Ministry Support Services	21,884	22,336	22,336	21,901	22,199	22,199
Valuation Adjustments and Other Provisions	1,542	24	775	24	24	24
<b>MINISTRY EXPENSE</b>	<b>845,200</b>	<b>920,250</b>	<b>975,765</b>	<b>1,010,912</b>	<b>993,188</b>	<b>984,081</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(567,213)</b>	<b>(576,259)</b>	<b>(643,612)</b>	<b>(629,989)</b>	<b>(630,019)</b>	<b>(627,219)</b>

## 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	277,987	343,991	332,153	380,923	363,169	356,862
<i>Inter-ministry consolidation adjustments</i>	(12,769)	(11,987)	(11,987)	(11,987)	(11,987)	(11,987)
<b>Consolidated Revenue</b>	<b>265,218</b>	<b>332,004</b>	<b>320,166</b>	<b>368,936</b>	<b>351,182</b>	<b>344,875</b>
Ministry Expense	845,200	920,250	975,765	1,010,912	993,188	984,081
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>845,200</b>	<b>920,250</b>	<b>975,765</b>	<b>1,010,912</b>	<b>993,188</b>	<b>984,081</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(579,982)</b>	<b>(588,246)</b>	<b>(655,599)</b>	<b>(641,976)</b>	<b>(642,006)</b>	<b>(639,206)</b>

# Energy

BUSINESS PLAN 2009-12

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## 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.

Mel Knight, *Minister of Energy*  
March 20, 2009

## THE MINISTRY

The Ministry of Energy consists of the Department of Energy (the Department), the Energy Resources Conservation Board (ERCB or the Board) and the Alberta Utilities Commission (AUC or the Commission). The Minister is also accountable for the Alberta Petroleum Marketing Commission (APMC) which is included in the Department's consolidated financial statements for reporting purposes.

The past, present and future of Alberta's energy industry is firmly based upon the development of the province's non-renewable resources including coal, minerals, natural gas, petrochemicals, conventional oil and oil sands. This portfolio is supplemented by the promising emergence of a renewable energy sector, which includes wind, bio-energy, solar and hydro generated electricity. The responsible development of the province's energy resources, with a commitment to the environment and the economic benefits that development provides to Albertans, is central to the Department of Energy's mandate. The Department is also engaged in promoting energy efficiency and conservation by both Albertans and industry.

The effective and responsible management of energy resources, including granting industry the right to explore for and develop, is a central business function of the Department. This business is conducted in the context of the government's overall commitment to balance economic growth and

environmental responsibility. The Department is also responsible for establishing, administering and monitoring the effectiveness of fiscal and royalty systems, which provide appropriate returns for Albertans as owners of the oil and gas resources, while at the same time encouraging additional investment that creates jobs and economic prosperity.

The APMC accepts delivery of the Crown's royalty share of conventional crude oil and sells it at current market value. Unlike other energy commodities, conventional crude oil royalties are paid with "in-kind" products which are sold in the market. The APMC's operations are fully integrated within the Department and funded by the Crown.

The ERCB is an agency of the Government of Alberta with responsibility to regulate Alberta's energy resource sector. While the ERCB reports to the Minister of Energy, it makes its formal decisions independently in accordance with relevant statutes and regulations. It establishes and applies technical standards for the safe and reliable operation of energy facilities while having regard for social, economic and environmental effects, including resource conservation.

The AUC is an agency of the Government of Alberta that ensures the delivery of Alberta's utility services takes place in a manner that is fair, responsible, and in the public interest. The AUC regulates investor owned electric, natural gas and water utilities, as well as some municipally owned electric utilities, to ensure Albertans receive safe and reliable utility service at reasonable rates. The AUC is responsible for making timely decisions on the siting of major natural gas and electricity transmission facilities, as well as power plants. The AUC also makes rules relating to the operation of the retail natural gas and electricity markets, and adjudicates on market and operational rule contraventions that the Market Surveillance Administrator may bring before the AUC. While the Minister of Energy is responsible for the AUC, it makes formal decisions independently in accordance with relevant statutes and regulations.

## VISION

*Alberta is a global energy leader, recognized as a responsible world-class energy supplier, an energy technology champion, a sophisticated energy consumer and a solid global environmental citizen.*

## MISSION

Assure sustained prosperity in the interests of Albertans through the responsible development of energy and mineral resources, and leadership in energy technology, conservation and efficiency.

The recently released *Provincial Energy Strategy* outlines this vision and charts a course that builds on our strengths, addresses our challenges and pursues a strategic approach. The ultimate time horizon commanded by this strategy is long-term, but over each horizon we will plot a steadfast course towards key outcomes. Three desired outcomes are critical to realizing our vision: clean energy production, wise energy use, and sustained economic prosperity. As policy makers and regulators take the necessary actions to meet these goals, Alberta will follow a path of sustainable prosperity which will allow us to play a significant, proactive role in our own future and demonstrate leadership by exerting our full influence on the world stage.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Energy 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 Government Priorities are highlighted below:

### **Goal 1: Alberta will have a prosperous economy.**

Alberta can take a number of steps to derive greater wealth over the long-term and in a more sustainable way through its energy industry. The Ministry will support optimizing the recovery of our energy resources, developing our substantial unconventional gas, reaching our oil sands potential, broadening the markets for our energy resources, exporting our energy knowledge, and taking our commodities further along the value chain than we currently do.



**Goal 3: The high quality of Alberta’s environment will be sustained.**

The Ministry will work with stakeholders to manage the cumulative environmental effects of development, facilitate renewable and alternative sources of energy, and help advance technological innovations such as carbon capture and storage, that enhance environmentally sustainable energy development.

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

The Ministry assesses and collects resource revenue from the development of Alberta’s energy and mineral resources. In 2007-08 non-renewable resource revenue accounted for about 30 per cent of the provincial government’s total revenue. The Ministry has implemented a new Royalty Framework for Alberta, and the contribution of the energy and mineral sectors to provincial revenue will continue to support the provision of priority programs and services on which Albertans depend.

**Goal 10: Alberta will have effective and efficient transportation infrastructure.**

The Ministry will develop and implement policies to ensure sufficient and reliable pipeline and electric transmission facilities are available in a timely manner to support continued economic growth in the province.

**Government of Alberta Priorities**

Alberta Energy is leading work on the government priority to *ensure Alberta’s energy resources are developed in an environmentally sustainable way* and will work with other ministries 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**

**Opportunities:**

**Alberta’s Energy Supply** – The Western Canada Sedimentary Basin’s deposits of oil, gas, oil sands and coal make it one of the most concentrated sources of fossil fuels in the world. Alberta has inherited the primary benefits of this basin and the related obligations of its stewardship. Alberta also has extensive wind, solar and bio-energy resources. Developing these renewable resources will help in reducing greenhouse gas emissions, enhance Alberta’s diversity of energy supply, stimulate regional activity, and fortify collaboration across industry sectors. An additional – and very real – category of potential energy supply that must be mentioned is saved energy through greater industrial and consumer efficiency and conservation.

**Value Added** – Refining and upgrading raw energy resources, as well as further petrochemical processing to produce a diversity of higher-value products can greatly expand work and business opportunities for Albertans. Alberta has a unique opportunity to develop leading industrial and petrochemical upgrading and refining clusters based on transforming raw feedstocks into synthetic gas and gas liquids for petrochemical development. At the same time we can capture and store carbon emissions and produce electricity for the provincial grid. Alberta can also tap more of what we currently leave in the ground (e.g. enhanced oil recovery), develop our substantial unconventional gas (coalbed methane, shale gas, tight sands), and reach more of our oil sands resource potential.

**Research and Innovation** – A renewed, focused and consolidated emphasis on energy research and deployment is crucial to unlocking the full potential of Alberta’s energy resources. A coordinated, one-window approach with the support of industry capital and guidance will drive clean energy solutions. The oil sands hold enormous potential, but will require new technologies to achieve their full production potential and minimize their environmental footprint. New technologies will also expand and transition the use of Alberta’s abundant coal resources to low emission/clean power generation, coal gasification and industrial feed stocks.

**Carbon Capture and Storage (CCS)** – CCS in its ultimate role, is an enabler of clean gasification processes and is a key technology component to realizing the commercial viability of clean fossil fuels. The Western Canada Sedimentary Basin is also one of the world's most attractive sites for storing carbon emissions. Ultimately, Alberta's expertise in the science of solutions will be valued and an exportable resource unto itself.

#### **Challenges:**

**Energy Prices and Resource Revenues** – Alberta's energy sector has been – and is expected to remain – the central enabler of our prosperity. Current Government of Alberta forecasts indicate energy revenues declining from 2008-09 levels due to the effects of the world-wide recession and the credit crunch on commodity prices and industry activity levels.

**Oil Sands Development** – Alberta's oil sands represent the second largest oil reserves in the world. They are a focal point in Alberta, across Canada and around the world for demonstrating our ability to deliver on environmentally responsible development. Expansion of environmental legislation (particularly the adoption of low carbon fuel standards) in other North American jurisdictions could affect markets for Alberta's bitumen and synthetic crude oil from the oil sands. Alberta's challenge is to develop the oil sands while facilitating sustainable prosperity and reducing the environmental footprint.

**Electricity Generation and Transmission Capacity** – Electricity is a facilitator of economic development in Alberta. Continued growth of generation and transmission capacity is important. To this end a robust, reliable and efficient electricity transmission system is required. Transmission infrastructure is a public good that must be available in advance of need, to enable addition of new generation and be capable of meeting long-term load growth throughout the province. Improving electricity infrastructure will also lay the foundation for greener energy, lower-cost electricity, greater potential for renewable energy sources and future economic growth that supports consumer products that are more fuel and energy efficient.

**Capacity and Expertise** – The Ministry faces strong competition from the energy industry when recruiting and retaining skilled employees. The energy business is complex and knowledge intensive, requiring specialized expertise and skills. Ministry employees typically develop skills that are attractive to industry. In recent years, the Ministry has experienced increased turnover and greater difficulty in finding technical and professional people with the required skills and knowledge to maintain technical competency and fulfill our mandate.

## **STRATEGIC PRIORITIES 2009-12**

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to ongoing core activities of the Ministry.

### **GREENING OUR GROWTH**

- 1. Provincial Energy Strategy** Implement the vision in the *Provincial Energy Strategy*.

**Linkage:**

**Goals 3, 4, 5, 6, 7, 8 and 9**

2. **Carbon Capture and Storage** Implement carbon capture and storage research, and initiate large-scale demonstration projects through the Carbon Capture and Storage initiative.  
**Linkage: Goal 3**
3. **Oil sands research** Support research on new oil sands extraction processes that use less energy, less water, reduce tailings ponds, improve land reclamation and support the Oil Sands Strategic Plan.  
**Linkage: Goal 8**
4. **Regulatory framework** Review the regulatory framework for energy activities in Alberta to ensure efficient and streamlined delivery of provincial resource and environmental management strategies.  
**Linkage: Goal 10**

## CREATING AND PROTECTING OUR OPPORTUNITIES

5. **International energy relations** Promote increased international awareness of Alberta as a global energy supplier, an energy technology champion, a sophisticated energy consumer and a solid global environmental citizen. Ensure Alberta energy products continue to have access to markets.  
**Linkage: Goals 3 and 5**
6. **Upgrading and refining capacity** Implement strategies to increase upgrading and refining capacity in Alberta, including the implementation of Bitumen Royalty In-Kind.  
**Linkage: Goal 4**
7. **Electricity transmission** Develop and implement policies to ensure sufficient and reliable electric transmission facilities are available in a timely manner to support continued economic growth in the province.  
**Linkage: Goals 7, 9 and 10**
8. **Organization and staff capacity** Implement human resource development and workforce planning strategies to retain, attract and develop our employees to ensure a competent and committed workforce that meets current and future needs.  
**Linkage: Goal 11**

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Assuring energy supply and benefits from energy and mineral resource development for Albertans

Alberta benefits from a wealth of Crown-owned natural resources, but relies on the private sector to develop these resources. In return the Department of Energy receives revenues in the form of royalties, bonus bids, offset compensation and annual rental fees. It calculates, assesses and collects these revenues and freehold mineral tax and monitors and reviews the effectiveness of Alberta's royalty framework. The Department, in conjunction with other Government of Alberta ministries, recommends resource development policy which support government goals. The Department assures that Albertans receive benefits from the development of its resources and that these resources are developed in an environmentally sustainable manner. To ensure effective use and conservation of energy and mineral resources the Ministry also encourages industrial integration and increased value-added resource upgrading in Alberta. The goals under this core business support the outcomes of sustained economic prosperity and clean energy production outlined in the *Provincial Energy Strategy*.

### GOAL ONE **1** Alberta has a competitive and effective royalty system, incenting development and maximizing benefits to Albertans

#### What it means

Revenue from Alberta's energy resources are used by the Government of Alberta to fund key programs that benefit all Albertans. Alberta will sustain a royalty regime which attracts industry investment, creating economic activity and jobs. It also ensures that the government, as the resource owner, receives an appropriate share of revenues from the development of these resources. The government recognizes that a strong energy sector provides not only royalties for Albertans, but also jobs, business opportunities and tax revenue.

#### Strategies

- 1.1 The Department will continue to monitor the effectiveness and competitiveness of Alberta's royalty regime in light of changing economic circumstances.
- 1.2 Alberta's royalty regime will continue to support Government of Alberta economic and resource development outcomes.
- 1.3 In 2009-10 the Department will implement a three-point incentive program which includes a drilling royalty credit, new well incentive program and \$30 million investment in abandoning and reclaiming old well sites by the Orphan Well Association. The Department will monitor the impact of the incentive program, and at the end of the 2009-10 year, assess whether it is necessary or appropriate for it to be continued.

#### Performance Measures

	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
1a. <b>Sharing the Revenue from Resource Development:</b> Crown Revenue Share	This measure is under review by the Department. Changes will reflect Alberta's new royalty framework			

## Ensure all energy and mineral resource revenues, that the Government of Alberta is entitled to, are accurately calculated, collected and reported

### What it means

Alberta will receive all revenues owed to it from the development of Alberta's energy and mineral resources. Ministry of Energy's business processes, systems and controls should result in accurate calculation, assessment and collection of all amounts that can and should be collected. In 2007-08 non-renewable resource revenue accounted for \$11 billion dollars or approximately 30 per cent of the Government of Alberta's total revenue.

### Strategies

- 2.1 Improve assurance of the completeness and accuracy of well and production data and continue to provide clear communication to industry with regard to filing information and accurate reporting to reduce the number of amendments and audit adjustments.
- 2.2 Continue to maintain and enhance the Ministry's information technology systems and infrastructure that are critical to supporting resource revenue assessment and collection processes.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2a. <b>Revenue collection: defaults on resource payments owed to the Government of Alberta:</b> Energy revenues owed to the government, which are not recoverable <sup>1</sup>	\$ 0	More than 99.99% of all revenues owed are collected <sup>1</sup>		
2b. <b>Audit adjustments to industry filing and reporting:</b> Absolute adjustments as a percentage of Department resource revenue (three-year moving average) <sup>2</sup>	1.5%	Less than 2.0%	Less than 2.0%	Less than 2.0%

#### Performance Measure Under Development:

**Accuracy of royalty information, calculations and reporting** (based on volumetric information, calculation and reporting of royalties, and industry filing).

#### Notes:

- 1 The measure considers only those debts, which cannot be collected, and which therefore have to be written off as losses. The Department has procedures in place for recovering unpaid debts, however, revenues owed to the Government of Alberta may not be recovered in certain cases (for example, due to a debtor's bankruptcy). The Department has processes in place to manage these risks.
- 2 The measure is based on all adjustments made which reflect total error rates. The average annual absolute dollar value of all adjustments arising from audits completed or processed for the three years ending March 31, 2008 was \$160.1 million. The average annual net dollar value of net adjustments for the same period was \$39.8 million in the Crown's favour.

#### Source:

Alberta Department of Energy

## Ensure energy and mineral resource development occurs in a responsible, environmentally sustainable manner and achieves the Government of Alberta's outcomes

### What it means

The Ministry works within the province's existing policy framework to improve energy production practices in Alberta, encouraging clean energy production and continued industry investment in future energy development from non-renewable and renewable sources. The Ministry addresses emerging energy and mineral trends in a responsible manner that protects the environment and public safety while integrating broader considerations of social, economic, resource, environmental and cumulative effects.

### Strategies

- 3.1 The Ministry of Energy will work with other government ministries and major stakeholders to implement the *Provincial Energy Strategy* and the long-term strategic plan for oil sands development, *Responsible Actions: A Plan for Alberta's Oil Sands*.
- 3.2 Complete consultation and policy recommendations for nuclear energy development in Alberta.
- 3.3 Explore and promote opportunities for additional hydroelectric generation and remove barriers to the development of additional wind generation in Alberta.
- 3.4 Work with other ministries and stakeholders to implement the provincial action plan on climate change and the recommendations from the Carbon Capture and Storage Development Council, in particular the implementation of carbon capture and storage research and demonstration projects.
- 3.5 Work with other ministries on implementing the provincial *Land-use Framework, Water for Life: Alberta's Strategy for Sustainability*, cumulative effects management, biodiversity strategy, species at risk recovery plans, rural development and access management planning initiatives.
- 3.6 Participate with other ministries in implementing Alberta's First Nations consultation guidelines and work with Aboriginal communities and resource developers to create opportunities for Aboriginal people to participate in Alberta's energy economy.
- 3.7 Work with other ministries to ensure that appropriate policies or regulatory refinements are incorporated to facilitate the development of unconventional gas resources, including coalbed methane, shale gas, and tight gas, in an environmentally and responsible manner.
- 3.8 Ensure the policy infrastructure supporting optimized, continued productivity and sustainable development of conventional oil is reviewed and enhanced, if necessary, to reflect the mature basin context of Alberta. As part of this, the Department will complete a review of Enhanced Oil Recovery policy as part of a Mature Oilfield Review.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
3.a <b>Carbon Capture and Storage:</b> Report annual capture and injection of carbon in Alberta <sup>1</sup>	n/a (2008)		5 Megatonnes by 2015	
3.b <b>Upstream Oil and Gas Industry Investment:</b> Upstream industry investment in Alberta - Annual capital expenditure in Alberta on exploration and development of oil, oil sands and gas resources <sup>2</sup> (\$ billions)	37.7 (2007)	23 to 30 (2009)	23 to 30 (2010)	23 to 30 (2011)

**Notes:**

- 1 Data presently being collated by the ERCB.
- 2 The results do not include bonuses from the sale of mineral rights. Alberta remains Canada's top location for upstream oil and gas industry investment (exploration and development). Overall, in 2007, total industry investment in Alberta accounted for about 81 per cent of Canada's total oil and gas industry spending of \$46.8 billion.

**Sources:**

- 3.a Energy Resources Conservation Board
- 3.b Statistics Canada's Private and Public Investment (PPI) publication

## GOAL FOUR **4** The Ministry and its partners have the required policies and programs to encourage value-added development in Alberta

**What it means**

Alberta can achieve significant benefits by encouraging energy resources be upgraded further along the value chain into higher value commodities and products. Alberta has a world-class petrochemical industry based mainly on ethane from conventional natural gas resources. The oil sands provide considerable potential for new refining capacity, for petrochemical feedstocks from upgrader off-gases and for a broader range of petrochemicals based on petroleum. These new opportunities, when combined with Alberta's natural gas liquid based petrochemical industry, create significant potential for more value-added development in Alberta.

**Strategies**

- 4.1 Develop a strategy to increase upgrading and refining capacity in Alberta, including taking bitumen as royalty in-kind to be upgraded in Alberta.
- 4.2 Work with other ministries to promote and market Alberta's energy resource development and value-added opportunities to secure new investment, market growth, employment and business opportunities.
- 4.3 Work with other ministries to assess the value of additional pipeline capacity to reach and expand markets including industry development of greater pipeline capacity to the west coast of Canada for offshore delivery of oil and products.
- 4.4 Facilitate the development and utilization of alternative energy resources such as biofuels and waste to energy opportunities.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
4a. <b>Ethane Demand in Alberta</b> – in barrels per day <sup>1</sup>	244,000 (2007)	60,000 - 85,000 additional barrels of ethane per day over next 5 years		
4b. <b>Ethanol Production in Alberta</b> – millions of litres <sup>2</sup> <i>*based on projected Alberta gasoline consumption pool</i>	40 (2008)	40 (2009)	150 to 300 (2010)	150 to 300 (2011)
4c. <b>Biodiesel Production in Alberta</b> – millions of litres <sup>2</sup> <i>*based on projected Alberta distillate consumption pool</i>	25 (2008)	25 (2009)	55 to 110 (2010)	55 to 110 (2011)

**Notes:**

- 1 Includes small volumes used for enhanced oil recovery.
- 2 Ethanol and biodiesel production is expected to remain the same, until new facilities become operational in 2010.

**Sources:**

- 4.a ERCB 2008 ST-98 (historical data) and Alberta Department of Energy (target)
- 4.b & c Alberta Department of Energy

## **Core Business Two:      Leading and engaging citizens, communities, industry and governments to achieve effective stewardship of Alberta's energy resources**

Energy efficiency and conservation will play a significant role in the future competitiveness of industry and attractiveness of the economic and social climate in Alberta. Effective and efficient development and consumption of Alberta's mineral and energy resources (non-renewable and renewable) is a shared responsibility of citizens, governments (Alberta provincial and municipal) and industries. Wise use of these resources requires sharing timely and credible information through effective communication and information systems, education and outreach programs, and sound regulatory frameworks. The goals under this core business support the outcome of wise energy use outlined in the *Provincial Energy Strategy*.

## **GOAL FIVE      5      Albertans are aware of and understand existing and emerging trends and opportunities relating to energy development and use in Alberta**

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**What it means**

Improved understanding, awareness and education about Alberta's energy resources and issues will be essential to responsible development and use of these resources. There is a need to provide Albertans, other Canadians and international audiences with information about how the province develops and uses energy, economic benefits, our environmental challenges and the environmental protection measures that are already in place or planned. Increased awareness and understanding of changing energy trends, new energy sources and issues related to the development of energy will also provide Albertans with a better basis on which to become involved in discussions around energy development and encourage them to seek careers in the energy sector.

**Strategies**

- 5.1 Enhance provincial, national and international understanding of Alberta's energy resources and work being done to develop these in an environmentally sustainable manner.
- 5.2 Review the effectiveness of current communications and public information in order to provide Albertans with easily accessible, relevant and high quality data, information, services, knowledge, and advice relative to the energy and utility sectors.
- 5.3 Proactively identify, communicate and address emerging issues that face energy and mineral development in Alberta.
- 5.4 Work within Alberta's education system to facilitate a flow of age-suitable information about the energy industry, its importance and its future.



- 5.5 Lead Alberta's strategic participation in regional, national and international energy initiatives, promoting energy trade, provincial participation in international energy discussions and negotiations, and improved access to international markets.

Performance Measure	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
5.a Survey of Alberta Public Awareness of Energy Issues <sup>1</sup>	n/a (2008-09)	To follow once baseline survey completed in 2009-10		

**Note:**

1 Survey to be conducted in 2009-10.

## GOAL SIX **6 Industry, citizens, and communities conserve and use energy wisely**

### What it means

Managing energy efficiency and conservation is one of the most effective mechanisms to address issues of rising energy costs, environmental impact and our competitive advantage. Investing in energy efficiency and adopting leading conservation practices will translate into producing goods and services with simply, less energy. Reducing the energy intensity per dollar of GDP has significant benefit to Albertans including: lower impacts on the environment, reduced costs to individual residents, improved industry competitiveness and enhanced economic development.

### Strategies

- 6.1 Encourage the natural gas industry's utilization of best practices for fuel gas efficiency in upstream gas processing and work with industry to develop benchmarks for fuel gas use.
- 6.2 Support fuel efficiency audits for oil sands projects.
- 6.3 Alberta Energy will promote smart metering, smart grids and better consumption measurement in order to help Albertans better understand and adjust their electricity consumption patterns and incent greener practices.
- 6.4 Facilitate the reduction of energy intensity through gains in energy efficiency and demonstrated government leadership.
- 6.5 Support the development of an energy efficiency policy framework and provincial legislation.

### Performance Measure Under Development:

**Fuel Gas Efficiency:** More efficient use of fuel gas by the energy industry with benchmarks to be established in 2009-10.

## **Core Business Three:    Leading and supporting the development of energy related infrastructure, innovation, markets and regulatory systems**

The Ministry works with its partners to ensure adequate infrastructure is developed and maintained to support existing and future energy and mineral development and access to markets. This includes ‘hard’ infrastructure such as electricity transmission lines, natural gas and oil pipelines, and carbon capture and storage facilities as well as ‘soft’ infrastructure and supporting systems such as research organizations and networks aimed at developing new technologies, and regulatory frameworks that ensure development takes place in a manner that is fair, responsible and in the public interest. The goals under this core business support the outcome of sustained economic prosperity outlined in the *Provincial Energy Strategy*.

### **GOAL SEVEN 7 Energy related infrastructure is built and sustained to support the Government of Alberta’s objectives**

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#### **What it means**

Future economic prosperity will require energy infrastructure. Alberta’s electricity system requires a robust, reliable and efficient transmission system to meet increasing demand. Natural gas and oil pipelines will be needed to access new markets and infrastructure will be needed to support carbon capture and storage. The Ministry will work with other ministries to encourage development of energy infrastructure and broader social/community infrastructure such as highways, railroads, hospitals and schools, particularly in support of energy development.

#### **Strategies**

- 7.1 Ensure Alberta’s policy for transmission planning, rule-making and tariffs is implemented, and facilitate the development of new electricity infrastructure to ensure Albertans continue to receive safe, reliable and open-access service.
- 7.2 Minimize regulatory duplication arising from overlapping federal and provincial responsibilities.
- 7.3 Advocate for optimal tolls, tariffs and access to existing and new pipelines and wires that transport Alberta energy resources to North American and international markets.
- 7.4 Improve the policy and regulatory framework to encourage distributed electrical generation including micro-generation and mid-scale opportunities.

#### **Performance Measures Under Development.**

### **GOAL EIGHT 8 Ensure effective innovation policies and programs to achieve technology and processing improvements in the development of energy and mineral resources**

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#### **What it means**

Realizing our energy vision will depend on our concerted efforts to address the full curve of technology development, from conception to commercial deployment. This will include the development of new technologies or the enhanced deployment of already proven technologies. For example, technologies will help us realize large scale capture and use of carbon, reduce the use of natural gas and water, increase recovery, reduce costs, reduce emissions, and develop Alberta’s

renewable energy sources. The Ministry will work with Advanced Education and Technology and other stakeholders to develop an integrated, coordinated approach which supports and encourages energy research by industry, government, universities and research organizations.

### Strategies

- 8.1 Work with other ministries, research organizations and industry to develop an integrated, coordinated approach to research that supports environmentally sustainable energy development.
- 8.2 Support research on new oil sands extraction processes that use less energy, less water, reduce tailings ponds and improve land reclamation.

### Performance Measure Under Development.

## GOAL NINE **9** Alberta has a competitive and efficient energy system ensuring Albertans' electricity and natural gas needs are met

### What it means

The Ministry establishes policy and market design for electricity wholesale and retail markets as well as retail market design for natural gas to assure an efficient, competitive marketplace that maintains reliable energy supplies and competitive prices to Alberta consumers. The Ministry is responsible for monitoring and oversight to ensure effective market operation.

### Strategies

- 9.1 Develop recommendations to ensure the continuing effective operation of Alberta's electricity system to meet Alberta's growing needs.
- 9.2 Research, gather and publish metrics and tools to assess the performance of the electricity market.
- 9.3 Monitor the development and implementation of mandatory reliability standards for the North American transmission grid.
- 9.4 Harmonize the regulatory requirements for electricity and natural gas retail markets to ensure that a consistent set of rules apply to both.
- 9.5 Develop policy recommendations to support advanced metering technology development and use in the retail market.
- 9.6 Participate with government agencies and regulated electricity and natural gas retailers to provide consumers, industry and other government agencies with clear and timely communication to increase consumer understanding of Alberta's competitive marketplace for natural gas and electricity.

Performance Measure	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
9a. <b>Power Generation:</b> Margin (MW) between supply and peak demand <sup>1</sup>	21% (2008)	Maintain a minimum 7% margin over peak load. (2009)	Maintain a minimum 7% margin over peak load. (2010)	Maintain a minimum 7% margin over peak load. (2011)

**Note:**

1 Wind power is not included as it is not dispatchable on a consistent basis. Tie line capacity is also not included.

**Sources:**

ERCB, Alberta Electric System Operator and Alberta Department of Energy

GOAL TEN

# 10

## Regulation of energy and utility development in Alberta is fair, responsible and in the public interest

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**What it means**

The Government of Alberta has established, in legislation and policy, a regulatory framework intended to ensure that the discovery, development and delivery of Alberta's energy resources and the development of Alberta's utility system take place in a manner that is fair, responsible and in the public interest. The oversight of this framework rests with the government, particularly the Minister of Energy, who is responsible for the related legislation. The Energy Resources Conservation Board (ERCB) and the Alberta Utilities Commission (AUC) are responsible for implementing their respective regulatory process within this framework. While these agencies report administratively to the Minister of Energy, their formal regulatory decisions are made independently, in accordance with the governing legislation and regulations.

The ERCB regulates the discovery, development and delivery of energy resources in Alberta. It establishes and applies technical standards for the safe and reliable operation of energy facilities while having regard for social, economic and environmental effects, including resource conservation. The ERCB conducts inspections to ensure compliance with the regulations it administers.

The AUC makes timely decisions on regulated utility rates and electricity and natural gas transmission and distribution facilities, which are needed to attract investment, meet future needs and ensure fair pricing. The AUC has rule-making responsibility relating to data communications transactions and the delivery of these transactions to market participants to ensure a well-functioning electricity and natural gas market.

**Strategies**

- 10.1 Work in partnership with Environment, Sustainable Resource Development and the ERCB to address upstream oil and gas sector policy gaps, overlaps and inconsistencies, and to complete detailed design and implementation of an integrated regulatory delivery system for the upstream oil and gas sector.
- 10.2 Maintain high standards of public safety, environmental protection and energy resource conservation by ensuring ERCB regulatory requirements are relevant, understood and complied with.
- 10.3 Improve the effectiveness and efficiency of ERCB decision making processes through improved use of Appropriate Dispute Resolution, expansion of routine decision processes for areas where the requirements are clear, and improved non-routine decision making processes used to settle conflict.
- 10.4 Continue to work with stakeholders to develop and refine sustainable liability management programs which ensure licensees are responsible for decommissioning and abandonment liabilities. (ERCB)

- 10.5 Improve processes for hearing transmission facility applications to ensure that they are conducted in a timely manner and provide appropriate opportunities for public input. (AUC)

Detailed Business Plans for the ERCB and AUC are available on their websites.

ERCB Performance Measure	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
10.a <b>Protection of Public Safety</b> - Percentage of field inspections finding High Risk regulatory noncompliance	2.1% (2008)	Less than 3.5% (2009)	Less than 3.5% (2010)	Less than 3.5% (2011)

**Note:**

Performance measure under review.

**Source:**

Field Surveillance Inspection System database and Energy Resources Conservation Board waste plant spreadsheet

AUC Performance Measure	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
10.b <b>Timeliness of the Needs and Facility Applications</b> - Percentage of needs and facility applications determined within 180 days of the application being deemed complete	n/a (2007-08)	100%	100%	100%

GOAL ELEVEN

# 11

## Build an organizational environment for success

**What it means**

The Ministry recognizes the challenge and importance of maintaining and building organizational capacity to respond to changing business needs. Organizational capacity means having the right resources, people, finances, information, technology, processes and tools to deliver the Ministry's mission.

**Strategies**

- 11.1 Develop and implement human resource development and workforce planning strategies that enable the Ministry to retain, attract and develop our employees to ensure a competent and committed workforce that meets current and future needs. Develop strategies for succession planning, protection of information assets and corporate information and knowledge management and transfer.
- 11.2 Deliver human resource, financial management, information management, and technology business solutions that address emerging business needs and technology drivers in support of crucial business operations, and allow the retirement of aged business solutions.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
<b>11.a Industry satisfaction</b>				
• with Department services	83% (2007)	n/a <sup>1</sup> (2009)	80% or higher (2010)	n/a <sup>1</sup> (2011)
• with Department electronic information management	90% (2007)	n/a <sup>1</sup> (2009)	80% or higher (2010)	n/a <sup>1</sup> (2011)
<b>11.b. Work Environment:</b>				
<b>Department:</b>				
• Employee Engagement	76% (2008)	80% or higher (2009)	80% or higher (2010)	80% or higher (2011)
• Quality Work Environment	77% (2008)	80% or higher (2009)	80% or higher (2010)	80% or higher (2011)
<b>ERCB:</b>				
• Employee Engagement	81% (2008)	74% (2009)	75% or higher (2010)	75% or higher (2011)
• Quality Work Environment	80% (2008)	78% (2009)	78% or higher (2010)	78% or higher (2011)
<b>AUC:</b>				
• Employee Engagement	88% (2008)	74% (2009)	75% or higher (2010)	75% or higher (2011)
• Quality Work Environment	86% (2008)	78% (2009)	78% or higher (2010)	78% or higher (2011)

**Note:**

1 Surveys are conducted every second year.

**Sources:**

11.a Banister Research and Consulting

11.b Alberta Government Core Measures Survey conducted annually

## 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			
Assuring energy supply and benefits from energy and mineral resource development for Albertans	90,921	126,579	126,319	192,614	394,271	424,291
Leading and engaging citizens, communities, industry and governments to achieve effective stewardship of Alberta's energy resources	33,800	33,800	33,800	33,800	33,800	33,800
Leading and supporting the development of energy related infrastructure, innovation, markets and regulatory systems	170,834	242,312	244,419	274,922	250,109	252,389
<b>MINISTRY EXPENSE</b>	<b>295,555</b>	<b>402,691</b>	<b>404,538</b>	<b>501,336</b>	<b>678,180</b>	<b>710,480</b>

## 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			
<b>REVENUE</b>						
<b>Non-Renewable Resource Revenue</b>						
Natural Gas and By-Products Royalty	5,198,850	5,684,000	6,009,000	3,687,000	3,937,000	3,845,000
Crude Oil Royalty	1,654,801	1,601,000	1,706,000	1,249,000	1,489,000	1,655,000
Synthetic Crude Oil and Bitumen Royalty	2,913,102	3,402,000	3,229,000	1,008,000	1,784,000	2,554,000
Bonuses and Sales of Crown Leases	1,127,936	868,000	1,153,000	631,000	679,000	682,000
Rentals and Fees	158,748	140,000	158,000	143,000	136,000	128,000
Coal Royalty	13,965	14,000	34,000	27,000	26,000	28,000
Energy Industry Drilling Stimulus Program	-	-	-	(842,000)	(665,000)	-
Alberta Royalty Tax Credit	(43,658)	-	-	-	-	-
<b>Total Non-Renewable Resource Revenue</b>	<b>11,023,744</b>	<b>11,709,000</b>	<b>12,289,000</b>	<b>5,903,000</b>	<b>7,386,000</b>	<b>8,892,000</b>
Freehold Mineral Rights Tax	246,799	318,000	241,000	200,000	213,000	219,000
Investment Income	2,853	2,500	3,200	3,100	3,100	3,100
Industry Levies and Licences	90,552	140,400	140,400	145,743	150,933	151,219
Other Revenue	48,456	9,759	10,282	9,859	9,859	9,859
<b>MINISTRY REVENUE</b>	<b>11,412,404</b>	<b>12,179,659</b>	<b>12,683,882</b>	<b>6,261,702</b>	<b>7,762,892</b>	<b>9,275,178</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	2,204	2,134	2,134	2,195	2,235	2,235
Resource Development and Management	127,248	184,620	183,620	179,111	150,725	81,489
Energy Regulation	133,013	171,257	174,804	171,957	175,457	174,707
Utilities Regulation	18,861	31,645	30,945	35,038	36,728	39,014
Carbon Capture and Storage	-	-	-	100,000	300,000	400,000
Orphan Well Abandonment	13,566	13,000	13,000	13,000	13,000	13,000
Valuation Adjustments and Other Provisions	663	35	35	35	35	35
<b>MINISTRY EXPENSE</b>	<b>295,555</b>	<b>402,691</b>	<b>404,538</b>	<b>501,336</b>	<b>678,180</b>	<b>710,480</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>11,116,849</b>	<b>11,776,968</b>	<b>12,279,344</b>	<b>5,760,366</b>	<b>7,084,712</b>	<b>8,564,698</b>

## 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	11,412,404	12,179,659	12,683,882	6,261,702	7,762,892	9,275,178
<i>Inter-ministry consolidation adjustments</i>	(2,516)	-	(2,025)	-	-	-
<b>Consolidated Revenue</b>	<b>11,409,888</b>	<b>12,179,659</b>	<b>12,681,857</b>	<b>6,261,702</b>	<b>7,762,892</b>	<b>9,275,178</b>
Ministry Expense	295,555	402,691	404,538	501,336	678,180	710,480
<i>Inter-ministry consolidation adjustments</i>	(2,516)	-	(2,025)	-	-	-
<b>Consolidated Expense</b>	<b>293,039</b>	<b>402,691</b>	<b>402,513</b>	<b>501,336</b>	<b>678,180</b>	<b>710,480</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>11,116,849</b>	<b>11,776,968</b>	<b>12,279,344</b>	<b>5,760,366</b>	<b>7,084,712</b>	<b>8,564,698</b>

# Environment

BUSINESS PLAN 2009-12

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## 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.

Rob Renner, *Minister of Environment*  
March 19, 2009

## THE MINISTRY

The Ministry of Environment consists of the Department of Environment and the Climate Change and Emissions Management Fund as the entities for government reporting purposes as well as the Environmental Appeals Board, which is a quasi-judicial board reporting to the Minister. In addition, three Delegated Administrative Organizations report to the Minister and operate with separate board governance and financial management. They are the Alberta Recycling Management Authority, the Beverage Container Management Board and the Alberta Used Oil Management Association.

The Ministry's authority to carry out its mandate is based on the *Environmental Protection and Enhancement Act*, the *Water Act* and the *Climate Change and Emissions Management Act*.



## VISION

*Alberta's environment sustains a high quality of life.*

## MISSION

Environment assures the effective stewardship of Alberta's environmental systems to sustain a high quality of life.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Environment is committed to making Alberta an innovative and prosperous province where Albertans enjoy a high quality of life built on vibrant communities and a healthy environment, as outlined in the *Government of Alberta Strategic Business Plan*. The key linkage between the Ministry of Environment's 2009-12 Business Plan and the *Government of Alberta Strategic Business Plan* is:

**Goal 3: The high quality of Alberta's environment will be sustained** - The Ministry of Environment contributes to this goal by providing the leadership to ensure environmental outcomes benefit our economy and quality of life for present and future generations. Leadership is provided to transition Alberta to an outcomes focused environmental cumulative effects management system, implement the provincial *Climate Change Strategy*, implement the renewed *Water for Life* strategy, develop all Alberta's energy resources, including the oil sands, in an environmentally sustainable way, and to provide Albertans, stakeholders and industry with information on government's role in ensuring environmental excellence and sustainable development while providing tools to reduce their environmental footprint.

### Government of Alberta Priority

The Ministry of Environment will work with Energy to address the government priority:

- *Ensure Alberta's energy resources are developed in an environmentally sustainable way.*

## VALUED BEHAVIOURS

The Ministry's values are reflected in our corporate and individual behaviors. They define how we treat our stakeholders, clients, partners, the public and each other.

**Respect** — We foster an environment in which each individual is valued and heard.

**Accountability** — We are responsible for our actions and for contributing to the effectiveness of the public service.

**Integrity** — We behave ethically and are open, honest and fair.

**Excellence** — We use innovation and continuous improvement to achieve excellence.

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry of Environment is working collaboratively across government and with stakeholders to respond to increasingly complex environmental challenges and risks, such as:

### Environment, Human Health and Cumulative Effects

Albertans have strong values about the quality of water we drink and the air we breathe, the manufacture/use of toxic chemicals, and the changes in climate due to global warming. All of these are seen as important for the health of Albertans. One of the main findings of the United Nation's Millennium Ecosystem Assessment is that the relationship between human well-being and the natural environment is mediated by services provided by ecosystems. Changes to these services, as a result of changes in the environment, affect human well-being. Albertans recognize this important

connection through their strong values about the quality of water we drink and the air we breath, the manufacture/use of toxic chemicals, and the changes in climate due to global warming. The Ministry, through its ground breaking work on cumulative effects management, is balancing the needs of agricultural, residential, industrial, and commercial land uses while achieving environmental outcomes to enhance Albertans' high quality of life including the benefits to good human health.

### **Climate Change**

Climate change has been described as “the most complex collective action problem in human history.” In the United States, President Obama sees climate change as putting “the planet in peril.” Global action on this issue continues to build not only from an environmental perspective but in the areas of economics and politics. Albertans and the Ministry are in a unique position of providing global leadership on this issue. The Alberta government’s recent announcement of resources towards climate change initiatives including carbon capture and storage is the single largest global expenditure to date. The challenges of managing our global energy resources in an environmentally responsible and economically sound and efficient manner, is creating opportunities for this province to reduce carbon while supporting global energy security.

### **Water Quality and Quantity**

The use and availability of freshwater, as well as the conservation of water resources are keys to Albertans' quality of life. Managing the quantity and quality of surface and groundwater resources, and their life-supporting ecosystems is of first order of importance for our province. Whether the challenges come from population growth, increased and changing agriculture needs, municipal or industrial development, there is a need to safeguard these resources. The Ministry is working with watershed planning and advisory councils and watershed stewardship groups, as well as engaging Albertans to create viable innovative solutions to meet this challenge to support healthy ecosystems and a vibrant economy.

### **Oil Sands Development**

The oil sands continue to be the focal point for environmental issues in the province. They include most of the major environmental issues that Albertans face. The oil sands are seen as a global resource, and have attracted a global audience that is watching and critiquing Alberta’s environmental management of the oil sands. The Ministry’s new Oil Sands Environmental Management Division is engaging world-class experts and scientists to assist in managing this important provincial resource. This commitment to engaging world-class solutions to oil sands related environmental issues must be communicated to this global audience.

### **Engaging Partners and Stakeholders**

Strong, long-term support from all partners and stakeholders is critical for the success of today’s management of the environment. This is not something that can be done alone or by one or two groups. The management of the environment, including cumulative effects expressed in water, land, air or climate change, means the collaboration of all. The Ministry seeks to achieve this collaboration through its many partnerships, like the Water Advisory Council. The potential lack of partnership capacity that could impede progress on stewardship initiatives is a key challenge to achieving environmental outcomes and objectives.

## STRATEGIC PRIORITIES 2009-12

Through the ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing foundational activities of the ministry.

### GREENING OUR GROWTH

- 1. Cumulative effects management**  
**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

The Ministry of Environment will lead Alberta's transition to an outcomes focused environmental cumulative effects management system that is implemented within Alberta's *Land-use Framework* and addresses the impacts of development on land, air, water and biodiversity, at a regional level.
- 2. Oil sands**  
**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

The Ministry of Environment will work with other Government of Alberta ministries to ensure all Alberta's energy resources, including the oil sands, are developed in an environmentally sustainable way. The Ministry will lead regional environmental planning in the oil sands including working with stakeholders to set desired and required environmental outcomes.
- 3. Climate change**  
**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

The Ministry of Environment will implement the provincial *Climate Change Strategy*, including regulatory, conservation, and adaptation initiatives.
- 4. Engagement and awareness**  
**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

The Ministry of Environment will provide Albertans, stakeholders and industry with the information needed to understand what government is doing to ensure environmental excellence and sustainable development, and the tools they need to reduce their environmental footprint.
- 5. Water for Life**  
**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

The Ministry of Environment will implement the renewed *Water for Life* strategy to ensure the province has the quality and quantity of water needed now and into the future to support the environmental, economic and social needs of Albertans.
- 6. Organization and staff capability**  
**Linkage: Goal 5**

The Ministry of Environment will embed organizational learning into our behaviours and practices and support our employees in being engaged, enabled and empowered in service of the Ministry's Vision, Mission and Valued Behaviours.

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Safeguarding public and environmental health

There is an integral relationship between public health and the state of the environment. Through this core business, the Ministry helps assure both public safety and a high quality environment; an environment that can sustain a high quality of life and a prosperous economy for present and future generations of Albertans. The Ministry and key partners manage cumulative environmental effects by addressing human activities that affect the environment, managing air, water, and land resources, monitoring environmental conditions, evaluating and responding to environmental risks and opportunities, developing or updating policies, strategies and programs and by preparing for and responding to environmental emergencies. Key programs that contribute to this core business are monitoring, reporting and innovation, climate change, air and land policy, reclamation and emergency preparedness and Climate Change and Emissions Management.

### GOAL ONE **1** The cumulative effects of development on land, air, water, and climate are managed to achieve Government of Alberta desired environmental outcomes

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#### What it means

The Ministry and its partners are leading Alberta's transition to an outcomes focused cumulative effects management system which integrates social, economic, resource and environmental outcomes consistent with Alberta's *Land-use Framework*. The system will address the impacts of development on land, air, water and biodiversity, at a regional level. To facilitate the system, outcomes are defined and supported by coordinated environmental monitoring and compliance systems.

#### Strategies

- 1.1 Implement a cumulative effects management system working with partners to manage the environmental effects of development by:
  - developing and implementing regional plans throughout the province and assisting with the other strategies of the *Land-use Framework*;
  - implementing environmental impact assessment process changes to ensure timely and credible reviews of major projects;
  - providing leadership and coordinating departmental implementation of cumulative effects management, further refining the concept, raising awareness and building staff capability and departmental effectiveness; and
  - introducing a new act to support and enable an integrated approach to managing cumulative effects.
- 1.2 Work with Treasury Board's Oil Sands Sustainable Development Secretariat to implement the *Responsible Actions – A Plan for Alberta's Oil Sands* with a focus on achieving environmental goals.

- 1.3 Assist in ensuring Alberta's energy resources are developed in an environmentally sustainable way by supporting the Ministry of Energy in:
  - implementation of the provincial energy strategy;
  - implementation of carbon capture and storage research and demonstration projects; and
  - supporting research on new oil sands extraction processes that use less energy, less water, reduce tailings ponds and improve land reclamation.
- 1.4 Continue to implement the *Climate Change Strategy* through policy, program and infrastructure initiatives and assure appropriate governance of the Climate Change and Emissions Management Fund to support Alberta's intended outcomes, focusing on:
  - programs that promote wise energy use across the provincial economy in support of achieving the target of reduced greenhouse gas emissions over the longer term;
  - emissions management, using and updating the greenhouse gas regulatory framework for large industrial emitters and updating mandatory reporting requirements for medium-sized emitters;
  - the vulnerability assessment and climate change adaptation strategies to reduce Alberta's exposure to climate change risks;
  - support for energy innovation and carbon management initiatives designed to lower greenhouse gas emissions over the long term; and
  - development of legislation to drive energy efficiency and conservation actions across the provincial economy.
- 1.5 Continue to implement and resource a renewed *Water for Life: Alberta's Strategy for Sustainability*, with a focus on:
  - shared governance and watershed planning frameworks built on cumulative effects management as the foundation for future water management;
  - advancing the development of policies, economic instruments and information infrastructure to support water conservation and enhanced efficiency in use;
  - partnering with stakeholders to set instream flow requirements, groundwater and water quality objectives in key watersheds that inform watershed and regional plans;
  - continuing to build and implement a water allocation information system, regulatory processes and policies to sustain Alberta's water quantity and quality;
  - continuing to assess groundwater protection and management across the province to identify areas and sectors requiring enhanced groundwater management; and
  - meeting Alberta's transboundary water obligations.
- 1.6 Complete work with the Clean Air Strategic Alliance (CASA) to update Alberta's Clean Air Strategy and begin implementation of the strategy by applying the revised management framework and renewing the major elements of the provincial air system.
- 1.7 Implement the *Too Good To Waste* strategy, improving Alberta's resource conservation and waste management system and practices and ensuring future waste management practices reflect innovation and resource conservation and recovery.

Performance Measures	Last Actual (Year)	Target 2009-10	Target 2010-11	Target 2011-12
1.a <b>Air Quality Index</b> Measures the quality of Alberta's air based on five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter – PM <sub>2.5</sub>	"Good" air quality days 97% of the time (2007)	"Good" air quality days 97% of the time	"Good" air quality days 97% of the time	"Good" air quality days 97% of the time
1.b <b>River Water Quality Index</b> Measures the water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides) which are combined to provide an indication of overall water quality	five out of six river systems have "good" to "excellent" water quality (2006-07)	six out of six river systems have "good" to "excellent" water quality	six out of six river systems have "good" to "excellent" water quality	six out of six river systems have "good" to "excellent" water quality

**Performance Measure Under Development:**

**Greenhouse Gas Emissions** – Measures the amount of greenhouse gas emissions released into the atmosphere annually.

## GOAL TWO **2** The Ministry has effective risk management, preparation and responses to events and emerging and complex environmental issues

**What it means**

The Ministry and its partners have to be aware of and manage environmental risks and opportunities. To do this, Environment advises other ministries across the Government of Alberta, municipalities and Albertans about emerging environmental issues and related threats to environmental and public health and safety. To respond to emerging and longer-term issues, the Ministry works with partners to update or develop new policies and programs. Working with the Alberta Emergency Management Agency to prepare for and respond to environmental incidents and emergencies, the Ministry helps plan hazard reduction and risk management with stakeholders. If required, the Ministry takes part in, or directs, emergency response activities that could have an impact on our air, land and/or water.

**Strategies**

- 2.1 Identify, understand and improve awareness of existing and emerging issues that could lead to significant environmental issues, incidents and emergencies in the province.
- 2.2 Integrate risk management through all levels of the department by expanding the current framework to include strategic and operational processes specific to both business and environmental risk assessment and management.
- 2.3 Review and assess Alberta's wastewater facilities to identify and respond to present and future demands.

Performance Measures	Last Actual 2006-07	Target 2009-10	Target 2010-11	Target 2011-12
2.a <b>Environmental Emergencies Response Indicator</b> Measures the response by Alberta Environment to environmental emergencies within established timelines	90% responded to within 60 minutes	90% responded to within 50 minutes	95% responded to within 50 minutes	95% responded to within 50 minutes

**Core Business Two:      Leading and enabling citizens, communities, governments and industry to be environmental stewards**

Environmental stewardship is a responsibility shared with the citizens, communities, governments and industries of Alberta. Sharing timely and credible information about the environment helps all Albertans make informed decisions for their stewardship activities. Effective and useful information systems and education and outreach programs are foundation pieces for all of the Ministry’s Strategic Priorities. Ministry programs that support this include *Water for Life*, conservation and education and environmental relationships, partnerships and strategies.

**GOAL THREE** 3 **People are aware of and understand existing and emerging environmental threats and opportunities**

**What it means**

The Ministry will enhance its capacity to share information and knowledge about the state of the environment and emerging issues with Albertans. This will involve information-sharing partnerships with a variety of public agencies and non-government organizations. The Ministry will have reliable and readily accessible environmental data, information and knowledge that are representative of Alberta’s diverse environment and responsive to existing and emerging environmental issues. By gathering and disseminating information in an effective, accurate manner and using knowledge networks for monitoring and reporting, the Ministry will help Albertans become more informed environmental stewards.

**Strategies**

- 3.1 Enhance Albertans’ awareness and understanding of environmental stewardship through public outreach and programs to enable Albertans to take action.
- 3.2 Enhance provincial, national and international awareness of Alberta’s leadership, commitment and action on the environment.
- 3.3 Develop and implement an integrated monitoring and reporting strategy for environmental conditions, trends and performance across the province.
- 3.4 Enhance, analyze and share environmental data to increase and share the resulting knowledge with stakeholders.

Performance Measures	Last Actual (Year)	Target 2009-10	Target 2010-11	Target 2011-12
3.a <b>Client satisfaction with Information provided through Environment’s Information Centre</b>				
• <b>Accessibility</b> – Measures the percentage of clients satisfied with accessibility to the Information Centre	91% (2007-08)	92%	93%	95%
• <b>Knowledge</b> – Measures the percentage of clients satisfied with Environment Information Centre knowledge	93% (2007-08)	95%	95%	95%

Performance Measures	Last Actual (Year)	Target 2009-10	Target 2010-11	Target 2011-12
3.b <b>Environmental Awareness Indicator</b> Measures Albertans' awareness of one or more of the Government of Alberta's priority environmental initiatives <sup>1</sup>	63% (2008)	67%	70%	73%

**Note:**

1 Priority initiatives are: Alberta's Climate Change Action Plan, the *Water for Life* strategy, the *Land-use Framework*, the *Too Good To Waste* strategy and the Cumulative Effects Management Framework.

## GOAL FOUR **4** Albertans, communities, governments and industry are good stewards of the environment

### What it means

The Ministry encourages and supports environmental stewardship by working in a wide variety of partnerships to enable environmental entrepreneurship and innovation. Success in developing a culture of stewardship rests on increasing the knowledge, motivation and capacity of stewards. Incentives can support the behaviours and values associated with a stewardship ethic.

### Strategies

- 4.1 Strengthen stewardship through community and stewardship organization development in areas such as watershed management, airshed management, cumulative effects management, monitoring and reporting and resource conservation and recovery.
- 4.2 Conduct independent reviews of stewardship partnerships, assess past and current collaboration and partnership experience and align departmental policies and procedures to enhance departmental effectiveness and delivery of shared outcomes.
- 4.3 Implement the Memoranda of Understanding with First Nations and Aboriginal communities for collaborative stewardship of the environment.
- 4.4 Enhance the One Simple Act program and the Alberta Conservation Team to inspire Albertans to engage in environmental stewardship actions.
- 4.5 Support Alberta's environmental priorities on a national and international level through the Canadian Council of Ministers of the Environment, the Conference of the Parties and related mechanisms.
- 4.6 Support Alberta's air pollutant management through the development and implementation of a new comprehensive Canadian air management framework with the federal government, other provinces, territories and stakeholders.



Performance Measures	Last Actual (Year)	Target 2009-10	Target 2010-11	Target 2011-12
<b>4.a Personal Engagement Indicator</b> Measures the percentage of Albertans that describe themselves as actively engaged in energy, waste or water conservation				
• Energy Conservation	87% (2008)	90%	93%	95%
• Waste Conservation	87% (2008)	90%	93%	95%
• Water Conservation	83% (2008)	90%	93%	95%
<b>4.b Beverage Container Return Rate<sup>1</sup></b> Measures the return rate of beverage containers each year based on sales and returns	76% (2007)	85%	85%	85%
<b>4.c Used Oil Recovery Rate</b> Measures the recovery rate of used oil each year expressed as a percentage of the estimated volume of recoverable oil and quantity recovered	82% (2007)	82%	82%	83%
<b>4.d Municipal Solid Waste To Landfills</b> Measures Alberta's progress towards reducing the amount of municipal solid waste disposed in landfills as measured in kilograms of waste per capita	838 (2007)	800	700	650
<b>4.e Electronic Recycling</b> Measures the total tonnage of electronics collected and processed annually. Targets are set to achieve maximum recoverable volumes	9,428 (2007-08)	18,795	20,100	24,809
<b>4.f Paint Recycling</b> Measures the total kilograms of paint collected and processed annually (in millions)	1.4 <sup>2</sup> (2007-08)	1.8	2.2	2.4
<b>4.g Facilities Recognized as EnviroVista Leaders<sup>3</sup></b> Measures the number of regulated facilities recognized as EnviroVista Leaders	26 <sup>4</sup> (2007)	31	34	37

**Notes:**

- Does not include exempted or newly included containers (e.g., milk containers, plastic and paper cups).
- This is an estimate based on benchmark recovery rates of existing paint programs in Canada.
- EnviroVista Leaders operate under Alberta's *Environmental Protection and Enhancement Act* and meet three qualifying criteria: they have an Environmental Management System in place, a five year history without enforcement action and a five year history of excellent emissions performance. Additional information can be obtained at <http://www.environment.alberta.ca/947.html>.
- December 31 is now being used as the Last Actual data collection date. This represents a change from Environment's 2008-11 Business Plan.

**Sources:**

- 4.b Beverage Container Management Board  
4.c Alberta Used Oil Management Association  
4.e Alberta Recycling Management Authority  
4.f Alberta Recycling Management Authority

## Core Business Three: **Leading and supporting the development and maintenance of critical regulatory systems and environmental infrastructure**

The Ministry is committed to develop and maintain critical capital and regulatory environmental infrastructure and environmental monitoring and reporting systems, on its own and through its partners. Programs that support this are resource management, approvals, compliance and enforcement, water operations, oil sands innovation and policy, oil sands operations, emergency response and ministry support services.

### GOAL FIVE **5 Environmental infrastructure is developed and sustained to meet the Government of Alberta desired outcomes**

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#### What it means

Albertans depend on a variety of environmental infrastructure. Some infrastructure systems, such as drinking water, are critical to public health and safety. Other systems such as water management infrastructure (i.e. dams, canals, weirs, diversions, drains) have important economic significance and are critical to the achievement of *Water for Life: Alberta's Strategy for Sustainability* objectives. Environmental infrastructure also includes monitoring and reporting systems, and operational policies and procedures that are critical to the success of environmental management and stewardship. The Ministry monitors and reports on the adequacy of this infrastructure to ensure that it continues to meet evolving standards and requirements as well as the future needs of Albertans. A focus on organizational learning will enhance the ministry's capacity to deal with increasingly complex environmental challenges and risk, and a focus on people will help employees be ready, willing and able to make a difference individually and collectively.

#### Strategies

- 5.1 Enhance, modernize and integrate departmental information, knowledge and technology systems with a focus on:
  - regulatory business support applications;
  - cross-ministry information and knowledge sharing systems; and
  - departmental business support systems.
- 5.2 Update the regulatory and non-regulatory tools such as operational policies and procedures for air, land and water management.
- 5.3 Implement the air and water management framework for the Industrial Heartland.
- 5.4 Work with municipalities and other ministries to:
  - respond to needs for infrastructure enhancements like drinking water, wastewater and resource recovery infrastructure systems, with an emphasis on development of regional systems; and
  - review and assess existing programs supporting municipal environmental infrastructure to ensure they are effective.
- 5.5 Develop and maintain air, land and water monitoring, knowledge and environmental performance systems to support Government of Alberta, Ministry and stakeholder environmental management opportunities.
- 5.6 Work with the Ministries of Sustainable Resource Development and Energy and the Energy Resources Conservation Board to address upstream oil and gas sector policy gaps, overlaps, and inconsistencies, and to complete detailed design and undertake implementation of an integrated regulatory delivery system for the upstream oil and gas sector.

- 5.7 Implement the Organizational Learning Strategy to develop and enhance an organizational learning culture enabling Ministry systems and employees to anticipate and respond to environmental challenges and adapt to change with resiliency.
- 5.8 Develop and implement strategies in the People Plan that support the Alberta Public Service Workforce Plan and Values, and facilitate employees' transition to the cumulative effects management system.

Performance Measures	Last Actual (Year)	Target 2009-10	Target 2010-11	Target 2011-12
<b>5.a Effective Water Management Infrastructure</b>				
Measures the				
• Utilization	99.8% (2007-08)	99%	99%	99%
• Functional adequacy	95.1% (2007-08)	95%	95%	95%
• Physical condition (PC) of provincially owned water management infrastructure <sup>1</sup>	Good 96.5% Fair: 3.4% Poor: 0.1% (2007-08)	Good: 93% Fair: 7% Poor: 0%	Good: 93% Fair: 7% Poor: 0%	Good: 93% Fair: 7% Poor: 0%
<b>5.b Drinking Water Safety Indicator<sup>2</sup></b>				
• <b>Facility Design Standards</b> - Measures the percentage of facilities meeting the newest (1997 or 2006) standards, as applicable	85% <sup>3</sup> (2007-08)	90%	92%	94%
• <b>Facility Operational Requirements</b> – Measures the number of incidents where regulatory requirements have not been met that could lead to water quality incidents	46 (2007-08)	22	19	16
• <b>Water Quality</b> – Measures the number of water quality incidents	48 (2007-08)	36	34	32

**Notes:**

- 1 “Good” is defined as adequate for intended use and expected to provide continued service life with average maintenance. “Fair” means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. “Poor” means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.
- 2 Evaluates performance of facilities delivering safe drinking water, and demonstrates continuous improvement of facilities, in the way facilities are operated, and reporting on analytical results.
- 3 The remainder of facilities meets older (pre 1997) standards.

## 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			
Safeguarding public and environmental health	30,111	246,438	171,687	195,120	178,428	197,428
Leading and enabling citizens, communities, governments and industry to be environmental stewards	42,569	32,687	32,687	28,457	28,206	28,206
Leading and supporting the development and maintenance of critical regulatory systems and environmental infrastructure	191,692	123,820	123,820	124,100	125,566	125,566
<b>MINISTRY EXPENSE</b>	<b>264,372</b>	<b>402,945</b>	<b>328,194</b>	<b>347,677</b>	<b>332,200</b>	<b>351,200</b>

# 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			
<b>REVENUE</b>						
Internal Government Transfers	1,934	3,175	3,175	3,175	3,175	3,175
Transfers from Government of Canada	-	51,967	-	51,967	51,967	51,967
Premiums, Fees and Licences	3,274	5,713	5,713	5,725	5,715	5,715
Other Revenue	43,716	95,248	95,248	98,248	81,248	115,248
<b>MINISTRY REVENUE</b>	<b>48,924</b>	<b>156,103</b>	<b>104,136</b>	<b>159,115</b>	<b>142,105</b>	<b>176,105</b>
<b>EXPENSE</b>						
<b>Program</b>						
<b>Safeguarding Public and Environmental Health</b>						
Ministry Support Services	18,850	21,956	21,956	21,876	22,301	22,301
Environmental Assurance:						
Monitoring, Reporting and Innovation	14,457	15,910	15,910	12,256	12,341	12,341
Air and Land Policy	9,301	10,476	10,476	7,941	8,141	8,141
Climate Change	4,919	62,377	10,410	77,248	77,271	62,271
Reclamation and Emergency Preparedness	1,434	2,675	2,675	2,675	2,675	2,675
Climate Change and Emissions Management	-	155,000	132,216	95,000	78,000	112,000
<b>Leading and Enabling Citizens, Communities, Governments and Industry to be Environmental Stewards</b>						
Environmental Stewardship:						
Environmental Relationships, Partnerships and Strategies	24,483	9,795	9,795	7,664	7,299	7,299
Conservation and Education	4,285	6,762	6,762	4,471	4,495	4,495
Water for Life	13,801	16,130	16,130	16,322	16,412	16,412
<b>Leading and Supporting the Development and Maintenance of Critical Regulatory Systems and Environmental Infrastructure</b>						
Environmental Management:						
Resource Management	12,998	13,441	13,441	17,962	18,155	18,155
Approvals	19,555	24,988	24,988	26,060	26,556	26,556
Compliance and Enforcement	10,112	11,583	11,583	11,620	11,697	11,697
Water Operations	101,073	16,672	16,672	15,581	15,728	15,728
Emergency Response	1,744	1,633	1,633	1,447	1,470	1,470
Amortization of Capital Assets	19,688	22,361	22,361	22,361	22,361	22,361
Oil Sands Environmental Management:						
Oil Sands Innovation and Policy	3,406	4,787	4,787	4,594	4,699	4,699
Oil Sands Operations	3,000	6,300	6,300	2,500	2,500	2,500
Valuation Adjustments and Other Provisions	1,266	99	99	99	99	99
<b>MINISTRY EXPENSE</b>	<b>264,372</b>	<b>402,945</b>	<b>328,194</b>	<b>347,677</b>	<b>332,200</b>	<b>351,200</b>
Gain (Loss) on Disposal of Capital Assets	15	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(215,433)</b>	<b>(246,842)</b>	<b>(224,058)</b>	<b>(188,562)</b>	<b>(190,095)</b>	<b>(175,095)</b>

## 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	48,924	156,103	104,136	159,115	142,105	176,105
<i>Inter-ministry consolidation adjustments</i>	(1,934)	(3,175)	(3,175)	(3,175)	(3,175)	(3,175)
<b>Consolidated Revenue</b>	<b>46,990</b>	<b>152,928</b>	<b>100,961</b>	<b>155,940</b>	<b>138,930</b>	<b>172,930</b>
Ministry Expense	264,372	402,945	328,194	347,677	332,200	351,200
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>264,372</b>	<b>402,945</b>	<b>328,194</b>	<b>347,677</b>	<b>332,200</b>	<b>351,200</b>
Gain (Loss) on Disposal of Capital Assets	15	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(217,367)</b>	<b>(250,017)</b>	<b>(227,233)</b>	<b>(191,737)</b>	<b>(193,270)</b>	<b>(178,270)</b>

# Executive Council

BUSINESS PLAN 2009-12

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## 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.

Ed Stelmach, *Premier*

March 18, 2009

## THE MINISTRY

The Ministry of Executive Council consists of the Department of Executive Council, and includes the following.

### **Office of the Premier/Executive Council**

- The Office of the Premier provides planning, communications and administrative support to the Premier's offices in Edmonton and Calgary.
- The Office of the Deputy Minister provides advice and support to the Premier on policy and organizational issues and leadership to the Alberta Public Service.
- The Cabinet Coordination Office provides organizational and administrative support and advice to Cabinet and its key committees.
- The Policy Coordination Office supports government long-term strategic planning and policy coordination for government, promotes cross-ministry coordination and provides ongoing support in the implementation of strategic priorities.
- The Premier's Council for Economic Strategy will provide advice to the Premier on strategies to ensure a high quality of life for Albertans and that Alberta is the best place to live, work, visit and invest.

- The Agency Governance Secretariat promotes continuous improvement in good governance by supporting departments and agencies in implementing the Public Agencies Governance Framework.
- The Protocol Office plans and coordinates international visits and provincial government ceremonial events and manages Government House operations.
- Executive Council also provides administrative and communications support to the Office of the Lieutenant Governor and the Alberta Order of Excellence Council.

### **Public Affairs Bureau**

- Helps government communicate with Albertans by assigning staff to communications branches across government; develops communications for government's long-term strategic plan and priority initiatives; supports internal government communications; and coordinates advertising, research, the corporate identity program and leads the province's branding initiative at home, across Canada and abroad.
- Provides Albertans with two-way access to government through central communications and information resources, including the Alberta government home page and a centralized online feedback and question service.
- Ensures effective and timely communications with Albertans during public emergencies.

## **VISION**

*We are recognized leaders in the delivery of sound public sector management and a centre of communications excellence.*

## **MISSION**

To ensure effective strategic planning and policy coordination across government and to increase awareness of Alberta as a great place to live, work, visit and invest.

## **LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN**

Executive Council is linked to *Government of Alberta Strategic Business Plan Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally.* The Ministry contributes to this goal by improving the accountability, transparency and governance of government agencies and taking a coordinated approach to policy development and government communications.

## **SIGNIFICANT OPPORTUNITIES AND CHALLENGES**

While the Government of Alberta is recognized as a leader in strategic planning and policy development, the environment in which policy making and strategic planning occur is becoming increasingly complex as issues frequently extend across multiple sectors and jurisdictions and require increased coordination and collaboration across government. Executive Council has an opportunity to enhance policy capacity and cross-ministry collaborations and ensure consistency with overall government strategic direction by facilitating a collaborative approach for strategic planning and policy development. Actions to follow up a recent conference on policy development provide an opportunity to coordinate additional activities to build policy capacity and create policy communities of practice in the public service.

As the nature of government organization and service delivery continues to change and evolve, there is a need to review the structure and effectiveness of government agencies. Executive Council will guide the implementation of the Public Agencies Governance Framework to continually improve governance, accountability and transparency of government agencies.

The convening of the Premier's Council for Economic Strategy will be an opportunity for government to receive advice on strategies to ensure a high quality of life for Albertans and that Alberta is the best place to live, work, visit and invest.

Communications has evolved significantly, with social media and the Internet becoming increasingly important avenues. Currently, 65 per cent of Albertans have Internet access and that number is expected to rise to 75 per cent by 2012. The internet is also a vital channel to communicate with Albertans, Canadians and the world. To guarantee access to the full Alberta story, it is imperative that government utilize all the same channels that audiences are using. The rise of social media is also an opportunity for government to communicate with a younger demographic.

The perception of Alberta at home and abroad has a profound impact on our success as a province. It affects our ability to export to world markets, sways investment load, and influences our potential to attract tourism and immigration. Alberta must play an active role in shaping perceptions about our province using opportunities like the upcoming Vancouver Olympics in 2010 to reach Canadian and world audiences.

Like most Alberta employers, Executive Council continues to face challenges of a competitive aging workforce. Specific strategies must be developed to continue to attract and retain leading-edge professionals.

## **STRATEGIC PRIORITIES 2009-12**

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the ministry.

### **CREATING AND PROTECTING OUR OPPORTUNITIES**

- 1. Strengthen agency governance** Support the implementation of the Public Agencies Governance Framework to improve the transparency, accountability and governance of government agencies.  
**Linkage: Goal 1**
- 2. Enhance policy capacity** Strengthen policy support to government and facilitate enhanced policy development capacity in the public service.  
**Linkage: Goal 1**
- 3. Continue the establishment of an economic strategy council** Convene the Premier's Council for Economic Strategy to provide advice to the Premier on strategies to ensure a high quality of life for Albertans and that Alberta is the best place to live, work, visit and invest.  
**Linkage: Goal 1**
- 4. Implement the Alberta branding initiative** Implement a far-reaching, comprehensive and sustained communications strategy that will reflect the true Alberta through visuals, messages and actions that soundly resonate with Albertans, Canadians and the rest of the world.  
**Linkage: Goal 3**



5. **Continue implementation of a strategic communications plan across government** Continue implementation of a Government of Alberta strategic corporate communications plan to enhance the quality, coordination and consistency of government communications and provide Albertans with improved avenues to access information and give feedback.
- Linkage: Goal 2**
6. **Utilize new social media and technology to enhance communications.** Identify and implement emerging web technologies to enhance communication with Albertans, Canadians and the world, including the use of e-newsletters, webcasts, blogs and two-way conferencing.
- Linkage: Goal 2**

## CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

**Core Business One: Support strategic planning, policy development and decision-making for the Government of Alberta**

### GOAL ONE **1** Government policy and planning are coordinated and effective

#### What it means

Decision-makers need comprehensive and coordinated policy and planning advice and analysis in order to make strategic decisions. Ministries need analytical and coordination support to ensure that initiatives align with government priorities. Achieving this goal ensures that decision-makers and ministries are provided with the appropriate context and support to meet overall government vision and goals.

#### Strategies

- 1.1 Support the identification and implementation of government priorities and report progress.
- 1.2 Provide advice and analysis to support policy development and ensure decision makers have the best possible information on which to make decisions.
- 1.3 Strengthen policy support to government and facilitate enhanced policy development capacity in the public service.
- 1.4 Support policy development across government ensuring alignment with government priorities.
- 1.5 Coordinate the government strategic planning process and support the development of the *Government of Alberta Strategic Business Plan*.
- 1.6 Organize and coordinate the planning, policy and decision making processes of government.
- 1.7 Support the implementation of the policies in the Public Agencies Governance Framework to improve the transparency, accountability and governance of government agencies.

- 1.8 Convene the inaugural meeting of the Premier's Council for Economic Strategy to provide advice on strategies to ensure a high quality of life for Albertans and that Alberta is the best place to live, work, visit and invest.

**Performance Measure Under Development:**

Client satisfaction with the products and services provided by the Policy Coordination Office.

**Core Business Two: Help government ministries communicate with Albertans**

GOAL TWO **2** **Government communications is coordinated and effective**

**What it means**

Albertans need comprehensive, two-way communications about government programs and services that matter most to them. It is important that this information is delivered in a consistent, coordinated manner and that it effectively and efficiently reaches the intended audiences.

**Strategies**

- 2.1 Continue the implementation of a strategic communications plan in addition to topic-specific communications strategies to ensure coordinated, effective two-way communications with Albertans.
- 2.2 Develop and implement a long-term research plan to improve coordination and practices related to public opinion research to help us know and understand issues Albertans are concerned about and where Albertans go for information.
- 2.3 Continue implementation of the corporate communications policy for the Government of Alberta to increase the transparency and understanding of communications practices in government that are responsive to the information needs of Albertans.
- 2.4 Identify and implement emerging web technologies to enhance communication with Albertans, including the use of e-newsletters, webcasts, blogs and two-way conferencing.
- 2.5 Enhance the government's internal communications mechanisms to better align internal and external communications and provide more coordinated information resources for Government of Alberta staff. Implement new communications tools aimed at managers.
- 2.6 Implement a management development program as part of a succession strategy and to enhance communications capacity.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a Public satisfaction with government communications	65%	71%	71%	71%
2.b Public satisfaction with the Government of Alberta Home Page	85%	90%	90%	90%

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.c Government client satisfaction with communications support and services received	89%	95%	95%	95%

As research strategies have changed, the performance measure approach is currently being examined. Comparisons may be different as this adjustment is made. Targets have been changed to better reflect achievable results.

## Core Business Three: Tell the story of Alberta within the province and around the world

### GOAL THREE **3** The new Alberta brand will be recognized and accepted within the province, nationally and internationally

#### What it means

A place brand is being developed for Alberta that will guide the image and reputation of the province in a strategic way. Successful development of a place brand for Alberta will see the province known nationally and internationally as the best place to live, work, visit and invest.

#### Strategies

- 3.1 Implement a far-reaching, comprehensive and sustained communications strategy that will reflect the true Alberta through visuals, messages and actions that resonate with Albertans, Canadians and the rest of the world. Strengthen Alberta's profile through key opportunities like the 2010 Olympic Games.

#### 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.

## 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			
Support strategic planning, policy development and decision-making for the Government of Alberta	8,782	10,185	10,185	11,013	11,793	11,793
Help government ministries communicate with Albertans	14,317	14,895	14,895	14,867	15,487	15,487
Tell the story of Alberta within the province and around the world	-	5,000	5,000	10,000	10,000	-
<b>MINISTRY EXPENSE</b>	<b>23,099</b>	<b>30,080</b>	<b>30,080</b>	<b>35,880</b>	<b>37,280</b>	<b>27,280</b>

## 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			
<b>REVENUE</b>						
Other Revenue	204	-	-	-	-	-
<b>MINISTRY REVENUE</b>	<b>204</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENSE</b>						
<b>Program</b>						
Office of the Premier / Executive Council	8,733	10,185	10,185	11,013	11,793	11,793
Public Affairs	14,373	14,895	14,895	14,867	15,487	15,487
Branding Initiative	-	5,000	5,000	10,000	10,000	-
Valuation Adjustments and Other Provisions	(7)	-	-	-	-	-
<b>MINISTRY EXPENSE</b>	<b>23,099</b>	<b>30,080</b>	<b>30,080</b>	<b>35,880</b>	<b>37,280</b>	<b>27,280</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(22,895)</b>	<b>(30,080)</b>	<b>(30,080)</b>	<b>(35,880)</b>	<b>(37,280)</b>	<b>(27,280)</b>

## 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	204	-	-	-	-	-
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Revenue</b>	<b>204</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Ministry Expense	23,099	30,080	30,080	35,880	37,280	27,280
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>23,099</b>	<b>30,080</b>	<b>30,080</b>	<b>35,880</b>	<b>37,280</b>	<b>27,280</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(22,895)</b>	<b>(30,080)</b>	<b>(30,080)</b>	<b>(35,880)</b>	<b>(37,280)</b>	<b>(27,280)</b>

# Finance and Enterprise

BUSINESS PLAN 2009-12

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## 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.

Iris Evans, *Minister of Finance and Enterprise*  
March 19, 2009

## THE MINISTRY

The Ministry of Finance and Enterprise includes the Department of Finance and Enterprise, Alberta Capital Finance Authority, Alberta Local Authorities Pension Plan Corporation, Alberta Pensions Services Corporation (Alberta Pensions Administration Corporation), Alberta Securities Commission, and ATB Financial, Credit Union Deposit Guarantee Corporation, Alberta Insurance Council, Alberta Investment Management Corporation and their subsidiaries; as well as the following six regulated funds: Alberta Cancer Prevention Legacy Fund, Alberta Heritage Foundation for Medical Research Endowment Fund, Alberta Heritage Savings Trust Fund, Alberta Heritage Scholarship Fund, Alberta Heritage Science and Engineering Research Endowment Fund, and the Alberta Risk Management Fund. The Ministry of Finance and Enterprise also includes the activities of the following companies: N.A. Properties and Gainers Inc.

The Department of Finance and Enterprise has the following core areas/functions: Budget and Fiscal Planning, Treasury Management, Risk Management and Insurance, Tax and Revenue Administration, Financial Sector Regulation and Policy, Enterprise including Industry and Regional Development, Alberta Economic Development Authority and the Northern Development Council, Regulatory Review Secretariat, and Corporate Support.

The Finance and Enterprise Business Plan incorporates all the entities reporting to the Minister into an integrated strategic plan that focuses on the key priorities for the Ministry. The plan does not include the day-to-day activities of the Ministry.

The Ministry interacts with a number of key stakeholders in carrying out its mandate. These encompass financial institutions, including banks, credit unions, trust companies, insurance companies and securities market participants; Alberta public sector pension funds and Alberta-based private pension plans; the business community, and in particular the manufacturing and secondary processing sectors, as well as all businesses that pay corporate and commodity taxes; the investment industry; a number of associations and federations that support and work with these stakeholders; other provincial and territorial governments; and the federal government.

## **VISION**

*Financial and economic leadership that strengthens Alberta.*

## **MISSION**

Provide expert economic, financial and fiscal policy advice to government and effective tax and regulatory administration to enhance Alberta's present and future prosperity.

## **LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN**

### **Goal 1: Alberta will have a prosperous economy**

Linked through:

- The Alberta Heritage Science and Engineering Research Endowment Fund
- Economic and Regional Development – Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy. Develop and implement policies, initiatives and tools to help Alberta businesses to improve their productivity and global competitiveness.
- Reduce Regulatory Burden – Reduce the regulatory burden on business by reducing overlap, simplifying compliance requirements and revising or eliminating regulations.
- Adding Value to Our Resources – Through effective partnerships with municipalities and industry, create a competitive business climate for responsible industrial development. Achieve a broader slate of refined and finished products by leveraging cross-government initiatives related to the labour force, royalties, research and the environment.

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

Linked through:

- Sound Economic and Fiscal Policy – As part of strengthening the Government of Alberta's long-term fiscal position, review existing economic and fiscal policy and develop direction, principles, priorities and tools to effectively and efficiently address the medium-term investment, economic and fiscal issues. Support the effective development and implementation of key sectoral strategies such as climate change strategies with sound economic and fiscal policy analysis.
- Strengthen Alberta's Fiscal Framework – Renew the Government of Alberta's fiscal framework to respond to current economic realities and to strengthen Alberta's long-term fiscal position.

### **Goal 5: Albertans will be healthy**

Linked through:

- The Alberta Heritage Foundation for Medical Research Endowment Fund and the Alberta Cancer Prevention Legacy Fund.

**Goal 7: Alberta will be a safe place to live, work and raise families**

Linked through:

- Support for Savings by Individual Albertans – Develop options to introduce a supplemental pension plan for Albertans currently not covered by pension plans. Encourage retirement savings through pension plans and other vehicles and promote Albertans awareness of the importance of personal savings and the mechanisms available to them.
- An Effective and Efficient Securities Regulatory System – Work with other Canadian jurisdictions to maintain a securities regulatory system that protects Alberta investors and ensures that Canada’s capital markets remain globally competitive.

**Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities**

Linked through:

- The Alberta Capital Finance Authority providing local authorities in the province with flexible funding for capital projects at the lowest possible cost.
- Improve the effectiveness and capabilities of northern and regional economic development organizations.

**Government of Alberta Priority**

Finance and Enterprise supports the Government of Alberta Priority by working with the Ministries 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**

The Ministry has identified the following opportunities and challenges that could influence the ability to achieve the business plan goals.

Challenges	Opportunities
<p><b>How do we ensure Alberta is competitive and improves its productivity in today’s global environment?</b></p> <p>Alberta competes in a global marketplace, where there is a growing awareness of the need to balance economic and environmental sustainability. Alberta business and industry must strive constantly to meet customer demands, find new markets and improve products and services. The Alberta government seeks to maintain a business climate that encourages and sustains economic growth. A critical element of economic sustainability will be Alberta’s ability to compete in the increasingly competitive global marketplace. There are challenges with the changing comparative advantages of living and doing business in Alberta. Northern and regional communities are also experiencing challenges in areas such as transportation, cyclical economic patterns and access to services.</p>	<p><b>Ensure sustained long-term economic growth</b></p> <p>The Ministry will revisit its economic and regional development strategies and policies to ensure they are aligned to help move Alberta’s economy forward and build a stronger Alberta. The best way to ensure Alberta’s growth and quality of life are sustainable over the long-term is to have a diversified, productive and competitive economy that is responsive to change and able to adjust and prosper under any economic conditions. Promoting collaboration and innovation to build on Alberta’s existing resource strengths, while developing and supporting a knowledge-based economy is essential to driving Alberta’s economic engine forward. The Ministry will encourage and expand development of chemical and refined products from Alberta bitumen, working to build a world class chemical cluster. There is also opportunity for improving the capabilities of regional economic organizations.</p>

Challenges	Opportunities
<p><b>How do we ensure fiscal sustainability in the face of revenue volatility?</b></p> <p>Increases in energy prices have contributed significantly to revenue growth for the Government of Alberta. The recent drop in the price of these resources and the associated government revenues shows that there are no guarantees that the historical growth in revenues will materialize in the future. A significant reduction in energy prices not only reduces revenues directly, but also causes a downturn in the Alberta economy affecting employment and personal and business income.</p> <p>The challenge is to ensure the underlying revenue trend necessary to support long-run program is not obscured by temporary swings in resource revenues, investment income and other transitory or cyclical factors. Fiscal sustainability requires that, over time, spending growth not exceed underlying revenue growth.</p>	<p><b>Long-term fiscal sustainability</b></p> <p>Although revenue volatility makes it difficult to assess the level of spending that is compatible, over time, with underlying revenue growth it also provides the opportunity to contribute to the fiscal sustainability of the province through appropriate investments at the appropriate time. The Ministry will make decisions around forecasting longer term revenue and cost pressures, a renewed savings strategy and will report to Albertans in a transparent fashion. Alberta will continue to be a leader in fiscal planning.</p>
<p><b>How do we ensure our pension plans are strong and sustainable for Albertans?</b></p> <p>Recent significant investment losses and the current environment of low interest rates, prospects for moderate investment returns and an aging population with longer life expectancies are major components of the changing dynamics for pension funds. Pension funding rules must establish and maintain an appropriate balance between stable funding requirements and benefit security for members. These challenges create opportunities for strengthening governance of pension funds and looking at new strategies. Additionally, increasing workforce demands are driving a need to promote an attractive work environment in Alberta by providing opportunities for pension plan membership to more workers and making pension plans more flexible to encourage mature workers to remain in the workforce.</p>	<p><b>Strategic use of pensions partnered with long-term sustainability of pensions</b></p> <p>Long-term sustainability is achieved through effective governance and administration, including appropriate funding. The government will collaborate with public sector boards and stakeholders on improving governance structures for public sector pension plans, and update policies for regulation of registered private-sector pension plans. The government will review its policies with respect to public and private sector plans in light of the need to increase opportunities for plan membership and flexibility for mature workers.</p>



Challenges	Opportunities
<p><b>How do we ensure our system generates sufficient revenue?</b></p> <p>Alberta's significant natural resource revenue has enabled the province to have a competitive, low tax structure. Our structure draws on a narrower range of tax sources than other jurisdictions which increases our revenue risk.</p>	<p><b>Fair, efficient and effective tax system</b></p> <p>The Ministry has an opportunity to strengthen its proactive strategies for tax collection, compliance and encouraging voluntary compliance. Additionally, our low taxes give us a strong starting point to assess current and alternative revenue sources to ensure that the tax system is fair, effective and efficient while maintaining our competitiveness relative to other systems in Canada and internationally. Our low taxes give us a strong starting point.</p>
<p><b>How do we sustain and grow the government's income from investment funds?</b></p> <p>Capital markets have a direct impact on the income of the government's investment funds and market performance can vary significantly from year to year. While the Ministry has a strong governance framework in place, the province is not insulated from volatile financial markets.</p>	<p><b>Ensure good governance and sound investment strategies</b></p> <p>The Ministry will continue to ensure good governance practices are in place, using a broad framework of principles and policies, including risk tolerance. Albertans can expect that AIMCo will maximize the returns on dollars invested within the context of a policy framework agreed to by the Minister.</p>
<p><b>How do we ensure our Insurance and Financial Sectors are sound?</b></p> <p>The Ministry has a strong regulatory environment. There are nonetheless some challenges that we will face in the coming years. There are legal challenges on auto insurance legislation that may impact the stability of the automobile insurance system.</p> <p>The Credit Union system plays a key role in the landscape of Alberta's financial services sector. With constant market changes, careful monitoring is critical to ensure the stability of the system.</p>	<p><b>Ensure stability in the Insurance and Financial Sectors</b></p> <p>Alberta will continue to leverage its opportunities to participate in inter-provincial initiatives to increase regulatory efficiency and maintain an appropriate balance between investor protection and a firm's ability to raise capital.</p> <p>Given recent consolidation in the Credit Union system, the Ministry will review the roles and responsibilities of participants to ensure they are appropriate.</p>
<p><b>How can we support Albertans towards saving for their future?</b></p> <p>There are many options open to Albertans to save for their future. Albertans may not be accumulating sufficient savings to sustain them in retirement. Many Albertans do not use the strategies and options available to them for personal savings. A high percentage of Albertans have little or no pension coverage.</p>	<p><b>Encourage a "culture of savings" for Albertans</b></p> <p>It is timely to enhance Albertans' awareness of the importance of individual savings, and potentially to broaden the availability of pension plans and other savings vehicles. The Ministry will continue to work with Albertans, and with other governments exploring opportunities for future savings vehicles.</p>

# STRATEGIC PRIORITIES 2009-12

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified.

These are in addition to the important ongoing core activities of the Ministry.

## CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Sound economic and fiscal policy**

**Linkage:**  
**Goals 1, 2 and 3**

The Ministry will strengthen the Government of Alberta's long-term fiscal position by:

  - reviewing existing economic and fiscal policy and develop direction, principles, priorities and tools to effectively and efficiently address medium-term investment, economic and fiscal issues;
  - reviewing the principles and elements of the fiscal framework;
  - developing demographic, fiscal and economic projections that underlie the budget;
  - working with other ministries to provide sound economic and fiscal policy advice through:
    - direct involvement in key sectoral strategies such as climate change strategies; and
    - assessing the implications of emerging cost pressures on government fiscal sustainability; and
  - providing policy advice on the fiscal and economic implications of demographic change on government programs.
  
- 2. Support for savings by individual Albertans**

**Linkage: Goal 6**

Develop options to introduce a supplemental pension plan for Albertans currently not covered by pension plans.

Develop legislation and programs based on the findings and recommendations of the Joint Expert Panel on Pensions (JEPPs) that will:

  - encourage pension plans sponsors to maintain existing plans;
  - make it more attractive for new types of plans to advance;
  - address funding issues for defined benefit plans;
  - ensure flexibility to meet the needs of an aging workforce; and
  - promote Albertans' awareness of the importance of personal savings and the mechanisms available to them.
  
- 3. Economic and regional development**

**Linkage:**  
**Goal 2 and 3**

Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of the Alberta's economy by:

  - developing and implementing policies, initiatives and tools to help Alberta businesses to improve their productivity and global competitiveness;
  - improving the effectiveness and capabilities of northern and regional economic development organizations; and
  - reducing the regulatory burden on business by reducing overlap, simplifying compliance requirements and revising or eliminating regulations.

- 4. Adding value to our resources**
- Linkage: Goal 3**
- Encourage and expand development of chemical and refined products from Alberta bitumen to improve the long-run sustainability of the Alberta economy:
- through effective partnerships with municipalities, other governments and industry, create a competitive business climate for responsible industrial development;
  - implement the value-added strategies of the Provincial Energy and Oil sands Strategies; and
  - support and lead government initiatives that present opportunities for chemical cluster development.
- 5. Strengthen Alberta's fiscal framework**
- Linkage: Goal 5**
- Renew the Government of Alberta's fiscal framework to respond to current economic realities and to strengthen Alberta's long-term fiscal position.
- 6. An effective and efficient securities regulatory system**
- Linkage: Goal 6**
- Work with other Canadian and international jurisdictions to maintain a securities regulatory system that protects Alberta investors and ensures that Canada's capital markets remain globally competitive.
- 7. An affordable, efficient and fair insurance system**
- Linkage: Goal 6**
- Engage stakeholders in monitoring the Alberta auto insurance system as the implications of the constitutional challenge unfold. Implement our TILMA obligations with respect to insurance by working with the Government of British Columbia to develop common standards for insurance contracts and consumer protection.

## **CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES**

### **Core Business One: Fiscal planning and economic analysis**

The Ministry of Finance and Enterprise provides economic, tax, and financial analysis to support fiscal sustainability and a healthy economy. The Ministry is responsible for the development of the fiscal, demographic and economic projections and analysis that underlie the budget and is responsible for the development of the provincial budget. As part of this, the Ministry takes the lead on providing options on the legislated fiscal framework that sets out the budget rules. The Ministry provides advice and options on the structure of the province's tax system and oversees legislative changes necessary to implement government tax policy. The Ministry works with the federal government and other provincial governments on fiscal transfers and monitors fiscal development in those jurisdictions and assesses their impacts and/or possible application to Alberta.

## Strong and sustainable government finances

### What it means

Sound fiscal planning and prudent economic and revenue forecasting are required to meet today's priorities and sustain essential programs and services over the longer term. The legislated fiscal framework supports sound fiscal planning to help address with revenue volatility and to maintain balanced budgets.

The Ministry monitors global economic trends, provides demographic, economic and fiscal forecasts, develops fiscal policy options and coordinates and prepares the annual budget and quarterly budget updates to Albertans on the Government of Alberta's financial position.

### Strategies

- 1.1 Renew the Government of Alberta's fiscal framework to respond to current economic realities and to strengthen Alberta's long-term fiscal position.
- 1.2 Investigate improvements in corporate income tax forecasting.
- 1.3 Strengthen budgeting and budget processes by:
  - strengthening pre-budget consultation processes with stakeholders;
  - analyzing Alberta's spending in comparison to other jurisdictions; and
  - providing timely economic information.
- 1.4 Evaluate implications of Public Sector Accounting Board proposals.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a Alberta's credit rating (blended credit rating for domestic debt)	AAA	AAA	AAA	AAA
1.b Sustainable operating spending growth (operating spending relative to population plus CPI)	*Growth in operating spending: 2007-08 = 10.0% Population plus CPI growth: 2007-08= 8.1%	Operating spending growth equal to or less than population plus CPI growth	Operating spending growth equal to or less than population plus CPI growth	Operating spending growth equal to or less than population plus CPI growth

**Note:** \* This is an unaudited result as it was a new measure introduced in 2008-09.

**What it means**

The tax system must be fair and promote self-reliance. The system must also be competitive with those in other provinces and countries in order to attract investment and skilled workers to Alberta. The government's policy of low tax rates promotes strong economic growth. Alberta has the lowest overall personal and corporate taxes of all provinces with a low single-rate personal income tax, low corporate tax rates and the lowest tax on gasoline. Alberta is the only province without a capital tax, general payroll or retail sales tax.

The Ministry assists other ministries to assess the economic and fiscal implications of alternative policy options and the alignment of these policies with overall government economic and fiscal policy.

**Strategies**

- 2.1 Review Alberta's tax competitiveness within Canada and globally and recommend options to improve the competitiveness, economic efficiency, fairness and revenue stability of Alberta's tax system.
- 2.2 Provide scenarios of population growth and advice on economic factors in support of work with other ministries.
- 2.3 Work with other ministries to provide economic and fiscal policy advice for key sectoral strategies such as competitiveness, land use planning and climate change strategies.
- 2.4 Work with other ministries on framework policies for effectively managing external partnerships.
- 2.5 Provide economic analysis to support the development of strategies, policies and actions to enhance Alberta's economic sustainability and global competitiveness.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a Provincial and municipal tax load as a percentage of the Canadian average (interprovincial rank)	Lowest in Canada	Lowest in Canada	Lowest in Canada	Lowest in Canada
2.b Provincial tax load on businesses	Lowest in Canada	Lowest in Canada	Lowest in Canada	Lowest in Canada

**Core Business Two: Enterprise**

Finance and Enterprise provides leadership (including implementing major initiatives) and policy development towards maintaining a positive economic environment, diversifying the economic base, and helping to build Alberta's Next Generation economy in value-added sectors. The Ministry works closely with the Alberta Economic Development Authority, the Northern Alberta Development Council, and Regional Economic Development Alliances to ensure Alberta has a globally competitive business climate.

## Alberta has a competitive and productive economy

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### What it means

Alberta's economic future hinges on our ability to compete in a world marketplace. Alberta's business climate, competitive advantages and regional strengths must be continuously strengthened and improved. Using a partnership model, the Ministry promotes strategic initiatives and delivers services that enhance sectoral and regional competitiveness, capacity, innovation and productivity.

### Strategies

- 3.1 Develop targeted policies, strategies and initiatives to enhance economic diversification in key value-added, resource upgrading, manufacturing and service sectors by:
  - supporting the development of a policy framework for bitumen upgrading and chemical cluster development in the province;
  - implementing targeted chemical cluster development strategies identified within the oil sands and energy strategies;
  - implementing strategic plans in targeted sectors including; aerospace, engineering and environmental services, machinery and equipment, and building and wood products; and
  - exploring opportunities to develop the financial services sector in Alberta.
- 3.2 Develop targeted policies and services that assist business and industry to maintain their global competitiveness and productivity by:
  - delivering business productivity services;
  - implementing a productivity policy framework;
  - preparing a new competitiveness strategy for Alberta;
  - providing timely business information and industry sector intelligence; and
  - addressing logistics barriers to moving Alberta products to markets.
- 3.3 Improve regulatory quality and reduce the burden on business and citizens by streamlining requirements and eliminating duplication and redundancy.
- 3.4 Facilitate effective regional and community economic development by:
  - supporting the partnership with Regional Economic Development Alliances; and
  - implementing the findings of the consultation process on regional development; and
  - supporting other economic development organizations such as The Business Link.
- 3.5 Support the Northern Alberta Development Council to advance the development of Northern Alberta.
- 3.6 Support Alberta Economic Development Authority to provide government with long-term strategic advice on key economic issues.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Real Domestic Product of manufacturing and business and commercial services <sup>1,2</sup>				
• Billions	\$33.8	\$36.6	\$38.1	\$39.6
• Per cent change from previous year	2.5%	4.0%	4.0%	4.0%
3.b Manufacturing and service industry investment: the value of new capital expenditures on construction and machinery and equipment in Alberta's manufacturing and services industry <sup>1</sup> (excludes utilities)				
• Billions	\$17.1	\$18.6	\$19.2	20.5
• Per cent change from previous year	+7.7%	+2.0%	+3.0%	+7.0%
	2007	2009	2010	2011

#### Notes:

- 1 The targets are based on an annual per cent change. The targets are calculated by multiplying the unrounded targets from the previous year.
- 2 In November 2007, all real Gross Domestic Product (GDP) estimates were revised by Statistics Canada with the base year changing from 1997 to 2002. Statistics Canada typically changes the base year for real GDP estimates every five years and this leads to revisions in the real GDP dollar values.

## Core Business Three: Tax and revenue management

The Ministry of Finance and Enterprise is responsible for administering Alberta's provincial tax legislation. An efficient and effective tax administration contributes to an attractive business environment by promoting self-compliance and simplification of regulatory requirements. Monitoring compliance with the tax legislation also ensures fairness for all Albertans by reducing revenue losses related to non-compliance, tax avoidance schemes, the underground economy, and illicit trade in taxable commodities.

## GOAL FOUR **4** Revenue programs are administered fairly, efficiently and effectively

### What it means

In carrying out responsibility to administer tax and revenue laws, the Ministry of Finance and Enterprise designs tax and revenue programs; collects revenue owing to the province; makes payments of refunds and rebates; and provides information to stakeholders, taxpayers, and claimants.

Alberta's tax and revenue programs contribute to a fair and competitive tax environment in Alberta and Canada. Administering tax and revenue programs fairly means that all taxpayers and claimants are treated equally under the law and with respect. Through efficient operations Alberta obtains measurable value for money spent administering the programs. Effective administration increases revenues by improving taxpayer self-compliance.

### Strategies

- 4.1 Encourage voluntary compliance by improving public understanding of tax requirements and perceptions of fairness.

- 4.2 Proactively manage tax collections and taxpayer compliance.
- 4.3 Implement the Scientific Research and Experimental Development tax credit program.
- 4.4 Advance electronic commerce for Alberta's tax programs.
- 4.5 Maximize organizational effectiveness to respond proactively to Alberta's dynamic business environment.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a Ratio of amounts added to net revenue to costs of administration (as a measure of efficiency) <sup>1</sup>	13:1	12:1	12:1	12:1
4.b Percentage of revenue obtained through self-compliance (as a measure of effectiveness) <sup>2</sup>	94.2%	92%	92%	92%

**Notes:**

- 1 Through a combination of audit activities, collection of overdue accounts, and the revision of returns and claims, the Tax and Revenue Administration Division recovers tax revenues that otherwise may be lost. This measure is calculated by dividing the total additional revenue obtained because of these efforts by Tax and Revenue Administration's operating budget. A declining target reflects increased compliance.
- 2 Voluntary compliance means that taxpayers accurately complete and submit their tax information. This measure is calculated by dividing the tax revenue obtained as a result of voluntary compliance by total tax revenue. Improved information and expanded audit coverage has improved self-compliance.

## Core Business Four: Investment, treasury and risk management

The Province of Alberta has annual cashflows that exceed \$500 billion. Finance and Enterprise is responsible for ensuring those cashflows are managed efficiently through effective banking and cash management practices. The Minister is also responsible for management of the province's financial assets and liabilities which includes investing in excess of \$40 billion held in the General Revenue Fund, the Alberta Heritage Fund and several other government funds and endowments. This includes managing debt and other financial liabilities and risks of the province including loans and guarantees. The department of Finance and Enterprise provides banking, financial, risk management and capital markets advice and services to other government departments and provincial corporations.

The Ministry is also responsible for management of the province's risk related to general and automobile liability and to property and other losses.

# 5

GOAL FIVE **Sound investment, treasury and risk management**

### What it means

Under the *Financial Administration Act*, the Minister of Finance and Enterprise is responsible for managing the financial assets and liabilities of the province. This includes all borrowing and investing activities. In addition the Ministry provides leadership and advice to other ministries with respect to sound financial management, financial decision making and risk management.



The Minister of Finance and Enterprise is responsible for the investment of the Alberta Heritage Savings Trust Fund, endowment funds and other government funds. The Minister also ensures that investment policies are established for these funds, incorporating advice from the Department and the Alberta Investment Management Corporation (AIMCo). The objective is to follow prudent practices that maximize returns with an appropriate level of risk.

The Ministry maximizes the total return to the Government of Alberta on its cash balances by consolidating those balances on a daily basis and investing the surplus funds. It also arranges for short and long-term financing for the government and provincial corporations at the lowest possible cost.

The Ministry minimizes the cost of accidental loss or damage arising from property, automobile, liability and other risks. It does this through a combination of programs to identify, assess and control preventable losses. In addition, the Ministry manages the claims settlement process and uses the Alberta Risk Management Fund, and where appropriate, excess commercial insurance to pay for losses.

## Strategies

- 5.1 Implement changes to government savings funds based on a new savings framework.
- 5.2 Ensure government funds are optimally invested through the establishment and ongoing review of investment policies.
- 5.3 Within a broad framework of principles and policies, including risk tolerance, established by the government incorporating advice from the Department and AIMCo, AIMCo will implement investment strategies to achieve optimal investment performance. AIMCo will set its investment policies and strategies to comply with the requirements of the broad framework.
- 5.4 Provide leadership in cash and debt management by:
  - managing cash flows on a centralized basis and assisting other ministries in implementing best practices in their revenue collection and/or payment systems;
  - minimizing cost for provincial government and provincial corporations through efficient borrowing programs; and
  - providing financial and risk management expertise in the development and negotiation of Public Private Partnership (P3) transactions.
- 5.5 Provide effective leadership in risk management by:
  - promoting comprehensive risk awareness throughout government;
  - participating in cross-government discussions on the impact of potential major risk events; and
  - providing sustainable funding for liability exposure and the loss of public assets.

Performance Measures		Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
5.a	The Alberta Heritage Savings Trust Fund will earn a five-year annualized rate of return of CPI plus 4.5% <sup>1</sup>	Exceeded target by 3.8% (2007-08)	CPI plus 4.5%	CPI plus 4.5%	CPI plus 4.5%
5.b	Value-added through active investment management, for the endowment and pension funds, annualized over a five year period <sup>2</sup>	0.56% added through Active Management (2007-08)	1%	1%	1%

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
5.c Client satisfaction with the services provided by the Risk Management and Insurance Division (survey issued every two years) <sup>3</sup>	86% (2006-07)	----	85%	----

**Notes:**

- 1 This measure is used to determine whether the long-term investment policy is achieving the returns expected based on long-term capital market assumptions. It is measured by comparing the return on the policy benchmark to the real return target. The total long-term expected return on the Fund would also include the additional 1% annualized return added through active management in measure 5.b.
- 2 This measure is used to determine the impact of AIMCo active fund management on performance and is measured as the difference between actual returns and policy benchmark returns for each fund.
- 3 The 2006 – 07 survey result is unaudited.

**Core Business Five: Financial sector and pensions**

Finance and Enterprise regulates insurance, private sector pensions, and provincially-registered financial institutions, by administering Acts that set standards for products and services in those financial areas. The Department is the government contact point for the following financial sector entities that report to the Minister of Finance and Enterprise: the Automobile Insurance Rate Board, Alberta Insurance Council, Credit Union Deposit Guarantee Corporation, Alberta Pensions Services Corporation (Alberta Pensions Administration Corporation), ATB Financial and Alberta Securities Commission. The Department provides policy analysis and support to the Minister relating to its regulatory areas of responsibility, as well as in respect of public sector pension plans, securities regulation, Canada Pension Plan, ATB Financial, and the reporting entities.

GOAL SIX **6 Effective regulation of financial products and services**

**What it means**

The Ministry of Finance and Enterprise helps to reduce risks relating to financial products and services by regulating private sector pension plans, the insurance industry, credit unions, and loan and trust corporations in Alberta, and by providing policy advice regarding securities regulation.

The Ministry monitors the financial marketplace and develops rules and regulations that govern credit unions, loan and trust corporations, the insurance industry and pension plans. These rules and regulations facilitate services to deposit holders, policy holders, pension plan members and trust beneficiaries while maintaining a competitive environment in which companies can operate.

An effective, efficient and streamlined securities regulatory system is vitally important to investor protection, and vibrant and competitive national and local capital markets. It inspires investor confidence and supports competitiveness, innovation and growth in the economy.

The Ministry of Finance and Enterprise delivers this through a crown agent, the Alberta Securities Commission (ASC). The ASC is responsible for maintaining the efficiency and integrity of the capital market in Alberta through the administration of the *Securities Act*.

## Strategies

- 6.1 Develop and update policies and procedures to:
  - regulate and supervise registered private-sector pension plans, the insurance industry, loan and trust corporations and the province's credit union system; and
  - monitor and provide oversight and policy input to provincial agents that report to the Minister of Finance and Enterprise.
- 6.2 Work with the Government of British Columbia and other stakeholders on the application of the Trade, Investment and Labour Mobility Agreement (TILMA) to private sector pensions, insurance and financial institutions.
- 6.3 Work with other jurisdictions to harmonize, where appropriate, and strengthen consumer protection and regulation, including:
  - financial sector legislation and regulatory processes; and
  - private sector pension regulation, including developing legislation with British Columbia, and possibly others, based on the Joint Expert Panel on Pension Standards (JEPPS) established by the Governments of Alberta and British Columbia findings.
- 6.4 Develop options to introduce a supplemental pension plan for Albertans currently not covered by pension plans.
- 6.5 As the implications of the constitutional challenge unfold, seek to maintain a balance between fair compensation for injured Albertans, affordable premiums for all Albertans and stability of the Alberta auto insurance system.
- 6.6 Lead and actively promote the development and implementation of an inter-provincial/territorial securities regulatory system, based on highly harmonized securities legislation that is streamlined, simple, effective and efficient.
- 6.7 Develop strategies to address the federal government's efforts to establish a federal securities regulator and a single federal securities act.
- 6.8 Revise legislation to ensure that Alberta's securities regulation meets the needs of Alberta businesses and investors.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
6.a Percentage of private sector pension plans that meet minimum funding standards <sup>1</sup>	99%	100%	100%	100%
6.b Inter-provincial/territorial securities regulatory system	Amendments passed to enable Phase Two of the Passport System	Other provincial/territorial harmonization and streamlining initiatives	Other provincial/territorial harmonization and streamlining initiatives	Other provincial/territorial harmonization and streamlining initiatives

### Note:

1 Current service cost and any required deficit payments within the timelines set by legislation.

**What it means**

Finance and Enterprise provides policy support to government as trustee and sponsor of several public sector pension plans. The Ministry is responsible for Alberta's Public Sector Pension Plans including the Local Authorities Pension Plan, the Special Forces Pension Plan, the Public Service Pension Plan and the Management Employees Pension Plan. Pension boards are responsible for setting pension contribution rates, establishing investment policies for their funds and for monitoring performance within defined objectives and constraints.

Sustainability of the public sector pension plans is achieved through effective governance and administration including appropriate funding.

As part of negotiations during 2007-08, the government and the Alberta Teacher's Association (ATA) agreed that the government would assume all of the pre-1992 pension liability for the Teachers' Pension Plan. Finance and Enterprise will be responsible for managing this liability and will work with Education to implement the changes.

Alberta Pensions Services Corporation (Alberta Pensions Administration Corporation) provides administrative services for public sector pension boards, employers, members and pensioners of seven different pension plans and two retirement plans. Alberta Local Authorities Pension Plan (LAPP) Corporation provides strategic guidance and support to the Local Authorities Pension Plan Board.

The Ministry also provides advice in relation to Alberta's role as one of the joint stewards of the Canada Pension Plan. Alberta takes part in a triennial review of the Canada Pension Plan.

**Strategies**

- 7.1 Work with public sector boards and stakeholders and lead the implementation of an improved governance structure that will strengthen public sector pension plans.
- 7.2 Implement the agreement with respect to the Teachers' Pension Plan pre-1992 unfunded liability.
- 7.3 Deliver effective pension administration services.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
7.a Improved pension plan governance	Governance review ongoing throughout the year	Recommendations from review implemented	Fully Implemented	n/a

**Performance Measure Under Development** for the 2010-2013 Alberta Finance and Enterprise Business Plan which will take into account new government policy, the Public Agencies Governance Framework. As well, another new measure is expected for the 2010-2013 Alberta Finance and Enterprise Business Plan, which will likely address the delivery of effective pension administration services.

**What it means**

Alberta's dynamic economy and entrepreneurial spirit requires readily accessible and technologically advanced financial services and products. In addition to private sector financial institutions, the Alberta Treasury Branches (ATB Financial) and the Alberta Capital Finance Authority (ACFA) make financial services and products available to Albertans and local authorities.

ATB Financial is a full-service financial institution, with the largest branch network in the province. It provides financial services to individuals, businesses and the agriculture sectors across Alberta.

ACFA provides financing for capital projects to a variety of local authorities including municipalities, health authorities, school boards, post-secondary institutions and airport authorities throughout the province.

**Strategies**

- 8.1 ATB Financial will continue to operate on sound financial institution and business principles with the objective of earning a fair return on financial services offered across Alberta.
- 8.2 Where business powers are the same, ensure that the legislative and regulatory framework under which ATB Financial operates is comparable to that for other financial institutions.
- 8.3 Provide local authorities with flexible funding for capital projects at the lowest possible cost while maintaining the viability of the ACFA.

Performance Measures		Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
8.a	ATB Financial return on average assets	0.14%	0.53%	0.46 %	0.64%
8.b	Cost to Alberta local authorities of borrowing from ACFA compared to other municipality/aggregating agencies for a comparable loan	Met (in both cases compared)	Lowest of comparable cases	Lowest of comparable cases	Lowest of comparable cases

## 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			
Fiscal Planning and Economic Analysis	4,974	5,286	5,286	5,404	5,405	5,405
Tax and Revenue Management	49,236	56,797	56,797	58,382	59,098	59,027
Investment, Treasury and Risk Management	596,195	660,540	645,284	674,356	722,810	768,957
Financial Sector and Pensions	655,707	730,690	679,238	826,596	929,612	967,709
Enterprise	22,370	38,133	24,133	24,117	23,221	22,123
<b>MINISTRY EXPENSE</b>	<b>1,328,482</b>	<b>1,491,446</b>	<b>1,410,738</b>	<b>1,588,855</b>	<b>1,740,146</b>	<b>1,823,221</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	278,118	62,288	46,288	1,000	1,000	1,000
Personal and Corporate Income Taxes	12,966,156	12,388,353	12,389,211	11,005,899	11,441,067	12,267,459
Other Taxes	1,933,124	2,002,450	1,920,765	2,013,774	2,065,140	2,121,981
Transfers from Government of Canada	4,181	20,040	21,181	39,181	31,481	4,181
Investment Income	2,293,459	1,893,638	(1,973,800)	1,696,769	1,762,299	1,828,797
Premiums, Fees and Licences	53,613	53,191	53,861	60,532	63,996	66,123
Net Income from Commercial Operations	37,482	269,825	33,928	155,908	183,886	278,879
Other Revenue	155,748	188,050	178,258	210,436	223,466	231,713
<b>MINISTRY REVENUE</b>	<b>17,721,881</b>	<b>16,877,835</b>	<b>12,669,692</b>	<b>15,183,499</b>	<b>15,772,335</b>	<b>16,800,133</b>
<b>EXPENSE</b>						
<b>Program</b>						
Fiscal Planning and Economic Analysis	4,407	4,708	4,708	4,797	4,797	4,797
Tax and Revenue Management	46,611	52,129	52,129	53,540	54,250	54,175
Investment, Treasury and Risk Management	394,061	463,174	452,918	490,113	505,972	520,114
Financial Sector and Pensions	457,718	486,919	435,467	469,787	491,802	515,898
Enterprise	20,952	36,687	22,687	22,600	21,702	20,602
Teachers' Pre-1992 Pensions	197,233	243,000	243,000	356,000	437,000	451,000
Ministry Support Services	9,450	9,640	9,640	10,110	10,126	10,138
Valuation Adjustments and Other Provisions	(966)	1,005	1,005	1,000	1,000	1,000
<b>Total Program Expense*</b>	<b>1,129,466</b>	<b>1,297,262</b>	<b>1,221,554</b>	<b>1,407,947</b>	<b>1,526,649</b>	<b>1,577,724</b>
<b>Debt Servicing Costs</b>						
Department Voted	31,283	25,184	25,184	19,908	15,497	15,497
Department Statutory	167,733	169,000	164,000	161,000	198,000	230,000
<b>Ministry Debt Servicing Costs</b>	<b>199,016</b>	<b>194,184</b>	<b>189,184</b>	<b>180,908</b>	<b>213,497</b>	<b>245,497</b>
<b>MINISTRY EXPENSE</b>	<b>1,328,482</b>	<b>1,491,446</b>	<b>1,410,738</b>	<b>1,588,855</b>	<b>1,740,146</b>	<b>1,823,221</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>16,393,399</b>	<b>15,386,389</b>	<b>11,258,954</b>	<b>13,594,644</b>	<b>14,032,189</b>	<b>14,976,912</b>

\* Subject to the Fiscal Responsibility Act. Expense includes cash payments towards unfunded pension liabilities, which will be eliminated under a separate, legislated plan. Expense excludes annual changes in unfunded pension obligations, which are a non-cash expense and which do not affect borrowing requirements. Annual increases in the Department's unfunded obligations for its pension plans (including the teachers' pre-1992 plan) are estimated to be:

2,338,000	176,000	2,713,000	800,000	800,000	800,000
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## 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	17,721,881	16,877,835	12,669,692	15,183,499	15,772,335	16,800,133
<i>Inter-ministry consolidation adjustments</i>	(356,399)	(144,441)	(128,082)	(83,672)	(90,746)	(97,733)
<b>Consolidated Revenue</b>	<b>17,365,482</b>	<b>16,733,394</b>	<b>12,541,610</b>	<b>15,099,827</b>	<b>15,681,589</b>	<b>16,702,400</b>
Ministry Program Expense	1,129,466	1,297,262	1,221,554	1,407,947	1,526,649	1,577,724
<i>Inter-ministry consolidation adjustments</i>	(107,589)	(121,718)	(118,229)	(125,012)	(126,169)	(128,919)
<b>Consolidated Program Expense</b>	<b>1,021,877</b>	<b>1,175,544</b>	<b>1,103,325</b>	<b>1,282,935</b>	<b>1,400,480</b>	<b>1,448,805</b>
Ministry Debt Servicing Costs	199,016	194,184	189,184	180,908	213,497	245,497
<i>Inter-ministry consolidation adjustments</i>	(60,648)	(66,262)	(66,278)	(68,215)	(72,627)	(75,572)
<b>Consolidated Debt Servicing Costs</b>	<b>138,368</b>	<b>127,922</b>	<b>122,906</b>	<b>112,693</b>	<b>140,870</b>	<b>169,925</b>
<b>Consolidated Expense</b>	<b>1,160,245</b>	<b>1,303,466</b>	<b>1,226,231</b>	<b>1,395,628</b>	<b>1,541,350</b>	<b>1,618,730</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>16,205,237</b>	<b>15,429,928</b>	<b>11,315,379</b>	<b>13,704,199</b>	<b>14,140,239</b>	<b>15,083,670</b>

# Health and Wellness

BUSINESS PLAN 2009-12

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## 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 Liepert, *Minister of Health and Wellness*  
March 18, 2009

## THE MINISTRY

The Ministry of Health and Wellness consists of the Department of Health and Wellness. This business plan sets out the strategic direction, proposed changes, enhancements and activities for the Ministry in the three years ahead. The Ministry business plan guides department operational plans and serves as a framework for the development of plans by Alberta Health Services and the Health Quality Council of Alberta.

The Ministry's focus is a strategic role, developing policy, setting standards and regulations, ensuring accountability, advocating for healthy policy and pursuing innovation on behalf of Albertans. Alberta Health Services provides health services delivery in response to direction from the Ministry.

Financial information is consolidated in the attached Ministry Statement of Operations. A summary of progress on this business plan will be reported in the Health and Wellness 2009-10 Annual Report. A more detailed description of Alberta's health system can be found on the Ministry's website: [www.health.alberta.ca](http://www.health.alberta.ca)



## VISION

*Healthy Albertans in a Healthy Alberta.*

## MISSION

Build a high-performing, effective and accountable health system.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Health and Wellness business plan links to the *Government of Alberta Strategic Business Plan* through:

### **Goal 5: Albertans will be healthy.**

Health and Wellness links to this government goal by advocating and educating for healthy living and providing integrated quality health and wellness services through provider organizations and community practitioners responsible for the delivery of health services.

### **Government of Alberta Priorities**

The Ministry will take a lead role in achieving the government's priority to *increase access to quality health care and improve the efficiency and effectiveness of health care service delivery*. The Ministry will work with Justice to *promote strong and vibrant communities and reduce crime so Albertans feel safe*.

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

**Governance and Accountability** – Sound health system governance is essential to improve access to health services, to make the health services more focused on patients and their needs, to make the health system more efficient and to ensure accountability for the health services provided. With the creation of the Alberta Health Services Board, governance and accountability are paramount and structures are in place that enable the coordination of efforts, transparent reporting and role clarification at all levels of governance within the health system. Partnerships with Alberta Health Services will ensure a better policy arm and a better delivery arm.

**Quality Health Services** – The concept of quality in health care has many dimensions. They include accessibility, appropriateness, acceptability, efficiency, effectiveness and safety. Efficient health system processes such as standardized care paths, managed patient flows and patient navigators will be needed to improve access. Health system access can also be improved by increasing continuing care services, including long-term care, home care and a range of community and supportive living options. Ensuring patient safety in the health system is of the utmost importance when providing quality care. This will require close collaboration among government, Alberta Health Services and health care professionals.

**Sustainability of the Publicly Funded Health System** – Alberta's publicly funded health system has grown steadily over the last fifty years. The range of services and benefits covered by the system and the rate of cost escalation jeopardize the continued viability and affordability of the system. As new health care needs and expectations emerge the cost of meeting them threatens the ability of the province to address and fund its other obligations and priorities. In the health system context, sustainability is about finding the right balance between the needs of Albertans and our ability to pay.

**Prevention, Wellness and Public Health** – It is well known that it is easier to prevent health problems or minimize the complications from chronic diseases, than to treat them once they emerge. A healthy population requires fewer health services and is an excellent way of ensuring a sustainable health system. To do this, individuals must take

personal responsibility for their own health and make good choices that will lead to lifelong health. Government will encourage and provide public programs so Albertans can make lifestyle choices that enable them to be as healthy as possible and reduce their risk of chronic disease, injury or disability.

**Integration of Delivery Services and Policy** – Under the new governance model, health services will be more effectively delivered throughout the continuum of care. Through the innovative utilization of the province’s health workforce and through the creation of new approaches to program and health service delivery, a more responsive, patient-focused health system that ensures a seamless delivery of health services can be realized.

**Health Workforce Capacity** – Alberta’s health workforce is essential to providing access to high quality health services. Alberta ministries have worked hard to attract talented workers to this province and to increase training program enrolment in all health disciplines. Strategies and programs are needed not only to attract, but also to retain health professionals in Alberta. Building workforce capacity will also require utilizing the full scopes of practices of health professionals and creating organizational processes that use the skills of the workforce more efficiently.

**Efficiency, Technology and Innovation** – The Ministry and Alberta Health Services strive to provide the best value for money possible from the health system. There is an obligation on the part of health system governors, managers, service providers and the public to maximize efficiency and productivity in the way services are organized and delivered. New and innovative models of care will need to be developed. Technological advances will need to be leveraged to improve access and quality of care. However, as new technologies and innovations become available, the challenge is to make sure that they do not duplicate services and become add-on costs, but are used to substitute for outdated, less efficient services and procedures.

## STRATEGIC PRIORITIES 2009-12

Through the Ministry’s review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

### BUILDING OUR QUALITY OF LIFE

- 1. Vision 2020** Implement *Vision 2020* to optimize health service delivery by increasing efficiency, improving access and guiding capital planning.  
**Linkage:**  
**Goals 1, 2 and 7**
- 2. Emergency Medical Services** Develop and implement supporting regulations under the new *Emergency Health Services Act* in support of the new governance model. This will include a policy review on standardization of user fees for Emergency Medical Services (EMS), and developing recommendations for the transition of Air Ambulance Services to Alberta Health Services under the new EMS governance model.  
**Linkage:**  
**Goals 1, 2 and 7**
- 3. Common procurement** Develop and implement with Alberta Health Services a common procurement strategy to optimize the buying capacity of the health system with the department taking the lead role in system design and governance, capital equipment, and pharmaceuticals. Explore and implement common procurement systems with other provinces.  
**Linkage:**  
**Goals 2 and 7**

- 4. Health workforce** Continue to ensure Alberta has the health care professionals we need to meet future demands. Building on the key learnings of Primary Care Networks, develop new multi-disciplinary community health centres to improve access to basic health care services. These might include a variety of arrangements including Public-Private Partnerships, working with Alberta Health Services to create new multidisciplinary community health centres and expanding on the range of services presently provided in Primary Care Networks.
- Linkage:**  
**Goals 5, 6 and 7**
- 5. Public health services** Strengthen the delivery of population-based services to enhance the health of Albertans and Alberta communities. The Chief Medical Officer of Health will play an expanded role in a new model for public health policy and services in Alberta.
- Linkage:**  
**Goals 3 and 4**
- 6. Information technology realignment** Improve the health care delivery model to ensure the roles, responsibilities, and structures support the most effective delivery of services. Develop a regional information management and technology strategy for all operational information systems, data centres, and network locations. The strategy will provide a mid to long-term vision for a new investment and consolidation plan of all regionally based clinical and administrative operational systems that support the delivery of care by Alberta Health Services.
- Linkage: Goal 7**
- 7. Health providers governance and accountability framework** Implement a strengthened governance and accountability framework with all health providers. With the creation of Alberta Health Services, there is a renewed opportunity to provide a comprehensive, integrated, province-wide approach to health care. Integration of mental health, addiction and cancer care services (along with other health services) will ensure Albertans receive the necessary and appropriate health care they need regardless of the service required or provider involved.
- Linkage:**  
**Goals 1 and 2**
- 8. Pharmaceutical Strategy** Finalize and implement the *Pharmaceutical Strategy* to improve the drug approval process, establish a common Alberta drug benefit program and a more sustainable and equitable program.
- Linkage: Goal 2**
- 9. Continuing Care** Within the *Continuing Care Strategy*, improve the quality of care for Albertans by offering more alternatives for long-term care.
- Linkage: Goal 6**
- 10. Mental health and addiction services** Enhance the continuum of community-based and client-centred services for mental health and addictions, including children's mental health in support of the Safe Communities initiative.
- Linkage:**  
**Goals 3 and 6**

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Strengthen health system leadership and sustainability

### GOAL ONE **1** Effective governance for the health system

**What it means**

With Alberta’s new governance model, there is an opportunity to ensure role clarity between the Ministry and Alberta Health Services. Effective governance means that each player knows their respective role in the health system and is accountable for pursuing their respective mandate, meeting their ongoing responsibilities and obligations, and working collaboratively with one another to ensure that the policy and delivery arms of health are aligned in the interests of Albertans. Effective governance also involves an ongoing review of the Ministry’s vision and mission to ensure we continue to work towards a renewed health system for Alberta.

**Strategies**

- 1.1 Provide leadership and support for the transition of Emergency Medical Services (EMS) to Alberta Health Services.
- 1.2 Implement *Vision 2020*, including options to achieve health system sustainability.
- 1.3 Lead the capital planning process by preparing complete business case analysis based on service optimization recommendations.
- 1.4 Implement the transition to the new single health authority and further clarify roles and responsibilities.

Performance Measure	Last Actual 2008	Target 2009-10	Target 2010-11	Target 2011-12
1.a <b>Public rating of health system overall:</b> percentage rating the health care system as either “excellent” or “good” <sup>1</sup>	60%	65%	70%	73%

**Notes:**

1 Albertans are in a good position to rate the health system overall from their perspective. Several factors may contribute to their judgments about quality service including timeliness, competence, safety, health outcomes and communication between the patient and provider.

**Source:**

Health Quality Council of Alberta, *Satisfaction with Health Care Services: A Survey of Albertans 2008*.

**What it means**

A sustainable health system is one that is accountable, operates efficiently, is cost-effective and is able to balance patients' needs with limited financial resources. The Ministry's role is to ensure that strategies are developed and implemented to improve health system productivity and achieve greater value for money. Being accountable for the health system means measuring results, assuring Albertans an enhanced quality of services, and evaluating effective programs in the interests of continuous service improvement and enhanced health system outcomes.

**Strategies**

- 2.1 Implement a procurement strategy to optimize the buying capacity of our health system.
- 2.2 Collaborate with the Health Quality Council of Alberta and Alberta Health Services to develop a monitoring and reporting framework for health services and issue a report on the quality of health care and service delivery.
- 2.3 Build public confidence and strengthen the public's trust in the health care system by enhancing our consolidated and integrated compliance function.
- 2.4 Implement the *Pharmaceutical Strategy* to improve drug coverage for seniors, a single government-sponsored drug plan and more timely and transparent drug review process.
- 2.5 Explore and implement common procurement systems with other provinces.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
2.a <b>Annual Ministry operating expense:</b> percentage change over prior year actual	10.4% (2008-09 forecast)	4.7%	5.8%	5.9%
2.b <b>Incidence of serious complaints:</b> percentage of Albertans reporting a serious complaint about any health care services personally received in the past year in Alberta	14% (2006)	13%	12%	10%

**Performance Measure Under Development:**

Compliance with requirements for accreditation of health care facilities, by type of facility.

**Sources:**

2.a Alberta Health and Wellness, Corporate Operations Division.

2.b Health Quality Council of Alberta, *Satisfaction with Health Care Services: A Survey of Albertans 2006*.

## Core Business Two: Promote and support healthy living and wellness

### GOAL THREE **3** Healthy people in healthy communities

#### What it means

The health of Albertans is affected by lifestyle behaviours, employment status, education, environment, early childhood development and genetic factors. The actions and choices that people make in their daily lives and the decisions made by business leaders, industries and communities play a large role in creating a healthy society. The Ministry will form broad-based alliances and partnerships with community agencies, industry, other ministries and health service providers and Alberta Health Services to build healthy communities and to support healthy choices.

#### Strategies

- 3.1 Provide Albertans with health information to support their health, including development of strategies and plans for a province-wide online patient health portal.
- 3.2 Promote wellness and childhood resiliency, ensuring alignment with multi-sectoral initiatives.
- 3.3 Develop strategies and policies for enhancing health and safety and for reducing the risk of disease and injury, including working with government departments and agencies.
- 3.4 Increase the engagement of government, community, stakeholders and employers in initiatives to prevent and reduce the harm associated with substance use and gambling.
- 3.5 Realign the delivery of provincial public health programs between the Ministry and Alberta Health Services.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
<b>3.a Self reported health status:</b> percentage of Albertans reporting “excellent”, “very good” or “good” health <sup>1</sup>				
(1) 18 to 64 years	88% (2008)	90%	90%	90%
(2) 65 years and over	84% (2008)	85%	85%	85%
<b>3.b Healthy weight:</b> percentage of Albertans age 18 and over with an “acceptable” body mass index (BMIs 18.5 to 24.9) <sup>2</sup>	43% (2007)	47%	50%	55%
<b>3.c Influenza immunization:</b> percentage who have received the recommended annual influenza immunization <sup>3</sup>				
(1) Seniors aged 65 and over	60% (2008)	75%	75%	75%
(2) Children aged 6 to 23 months	64% (2008)	75%	75%	75%

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
<b>3.d Smoking:</b> prevalence of smoking <sup>4</sup>				
(1) Alberta youth 12 to 19 years	12% (2007)	10%	10%	9%
(2) Young adults 20 to 24 years	30% (2007)	29%	27%	25%
<b>3.e Regular, heavy drinking:</b> prevalence of regular, heavy drinking among young Albertans <sup>5</sup>	32% (2007)	30%	30%	30%

#### Notes:

- 1 Self-reported health status is a good indicator of the health and well-being of Albertans. How people rate their own health is affected by a variety of factors such as chronic disease, disability, temporary illness, mental health, and comparisons with others.
- 2 An acceptable body mass index (BMI) falls in the normal weight range. There are four categories of BMI ranges in the Canadian weight classification system. They are: underweight (BMIs less than 18.5); normal weight (BMIs 18.5 to 24.9); overweight (BMIs 25 to 29.9), and obese (BMI 30 and over). Most adults with a high BMI (overweight or obese) have a high percentage of body fat. Extra body fat is associated with increased risk of health problems such as diabetes, heart disease, high blood pressure and some cancers.
- 3 Influenza has a significant seasonal impact on the health of Albertans and tends to be most severe among children 6 to 23 months of age, older Albertans, residents of long-term care facilities and those with certain chronic conditions. Illness and death from influenza is more likely in these populations, which affects acute care hospitals and emergency departments.
- 4 Albertans reporting daily or occasional smoking during the previous year.
- 5 Albertans 15 to 29 reporting consumption of five or more alcoholic drinks, 12 or more times in the previous year.

#### Sources:

- 3.a Health Quality Council of Alberta, *Satisfaction with Health Care Services: A Survey of Albertans 2008*.
- 3.b, 3.d and 3.e Statistics Canada – Canadian Community Health Survey, 2007.
- 3.c Alberta Health and Wellness, Public Health Division.

GOAL FOUR

# 4

## Strong public health capacity to mitigate risk and enhance population health

### What it means

Risks to public health need to be monitored and managed to ensure the health of the population and protect the general public. In order to achieve this objective, it is necessary to ensure a strong public health capacity in the province. Population health involves surveillance and monitoring of communicable diseases, sexually transmitted infections and blood-borne pathogens, developing immunization policies, ensuring food safety, preparing for pandemic responses, environmental health, community health, and infection prevention and control. Albertans can be assured that their communities remain safe and their health is supported through promotion, protection and prevention services and information to help Albertans make wise choices about their health, wellness and quality of life.

## Strategies

- 4.1 Strengthen the health system's capacity to prevent, prepare and respond to public health risks.
- 4.2 Direct the Health Quality Council of Alberta to develop a plan to implement a Patient Safety Framework in collaboration with Alberta Health Services.
- 4.3 Develop a strategy for a provincial adverse event reporting system.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
4.a <b>Sexually Transmitted Infection:</b> Syphilis rate of newly reported infections (per 100,000 population)	7.3 (2007)	6.5	6.0	5.5
4.b <b>Patient safety:</b> percentage of Albertans reporting unexpected harm to self or an immediate family member while receiving health care in Alberta within the past year	12% (2006)	11%	10%	9%
4.c <b>Confidence in the public health system:</b> percentage of Albertans satisfied with health care services personally received in Alberta within the past year	57% (2006)	60%	63%	65%

### Performance Measures Under Development:

Methicillin-resistant staphylococcus aureus (MRSA) infection rate among patients discharged from hospitals in Alberta (rate per 1,000 separations);

Clostridium difficile (C. diff) associated disease among patients discharged from hospitals in Alberta (rate per 1,000 separations).

### Sources:

4.a Alberta Health and Wellness Communicable Disease Reporting System: Notifiable Diseases and Sexually Transmitted Infections Database as of June 11, 2008.

4.b and 4.c Health Quality Council of Alberta, *Satisfaction with Health Care Services: A Survey of Albertans 2006*.

## Core Business Three: Enhance health service access, quality and performance

# GOAL FIVE **5** Enhance health workforce collaboration, development and capacity

### What it means

The Ministry leads the development of a quality and integrated health workforce equipped to work in team-based environments, with the right skills, competencies, and technologies required to effectively resource a dynamic and ever changing health care system. Recruitment, retention and ongoing training of highly-skilled health care providers, utilized and deployed in the appropriate manner, will ensure we have the capacity to meet the needs of the population into the future.



## Strategies

- 5.1 Develop policies and practices to achieve clinical and workforce objectives using the best evidence possible.
- 5.2 Develop and implement strategies to ensure that Alberta has a health workforce that meets its health system's needs: including ensuring that there is an appropriately regulated adequate supply of health care workers with the right skills and competencies.
- 5.3 Develop and maintain compensation models and a fair labour relations environment to support effective and efficient ways to offer health services.
- 5.4 Continue to develop and expand innovative service delivery models that promote a patient-centric approach to health service delivery.
- 5.5 Conduct a pilot project with pharmacies on new reimbursement models and complete an evaluation.
- 5.6 Enhance capacity for training health care workers and improve and modernize training and education programs.

Performance Measure	Last Actual	Target 2009-10	Target 2010-11	Target 2011-12
5.a <b>Access to primary care through Primary Care Networks:</b> percentage of Albertans enrolled in a Primary Care Network	53% (March 2008)	55%	57%	60%

**Source:** Alberta Health and Wellness. Primary Care Claims Assessment (CLASS) Enhancement System.

## GOAL SIX Increase access through effective service delivery

### What it means

Effective service delivery involves increased access, improved service quality and improved outcomes from services provided. Through ongoing evaluations of current practice and consideration of new models and innovations, the health system can be transformed to serve Albertans better.

### Strategies

- 6.1 Implement a nursing workforce efficiency review to optimize workflow practices in the health system.
- 6.2 Implement the *Continuing Care Strategy* including alternative financing approaches which will provide Albertans more options and choices to receive health services to “age in place.”
- 6.3 Support clients in accessing and navigating the health system through the development and implementation of a patient navigator model.
- 6.4 Implement targeted strategies to improve access to health services.
- 6.5 Provide provincial coordination for the integration of delivery of mental health and addictions services.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
<b>6.a Wait time for:</b> <sup>1,2</sup>				
(1) Heart surgery (CABG) <sup>3</sup>				
Urgency Level I (More urgent)	4 weeks (March 2008)	2 weeks	2 weeks	2 weeks
Urgency Level II (Less urgent)	11 weeks (March 2008)	6 weeks	6 weeks	6 weeks
Urgency Level III (elective)	17 weeks (March 2008)	26 weeks	26 weeks	26 weeks
(2) Hip replacement surgery	33 weeks (March 2008)	26 weeks	26 weeks	26 weeks
(3) Knee replacement surgery	47 weeks (March 2008)	26 weeks	26 weeks	26 weeks
(4) Children's mental health	11 weeks (March 2007)	10 weeks	9 weeks	8 weeks
<b>6.b Public rating of access to emergency department services:</b>				
percentage rating ease of actually obtaining emergency department services needed for self as "easy"	56% (2006)	60%	65%	70%
<b>6.c</b> The number of persons waiting in an acute care hospital bed for continuing care placement	645 (2007-08)	505	420	345

**Notes:**

- 1 Providing reasonable access to needed health service is a major objective and a defining attribute of the publicly funded health system. Longer waits affect health status and quality of life and result in more costly health services. Albertans requiring emergency surgery are not placed on wait lists.
- 2 Targets are set for the 90th percentile as it best represents the actual waiting experience of Albertans requiring these services. 90th percentile means 90 per cent of patients waited that long or less. Targets for wait times are based on the provincial/territorial benchmarks, except for children's mental health.
- 3 Wait times for Coronary Artery Bypass Graft surgery include clinical acuity levels I, II and III, respectively.

**Sources:**

- 6.a Alberta Health and Wellness, Alberta Waitlist Registry; Alberta Mental Health Board (wait time for children's mental health services).
- 6.b Health Quality Council of Alberta, *Satisfaction with Health Care Services: A Survey of Albertans 2006*.
- 6.c Alberta Health and Wellness, Health System Development Division, Strategic Issues and Continuing Care.

## GOAL SEVEN **7** Improve health service efficiency and effectiveness through innovation and technology

**What it means**

Alberta's health system needs to be enhanced through new approaches, adopting new innovations, incorporating new technologies, and learning from experiences in other jurisdictions for application in Alberta. It is also necessary to be prudent with existing fiscal resources by managing costs, expenses, and ensuring that health outcomes are improved. Sustainability of the health system will result from more effective and efficient use of resources, leveraging new innovations and technologies for greater impact, and collaborating with other jurisdictions on shared approaches to health services.

## Strategies

- 7.1 Coordinate and lead the continued adoption of automated information systems and technology by health care providers.
- 7.2 Develop a health research plan that includes strategic priorities for economic development that would transform the healthcare economy.
- 7.3 Develop and promote policies and linkages with other jurisdictions for innovative initiatives.
- 7.4 Review and recommend the introduction and further integration of new and existing technologies to improve service and manage public costs.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
7.a Number of care providers accessing Alberta Netcare <sup>1</sup>	29,110 (2007)	29,500	30,000	30,500
7.b Percentage of Albertans who are aware of Health Link Alberta <sup>2</sup>	71% (2008)	73%	75%	75%
Percentage of Albertans who have used Health Link Alberta within the past year	33% (2008)	42%	45%	45%
7.c Percentage of community physicians enrolled in the Physician Office System Program (POSP) and using the electronic medical record in their clinic	42% (2007)	48%	55%	65%

### Notes:

- 1 Alberta Netcare is a clinical health information network that works to implement a provincial Electronic Health Record (EHR) system. Netcare and the EHR system link community physicians, pharmacists, hospitals and other authorized health care professionals across the province. It lets these health care practitioners see and update health information such as a patient's allergies, prescriptions and lab tests. As more providers access the system, more consistent care and improved treatment decisions will result.
- 2 Health Link Alberta is a 24 hour, seven day a week service which provides Albertans with access to general health and health services information from a registered nurse.

### Sources:

- 7.a Alberta Health and Wellness, Information Management Branch – Alberta Netcare.
- 7.b Health Quality Council of Alberta, *Satisfaction with Health Care Services: A Survey of Albertans 2008*.
- 7.c Alberta Health and Wellness, Information Management Branch.

## MINISTRY SUPPORT SERVICES

The Ministry relies on many key corporate services which are not in and of themselves reflected directly in the business plan. Ministry support services include finance, human resources, information management and information systems; privacy protection services; strategic and business planning, performance reporting and evaluation; data analysis and dissemination of information; communications services; legislative planning and federal/provincial/territorial and intergovernmental relations. Although corporate services do not themselves fall under a specific business plan core business, goal or strategy, these functions support the department's business plan and contribute to the overall success of the Ministry and its efforts. Ministry support services serve to provide effective and efficient operations, enable integrated efforts, and ensure Health and Wellness continues to provide programs and services to Albertans.

## 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			
Strengthen health system leadership and sustainability	9,264,449	10,048,511	9,934,614	9,488,266	9,783,275	10,548,900
Promote and support healthy living and wellness	178,756	99,838	96,571	90,026	87,456	78,634
Enhance health services access, quality and performance	2,613,650	3,076,851	2,946,536	3,356,579	4,662,573	4,785,405
<b>MINISTRY EXPENSE</b>	<b>12,056,855</b>	<b>13,225,200</b>	<b>12,977,721</b>	<b>12,934,871</b>	<b>14,533,304</b>	<b>15,412,939</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	304,497	285,495	285,495	417,034	445,497	457,677
Transfers from Government of Canada:						
Canada Health Transfer	1,227,579	1,496,886	1,984,785	1,961,782	2,083,169	2,254,680
Wait Times Reduction	121,889	61,222	61,222	26,956	27,393	27,639
Other Health Transfers	5,755	46,092	41,298	47,691	13,087	278
Investment Income	34,562	30,888	35,998	32,000	30,000	20,000
Premiums, Fees and Licences	1,006,063	779,778	791,953	34,190	42,190	48,190
Other Revenue	158,611	124,758	113,036	96,646	110,504	96,204
<b>MINISTRY REVENUE</b>	<b>2,858,956</b>	<b>2,825,119</b>	<b>3,313,787</b>	<b>2,616,299</b>	<b>2,751,840</b>	<b>2,904,668</b>
<b>EXPENSE</b>						
<b>Program</b>						
Health Authority Services	6,740,001	7,182,353	7,460,783	7,714,197	8,138,943	8,630,721
Physician Services	2,282,613	2,732,468	2,636,468	3,001,347	3,221,595	3,230,590
Supplementary Health Benefits	641,608	743,701	695,701	767,753	816,827	878,450
Allied Health Services	85,443	98,126	98,126	57,738	62,596	67,979
Healthy Living and Wellness	178,756	99,838	96,571	90,026	87,456	78,634
Human Tissue and Blood Services	131,611	141,300	141,300	148,300	155,300	162,300
Provincial Programs	501,344	633,451	661,743	600,656	625,257	837,568
Ministry Support Services	149,576	189,709	189,694	191,888	193,541	193,464
Health Information Systems	118,503	101,388	67,088	98,111	110,612	83,912
Infrastructure Support	1,143,005	1,235,503	862,884	237,855	1,094,177	1,222,321
Cancer Research and Prevention Investment	25,000	25,000	25,000	25,000	25,000	25,000
Health Care Insurance Premium Revenue Write-Offs	57,698	42,363	42,363	-	-	-
Valuation Adjustments and Other Provisions	1,697	-	-	2,000	2,000	2,000
<b>MINISTRY EXPENSE</b>	<b>12,056,855</b>	<b>13,225,200</b>	<b>12,977,721</b>	<b>12,934,871</b>	<b>14,533,304</b>	<b>15,412,939</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(9,197,899)</b>	<b>(10,400,081)</b>	<b>(9,663,934)</b>	<b>(10,318,572)</b>	<b>(11,781,464)</b>	<b>(12,508,271)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Ministry Revenue	2,858,956	2,825,119	3,313,787	2,616,299	2,751,840	2,904,668
<i>Inter-ministry consolidation adjustments</i>	(304,497)	(285,495)	(285,495)	(417,034)	(445,497)	(457,677)
<b>Consolidated Revenue</b>	<b>2,554,459</b>	<b>2,539,624</b>	<b>3,028,292</b>	<b>2,199,265</b>	<b>2,306,343</b>	<b>2,446,991</b>
Ministry Expense	12,056,855	13,225,200	12,977,721	12,934,871	14,533,304	15,412,939
<i>Inter-ministry consolidation adjustments</i>	(255)	(200)	(200)	(200)	(200)	(200)
<b>Consolidated Expense</b>	<b>12,056,600</b>	<b>13,225,000</b>	<b>12,977,521</b>	<b>12,934,671</b>	<b>14,533,104</b>	<b>15,412,739</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(9,502,141)</b>	<b>(10,685,376)</b>	<b>(9,949,229)</b>	<b>(10,735,406)</b>	<b>(12,226,761)</b>	<b>(12,965,748)</b>

## CAPITAL INVESTMENT BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Promote and support healthy living and wellness	32,308	40,278	38,418	43,800	42,100	31,600
Enhance health services access, quality and performance	20,580	30,000	42,669	30,000	30,000	30,000
<b>MINISTRY CAPITAL INVESTMENT</b>	<b>52,888</b>	<b>70,278</b>	<b>81,087</b>	<b>73,800</b>	<b>72,100</b>	<b>61,600</b>

## CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Healthy Living and Wellness	32,047	40,100	38,240	43,800	42,100	31,600
Addiction Prevention and Treatment Services	261	178	178	-	-	-
Ministry Support Services	5,080	-	-	-	-	-
Health Information Systems	15,500	30,000	42,669	30,000	30,000	30,000
<b>MINISTRY CAPITAL INVESTMENT</b>	<b>52,888</b>	<b>70,278</b>	<b>81,087</b>	<b>73,800</b>	<b>72,100</b>	<b>61,600</b>

# Housing and Urban Affairs

BUSINESS PLAN 2009-12

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## 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.

Yvonne Fritz, *Minister of Housing and Urban Affairs*  
March 18, 2009

## THE MINISTRY

Housing and Urban Affairs helps create safe, healthy and vibrant communities by providing secure, sustainable and affordable housing to homeless and lower income Albertans in need. The Ministry manages and delivers programs which help these Albertans meet their basic housing needs. In partnership with the Alberta Secretariat for Action on Homelessness, the Ministry champions Alberta's goal to end homelessness, as we know it today, by moving the homeless out of shelters and into permanent housing. Furthermore, as urban municipalities continue to face growth, capacity and sustainability challenges, the Ministry is leading and collaborating with other organizations to address these needs as they relate to housing and homelessness. The Ministry also ensures the timely release of provincially owned land for affordable housing purposes. The Ministry includes the Department of Housing and Urban Affairs and the Alberta Social Housing Corporation. The Alberta Social Housing Corporation is an entity of the Crown established under the authority of the *Alberta Housing Act*. The Corporation operates as an administrative entity for holding housing assets and funding some housing programs.

## VISION

*Housing solutions and supports contributing to safe, healthy and vibrant communities.*

## MISSION

To provide secure, sustainable and affordable housing to support the inclusion, well being and independence of lower income Albertans, and assist urban communities in addressing their unique needs.

## 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 and priorities are highlighted below:

**Goal 6: Albertans will be independent and our children will be well cared for.**

**Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities.**

### Government of Alberta Priority

Housing and Urban Affairs works with other ministries to achieve the Government of Alberta priority:

- *Promote strong and vibrant communities and reduce crime so Albertans feel safe.*

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

There continues to be pressures in Alberta regarding the availability of affordable housing and the increasing number of homeless people. These challenges are exacerbated by the fact that urban municipalities with populations greater than 10,000 face unique issues due to population and economic growth.

### Housing Pressures

Changes in Alberta's economy, including the recent global downturn, have placed pressure on Alberta's housing market. While overall housing affordability is improving, the supply of affordable housing remains low, particularly in the areas of rental housing and entry-level home-ownership. The average resale price for single family homes and condominiums remains high, and the trend for rental rates is forecasted to rise, this in spite of an increase in vacancy rates for rental accommodation. These pressures will continue to negatively impact lower income Albertans who are challenged to find secure and affordable accommodation. With our partners, the Ministry will continue to deliver programs aimed at keeping lower income Albertans in their homes.

### Homelessness

The homeless are some of our most vulnerable citizens who need help finding safe and secure housing, overcoming addictions, finding and keeping jobs, and developing necessary life skills. With our partners, the Ministry is providing emergency, transitional, subsidized and permanent housing to Albertans in need of shelter and support. Unfortunately, homelessness in Alberta is not diminishing and it demands definitive action. The changing Alberta economy may lead to more households experiencing financial difficulties which in turn may result in increased homelessness. Alberta may continue to see a net in-migration increase, and in spite of a softening in the provincial economy, our economy is expected to outperform others. This may place additional pressure on both the affordable housing inventory and provincially funded homeless initiatives.

The Alberta Secretariat for Action on Homelessness led the development of *A Plan for Alberta – Ending Homelessness in 10 Years* to address homelessness. The Ministry is implementing the 10-Year Plan by partnering closely with urban municipalities to support their local plans which are based on a *Housing First* model. *Housing First* is an approach to ending homelessness that centers on providing homeless people with housing quickly, and then providing services such as addictions counseling, employment training and mental health supports as needed.

### **Urban Affairs**

Alberta's economic and population growth has brought pressures that are unique to urban centres and have negatively affected the quality of life for some Albertans. This growth has increased pressures on physical infrastructure and social services. Large urban centres have been challenged to address urban social issues related to housing and homelessness, while ensuring that they have capacity to remain sustainable into the future. The Ministry of Housing and Urban Affairs is leading efforts with urban centres in response to these unique challenges and opportunities.

## **STRATEGIC PRIORITIES 2009-2012**

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified.

### **BUILDING OUR QUALITY OF LIFE**

- 1. Development of affordable housing units**

**Linkage: Goal 1**

The Ministry will continue to develop 11,000 affordable housing units by 2012 in response to the increased need for affordable housing for lower income Albertans. Partnerships will be established to develop additional affordable housing units by allocating block funding directly to municipalities, as well as through a request for proposals process for conditional grant funding that will be made available to municipalities, the non-profit and the private sectors.
- 2. Implement the 10-Year Plan to address homelessness**

**Linkage: Goal 2**

The Government of Alberta has established a 10-Year Plan to end homelessness. The 10-Year Plan outlines a comprehensive, coordinated and sustainable approach which changes government's focus from managing homelessness to ending it as we know it today. Based on the *Housing First* model and appropriate support services, the plan outlines strategies and measureable goals and objectives to ensure that progress is made. The Ministry will work with the Alberta Secretariat for Action on Homelessness, other departments, municipalities and service providers to implement and track the 10-Year Plan.
- 3. Public land for affordable housing**

**Linkage: Goal 3**

The Ministry will work with other provincial government departments to ensure suitable public land is made available for affordable housing purposes. The Ministry will lead the development of approximately 1,000 acres of land in the Fort McMurray area known as Parsons Creek, with the advice of a Community Development Advisory Board. This development is aligned with the Oilsands Sustainable Development Secretariat's Community Development Plan to accelerate the development of much-needed housing and community services in the Fort McMurray region.



4. **Help Albertans to stay in their homes**      The Ministry will assist lower income Albertans to obtain and retain safe, secure and affordable housing by providing subsidized rental housing options, the Homeless and Eviction Prevention Fund, and direct rental assistance to qualified Alberta households.
- Linkage: Goal 1**      These efforts contribute to Alberta's goal to create safe, healthy and vibrant communities and will keep lower income Albertans in their homes.
5. **Address emerging urban issues**      Through its efforts, Housing and Urban Affairs will help improve the quality of life in urban municipalities and support the development of modern, diverse and vital centres of economic activity. The Ministry will conduct and support housing and homelessness research and related projects in the areas of urban social and community capacity building.
- Linkage : Goal 3**

## CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

**Core Business One:      Provide a range of housing options and supports for lower income Albertans**

### GOAL ONE **1 Albertans in need have access to a range of affordable housing options and effectively managed housing programs**

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#### What it means

Lower income Albertans, at different stages of their lives, may have difficulty meeting their housing needs without some form of public housing assistance. The Ministry will be responsive to changing Alberta market conditions and housing needs of this constituency by seeking cost effective solutions, innovative partnerships, and program enhancements.

At present, housing supports are provided to more than 115,000 Albertans through a variety of programs including basic shelter space, subsidized rent in provincially and privately owned buildings, and affordable housing units. Ongoing monitoring of the province's affordable housing situation and implementing proactive and timely solutions will continue to be priorities for the Ministry.

#### Strategies

- 1.1 Continue to develop 11,000 affordable housing units by 2012 through capital funding to leverage innovative housing partnerships, best practices, and local solutions. This will address housing needs around the Province with an emphasis on higher-growth communities.
- 1.2 Monitor the effectiveness of programs that provide capital funding for the development of affordable housing units.
- 1.3 Monitor the effectiveness of subsidized rental housing programs that are delivered by Management Bodies and non-profit groups, to ensure safe and secure provincially owned and supported housing is available for Albertans most in need.
- 1.4 Review and adjust housing programs that provide direct funding to qualified Alberta households in private market accommodation, including benefits provided under the Homeless Eviction Prevention Fund, relative to their ability to afford and remain in suitable housing.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a Number of affordable housing units developed with support from provincial funding	3,406	2,200	2,350	2,350

**Performance Measure Under Development:**

Percentage of applicants on the family housing wait list determined to be in critical need who are housed in 60 working days or less – targets of 20 per cent in 2009-10, 25 per cent in 2010-11, and 33 per cent in 2011-12.

**Core Business Two: Address homelessness**

GOAL TWO **2 Homeless Albertans have access to stable housing and support services to address their challenges**

**What it means**

Homelessness is increasing across the province with the reasons behind homelessness being many and complex, such as addictions, mental illness, family breakdown and loss of employment. Alberta’s 10-Year Plan to end homelessness is a comprehensive, coordinated and sustainable approach to address this serious matter, outlining strategies and measureable goals. The main principle behind Alberta’s 10-Year Plan is the *Housing First* model which shifts the delivery objective from finding the homeless person a place to sleep, to finding the individual a place to live where the underlying causes of homelessness can be addressed.

In the near-term and while the 10-Year Plan initiatives are being implemented, the province will continue to support current shelter operations and winter emergency facilities.

**Strategies**

- 2.1 Commit capital funding for the development of suitable safe housing options for homeless individuals and families.
- 2.2 Support the delivery of services that will enable the homeless to obtain and remain in permanent housing.
- 2.3 Work with other ministries to develop a coordinated information management system to track the homeless population and progress being made to resolve the underlying causes of homelessness.
- 2.4 Partner with other ministries to coordinate homeless support initiatives to ensure cost effective and efficient delivery of services.
- 2.5 Continue to support required emergency shelter operations.

**Performance Measure Under Development:**

Number of homeless Albertans successfully housed in permanent accommodation.

## Core Business Three: Identify and address unique issues affecting urban centres

GOAL THREE

# 3

## Growth pressures faced by urban centres are effectively managed

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### What it means

Through cooperation, leadership and coordination, the Ministry will identify and address Alberta's urban issues related to housing and homelessness. This will include access to safe and secure housing, neighbourhood renewal, community capacity building, and the timely release of provincially owned land for affordable housing and other important services. The focus will be on urban centres with populations over 10,000, with particular attention to Calgary and Edmonton.

### Strategies

- 3.1 Increase awareness of urban issues as they relate to housing and homelessness across government through participation in cross-ministry committees.
- 3.2 Support projects that address urban social issues and support capacity building as they relate to housing and homelessness.
- 3.3 Work with Ministry staff, municipalities and other provincial ministries to apply an urban filter to Government of Alberta policy and program development.
- 3.4 Lead the development of land in Fort McMurray known as Parsons Creek, with recommendations from the Community Development Advisory Board, to ensure ongoing access to and the timely release of serviced land.
- 3.5 Lead the Cross-Ministry Land Disbursement Policy Framework for Affordable Housing, which identifies provincial land that may be sold to municipalities and non-profit groups for a nominal sum for creating affordable housing.

### Performance Measure Under Development:

Number of acres of serviced land available for sale to developers.

## MINISTRY SUPPORT SERVICES

Ministry Support Services enable the smooth delivery of Housing and Urban Affairs' programs and services to support the achievement of all Ministry goals, including:

- Accurate, concise and timely communications with clients, stakeholders and the public.
- Expertise in strategic policy development, statistical analysis and dissemination of information, program guideline development, strategic planning, reporting, evaluation, research, legislative planning, business planning, enterprise risk management and business continuity planning.
- Advice and professional services in strategic human resource management to maintain our workforce's capacity to achieve Ministry goals.
- Develop and implement leading-edge strategic financial and accounting policies, practices and controls to support budget planning, forecasting and reporting.

- Develop, integrate and adopt Information Technology (IT) systems which support business critical program and service delivery.
- These services do not directly fall under a specific business plan goal, but contribute to the overall success of the Ministry.

## 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			
Provide a range of housing options and supports for lower-income Albertans	439,619	492,085	510,515	358,121	252,004	394,389
Address homelessness	87,860	100,406	136,206	212,572	198,472	298,472
Identify and address unique issues affecting urban centres	1,574	2,276	2,276	2,281	2,281	2,281
<b>MINISTRY EXPENSE</b>	<b>529,053</b>	<b>594,767</b>	<b>648,997</b>	<b>572,974</b>	<b>452,757</b>	<b>695,142</b>

## 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			
<b>REVENUE</b>						
Transfers from Government of Canada	106,441	100,474	108,618	80,100	82,300	84,500
Investment Income	6,453	7,060	7,040	6,035	7,030	8,525
Premiums, Fees and Licences	-	5	-	-	-	-
Other Revenue	8,375	165	230	225	200	190
<b>MINISTRY REVENUE</b>	<b>121,269</b>	<b>107,704</b>	<b>115,888</b>	<b>86,360</b>	<b>89,530</b>	<b>93,215</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	3,325	4,480	4,480	6,375	6,375	6,375
Housing Development and Operations	409,990	465,342	516,122	319,958	201,158	345,158
Homeless Support and Land Development	44,940	56,406	59,856	179,522	179,622	279,622
Policy and Urban Affairs	1,574	2,276	2,276	2,281	2,281	2,281
Alberta Social Housing Corporation - Housing Portfolio	47,152	45,868	45,868	45,868	45,868	45,868
Valuation Adjustments and Other Provisions	338	-	-	-	-	-
<b>Program Expense</b>	<b>507,319</b>	<b>574,372</b>	<b>628,602</b>	<b>554,004</b>	<b>435,304</b>	<b>679,304</b>
<b>Debt Servicing Costs</b>						
Alberta Social Housing Corporation	21,734	20,395	20,395	18,970	17,453	15,838
<b>MINISTRY EXPENSE</b>	<b>529,053</b>	<b>594,767</b>	<b>648,997</b>	<b>572,974</b>	<b>452,757</b>	<b>695,142</b>
Gain (Loss) on Disposal of Capital Assets	22,007	16,686	16,686	14,410	14,513	14,614
<b>NET OPERATING RESULT</b>	<b>(385,777)</b>	<b>(470,377)</b>	<b>(516,423)</b>	<b>(472,204)</b>	<b>(348,714)</b>	<b>(587,313)</b>

## 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	121,269	107,704	115,888	86,360	89,530	93,215
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Revenue</b>	<b>121,269</b>	<b>107,704</b>	<b>115,888</b>	<b>86,360</b>	<b>89,530</b>	<b>93,215</b>
Ministry Program Expense	507,319	574,372	628,602	554,004	435,304	679,304
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Program Expense</b>	<b>507,319</b>	<b>574,372</b>	<b>628,602</b>	<b>554,004</b>	<b>435,304</b>	<b>679,304</b>
Ministry Debt Servicing Costs	21,734	20,395	20,395	18,970	17,453	15,838
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Debt Servicing Costs</b>	<b>21,734</b>	<b>20,395</b>	<b>20,395</b>	<b>18,970</b>	<b>17,453</b>	<b>15,838</b>
<b>Consolidated Expense</b>	<b>529,053</b>	<b>594,767</b>	<b>648,997</b>	<b>572,974</b>	<b>452,757</b>	<b>695,142</b>
Gain (Loss) on Disposal of Capital Assets	22,007	16,686	16,686	14,410	14,513	14,614
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(385,777)</b>	<b>(470,377)</b>	<b>(516,423)</b>	<b>(472,204)</b>	<b>(348,714)</b>	<b>(587,313)</b>

# Infrastructure

BUSINESS PLAN 2009-12

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## 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.

Jack Hayden, *Minister of Infrastructure*  
March 19, 2009

## THE MINISTRY

The Ministry supports the government in building a stronger Alberta by planning, designing and constructing innovative and environmentally friendly public facilities to meet the social and economic needs of Albertans and their communities. The Ministry works with partners and stakeholders to:

- support the provision of health, learning, and other public infrastructure;
- operate, maintain and preserve government-owned and leased properties;
- provide professional expertise on capital planning, design, construction, procurement, costing, project management and facility evaluation and preservation;
- provide accommodation and realty services to all government ministries, including space planning and leasing as well as the purchase and sale of property; and
- manage the Edmonton and Calgary Transportation and Utility Corridors, and the Swan Hills Treatment Centre.

In carrying out its mandate, the Ministry provides expertise to achieve high standards of leadership in energy-savings and environmental design for all new provincial infrastructure.

## VISION

*Innovative, high quality, and well-designed public infrastructure for Albertans.*

## MISSION

Through leadership, expertise, and collaboration with our partners, we support the provision of public infrastructure that contributes to the province's prosperity and quality of life.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry Business Plan supports the following goals in the *Government of Alberta Strategic Business Plan*:

### **Goal 2: Albertans will be well prepared for lifelong learning.**

- The Ministry provides technical expertise to partner ministries and stakeholders to ensure schools and post-secondary facilities meet program needs and enable Albertans to engage in life-long learning. This includes standard facility designs and best practices to increase the efficiency of health and education infrastructure.

### **Goal 3: The high quality of Alberta's environment will be sustained.**

- The Ministry sustains the quality of the province's environment by adopting, as a minimum, the Leadership in Energy and Environmental Design (LEED) Silver rating as an environmental standard for the design of new government funded buildings, and implementing the Building Owners and Managers Association "BESr" certification for larger government-owned buildings throughout the province. The Ministry also operates the Swan Hills Treatment Centre to dispose of hazardous materials.

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

- The Ministry supports this goal by using open and transparent processes to effectively plan and manage government-owned and leased facilities, and by implementing innovative technologies to increase energy efficiency and reduce operating costs.

### **Goal 5: Albertans will be healthy.**

- The Ministry works with Health and Wellness to plan and deliver the facilities that will meet the health and well-being needs of Albertans today and into the future.

### **Goal 10: Alberta will have effective and efficient transportation infrastructure.**

- The Ministry supports this goal by negotiating the purchase and sale of land to facilitate the delivery of government initiatives.

Looking forward, building now. The Ministry provides the professional expertise to support the Government of Alberta's strategic priority *provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population* through the efficient provision of public infrastructure in Alberta.

## **SIGNIFICANT OPPORTUNITIES AND CHALLENGES**

### **Longer Term Economic and Urban Growth**

In the longer term, Alberta will continue to attract people and business. The province's economic and social changes over the next 5 to 10 years will continue to fuel a need for health, education, training, and other facilities. The urban growth and consequent need to regenerate inner cities, along with shifting demographics and an aging population, will add to the complexity of building public facilities. The Ministry will continue to adopt best practices in the planning, design and construction of public facilities necessary to meet the changing needs of Albertans.

### **A Volatile Economy**

A volatile economy, along with shifts in the costs of construction, and aging workforce demographics will continue to challenge the Ministry to find innovative and alternative ways to support the building and maintenance of public facilities. Therefore, the Ministry will continue to adopt the most efficient and cost effective options, including public-private partnerships, to provide essential infrastructure for Albertans.

### **Maintaining Existing Infrastructure**

Alberta currently spends more per capita than other provinces on capital construction to support the economic and social needs of Albertans. However, the building of new infrastructure also fuels a corresponding need for an appropriate and sustainable level of operating and maintenance funding. Regular maintenance protects and extends the useful life of public buildings and other infrastructure. Major repairs can cost more than routine maintenance, and complete replacement of major systems can cost up to five times that of repair. The Ministry will need to address critical capital maintenance projects since many of our buildings now require major upgrading and refurbishment because of their age.

### **Environmental Sustainability**

A healthy environment is fundamental to the well-being and prosperity of Albertans. Increasingly, Albertans are concerned about climate change and the need to protect our environment. Effective infrastructure planning and construction can help protect the environment by reducing the impact of human activity and focusing on issues that matter to Albertans such as renewable energy, clean air, safe drinking water, and waste management. Infrastructure will continue to embed environmentally responsible practices in all its core businesses. The Ministry will also continue its efforts to develop new and environmentally friendly technologies, practices, and standards in the planning, construction, and operation of provincial facilities, as well as the Swan Hills Treatment Centre.

### **Smart Buildings, Cities and Communities**

Albertans recognize that high quality infrastructure boosts commerce, helps create employment opportunities, and attracts skilled workers. Like many people around the world, Albertans are also increasingly concerned about the quality of life in their communities. They want to see infrastructure planning and investment that moves beyond smart buildings to smart communities. Integrated urban development, public facilities, and transport infrastructure can promote the use of green energy, improve access to community and recreational facilities, and enhance quality of life. The Ministry will work with all levels of government and stakeholders to continue supporting provincial infrastructure planning and investments that help build strong, healthy and safe communities.

### **New Technologies for Security**

New technologies are being used to advance the safety and security of individuals as well as the delivery of programs and services for Albertans. The Ministry will work with all its partners to ensure government infrastructure supports the use of new technologies and enhances security requirements in government facilities.



## STRATEGIC PRIORITIES 2009-12

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the ongoing core activities of the Ministry.

### CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Adopt standard facility designs and best practices to increase the efficiency of health and education infrastructure design and construction**

Health and education are priorities for Albertans and the Government of Alberta. In keeping with the Government's *20-Year Strategic Capital Plan*, the Ministry will support partners with the technical expertise to determine the most appropriate design, construction, and maintenance of: health, Kindergarten to Grade 12, and post-secondary learning facilities to meet the needs of Albertans and support access to health care and life-long learning. The Ministry will place priority on adopting standard facility designs and best practices to increase the efficiency of health and education infrastructure design and construction.

**Linkage: Goal 1**
- 2. Increase capacity for evaluation and analysis of Public-Private Partnership (P3) opportunities**

Albertans look to government for direction and innovative ways to provide the best possible and most cost effective public infrastructure. The government has a high level of interest in developing infrastructure through partnerships to provide Albertans with much needed facilities. Where feasible and cost effective, the Ministry will continue to pursue alternative procurement options for new facilities in partnership with Treasury Board and other ministries.

**Linkage: Goals 1 and 2**
- 3. Continue to address critical maintenance projects for government-owned and supported buildings**

As buildings age, the rate of deterioration can increase. The Ministry will continue to undertake critical maintenance projects required in existing building infrastructure to protect the health and safety of occupants, and the investment of Albertans. It will also continue to balance the need for new facilities that address growth pressures with the need to address the maintenance requirements of government-owned and supported buildings.

**Linkage: Goal 2**
- 4. Ensure effective environmental stewardship of public infrastructure**

Albertans expect public facilities to promote environmental sustainability. The Ministry will continue to integrate high environmental standards into all new infrastructure projects to promote sustainable development and operations, including the use of environmentally friendly materials and green energy initiatives.

**Linkage: Goal 3**

- 5. Evaluate and address priority accommodation pressures at government owned and leased properties** Albertans need safe and efficient access to government services and facilities that meet their changing needs. Infrastructure will continue to work with all ministries to evaluate, plan and implement projects to address priority accommodation needs. The Ministry will evaluate and renovate existing government-owned buildings to address the space needs for services as well as manage the delivery of new capital projects such as the new Edmonton Remand Centre and the redevelopment of the Federal Building.

**Linkage:**  
Goals 2 and 4

## CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

### Core Business One: Supporting the efficient provision of public infrastructure in Alberta

Looking forward, delivering now. The Ministry works with other ministries and stakeholders to plan, design and construct the public facilities essential for our economy, safe environment, and vibrant communities. The Ministry supports the provision of health and learning facilities, and leads the design and delivery of capital projects such as court buildings, museums, and other public facilities for Albertans. The Ministry ensures standards are met and best practices are used throughout the life-cycle of a facility. Effective partnerships with program ministries, school boards, post secondary institutions, and Alberta Health Services in the design and construction of projects, ensure that taxpayers receive good value for their investment.

The Ministry also manages government-owned and leased facilities to promote the delivery of services to Albertans, including the Legislature Building, courts and research centres. The Ministry works to ensure the health and safety of all visitors and occupants at government-owned and leased facilities by promoting barrier-free access, leading environmental practices, and emergency and safety planning. It monitors and evaluates energy efficiency and operating costs, and assesses the condition of facilities to identify preservation and replacement needs.

## GOAL ONE **1 Safe, innovative and cost-effective health and education infrastructure for Albertans**

### What it means

Infrastructure shares Albertans’ expectation for quality health services and education. Our goal is to support government ministries, partners and stakeholders with technical expertise in the innovative planning, design, construction, and financing of public facilities that promote the delivery of our health services and lifelong learning. Our focus is on standard facility designs and best practices to increase the efficiency of health and education infrastructure.

### Strategies

- 1.1 Work with ministries, school boards, post-secondary institutions and the Alberta Health Services Board in the planning and delivery of approved health and learning facility projects to ensure they include standard facility designs and best practices in project planning, design, cost management and delivery.

- 1.2 Collaborate with ministries and stakeholders to provide technical expertise and cost analysis to ensure capital plans reflect the highest priority projects and life-cycle costing.
- 1.3 Monitor and report the physical condition of existing schools, health facilities and post-secondary institutions to support the planning of facility requirements and effective delivery of health and education programs in Alberta.
- 1.4 Enhance accountability of capital projects by working with program ministries to develop frameworks and policies to guide the review, approval and implementation of capital projects.
- 1.5 With partner ministries, implement the Alberta Schools Alternative Procurement project (ASAP Phase I) to deliver 18 schools in the Edmonton and Calgary areas, and develop the ASAP Phase II project to deliver an additional 14 schools through a public-private partnership approach.
- 1.6 Work with Treasury Board and partner ministries to evaluate the opportunities for alternative procurement options such as public-private partnerships to provide health and post-secondary facilities.
- 1.7 Enhance the Ministry's role as a centre of excellence which supports stakeholders in facility project management, design and architecture, and building sciences by continuing to undertake research and implement best practices such as Integrated Design practices, Building Information Modeling, lean design, evidence-based design, the Building Performance Evaluation framework for health facilities, and post-occupancy reviews.
- 1.8 Continue strategies to manage costs and mitigate market conditions. Enhance project planning through initiatives such as the use of value management processes and standard core designs for supported facilities.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
<b>1.a Health Facilities – Physical Condition<sup>1</sup>:</b>				
• Percentage in good condition	65.0	68.0	70.0	70.0
• Percentage in fair condition	26.0	25.0	23.0	24.0
• Percentage in poor condition	9.0	7.0	7.0	6.0
<b>1.b School Facilities – Physical Condition<sup>1</sup>:</b>				
• Percentage in good condition	69.0	73.0	73.0	73.0
• Percentage in fair condition	27.0	25.0	25.0	25.0
• Percentage in poor condition	4.0	2.0	2.0	2.0
<b>1.c Post-Secondary Facilities – Physical Condition<sup>1</sup>:</b>				
• Percentage in good condition	65.0	60.0	60.0	65.0
• Percentage in fair condition	25.0	30.0	30.0	30.0
• Percentage in poor condition	10.0	10.0	10.0	5.0

**Note:**

- 1 “Good” is defined as adequate for intended use and expected to provide continued service life with average maintenance. “Fair” means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. “Poor” means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary. Targets reflect the anticipated condition of facilities based on current level of program funding. Infrastructure Maintenance and Renewal / Infrastructure Maintenance Program funding is administered by Health and Wellness, Education, and Advanced Education and Technology. Facility upgrades are managed by Boards.

## Excellence in the planning, delivery, and operation of government-owned properties and facilities

### What it means

The Ministry builds, renovates, and manages government-owned and operated facilities to promote safe and cost effective access to provincial programs and services for Albertans.

### Strategies

- 2.1 Manage the delivery of major capital projects, including the life-cycle planning, cost modeling, design, and construction of government-owned facilities such as Phase II of the Calgary Courts Centre, the new Edmonton Remand Centre, and the redevelopment of the Federal Building.
- 2.2 Undertake facility evaluations to identify facility upgrading needs, and work with Treasury Board to address priority maintenance in government-owned and operated facilities.
- 2.3 Work with partners and stakeholders to ensure that barrier-free access for seniors and persons with disabilities continues to be fully considered in government building design standards, policies, programs, and all planned infrastructure projects.
- 2.4 Continue with the approved physical building and site security implementation plan for government facilities, which will initially focus on the higher risk facilities by installing new or replacing obsolete security systems.
- 2.5 Work with Treasury Board and other ministries to identify and evaluate opportunities for public-private partnership procurement for government facilities.
- 2.6 Working closely with internal and external stakeholders, identify key issues and opportunities to improve procurement policies and best practices.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
<b>2.a Government Owned and Operated Facilities – Physical Condition<sup>1</sup>:</b>				
• Percentage in good condition	59.0	55.0	54.0	54.0
• Percentage in fair condition	38.0	43.0	44.0	44.0
• Percentage in poor condition	3.0	2.0	2.0	2.0
<b>2.b Average Operating Cost per Square Metre of Government-Owned and Operated Office Space:</b>				
• Percentage of operating cost compared to industry average	76.0	90.0	90.0	90.0

### Note:

- 1 “Good” is defined as adequate for intended use and expected to provide continued service life with average maintenance. “Fair” means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. “Poor” means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

## Core Business Two: Ensuring effective environmental stewardship of public infrastructure

The Ministry integrates high environmental and energy efficiency standards into all new infrastructure projects to help ensure that the province will have a safe and healthy environment for current and future generations. Initiatives are undertaken to monitor air quality and improve energy efficiency, enhance the comfort of facility occupants, generate a cost savings, and lessen the environmental impact of operating government-owned facilities. In addition, the Ministry is responsible for the management of Swan Hills Treatment Centre to dispose of hazardous wastes.

### GOAL THREE **3** Environmental sustainability of public infrastructure

#### What it means

Albertans expect the design and operation of public infrastructure to be safe, healthy, and environmentally friendly. It is the Ministry's goal to ensure that high environmental standards inform the design, building, and maintenance of public infrastructure to make the environment safe and healthy for Albertans today and tomorrow.

#### Strategies

- 3.1 Continue, as a minimum, to implement the Leadership in Energy and Environmental Design (LEED) Silver as a high environmental standard for the design of new government-funded buildings.
- 3.2 Continue to identify and implement leading practices to operate the Swan Hills Treatment Centre in a safe and efficient manner.
- 3.3 Continue with implementation of the Building Owners and Managers Association "BESr" certification for larger government-owned buildings throughout the province.
- 3.4 Apply environmental management and remediation principles to address identified concerns at properties owned by government.
- 3.5 Monitor energy efficiency and operating costs of government-owned and leased facilities and make cost-effective improvements.
- 3.6 Maintain and monitor indoor air quality standards in government facilities and ensure appropriate remediation processes are followed to address incidences, such as mould, that may be found.
- 3.7 Continue to improve existing "green" practices and standards for building materials, including recycled and environmentally friendly products.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Energy Consumption in Megajoules per Square Metre in Government-Owned and Operated Facilities <sup>1</sup>	1,730	1,750	1,750	1,750

#### Note:

- 1 The annual energy efficiency (natural gas and electricity) of government-owned buildings operated by Infrastructure is monitored. The Ministry has steadily reduced consumption from 1,779 megajoules per square metre in 2002-03 by identifying and adopting energy saving measures. The Ministry remains committed to maintaining energy efficient practices.

## Core Business Three: Providing leadership and coordinating government accommodation and support services

Infrastructure provides central accommodation services to all government ministries, and works with client departments to understand their property needs, including space planning and leasing as well as the acquiring and disposing of property. The Ministry also assists in developing and implementing emergency and safety plans for government-owned and leased buildings across the province.

### GOAL FOUR **4** High-quality accommodation and support services for government

#### What it means

Infrastructure works with all ministries to understand their property needs, and takes a lead role in providing services for acquisition and disposal of properties as appropriate. The Ministry provides facility maintenance and caretaking services, accommodation evaluations, and works with Treasury Board to ensure adequate funding is available to meet accommodation needs for government's priority programs.

#### Strategies

- 4.1 Address accommodation pressures for government-owned and leased infrastructure by completing evaluations to identify and report requirements for additional leased space.
- 4.2 Continue to develop and implement accommodation master plans for larger communities in Alberta to meet priority facility needs for government programs.
- 4.3 Plan, develop, and administer the Edmonton and Calgary transportation and utility corridors, including enhanced sharing of information with interested buyers, realtors, and other stakeholders.

Performance Measure	Last Actual 2007	Target 2009-10	Target 2010-11	Target 2011-12
4.a <b>Client Satisfaction Survey:</b>				
• Property development quality of service rating <sup>1</sup>	4.6	4.6	n/a	4.6

#### Note:

- 1 The Client Satisfaction Survey is conducted every two years and is based on the calendar year. Respondents rate satisfaction on a scale of one to six, one being very dissatisfied and six being very satisfied. The next survey will be conducted in 2010 based on the 2009 calendar year.

## CORPORATE STRATEGIES

Corporate Support Services – human resources, finance, legislative services, policy, planning, reporting, and information technology – are provided to support the *Government Accountability Act*, promote the effective management and delivery of programs and services, and encourage continuous improvement to better serve Albertans.

Infrastructure is committed to providing a positive and healthy work environment, and strengthening business practices through continuous improvement and excellence in service delivery. Successful delivery of the Ministry's core businesses depends on building and maintaining a strong and flexible organization with the knowledge and capacity to respond to changing business needs. The Ministry's corporate strategies support achievement of all Ministry goals, and include:

- Maintain a Shared Services Agreement between the Ministries of Transportation and Infrastructure.
- Develop corporate planning and reporting capacity to support strategic decision-making and the achievement of Ministry goals in the best interests of Albertans.
- Develop strategic policy advice and recommendations to the Minister regarding government-owned and supported infrastructure, and represent the Ministry on cross-ministry and stakeholder policy initiatives.
- Continue to develop and coordinate a Ministry Human Resources Plan to make the Ministry an employer of choice and ensure the organizational capacity to deliver programs and services.
- Develop and implement leading-edge strategic financial and accounting practices and controls to enhance accountability.
- Develop and implement information technology strategies that support the delivery of infrastructure, and continue to assess where new technologies can be used to improve programs and service delivery.
- Support the Ministry in developing new legislation, and amending regulations to address the needs of Albertans.
- Continue to manage the Ministry's Freedom of Information and Protection of Privacy (FOIP) program.

## EXPENSE BY CORE BUSINESS (thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Supporting the efficient provision of public infrastructure in Alberta	284,976	360,540	336,792	333,516	350,400	363,822
Ensuring effective environmental stewardship of public infrastructure	37,534	28,555	28,555	28,533	28,538	28,538
Providing leadership and coordinating government accommodation and support services	505,814	576,819	452,729	213,057	224,564	239,464
<b>MINISTRY EXPENSE</b>	<b>828,324</b>	<b>965,914</b>	<b>818,076</b>	<b>575,106</b>	<b>603,502</b>	<b>631,824</b>

## 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			
<b>REVENUE</b>						
Transfers from Government of Canada	-	22,500	-	15,000	10,000	1,200
Premiums, Fees and Licences	2,956	2,700	2,700	2,700	2,700	2,700
Other Revenue	36,589	25,320	30,997	21,320	21,320	21,320
<b>MINISTRY REVENUE</b>	<b>39,545</b>	<b>50,520</b>	<b>33,697</b>	<b>39,020</b>	<b>34,020</b>	<b>25,220</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	10,247	14,338	14,338	13,608	13,759	13,759
Government Operations	361,754	429,477	418,047	409,481	431,993	457,728
Other Programs and Services	366,377	411,779	275,371	64,526	65,597	50,597
Non-Cash Items	89,946	110,320	110,320	87,491	92,153	109,740
<b>MINISTRY EXPENSE</b>	<b>828,324</b>	<b>965,914</b>	<b>818,076</b>	<b>575,106</b>	<b>603,502</b>	<b>631,824</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	28,457	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(760,322)</b>	<b>(915,394)</b>	<b>(784,379)</b>	<b>(536,086)</b>	<b>(569,482)</b>	<b>(606,604)</b>

## 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	39,545	50,520	33,697	39,020	34,020	25,220
<i>Inter-ministry consolidation adjustments</i>	(2,510)	(3,180)	(3,180)	(3,180)	(3,180)	(3,180)
<b>Consolidated Revenue</b>	<b>37,035</b>	<b>47,340</b>	<b>30,517</b>	<b>35,840</b>	<b>30,840</b>	<b>22,040</b>
Ministry Program Expense	828,324	965,914	818,076	575,106	603,502	631,824
<i>Inter-ministry consolidation adjustments</i>	(2,510)	(3,180)	(3,180)	(3,180)	(3,180)	(3,180)
<b>Consolidated Expense</b>	<b>825,814</b>	<b>962,734</b>	<b>814,896</b>	<b>571,926</b>	<b>600,322</b>	<b>628,644</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	28,457	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(760,322)</b>	<b>(915,394)</b>	<b>(784,379)</b>	<b>(536,086)</b>	<b>(569,482)</b>	<b>(606,604)</b>

## CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
Ministry Support Services	357	4,365	4,365	4,161	4,161	4,161
Government Operations	170,264	454,685	267,980	594,857	417,654	182,329
Other Programs and Services	11,209	10,920	21,962	-	-	-
<b>MINISTRY CAPITAL INVESTMENT</b>	<b>181,830</b>	<b>469,970</b>	<b>294,307</b>	<b>599,018</b>	<b>421,815</b>	<b>186,490</b>



# International and Intergovernmental Relations

BUSINESS PLAN 2009-12

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## 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 <b>International Relations Client Satisfaction:</b> percentage of clients satisfied with services provided by International Relations	95%	91%	n/a	92%
1.b <b>Alberta Washington Office Client Satisfaction:</b> percentage of clients satisfied with the services of the Alberta Office in Washington	95%	90%	n/a	91%
1.c <b>Reports/Narrative Records:</b> 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 <b>International Offices and Trade Client Satisfaction:</b> 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 <b>International Offices Client Satisfaction:</b> 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 <b>Trade Policy Client Satisfaction:</b> percentage of clients satisfied with services provided by Trade Policy	86%	89%	n/a	90%
3.b <b>Reports/Narrative Records:</b> 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 <b>Canadian Intergovernmental Relations Client Satisfaction:</b> percentage of clients satisfied with services provided by Canadian Intergovernmental Relations.	94%	90%	n/a	91%
4.b <b>Reports/Narrative Records:</b> 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
<b>MINISTRY EXPENSE</b>	<b>24,080</b>	<b>27,517</b>	<b>27,517</b>	<b>26,322</b>	<b>27,022</b>	<b>27,022</b>

## 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			
<b>REVENUE</b>						
Other Revenue	8	40	94	15	15	15
<b>MINISTRY REVENUE</b>	<b>8</b>	<b>40</b>	<b>94</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>EXPENSE</b>						
<b>Program</b>						
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	-	-	-	-	-
<b>MINISTRY EXPENSE</b>	<b>24,080</b>	<b>27,517</b>	<b>27,517</b>	<b>26,322</b>	<b>27,022</b>	<b>27,022</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(24,072)</b>	<b>(27,477)</b>	<b>(27,423)</b>	<b>(26,307)</b>	<b>(27,007)</b>	<b>(27,007)</b>

## 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>	-	-	-	-	-	-
<b>Consolidated Revenue</b>	<b>8</b>	<b>40</b>	<b>94</b>	<b>15</b>	<b>15</b>	<b>15</b>
Ministry Expense	24,080	27,517	27,517	26,322	27,022	27,022
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>24,080</b>	<b>27,517</b>	<b>27,517</b>	<b>26,322</b>	<b>27,022</b>	<b>27,022</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(24,072)</b>	<b>(27,477)</b>	<b>(27,423)</b>	<b>(26,307)</b>	<b>(27,007)</b>	<b>(27,007)</b>



# Justice

BUSINESS PLAN 2009-12

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## 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.

Alison Redford, Q.C., *Minister of Justice and Attorney General*  
March 19, 2009

## THE MINISTRY

The Ministry of Justice consists of the Department of Justice as an entity for budget reporting purposes as well as the Alberta Review Board, the Fatality Review Board, the Judicial Council, the Notaries Public Review Committee, the Provincial Court Nominating Committee, and the Rules of Court Committee.

The Department of Justice is responsible for prosecutions, court administration, the provision of legal services to government, and ensuring the justice system meets the needs of Albertans. The Department protects the legal interests of Albertans in need through the Maintenance Enforcement Program, Public Trustee services, support for legal aid, and the Motor Vehicle Accident Claims program. The Department also provides policy coordination, development, advice, and research. The Safe Communities Secretariat has been established to promote and enhance community safety. Corporate Services and Human Resource Services provide strategic support to the Ministry.

The Alberta Review Board makes or reviews dispositions concerning any accused person for whom a verdict of “not criminally responsible because of mental disorder” or “unfit to stand trial” is rendered. The Board also has responsibility for determining whether a person should be subject to a detention order or conditional discharge or be granted an absolute discharge. The Fatality Review Board is responsible for reviewing certain deaths investigated by the Medical Examiner’s Office and recommending to the Minister whether a public fatality inquiry should be held. The Provincial Court Nominating Committee provides recommendations to the Minister on the appointment of individuals to the Provincial Court of Alberta, and the Rules of Court Committee makes recommendations to the Minister on amendments to the Rules of Court under the *Court of Appeal Act*, the *Court of Queen’s Bench Act*, and the *Civil Enforcement Act*.

A more detailed description of the Ministry can be found on our website at <http://www.justice.gov.ab.ca/>.

## **VISION**

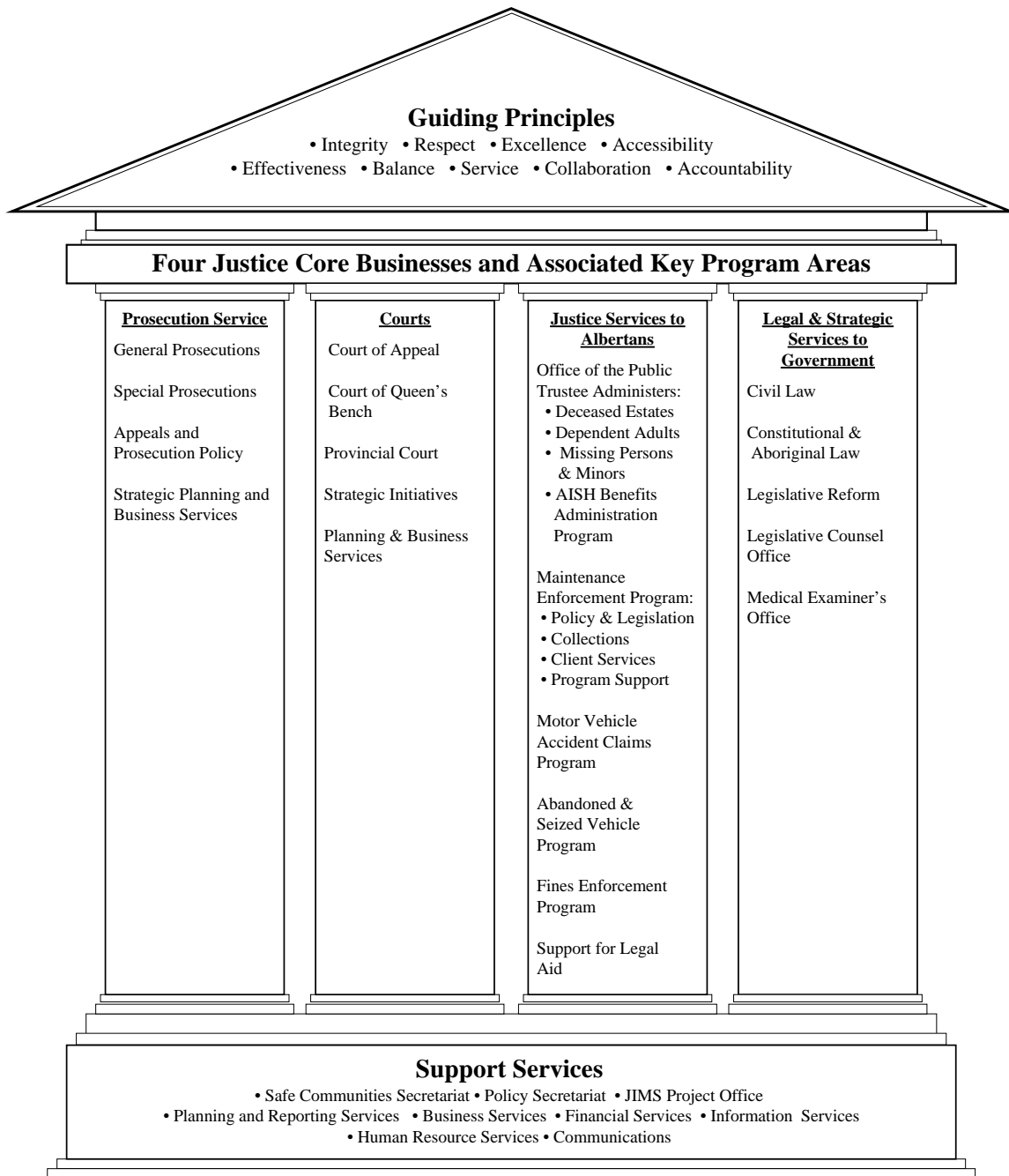
*A fair and safe society supported by a trusted justice system.*

## **MISSION**

To protect the rights of all individuals in Alberta and advance the interests of society by fostering:

- safe communities;
- access to justice;
- respect for the law;
- understanding of and confidence in the justice system; and
- the legal foundation for social cohesion and economic prosperity.

In achieving our vision and mission, the Ministry follows nine guiding principles in the delivery of programs and services under four core businesses.



## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry's core businesses and goals are aligned with and support a number of government goals. Justice plays a key role in Goal 7 of the *Government of Alberta Strategic Business Plan – Alberta will be a safe place to live, work and raise families* – by supporting a trusted justice system that promotes law and order for the purpose of protecting individuals, ensuring fair treatment of victims, and ensuring offenders are held accountable. The Ministry also plays a role in Goal 6 – *Albertans will be independent and our children will be well cared for* – by ensuring that low-income Albertans have access to legal services they could not otherwise obtain.

## Government of Alberta Priority

Justice is leading the Government Priority to *promote strong and vibrant communities and reduce crime so Albertans feel safe*. In leading this priority, the Ministry established the Safe Communities Secretariat. Justice will focus on making Alberta's communities among the safest in North America through cross-ministry initiatives that support a three-pronged strategy of enforcement, prevention and treatment. It will also play a leadership role in establishing a more responsive justice system by expanding the availability and scope of dispute resolution options and using technology to strengthen the justice system.

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Recognizing trends, identifying new challenges, and being aware of changes in diverse socio-economic sectors are important to setting the Ministry's strategic priorities and addressing justice concerns for Albertans. Many of these opportunities and challenges are complex and involve other stakeholders and jurisdictions. At times, the Ministry is accountable to the public for outcomes where some aspects are outside of its control. Consequently, it is prudent for Justice to continually assess the environment it works within. Factors that are challenging include the following:

**Shifting Social Trends:** With the expected growth in populations, the Ministry will see increases in the volume of people accessing the justice system. It is forecasted that Alberta will grow at a rate of 2.46 per cent per year between 2007 and 2012, about three times as high as the national rate. The number of immigrants coming to Alberta has increased significantly over the past ten years and is becoming an increasing proportion of the province's population. Due to the aging population, the number of seniors is expected to surpass the number of children in Alberta by 2015. Aboriginal people represent 6 per cent of the population and are the youngest and fastest growing segment of the population in Alberta and continue to be significantly over-represented as victims and offenders in the criminal justice system.

**Crime Trends:** The crime rate in Alberta continues to decline driven by decreases in high volume offences such as break and enters and motor vehicle thefts. The violent crime rate, which includes the most complex crimes to prosecute, remains relatively stable. Rapidly changing technology makes keeping up with crimes of a technological nature (e.g. identity theft, computer hacking, sexual exploitation of children on the Internet) difficult from both the policing and prosecution perspectives. Information that is banned from publication either by the courts or legislation is appearing on social networking sites, which may negatively impact the parties involved and jeopardize court processes. Strategies are required to deter these individuals from publishing banned information.

**Safe Communities:** The Safe Communities Secretariat is leading the development of a concerted, long-term plan of action to increase the safety of our communities and increase the public's confidence in the government's response to crime. In partnership with communities and other ministries, the Safe Communities Secretariat will create innovative and integrated solutions to crime and its root causes that focus on prevention, treatment and enforcement in implementing the recommendations from the Task Force report, *Keeping Communities Safe*. The Safe Communities Secretariat will support ministries and communities to develop and implement effective strategies that will reduce and prevent crime.

**Alberta Justice and Technology:** Justice is facing increasingly complex cases and growing case loads with little capacity for implementing innovative ways of delivering justice. There is also an increasing need for the Ministry to improve access to timely, accurate information for partners such as law enforcement. In response to these demands the Ministry has undertaken the Justice Information Management System (JIMS) initiative, which will create a system of harmonized and optimized business processes that will enhance the administration of justice and will introduce new technical systems to automate processes and support the work of the Ministry. As technology changes so do the ways we store and file information within the Government of Alberta. Justice is working towards the goal of having each client

ministry develop individualized Electronic Discovery Response Plans to ensure that ministries understand and are able to meet their legal obligations to locate, preserve, review and produce all electronic records in a litigation context.

**Public Confidence in the Justice System:** Increasing public confidence in the justice system continues to be a priority for the Ministry. Heightened media attention to high profile cases could adversely affect public confidence in the justice system. People with less confidence in the justice system tend to be more fearful of crime and may feel less safe in their communities. Public confidence in the justice system is important to ensure that Albertans report crimes when they occur, that witnesses are willing to testify when required and that people do not take the law into their own hands.

**Changing Role of the Courts:** The role of the courts is changing. Courts throughout Canada, the United States, Australia, and the UK are becoming more focused on problem-solving courts (e.g., domestic violence courts, drug courts, mental health courts, Aboriginal courts) to address an offender's particular circumstances and deal with the issue at hand in a holistic manner. Creation of these problem-solving courts increases the demand for a more diverse, specialized group of supporting personnel and treatment frameworks. Justice has made substantial gains over the last few years in developing and implementing a variety of appropriate dispute resolution mechanisms within the Ministry that are contributing to the changing role of the courts.

**Access to the Justice System:** The Ministry is committed to improving access to the justice system for all Albertans. The high rate of immigration is expected to continue increasing the number of new Canadians in the province. Many new Canadians may not know how to access legal services even if they are eligible for them. The Ministry must ensure processes are in place to enable immigrants to have access to the justice system. As well, self-represented litigants often have difficulty accessing the justice system, tending to use more justice system resources due to a lack of understanding of the system, its processes, and how those processes relate to their legal issues. Law Information Centres have been established in Edmonton, Calgary, Red Deer and Grande Prairie to assist self-represented litigants with the legal system in Alberta. The Ministry is working on offering more accessibility options and lowering costs, which will improve access to the justice system.

## STRATEGIC PRIORITIES 2009-12

Through the Ministry's review of external and internal opportunities and challenges, the following strategic priorities have been identified. These are in addition to the important ongoing core activities of the Ministry.

### BUILDING OUR QUALITY OF LIFE

**1. Reduce crime and support safe communities**

Justice is continuing the Safe Communities initiative, including developing a long-term, comprehensive crime reduction and prevention strategy which incorporates initiatives to address criminal activities by gangs.

**Linkage: Goal 1**

Criminal behaviour is a complex social problem for which there are no quick or easy answers. The most effective approach to reduce and prevent crime is to balance prevention, treatment and enforcement strategies. This approach includes collaborating with partnering ministries, stakeholders and communities to address the many factors that contribute to crime such as mental health issues, addictions, family violence and poverty.

- 2. Enhance the capacity of the prosecution service** Justice is continuing to enhance the capacity of the Prosecution Service to effectively prosecute serious and violent crime, in part, by adding prosecution and support staff. Although Alberta's crime rate has generally been decreasing, and the volume of criminal cases has remained relatively stable, the number of court appearances per case has been increasing, as has the lead time to trial. The Prosecution Service is facing many challenges to improve the efficiency of the courts in cooperation with the judiciary and other key stakeholders. Over the last year, the Prosecution Service has embarked on a new file ownership project to ensure as much as possible that one Crown prosecutor maintains conduct of a prosecution. While there will be numerous benefits to all criminal justice professionals when one Crown prosecutor manages a file from the beginning to the end of the court process, this necessitates significant changes in business process for the criminal justice system. Managing these changes to ensure the Prosecution Service has sufficient capacity to meet future expectations is a priority for the Ministry.
- Linkage: Goal 1**
- 3. Access to justice** Access to justice provides appropriate dispute resolution methods, including those that occur outside the traditional courtroom. Increasing the spectrum of appropriate dispute resolution services contributes to a more accessible justice system. Removing financial and geographical barriers is also part of increasing access to justice. The Ministry is committed to improving access for low-income Albertans, providing service in remote and Aboriginal communities, and providing public legal information to help Albertans better understand their rights and obligations.
- Linkage: Goal 2**
- 4. Invest in information management and increase efficiency** The Justice Information Management System (JIMS) initiative will ensure Justice is prepared to address future business and technology needs. Improving efficiency in business processes and implementing modern information technology systems will allow Justice to successfully address existing pressures and prepare for new opportunities.
- Each JIMS project will introduce the means to monitor the effectiveness of processes; assess new initiatives; address bottlenecks; and identify opportunities to introduce process improvements or automation to improve efficiency.
- 5. Invest in the Alberta Justice workforce to improve service quality** The Ministry is committed to a high level of service quality in the delivery of its existing programs and to advancing new initiatives. Workforce planning is critical for ensuring that the department has adequate levels of qualified staff to achieve current and future business plan goals. This requires working collaboratively at the corporate, ministry and divisional levels to develop and implement workforce strategies for attracting, developing and engaging adequate levels of qualified staff.
- Linkage: Goals 1 and 2**
- 6. Appropriate dispute resolution framework** The Ministry is dedicated to developing a dispute resolution policy framework to ensure an integrated policy approach to dispute resolution options. The dispute resolution framework will encourage developing and implementing programs in a planned and strategic manner.
- Linkage: Goal 2**

## 7. Justice reform

### Linkage: Goal 2

The Ministry is committed to a justice system that is efficient, effective and responsive to Albertans' needs. Justice reform includes increasing the affordability of the justice system, finding more cost-effective ways for people to resolve their disputes, and increasing public understanding of the work of the courts and the system as a whole.

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Prosecution Service

The Criminal Justice Division is responsible for the prosecution of persons charged with *Criminal Code*, *Youth Criminal Justice Act* and provincial statute offences, and also handles criminal appeals in the Alberta Court of Appeal and the Supreme Court of Canada on behalf of Alberta's Attorney General. Criminal Justice also develops criminal law policy for the province and supports criminal law consultation with other levels of government.

## GOAL ONE **1** Promote safe communities in Alberta

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### What it means

Through public consultations, Albertans have indicated that safe communities where they can live without fear of crime or victimization is a high priority. Following an extensive consultation, the Crime Reduction and Safe Communities Task Force delivered its report, *Keeping Communities Safe: Report and Recommendations of Alberta's Crime Reduction and Safe Communities Task Force* in November 2007. This report provides 31 recommendations to reduce crime, enhance community safety and improve public confidence in the criminal justice system. In April 2008, the government established a Safe Communities Secretariat to coordinate and implement the recommendations contained in the report. A safe community balances prevention, treatment and enforcement activities.

Enforcement includes policing and prosecution and both foster public confidence in the administration of justice. The Prosecution Service objectively and fairly prosecutes criminal and regulatory offences, where there is a reasonable likelihood of conviction and the prosecution is in the public interest. Risks to the proper conduct of criminal prosecutions have been identified and processes are in place to address those risks and prevent miscarriages of justice.

### Strategies

- 1.1 Work with other ministries, stakeholders, and communities through the Safe Communities Secretariat to develop and advance a comprehensive, long-term crime reduction and prevention strategy which includes addressing the approved recommendations from the Crime Reduction and Safe Communities Task Force.
- 1.2 Champion and encourage Alberta municipalities to develop and implement innovative community crime prevention strategies through the Safe Communities Secretariat.
- 1.3 Work with the Safe Communities partnering ministries, policing agencies, other partners and stakeholders to finalize an Alberta Gang Crime Suppression strategy based on awareness, prevention, intervention and enforcement to reduce gang activity and related violence in the province.

- 1.4 Monitor the impact of Crown prosecutors conducting Justice of the Peace bail hearings.
- 1.5 Work with Solicitor General and Public Security to monitor the implementation of the Priority Prolific Offender Project focusing on curbing the criminal activities of persistent and prolific offenders.
- 1.6 Through the file ownership component of the Provincial Court Case Management Project, implement early and consistent contact between the Crown and the accused, victims, witnesses, and police by keeping a file with the same Crown prosecutor to facilitate effective case management processes.
- 1.7 Implement the approved recommendations of the Chief Crown Prosecutor Subcommittee Report on Sexual Assault to improve the criminal justice response to sexual assault offences.
- 1.8 Work with federal, provincial and territorial partners to advance changes to the criminal law, including but not limited to mandatory reporting by internet service providers, bail reform, review of the *Youth Criminal Justice Act* (YCJA), and the impact of pre-sentence custody on sentences.
- 1.9 Pursue federal and provincial legislative agendas to suppress organized crime and gang violence.
- 1.10 Enhance the capacity of the Medical Examiner's Office.
- 1.11 Establish partnerships to support the development of regional or local strategies that focus on enforcement, prevention and treatment to reduce and prevent crime at the community level as identified in the Oil Sands Strategic Plan.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a <b>Public Perception of Safety in the Home:</b> the percentage of Albertans who feel "reasonably safe" to "very safe" in their homes after dark	93%	No lower than 90%	No lower than 90%	No lower than 90%
1.b <b>Public Perception of Safety in the Neighbourhood:</b> the percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark	75%	82%	82%	82%

**Performance Measures Under Development:**

Reporting on public perception of the provision of a fair and impartial prosecution service.

Reporting on key indicators of the results/effectiveness of the criminal justice system consistent with Recommendation 11 from the *Keeping Communities Safe* report.

**Sources:**

1.a, 1.b Annual Public Opinion Survey, Corporate Services Division



## Core Business Two: Courts

Alberta courts are presided over by an independent judiciary. There are three courts in the province – the Court of Appeal, the Court of Queen’s Bench, and the Provincial Court. Court Services Division provides administrative support to the courts. Court Services also provides policy advice and assistance to the Minister and the Ministry in relation to court issues. Court Services’ stakeholders include the public, the legal profession, law enforcement services, correctional authorities and various service providers.

## GOAL TWO **2** Promote a fair and accessible civil and criminal justice system

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### What it means

Justice is responsible for helping to resolve criminal and civil disputes through proper access to court resources and dispute resolution opportunities. These opportunities include alternatives to traditional court processes such as mediation, judicial dispute resolution, and mini-trials. By offering more options and lowering costs, these alternatives can improve access to the justice system.

### Strategies

- 2.1 Develop a conceptual framework for a conflict resolution environment which includes a wide range of dispute resolution options.
- 2.2 Explore policy options for removing barriers to access to justice related to the cost of legal services by examining various options including the use of paralegals, and the unbundling of legal services (meaning providing clients with limited rather than full legal services).
- 2.3 Initiate streamlining, harmonizing and optimizing court business processes with the Ministry and the Courts as well as begin implementing new technology to support business processes.
- 2.4 Collaborate with members of the judiciary, Crown and defense to implement the Provincial Court Case Management Project in Edmonton and Calgary.
- 2.5 Develop a conceptual framework for specialized court processes in Alberta.
- 2.6 Make the court system more fair and accessible by rewriting the *Alberta Rules of Court*.
- 2.7 Enhance effectiveness of the Courts by implementing the results of an intensive review of Court Services’ workforce.
- 2.8 Explore the concept of amending the *Proceedings Against the Crown Act* to enable plaintiffs to sue the Government of Alberta in either Provincial Court or Court of Queen’s Bench.
- 2.9 Cooperate with ministries, stakeholders and partners to develop and pilot a continuum of services for individuals suffering from a mental illness who come into conflict with the law.
- 2.10 Increase the capacity of the Civil Forfeiture Office and consider amending the *Victims Restitution and Compensation Payment Act* to reflect any changes in the law that may be brought about by the pending Supreme Court of Canada’s decision regarding the province’s ability to seize money and property obtained through criminal activity.
- 2.11 Work with the four First Nations of Hobbema and other justice and courts stakeholders to establish a Provincial Court circuit point (Family) in Hobbema and work with Infrastructure and Solicitor General and Public Security to assess the requirements that must be met to expand the court to include Criminal and Youth Court.

- 2.12 In partnership with the Blood Tribe, work with justice and community stakeholders to establish a Provincial Court circuit point at Stand Off.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
<b>2.a Median Elapsed Time from First to Last Appearance:</b> the median elapsed time from first to last appearance represents the midpoint in the number of days it takes to process a case in court from first to last appearance	109 days (Canadian Median: 122 days) (2006-07)	122 days* or less	122 days* or less	122 days* or less
<b>2.b Provincial Court Civil Mediation Settlement Rate:</b> the mediation settlement rate is the number of civil actions settled through the civil claims mediation program divided by the total number of civil actions mediated in the program	65% (2007-08)	63%	63%	63%

\* This is the 2006-07 Canadian national median based on Statistics Canada data release.

**Sources:**

- 2.a Integrated Criminal Court Survey, Canadian Centre for Justice Statistics  
 2.b Administrative data, Court Services Division

**Core Business Three: Justice services to Albertans**

The Ministry promotes fair and equitable access to the civil and criminal justice system by providing a broad range of justice services through the courts, prosecution, and appropriate dispute resolution mechanisms. Justice also addresses barriers that reduce Albertans' access to the justice system by providing legal representation for those in need of accurate and up-to-date information to increase awareness and knowledge of the justice system. Services such as the Maintenance Enforcement Program, the Public Trustee, the Motor Vehicle Accident Claims Program and support for legal aid contribute to the preservation of a safe society for Albertans.

GOAL THREE **3 Provide access to justice services for Albertans in need**

**What it means**

Through its programs and services, Justice provides support and protection to vulnerable citizens; families who depend on court-ordered maintenance payments, individuals unable to protect their financial interests, and individuals who cannot afford legal counsel. Helping those in need is essential to Alberta's success.

**Strategies**

- 3.1 Work with Seniors and Community Supports to implement the revised *Adult Guardianship and Trustee Act*, once enacted.

- 3.2 Investigate additional approaches for delivering support and assistance to vulnerable Albertans with limited resources, who are unable to manage their own financial resources and who will not participate in voluntary programs.
- 3.3 Implement further initiatives to increase the regularity of maintenance payments.
- 3.4 Complete all preparations for operation of the Child Support Recalculation Program to recalculate eligible child support orders annually, based on changes in the parents' income.
- 3.5 Assess whether to recommend that Alberta become a signatory jurisdiction to the Hague Convention on the International Recovery of Child Support and Other Forms of Family Maintenance.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a <b>Client Satisfaction with the Services of the Public Trustee's Office:</b> the percentage of clients "satisfied" to "very satisfied" with the services of the Public Trustee's Office	90%	87%	87%	87%
3.b <b>Maintenance Enforcement Program – Regularity of Payment Rate:</b> the program's compliance rate on cases enrolled by regular monthly payments	68%	68%	69%	70%
3.c <b>Client Satisfaction with Legal Aid Services:</b> the percentage of respondents who were either "satisfied" or "very satisfied" with the service they received from Legal Aid Alberta	76%	80%	80%	80%
3.d <b>Motor Vehicle Accident Recoveries Program – Collection Rate:</b> the program's collection rate on debts owed by uninsured motorists	76%	70%	70%	70%

**Sources:**

- 3.a Client Satisfaction Survey, Public Trustee's Office
- 3.b Administrative Data, Maintenance Enforcement Program
- 3.c Client Satisfaction Survey, Legal Aid Alberta
- 3.d Administrative Data, Corporate Services Division

## GOAL FOUR **4** Improve understanding of and confidence in the justice system

**What it means**

Albertans recognize that information and education about the justice system is important. Perceptions of crime in their communities and the province, along with the information they receive from the media, affect their understanding of and confidence in the justice system. The Ministry will continue to work with partners to find better ways of informing Albertans about the justice system, including the development of new strategies and working with Education and other stakeholders to develop justice education resources for Alberta classrooms.

## Strategies

- 4.1 Develop a stakeholder relations and engagement plan that will assist the Ministry in collaborating and consulting with its stakeholders.
- 4.2 Improve justice education through the development of new resources and strategies.
- 4.3 Develop and apply an evaluation framework to guide the performance measurement, monitoring and evaluation of the Safe Communities initiative.
- 4.4 Provide Albertans with timely, accurate and relevant information about the Ministry through an informative Internet website and an interactive educational quiz about Justice.
- 4.5 Continue to administer and advance the public opinion survey to monitor public opinion of the justice system and to support strategic and operational decision making.
- 4.6 Ensure Albertans receive timely and accurate information on Justice department initiatives and activities through media releases and public and media events.
- 4.7 Inform parents through education seminars about the process of separation and divorce and the appropriate dispute resolution options available to them.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a <b>Public Understanding of the Justice System:</b> the percentage of Albertans who “somewhat agree” or “strongly agree” that they have a good understanding of the justice system in Alberta	70%	70%	70%	70%
4.b <b>Public Confidence in the Justice System:</b> the percentage of Albertans who report “some confidence” to “a lot of confidence” in the justice system in Alberta	67%	70%	71%	72%
4.c <b>Family Justice Services Seminars:</b> the percentage of Parenting After Separation participants who rate the coverage of seminar topics as “good” or “excellent”	89%	85%	85%	85%

### Performance Measure Under Development:

Reporting on the outcomes of the services provided to Albertans by the Law Information Centres.

### Sources:

4.a, 4.b Annual Public Opinion Survey, Corporate Services Division

4.c Administrative Data, Court Services Division

## Core Business Four: Legal and strategic services to government

Civil Law provides legal services to all government ministries and represents them in matters before the courts and tribunals. Constitutional and Aboriginal Law provides specialized services to the government in constitutional and Aboriginal law matters. Legislative Reform provides advice on legislative policy. The Legislative Counsel Office is responsible for drafting government public bills, regulations and Orders in Council.

### GOAL FIVE **5 Assist government ministries to achieve their objectives through the provision of effective legal and related strategic services**

#### What it means

The government performs a number of roles as service provider, community partner, and lawmaker. These roles involve relationships with individuals, families, communities and other governments. Effective legal services reduce the potential for conflict involving the government, as well as protecting and advancing the interests of the government. By providing effective legal and related strategic services, Justice can assist other ministries in achieving their corporate goals and strategic priorities.

#### Strategies

- 5.1 Support the review and possible revision of Alberta's First Nations Consultation Policy on Land Management and Resource Development. Provide legal support to other ministries relating to Aboriginal consultation.
- 5.2 Provide legal and related strategic advice on the following government priorities:
  - Assist Energy with the implementation of Transitional Royalty Rates program and the three-point incentive program for the energy sector.
  - Support Health and Wellness with its implementation of *Vision 2020*.
  - Assist Environment and Sustainable Resource Development in implementing the *Land-Use Framework* to enable sustainable development by addressing the cumulative effects of development on the environment.
  - Enhance capacity to deal with complex Aboriginal litigation; including claims relating to Alberta's natural resources, which are significant and potentially precedent-setting.
- 5.3 Enhance legal education services provided to client ministries.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
5.a <b>Client Satisfaction with Legal Services:</b> the percentage of clients from Government of Alberta ministries "satisfied" to "very satisfied" with the legal services provided by the Legal Services Division, Civil Law	88% (2007-08)	n/a	89%	n/a

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
<b>5.b Client Satisfaction with Assistance in Meeting Corporate Goals:</b> the percentage of clients from Government of Alberta ministries "satisfied" to "very satisfied" that the legal services provided by the Legal Services Division, Civil Law, helped them achieve their department's corporate goals	87% (2007-08)	n/a	87%	n/a
<b>5.c Service Volume of Legal Education Sessions:</b> the number of legal education sessions provided to Government of Alberta ministries by the Legal Services Division, Civil Law	58 (Jan-Dec 2008)	58	58	58

**Performance Measure Under Development:**

Reporting on the level of client satisfaction with the legal education sessions.

**Sources:**

5.a, 5.b Client Satisfaction Survey, Legal Services Division

5.c Administrative Data, Legal Services Division

## 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			
Prosecution Service	64,235	77,091	77,580	84,430	89,143	89,526
Courts	157,173	174,257	175,362	180,669	183,821	182,411
Justice services to Albertans	122,600	226,777	160,693	174,958	168,611	169,277
Legal and strategic services to government	34,172	44,448	40,524	45,525	47,673	47,878
<b>MINISTRY EXPENSE</b>	<b>378,180</b>	<b>522,573</b>	<b>454,159</b>	<b>485,582</b>	<b>489,248</b>	<b>489,092</b>

## 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			
<b>REVENUE</b>						
Transfers from Government of Canada	13,157	13,122	13,122	13,050	13,050	13,050
Investment Income	1,720	800	800	800	800	800
Premiums, Fees and Licences	37,490	38,454	38,454	39,708	40,918	41,318
Other Revenue	102,598	114,350	112,783	118,335	118,860	117,705
<b>MINISTRY REVENUE</b>	<b>154,965</b>	<b>166,726</b>	<b>165,159</b>	<b>171,893</b>	<b>173,628</b>	<b>172,873</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	22,417	26,080	25,884	26,192	26,737	28,724
Court Services	157,318	175,760	175,760	181,048	183,944	181,857
Legal Services	107,324	217,549	149,904	170,134	170,054	170,286
Support for Legal Aid	45,346	53,810	53,810	53,810	53,810	53,810
Public Trustee	12,512	14,804	14,231	15,283	14,887	14,599
Medical Examiner	7,020	7,935	7,935	12,080	12,181	12,181
Motor Vehicle Accident Claims	25,903	25,786	25,786	26,186	26,786	26,786
Valuation Adjustments and Other Provisions	340	849	849	849	849	849
<b>MINISTRY EXPENSE</b>	<b>378,180</b>	<b>522,573</b>	<b>454,159</b>	<b>485,582</b>	<b>489,248</b>	<b>489,092</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(223,215)</b>	<b>(355,847)</b>	<b>(289,000)</b>	<b>(313,689)</b>	<b>(315,620)</b>	<b>(316,219)</b>

## 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	154,965	166,726	165,159	171,893	173,628	172,873
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Revenue</b>	<b>154,965</b>	<b>166,726</b>	<b>165,159</b>	<b>171,893</b>	<b>173,628</b>	<b>172,873</b>
Ministry Expense	378,180	522,573	454,159	485,582	489,248	489,092
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>378,180</b>	<b>522,573</b>	<b>454,159</b>	<b>485,582</b>	<b>489,248</b>	<b>489,092</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(223,215)</b>	<b>(355,847)</b>	<b>(289,000)</b>	<b>(313,689)</b>	<b>(315,620)</b>	<b>(316,219)</b>

# Municipal Affairs

BUSINESS PLAN 2009-12

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## 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.

Ray Danyluk, *Minister of Municipal Affairs*  
March 17, 2009

## THE MINISTRY

Strong and effective municipalities and their communities and regions are integral to a prosperous province where Albertans enjoy a high quality of life. Municipal Affairs assists municipalities in their efforts to develop and maintain safe and viable communities, provide necessary services and facilities, and good government.

The Ministry of Municipal Affairs includes the following:

- The Local Government Services Division provides municipalities with the structure and support to deliver well-managed, collaborative, and accountable local governments to Albertans and their communities.
- The Public Safety Division administers a safety system that strives to ensure appropriate safety standards for the construction and maintenance of homes, buildings and equipment.
- The Corporate Strategic Services Division supports the province's public libraries and leads the Ministry's corporate finance, legislation planning, information technology, and planning and policy functions.
- The Alberta Emergency Management Agency administers the Provincial Fire Commissioner's Office and coordinates a comprehensive, cross government, all hazards approach to managing emergencies in the province, and supporting communities and industry.



- The Municipal Government Board is an independent, quasi-judicial board that conducts hearings and renders decisions on such matters as property assessment, and provides recommendations to Cabinet on matters defined under the *Municipal Government Act*, such as contested annexations.
- The Safety Codes Council is a corporation, established under the *Safety Codes Act*, that develops and recommends safety codes and standards, develops and administers the provincial systems for accreditation and certification and supports the Ministry's administration of the *Act*.
- The Special Areas Board manages 2.8 million acres of public land in the province's three Special Areas and provides municipal services, such as construction and maintenance of local roads and parks, and emergency and protective services, to the dryland region in eastern Alberta.
- The six improvement districts, located primarily in the National Parks, provide limited administrative services, such as budget preparation, and in the case of Improvement District No. 9, fire protection and ambulance services.

The above components are included in the Ministry's consolidated financial statements with the exception of the Special Areas Board and the six improvement districts.

## VISION

*Strong, safe and sustainable communities.*

## MISSION

To help ensure Albertans are served by effective, collaborative and accountable local governments and live in strong, safe and viable communities.

## VALUES

Municipal Affairs is guided by the following Alberta Public Service Values:

**Respect** – we foster an environment in which each individual is valued and heard.

**Accountability** – we are responsible for our actions and for contributing to the effectiveness of the public service.

**Integrity** – we behave ethically and are open, honest and fair.

**Excellence** – we use innovation and continuous improvement to achieve excellence.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The following four goals in the three-year *Government of Alberta Strategic Business Plan* are supported.

### Government of Alberta Goals

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

### Ministry Services

- Operate Ministry programs in an open and accountable manner through the implementation of an accountability framework for funding to municipalities.

## Government of Alberta Goals

## Ministry Services

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**Goal 7: Alberta will be a safe place to live, work and raise families.**

- Work with municipalities and other stakeholders to deliver a comprehensive safety system.
- Strengthen fire and emergency management throughout Alberta by providing support to municipalities, industry and emergency response organizations.
- Support the establishment of an inter-disciplinary institute to support safety, security and environmental protection functions within Alberta.

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**Goal 8: Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources.**

- Improve access to cultural, historical and educational resources available through public libraries by working with library boards, and managing networked services through the Alberta Public Library Electronic Network and Alberta SuperNet.

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**Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities.**

- Help ensure the long-term sustainability of municipalities through appropriate legislation, capacity building initiatives, and financial support.
  - Work with municipalities to enhance regional cooperation.
  - Develop a municipal strategy for Alberta to improve the long-term viability of municipalities across the province.
  - Partner with stakeholders to promote well-managed local governments.
  - Work with municipalities to provide advisory and dispute resolution support.
- 

## Government of Alberta Priority

Municipal Affairs will work with other ministries to achieve the Government of Alberta priority:

- *Provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Four opportunities and challenges have been identified that are impacting municipalities and the work being undertaken by Municipal Affairs.

### **Public expectations, growth pressures, aging infrastructure, municipal capacity and financial sustainability**

Many municipalities are facing significant challenges resulting from public expectations, the impact of rapid growth that occurred up until the early part of 2008, and the need to replace or repair aging infrastructure. It is also a challenge for municipalities to manage the risks associated with the increased rate of building, development, and dangerous goods transport. Some municipalities are also facing increased levels of crime as their populations increase. The Ministry helps municipalities manage these challenges by providing long-term, sustainable funding through the Municipal Sustainability Initiative. This funding helps municipalities address their infrastructure and operating needs and facilitate broad planning and coordination in order to maximize opportunities and reduce intermunicipal disputes in their regions.

Many municipalities are struggling to find the skilled personnel that they require. The Ministry is helping municipalities enhance their capacity to meet their responsibilities through initiatives such as internship programs for municipal administrators and land-use planners and support for implementing new accounting and reporting standards.

The Ministry will develop a municipal strategy for Alberta to improve the long-term viability of municipalities across the province.

Public library services are also impacted by capacity issues such as staffing shortages, and the need to provide more technically complex services to an increasingly diverse and growing population base. This issue is of particular importance to smaller municipalities. The Ministry will continue to support public libraries to address the needs of developing and changing communities.

### **Flexible and responsive solutions**

Municipalities across the province have different capacity levels and financial situations, which means that some municipalities are particularly challenged to respond to the needs and expectations of their citizens. Recognizing that not all municipalities are the same, the Ministry will continue to support flexible and responsive solutions for key municipal and intermunicipal issues such as shared service delivery, land-use planning, public safety, emergency management, and provincial-municipal roles and responsibilities, some of which may require changes to the *Municipal Government Act*, the *Safety Codes Act* or the *Emergency Management Act*. This also includes improving incorporation of public safety and emergency management into municipal planning processes.

**Regional collaboration,  
land-use planning and the  
environment**

Many municipalities are finding it increasingly important to work together to address broader regional issues such as infrastructure, transportation, housing, emergency management, land management, water supply, private sewage disposal, and energy efficiency in order to ensure a strong and healthy future for their citizens. Alberta's *Land-use Framework* reinforces the importance of metropolitan and regionalized land-use planning and calls for municipalities to balance competing economic, environmental and social demands on land in the province. The Ministry will work with municipalities to enhance regionalized planning and cooperation and to promote land-use that supports smart economic growth in the province. Examples include support to the Capital Region Board in the implementation of the Capital Region Growth Plan and the development of a regional plan by the Calgary Regional Partnership.

**Managing emergency  
events**

Alberta's emergency management system is still being challenged by the effects of recent economic and industrial expansion, population growth and increasingly severe weather events. These factors have combined to create a significant increase in the potential frequency and magnitude of emergency events that can affect Albertans.

At the same time, the increasing urbanization of the province's population has created difficulties for smaller municipalities throughout Alberta in maintaining their largely volunteer emergency response organizations.

The Ministry will work in close collaboration with municipalities and fire and emergency partners to strengthen the fire and emergency management system in Alberta.

With the support of its partners, the Ministry is committed to addressing opportunities and challenges, accommodating new technologies and developing effective solutions to meet the changing needs and priorities of Albertans.

## STRATEGIC PRIORITIES 2009-12

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to important ongoing core activities of the Ministry.

### CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Support growth and capacity building and the long-term viability of municipalities**

**Linkage:**  
**Goals 1 and 5**

Monitor the on-going impacts on municipalities resulting from public expectations, growth and aging infrastructure, including the effects on land-use, demand for services and infrastructure development and repair. Assist affected municipalities with addressing capacity issues and improving the coordination of the responses to these challenges.

Develop a municipal strategy for Alberta to improve the long-term viability of municipalities across the province.

Continue to implement the provincial government's commitment to provide significant long-term funding to municipalities through the Municipal Sustainability Initiative to enhance municipal sustainability and to enable municipalities to meet increasing demands for services and other priorities.

Continue to support the strategic plan for Alberta's oil sands which will help address growth pressures, provide assistance with developing and updating land-use and infrastructure plans, and support staff development and capacity to respond to increasing challenges.

Continue to help expand the pool of Albertans who are interested and qualified in the fields of municipal administration, planning, assessment and safety codes inspection, and to increase the capacity of current municipal staff to provide good administration and service delivery to the citizens of their municipalities.
- 2. Support for library services**

**Linkage: Goal 4**

Continue to support a strong province-wide public library service by encouraging collaboration to achieve benefits, and by maximizing service delivery through the effective use of technology. This includes working with the library community to improve access to library information, online resources and services, and build on the government's investment in SuperNet.
- 3. Ensure provincial funds provided to municipalities are used to meet agreed upon objectives**

**Linkage: Goal 1**

Implement an accountability framework to ensure provincial funds provided to municipalities are used to meet agreed upon objectives.

4. **Undertake a review of the *Safety Codes Act*** Consult with the Safety Codes Council and other partners on potential changes to the *Safety Codes Act*.

**Linkage: Goal 5**

5. **Enhance coordination of the province's emergency management system** The Alberta Emergency Management Agency will increase the level of awareness and coordination of all stakeholders in Alberta that have fire and emergency management roles and responsibilities.

**Linkage: Goal 6**

To ensure fully integrated and comprehensive responses can be provided for all emergency events in the province, the Alberta Emergency Management Agency will work to provide effective coordination of fire and emergency management resources across all jurisdictional and planning boundaries in Alberta. This will involve working with public, private and volunteer sector partners to achieve a variety of strategic emergency management objectives, including clearly defined roles and responsibilities, capacity building and enhanced training.

6. **Complete metropolitan plans for Calgary and Capital regions and promote regionalized collaboration and planning** Work with municipalities to complete metropolitan plans for the Calgary and Capital regions and promote regional collaboration and planning to support implementation of the *Land-use Framework*.

Work with municipalities, municipal associations and other stakeholders to develop guidelines and initiatives as required, to promote cooperation, collaboration and help resolve regionalized planning issues between neighboring municipalities.

**Linkage:  
Goals 1, 2 and 3**

Undertake a legislative review of the *Municipal Government Act* to address issues related to land-use planning and property assessment.

## CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

**Core Business One: Support the development and long-term sustainability of municipalities and their communities**

### GOAL ONE **1** A responsive, collaborative, accountable and well-managed local government sector which is sustainable

#### What it means

Through partnerships, cooperation, funding and an appropriate legislative framework, the Ministry encourages the development of efficient, sustainable and responsive local governments. Local governments are responsible and accountable to their communities and citizens to provide the necessary infrastructure and services. The Ministry helps them do this by providing financial support, advice and services. The Ministry also helps to ensure that provincial funding provided to local governments is used to achieve government-wide objectives.

## Strategies

- 1.1 Provide financial support, deliver support services and work with other ministries and municipalities to improve long-term municipal sustainability, particularly through the implementation of the Municipal Sustainability Initiative, a significant long-term funding program.
- 1.2 Implement an accountability framework to help ensure provincial funds provided to municipalities are used to meet agreed upon objectives. Review existing municipal grant programs for opportunities to better align programs.
- 1.3 Develop a municipal strategy for Alberta to improve the long-term viability of municipalities across the province.
- 1.4 Build municipal capacity by providing advisory services, training opportunities and enhanced financial management support to municipalities.
- 1.5 Work with municipalities to complete metropolitan plans for the Calgary and Capital regions and promote regional collaboration and planning to support implementation of the *Land-use Framework*.
- 1.6 Facilitate a legislative framework that enables municipalities to operate successfully and meet the local needs of Albertans by monitoring provincial legislation and regulations related to municipalities and making recommendations on changes to the *Municipal Government Act* in the areas of land-use planning and property assessment.
- 1.7 Plan for a staged review of the *Municipal Government Act* commencing in 2010.
- 1.8 Provide support to the strategic plan for Alberta's oil sands.
- 1.9 Provide management and administrative services for the Special Areas and six improvement districts.
- 1.10 Support municipalities in their efforts to promote safer communities and reduce the negative effects of climate change.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a Albertans' satisfaction with their local governments – percentage satisfied	73%	80%	80%	80%
1.b Percentage of municipalities meeting Ministry's criteria of financial accountability as established in the <i>Municipal Government Act</i>	98%	98%	98%	98%

### Performance Measure Under Development:

A performance measure relating to the accountability framework referred to in strategy 1.2 will be developed once the accountability framework has been established.

## 2

## A well-managed, fair and efficient assessment and property tax system in which stakeholders have confidence

### What it means

The Ministry promotes a fair, reliable and transparent system of generating local and provincial revenue through taxation of property. The key result is an assessment and property tax system that is accurate, understandable, predictable and timely.

### Strategies

- 2.1 Promote an assessment and property tax system that is accurate, predictable, fair and transparent by providing advice, by updating and maintaining assessment legislation, regulations and publications, and by conducting a comprehensive assessment audit program.
- 2.2 Contribute to an effective and efficient system for assessment and taxation by providing timely, accurate, and consistent assessments for all linear property and by preparing equitable education requisitions for all municipalities.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a Percentage of municipal assessment rolls that meet provincial standards for procedures, uniformity and equity	95%	98%	98%	98%

## 3

## Municipal Government Board administers appeals and issues timely and impartial decisions of high quality

### What it means

The Municipal Government Board provides an effective and responsive independent, quasi-judicial adjudication appeal system that is seen as being fair and impartial by all parties to a complaint or appeal. The key results are timely processing of appeals filed with the Board and high-quality and independent processes, decisions and solutions on matters as specified in the *Municipal Government Act*.

### Strategies

- 3.1 Deliver an effective and efficient appeal system that provides high-quality and independent processes, decisions and solutions.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Percentage of parties who appear before the Municipal Government Board who are satisfied or neutral regarding the Board's services and processes	84%	80%	80%	80%

### Note:

Considering the environment of board hearings, in which 50 per cent of parties may receive an unfavourable decision, the Board will strive to attain the 80 per cent target.



## 4

## A province-wide public library network that provides access to quality information resources and other library services

### What it means

The Ministry supports public library services by providing the legislative and policy framework to implement services throughout the province. The Ministry also provides advice, training, consultation services and financial support to the library boards that deliver services at the local and regional levels.

### Strategies

- 4.1 Provide financial support, policy and planning advice, training, and consultation to the Alberta Public Library Electronic Network, to facilitate access to quality public library information resources and services available physically and electronically.
- 4.2 Support a strong province-wide public library service, encourage collaboration to achieve benefits, and maximize service delivery through the effective use of technology.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a Usage of public library services by adult Albertans	50%	53%	54%	55%

## Core Business Two: Coordinate and encourage the safety system to support the development and maintenance of safe communities

## 5

## A comprehensive system of safety codes and standards that provides an appropriate level of public safety

### What it means

Municipal Affairs and its partners deliver effective community-focused public safety programs and services that give Albertans confidence that homes, buildings and facilities incorporate fire protection, electrical, plumbing, gas, elevator, amusement ride, ski lift, pressure vessels/boiler, and private sewage systems that are constructed and maintained to appropriate safety standards and are also responsive to accessibility, resource conservation and environmental trends.

### Strategies

- 5.1 Develop and implement changes to provincial codes and standards as emerging trends related to health, safety, conservation and environmental issues are identified.
- 5.2 Carry out a review in consultation with the Safety Codes Council and other partners on potential changes to the *Safety Codes Act*.
- 5.3 In partnership with the Safety Codes Council and in collaboration with other government ministries, municipalities, industry, and codes and standards writing organizations, maintain a framework of codes, standards and guidelines that meet the needs of Albertans and are harmonized with national and international models.

- 5.4 Address safety system issues arising from agreements to facilitate trade, investment and labour mobility across provincial borders.
- 5.5 Address public safety, land-use planning and water and environmental protection issues associated with private sewage disposal systems.
- 5.6 Help municipalities and delegated organizations deliver effective community-focused safety services by providing them with performance monitoring and coaching assistance, and support the Safety Codes Council's enhancement of electronic business tools.
- 5.7 Assist municipalities and other eligible site owners with cleaning up current or former gas station sites contaminated by leaking underground petroleum storage tanks, to maintain or return land to productive use while enhancing protection of health, safety and environment within communities.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
5.a The percentage of assessed accredited municipal entities, corporations, agencies, and delegated administrative organizations administering the <i>Safety Codes Act</i> that achieve a satisfactory rating	95%	98%	98%	98%
5.b Tank Site Remediation Program – cumulative number of sites remediated	754	760	800	850

**Core Business Three: Lead a high performance provincial fire and emergency management system**

**GOAL SIX** **6 A province-wide fire and emergency management system that protects the people of Alberta, their property, the environment and the economy from the effects of emergency events**

**What it means**

The Alberta Emergency Management Agency, in collaboration with emergency management partners that include Government of Alberta departments and agencies; municipalities and public, private, and volunteer fire and emergency response organizations; the federal government; First Nations; and industry, coordinates programs and initiatives that collectively prevent, prepare for, and reduce the impact of emergency events in Alberta. The Agency provides assurance to Albertans that their communities are supported by the Government of Alberta before, during and after emergency events.

**Strategies**

- 6.1 Prevent hazards from becoming emergencies through risk-based planning policies and community planning, and by strengthening community awareness and preparedness.
- 6.2 Support the development and long-term sustainability of fire and emergency management capabilities in Alberta's communities, industries, and government by providing support for regional fire and emergency management initiatives, modernizing the policies for provincial

training grants, moving forward with legislation to provide liability protection to municipalities for fire and emergency management and making it easier for local authorities to access required competencies and skills maintenance training that is necessary to ensure the safety of first responders.

- 6.3 Be ready to respond to assess situations and determine resource requirements, and coordinate the provincial response when required including the operation of the Agency Response Readiness Centre.
- 6.4 Provide guidance and direction in fire and emergency management, and provide information, advice and support to Alberta's communities, industries, and government through continued enhancement of the capabilities of the Agency Response Readiness Centre and the Emergency Management Decision Support Initiative.
- 6.5 Assist with community recovery and environmental remediation following emergency events through financial and other means of assistance to help Albertans and municipalities mitigate the impact of and recover from disasters including the development of a framework for the assessment and response to economic and social injuries in partnership with local business and counseling services.
- 6.6 Through the establishment of the Safety, Security and Environment Institute, conduct research, develop and promote best practices and national or international standards in fire, emergency management and other related disciplines, and ensure the knowledge is transferred through the development of training and education resources for the benefit and sustainability of our communities, industries, environment, and economy.
- 6.7 Focus on service to citizens by knowing and understanding the needs of the people we serve, demonstrating our commitment to quality by measuring our performance and continuously improving by enhancing our processes and methods for communicating and consulting with stakeholders and partners.
- 6.8 Move forward on the implementation of the approved recommendations from the High-Intensity Residential Fire Report.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
6.a Percentage of claims where a member of the damage assessment team arrives on-site within 30 days of a claim being received	100%	100%	100%	100%
6.b The level of preparedness as measured by the percentage of municipalities that have conducted an emergency management exercise in the last four years	90%	92%	93%	94%
6.c Fire deaths per 100,000 population (10-year moving average)	1.06	Less than or equal to 08-09 Actual	Less than or equal to 09-10 Actual	Less than or equal to 10-11 Actual

## 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			
Support the development and long-term sustainability of municipalities and their communities	440,729	653,497	653,297	557,606	1,355,684	1,442,902
Coordinate and encourage the safety system to support the development and maintenance of safe communities	16,447	20,457	17,955	17,551	12,664	12,664
Lead a high performance provincial fire and emergency management system	49,481	17,384	46,921	16,823	17,060	16,965
<b>MINISTRY EXPENSE</b>	<b>506,657</b>	<b>691,338</b>	<b>718,173</b>	<b>591,980</b>	<b>1,385,408</b>	<b>1,472,531</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	26,000	26,000	26,000	26,000	26,000	26,000
Transfers from Government of Canada	13,290	-	3,000	-	-	-
Premiums, Fees and Licences	511	406	519	458	458	459
Net Income from Commercial Operations	666	(1,039)	(847)	(1,211)	(217)	(608)
Other Revenue	5,096	2,072	2,456	2,118	2,234	2,357
<b>MINISTRY REVENUE</b>	<b>45,563</b>	<b>27,439</b>	<b>31,128</b>	<b>27,365</b>	<b>28,475</b>	<b>28,208</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	10,673	13,355	13,347	13,017	13,305	13,305
Local Government Services	405,613	619,009	618,814	513,943	1,312,030	1,399,248
Public Safety	13,781	17,262	14,762	14,435	9,481	9,481
Alberta Emergency Management Agency	47,527	15,042	44,580	14,540	14,726	14,631
Municipal Government Board	3,839	3,960	3,960	3,992	3,793	3,793
Library Services	24,586	22,510	22,510	31,853	31,873	31,873
Valuation Adjustments and Other Provisions	638	200	200	200	200	200
<b>MINISTRY EXPENSE</b>	<b>506,657</b>	<b>691,338</b>	<b>718,173</b>	<b>591,980</b>	<b>1,385,408</b>	<b>1,472,531</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(461,094)</b>	<b>(663,899)</b>	<b>(687,045)</b>	<b>(564,615)</b>	<b>(1,356,933)</b>	<b>(1,444,323)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Ministry Revenue	45,563	27,439	31,128	27,365	28,475	28,208
<i>Inter-ministry consolidation adjustments</i>	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
<b>Consolidated Revenue</b>	<b>19,563</b>	<b>1,439</b>	<b>5,128</b>	<b>1,365</b>	<b>2,475</b>	<b>2,208</b>
Ministry Expense	506,657	691,338	718,173	591,980	1,385,408	1,472,531
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>506,657</b>	<b>691,338</b>	<b>718,173</b>	<b>591,980</b>	<b>1,385,408</b>	<b>1,472,531</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(487,094)</b>	<b>(689,899)</b>	<b>(713,045)</b>	<b>(590,615)</b>	<b>(1,382,933)</b>	<b>(1,470,323)</b>

# Seniors and Community Supports

BUSINESS PLAN 2009-12

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## 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.

Mary Anne Jablonski, *Minister of Seniors and Community Supports*  
March 18, 2009

## THE MINISTRY

The Ministry consists of the Department of Seniors and Community Supports and the Persons with Developmental Disabilities (PDD) Community Boards.

The Department includes three divisions: Seniors Services, Disability Supports, and Community Support Programs and Strategic Planning. Corporate functions support department-wide operations. The Department provides administrative, planning and research support to the Seniors Advisory Council for Alberta and the Premier's Council on the Status of Persons with Disabilities.

The PDD Community Boards are agents of the Crown as established by the *Persons with Developmental Disabilities Community Governance Act*.

## VISION

*A vibrant province where all Albertans experience the best possible well-being and independence.*

## MISSION

Encourage and support the independence, well-being and inclusion of seniors and persons with disabilities through programs, services, information, monitoring and strategic planning.

## CORE BUSINESSES

### **Core Business 1: Provide targeted financial assistance**

Goal 1: Seniors in need have access to financial assistance to support independence

Goal 2: Albertans with a severe and permanent disability have access to financial assistance that enables them to become as independent as possible

### **Core Business 2: Plan, provide and coordinate supports and services for living in the community**

Goal 3: Seniors and persons with disabilities have appropriate supportive living options

Goal 4: The Ministry's health-related supports and services enhance independence and well-being

Goal 5: Seniors and persons with disabilities have access to supports and services that enable them to participate in community life

Goal 6: Safeguards for seniors and persons with disabilities are provided

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

### **Government of Alberta Goals:**

The Ministry of Seniors and Community Supports plays a key role in supporting *Government of Alberta Strategic Business Plan* Goal 5: *Albertans will be healthy* and Goal 6: *Albertans will be independent and our children will be well cared for*.

The Ministry supports Government of Alberta Goal 5: *Albertans will be healthy*, through provision of health-related supports and services for seniors and persons with disabilities. These include: optical and dental programs to assist low- and moderate-income seniors; provision of medical equipment through Alberta Aids to Daily Living; health-related supports within the Assured Income for the Severely Handicapped (AISH) program; accommodation standards for supportive living and long-term care facilities; and facilitating supportive living options that serve identified needs.

The Ministry supports Government of Alberta Goal 6: *Albertans will be independent and our children will be well cared for*, through monthly living allowances to AISH clients; delivery and support of programs enabling persons with disabilities to participate in community life; services, information and safeguards that enhance the safety and security of adult Albertans; financial supports for lower-income seniors through the Alberta Seniors Benefit and Special Needs Assistance for Seniors programs; and information on government programs and services for seniors.

### **Government of Alberta Priorities:**

The Ministry works with Health and Wellness to support the government priority to *increase access to quality health care and improve the efficiency and effectiveness of health care service delivery*. The Ministry also supports the Government of Alberta's priority to *promote strong and vibrant communities and reduce crime so Albertans feel safe*.

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

**An Aging Population Requires Effective Planning.** Over the next decade, the number of Albertans aged 65 and over is projected to grow by more than 40 per cent as the baby boom generation begins reaching its senior years. Research indicates that future seniors will have different needs and expectations than current seniors. The growing number of seniors, and their changing needs, will require government, communities, families and individuals to plan now for tomorrow's seniors. This is particularly important in light of changing economic conditions.

**New Technologies Increase Independence.** Advances in medical equipment and more effective drugs can significantly improve the quality of people's lives. New advances in medical equipment, such as power lifts, power beds, augmentative communication devices and prosthetics may assist Albertans to remain at home longer and enhance participation in the community. Government has the opportunity to develop flexible approaches that assist Albertans to access improved drugs or medical equipment to reduce or offset the need for more costly facility care.

**Coordination Essential in Supporting Individuals with Complex Needs.** The number of adults with disabilities who have difficulty coping due to multiple challenges is increasing. These challenges may include mental health issues combined with physical and/or medical issues that can result in difficulties in accessing appropriate housing and other support services. Clients who have complex needs may require extensive case management and coordination of services from multiple ministries and service providers. There is an opportunity for the Ministry to work with families, communities and other government partners to develop a range of coordinated supports and services to better assist individuals with complex needs.

**Global Economic Volatility.** While Alberta's economy is well-positioned to meet the challenges of the global economic slowdown, it is not immune from its effects. Recent declines in the market value of retirement savings and uncertainty about the pace of recovery may prompt mature workers to re-enter or remain in the workforce. At the same time, a changing labour market may reduce employment opportunities for mature workers and persons with disabilities. Responding to client needs in these changing circumstances is a challenge for the Ministry. The Ministry has the opportunity to reinforce the importance of financial and retirement planning and awareness and to deliver focused, integrated programs that meet the needs of Alberta's diverse and aging population.

**Community Participation Improves Quality of Life.** Accessing community-based supports allows individuals to live and participate in their communities where they may experience greater quality of life. Addressing barriers that affect the degree to which seniors and persons with disabilities can access accommodation, employment or volunteer and recreational opportunities is a challenge for the Ministry. Government and communities have a shared role in fostering participation. There is an opportunity for the Ministry to develop partnerships with stakeholders to increase opportunities for community participation.

**Expectations for Coordinated and Integrated Service Delivery.** Government has a wide array of programs and services that provide assistance to Albertans in areas such as income support, health-related supports, community-based programs and employment. Albertans increasingly expect government to streamline and coordinate government services and improve client access. Attracting and retaining skilled workers, particularly in the health and human services sectors, remains a challenge for the Ministry. The Ministry has the opportunity to take advantage of new technologies and collaborative approaches in working with government partners to enhance the coordination, effectiveness and integration of programs and services provided to the Ministry's clients.



# STRATEGIC PRIORITIES 2009-12

## BUILDING OUR QUALITY OF LIFE

- 1. Within the *Continuing Care Strategy*, improve the choice and availability of continuing care accommodations**

**Linkage:**  
**Goals 1, 3, 4, 5 and 6**

As part of government's *Continuing Care Strategy*, Seniors and Community Supports will build on previous capital grant programs to increase the availability of affordable supportive living options for seniors and persons with disabilities. To improve quality, the Ministry will focus on initiatives such as accreditation and review of existing accommodation standards. Public reporting of facilities' compliance with standards will assist Albertans in making informed choices about their continuing care accommodation options. In collaboration with Health and Wellness and other stakeholders, the Ministry will facilitate the development of appropriate continuing care accommodation options designed to help Albertans age in the right place.
- 2. Review programs and services for Albertans most in need to ensure they are citizen-centred, aligned and integrated**

**Linkage:**  
**Goals 2, 4 and 5**

Seniors and Community Supports will partner with Children and Youth Services, Employment and Immigration and Housing and Urban Affairs with the support of Service Alberta to move social-based assistance toward a citizen-centered, aligned and integrated approach. This process will take full advantage of innovative business processes and technologies, as well as opportunities to integrate and align policies, program design and delivery.

The Ministry will continue to work with government partners to make programs and services more effective, consistent and easy to navigate, while ensuring they continue to be available for Albertans in the future.

This includes enhancing service integration and alignment within the Ministry and across partnering ministries, enhancing integration and alignment in the provision of health-related supports and enhancing the consistency, effectiveness and sustainability of the Persons with Developmental Disabilities (PDD) Program.

## CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

**Core Business One: Provide targeted financial assistance**

**GOAL ONE** **1 Seniors in need have access to financial assistance to support independence**

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### What it means

Income is a major determinant of health and well-being. Low-income seniors have limited ability to respond to changes in the economy. Programs such as the Alberta Seniors Benefit and Special Needs Assistance for Seniors provide important income supplements to low-income seniors. Of the 380,000 Albertans aged 65 and older, approximately 36 per cent receive the Alberta Seniors Benefit, an income-based program that provides monthly cash payments to eligible lower-income seniors. In addition, the Special Needs Assistance for Seniors program provides a lump-sum cash

payment to eligible seniors who demonstrate they are experiencing difficulty in meeting one-time expenses. These income-based programs help seniors maintain their independence and continue as participating and contributing members of Alberta's vibrant communities. In addition, the Education Property Tax Assistance for Seniors program is available to assist senior homeowners with increases in the education tax portion of their property taxes.

## Strategies

- 1.1 Develop an Aging Population Policy Framework to guide government programs and services that support Alberta seniors, based on input gathered from Albertans through the Demographic Planning Commission.
- 1.2 Continue to review existing seniors programs and consider options to respond to seniors' changing needs.
- 1.3 Collaborate with partners to develop information products that provide Albertans with retirement preparedness information, including financial planning.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
1.a Difference between Alberta seniors' average total income and the national average for seniors' average total income	+17.6% (2006)	Exceed the national average		
1.b Assessment time in working days for Special Needs Assistance for Seniors program applications	10 days (2007-08)	9 days	9 days	9 days

### Performance Measure Under Development:

Proportion of Alberta seniors' incomes from government transfers versus other sources.

## GOAL TWO **2** Albertans with a severe and permanent disability have access to financial assistance that enables them to become as independent as possible

### What it means

Income is one of the major determinants of health, well-being and independence and some Albertans need access to financial assistance. Through the Assured Income for the Severely Handicapped (AISH) program, the Ministry provides a monthly living allowance to help clients meet their needs. Over 37,000 Albertans with severe disabilities receive assistance from the AISH program. The Ministry also provides personal benefits to deliver a wider range of supports that help address the unique needs of AISH clients. Approximately 80 per cent of AISH clients are eligible to apply for personal benefits, which assist with extra monthly or one-time expenses such as service dog costs, child care expenses or the transition to employment. Together with other non-financial supports such as the Persons with Developmental Disabilities (PDD) program, the Ministry helps persons with disabilities contribute to and participate in the community.

Participation in employment and volunteer activities helps persons with disabilities be included in the community and become more independent and self-reliant. The Ministry works with government and community partners to remove barriers and provide a range of supports and services that assist persons with disabilities pursue employment to the extent they are able.

## Strategies

- 2.1 Identify and implement improvements to financial assistance programs provided by the Ministry for persons with disabilities.
- 2.2 Work with government and community partners to implement strategies to support workforce participation for persons with disabilities.
- 2.3 Work with government partners to enhance service integration and alignment within the Ministry and across ministries to support clients in achieving independence and well-being.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a Percentage of AISH clients who agree that personal benefits help them live more independently than if they were unable to access these benefits	78%	82%	85%	85%

## Core Business Two: Plan, provide and coordinate supports and services for living in the community

### GOAL THREE **3** Seniors and persons with disabilities have appropriate supportive living options

#### What it means

The continuing care system is comprised of three streams: home living, supportive living and facility living (long-term care). Approximately 18,500 Albertans can be accommodated in supportive living settings, including lodges, designated assisted living units and other supportive living environments, such as group homes. In addition, approximately 14,500 people live in long-term care facilities, including auxiliary hospitals and nursing homes. The Ministry works with stakeholders to foster the development of supportive living options that are appropriate for changing needs and life stages, with the goal of assisting seniors and persons with disabilities to live as independently as possible.

The Ministry facilitates the development of affordable supportive living projects for seniors and persons with disabilities. To enhance safety and quality of accommodation, the Ministry is also responsible for monitoring and enforcing accommodation standards in supportive living settings and long-term care facilities. Seniors and Community Supports also assists Albertans in making informed supportive living and long-term care choices by publicly reporting the degree to which individual supportive living facilities comply with accommodation standards. The Ministry works in collaboration with Health and Wellness to plan for Albertans' future supportive living needs.

#### Strategies

- 3.1 Allocate approved capital funding to increase the availability of sustainable and affordable supportive living options.
- 3.2 Enhance the quality of accommodation in supportive living and long-term care facilities through mechanisms such as monitoring and accreditation.

- 3.3 Improve choice in the continuing care system through initiatives such as expanding public reporting to include information on long-term care settings.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Number of affordable supportive living units for aging in place developed with support from provincial funding	793	450	400	375

**Performance Measure Under Development:**

Quality of accommodation services provided in supportive living and long-term care facilities, as indicated by the percentage of facilities reviewed that meet or exceed provincial standards.

## GOAL FOUR **4** The Ministry's health-related supports and services enhance independence and well-being

**What it means**

Health-related supports and services enhance well-being by enabling Ministry clients to maintain their independence in their homes and communities. These supports can also help clients to achieve and maintain employment.

The health-related supports provided by the Ministry help Albertans of all ages who have a long-term disability, chronic illness or terminal illness maintain their independence. The Alberta Aids to Daily Living (AADL) program provides hearing and communication devices, medical/surgical supplies, mobility equipment, prosthetics and orthotics and respiratory equipment. Grants for home modifications are also provided to low-income wheelchair users through AADL. AISH clients receive health-related assistance, including prescription drugs, eye and dental care, emergency ambulance services, essential diabetic supplies and health-related personal benefits such as a supplement for clients who require a special diet.

To promote the well-being of Alberta seniors, the Ministry provides assistance to low- and moderate-income seniors with the cost of eyeglasses and dental treatment through the Seniors Optical and Dental Assistance programs.

**Strategies**

- 4.1 Review and refine the health-related supports provided to seniors and persons with disabilities.
- 4.2 Work with government partners to enhance integration and alignment in the provision of health-related supports within the Ministry and across ministries.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a Percentage of AADL clients who agreed that AADL helped them be more independent in their homes or residences	90%	90%	n/a*	90%

\* Survey conducted every two years.

## Seniors and persons with disabilities have access to supports and services that enable them to participate in community life

### What it means

Participating in the community means being able to work, volunteer, take advantage of educational and recreational opportunities and engage in other chosen activities. Communities, families and other unpaid caregivers play a key role in creating accessible and supportive environments and in assisting seniors and persons with disabilities to live and participate in the community. The Ministry works with partners to create awareness of barriers and to identify strategies that enable seniors and persons with disabilities to participate in community life.

The Persons with Developmental Disabilities Community Boards work to strengthen and promote long-term connections between persons with developmental disabilities and their communities. Albertans with disabilities may also receive community support services through other programs such as the Alberta Brain Injury Initiative and the Fetal Alcohol Spectrum Disorder Initiative. The AISH program also provides clients with information and referrals to community programs.

The Ministry's clients, their families and service providers can access information through service coordinators in the community, the Seniors Information Line, Seniors Information Services Offices, publications and the Ministry's website. In addition, where possible, the Ministry provides information in alternate formats for persons with disabilities.

### Strategies

- 5.1 Implement improvements to the PDD program to clarify its mandate; increase consistency, efficiency and effectiveness; and ensure long-term sustainability.
- 5.2 Enhance the coordination of supports and services for persons with disabilities.
- 5.3 Work with government and community agencies to identify ways that communities can better support seniors and persons with disabilities.

Performance Measure	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
5.a Satisfaction of families/guardians of adults with developmental disabilities with PDD-funded services	83.4% (2006-07)	n/a*	87%	n/a*
5.b Percentage of people with brain injuries and/or other disabilities and their families/caregivers reporting they feel supported by the Alberta Brain Injury and Program Development for Persons with Disabilities (Gaps in Services) initiatives				
• Persons with brain injury and/or other disabilities	89% (2007-08)	91%	92%	93%
• Families/caregivers	86% (2007-08)	86%	87%	88%
5.c Satisfaction with the information services provided by the Seniors Information Line	89.6% (2007-08)	93%	93%	93%

\* Survey conducted every two years.

**What it means**

A safe and secure environment is necessary for well-being and quality of life. The Ministry plays an important role in addressing the safety and security needs of adults who may be vulnerable to abuse and neglect, while supporting the right of adult Albertans to direct their own lives. Through the *Protection for Persons in Care Act*, the Ministry investigates and responds to complaints of abuse of individuals receiving government-funded care services. Recommendations arising from investigations are aimed at improving the safety and well-being of Albertans. In addition, the Persons with Developmental Disabilities program has a protocol to address abuse of adults with developmental disabilities.

The Office of the Public Guardian (OPG) administers the *Dependent Adults Act* (DAA) and the *Personal Directives Act* (PDA), legislation that protects vulnerable adults when they are not able to make their own personal decisions. The OPG acts as guardian for dependent adults when needed and encourages dependent adults to contribute to their own personal decisions whenever possible. The OPG also provides information and support for private guardians, who are usually family members, to assist them in their role. The *Dependent Adults Act* is scheduled to be replaced by the *Adult Guardianship and Trusteeship Act* in the fall of 2009.

Elder abuse is a growing issue that affects both men and women from all income levels and cultural backgrounds. As the number of seniors increases, incidents of abuse are expected to rise. The Ministry works with other ministries, the Seniors Advisory Council for Alberta, other levels of government and community partners to assist seniors and raise awareness of elder abuse.

**Strategies**

- 6.1 Amend the *Protection for Persons in Care Act* to strengthen the government's role in protecting adult Albertans.
- 6.2 Work with Ministry partners to prevent and raise awareness of elder abuse.
- 6.3 Implement a new continuum of decision-making options that encourage adults with mental capacity limitations to participate in decisions and maintain their autonomy.
- 6.4 Deliver public education on guardianship, decision-making and personal directives.
- 6.5 Implement new processes for the OPG to investigate concerns about actions of agents, guardians, co-decision makers or trustees of incapable adults.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
6.a Percentage of persons involved in Protection for Persons in Care investigations satisfied with the investigation process	64%	65%	66%	70%
6.b Satisfaction with supports and decision-making services provided by the Office of the Public Guardian of:				
• Private Guardians	95%	90%	n/a*	90%
• Service providers	93%	90%	n/a*	90%
• Dependent adults	82%	85%	n/a*	85%

\* Survey conducted every two years.

## 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			
Provide targeted financial assistance	728,797	831,721	792,642	896,631	938,415	986,667
Plan, provide and coordinate supports and services for living in the community	1,004,513	1,087,579	1,073,658	1,077,672	1,105,538	1,126,826
<b>MINISTRY EXPENSE</b>	<b>1,733,310</b>	<b>1,919,300</b>	<b>1,866,300</b>	<b>1,974,303</b>	<b>2,043,953</b>	<b>2,113,493</b>

## 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			
<b>REVENUE</b>						
Transfers from Government of Canada	277,548	300,358	323,058	292,880	306,148	317,738
Investment Income	387	-	-	-	-	-
Premiums, Fees and Licences	1,206	1,000	1,000	1,000	1,000	1,000
Other Revenue	7,318	3,310	3,310	3,300	3,300	3,300
<b>MINISTRY REVENUE</b>	<b>286,459</b>	<b>304,668</b>	<b>327,368</b>	<b>297,180</b>	<b>310,448</b>	<b>322,038</b>
<b>EXPENSE</b>						
<b>Program</b>						
Assured Income for the Severely Handicapped	597,809	666,096	644,096	709,492	735,362	778,902
Support to Persons with Developmental Disabilities	540,732	570,575	570,575	603,856	617,566	632,366
Alberta Seniors Benefit	264,251	298,565	277,565	323,145	344,112	353,712
Seniors Dental and Optical Assistance	58,726	69,664	63,664	63,458	69,964	70,364
Special Needs Assistance for Seniors	24,689	27,026	23,026	23,962	23,985	23,985
School Property Tax Assistance	5,316	11,000	11,000	11,000	11,000	11,000
Seniors Lodge Assistance	30,968	32,120	32,120	34,420	36,820	37,820
Supportive Living and Long Term Care	3,865	5,950	5,950	5,810	5,060	5,060
Alberta Aids to Daily Living	104,426	103,034	103,034	109,982	110,023	110,023
Disability and Community Support Programs	16,069	21,321	21,321	19,971	20,725	20,925
Public Guardian Services	8,006	8,993	8,993	10,087	10,161	10,161
Ministry Support Services	7,919	9,164	9,164	8,925	8,980	8,980
Lodge Renovations and Repairs	-	15,600	15,600	-	-	-
Rural Affordable Supportive Living	21,289	2,000	2,000	-	-	-
Affordable Supportive Living Initiative	48,036	77,997	77,997	50,000	50,000	50,000
Valuation Adjustments and Other Provisions	1,209	195	195	195	195	195
<b>MINISTRY EXPENSE</b>	<b>1,733,310</b>	<b>1,919,300</b>	<b>1,866,300</b>	<b>1,974,303</b>	<b>2,043,953</b>	<b>2,113,493</b>
Gain (Loss) on Disposal of Capital Assets	(156)	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(1,447,007)</b>	<b>(1,614,632)</b>	<b>(1,538,932)</b>	<b>(1,677,123)</b>	<b>(1,733,505)</b>	<b>(1,791,455)</b>

## 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	286,459	304,668	327,368	297,180	310,448	322,038
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Revenue</b>	<b>286,459</b>	<b>304,668</b>	<b>327,368</b>	<b>297,180</b>	<b>310,448</b>	<b>322,038</b>
Ministry Expense	1,733,310	1,919,300	1,866,300	1,974,303	2,043,953	2,113,493
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>1,733,310</b>	<b>1,919,300</b>	<b>1,866,300</b>	<b>1,974,303</b>	<b>2,043,953</b>	<b>2,113,493</b>
Gain (Loss) on Disposal of Capital Assets	(156)	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(1,447,007)</b>	<b>(1,614,632)</b>	<b>(1,538,932)</b>	<b>(1,677,123)</b>	<b>(1,733,505)</b>	<b>(1,791,455)</b>



# Service Alberta

BUSINESS PLAN 2009-12

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## 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.

Heather Klimchuk, *Minister of Service Alberta*

March 18, 2009

## THE MINISTRY

The Ministry is comprised of the Department of Service Alberta and has no other budgetary reporting entities.

Service Alberta is committed to delivering high quality co-ordinated business, financial, information and technology services to government ministries as well as offering a diverse range of services that touch the daily lives of all Albertans. This integrated approach, based on a broad corporate view of the government as one enterprise, enables government to act seamlessly and facilitate easy access to programs and services for all citizens. The corporate approach to delivering services also presents many opportunities to enhance environmentally friendly business practices.

When Albertans register a car, buy a house, register a birth, use a video conference link to a training session in another city, start a business or look for information about the province's consumer protection legislation, they are accessing some of the many services, products and information offered by the Ministry.

Service Alberta has a unique role in providing integrated and shared services to support ministries across government. The Ministry demonstrates best practices and provides excellence in collaborative service delivery by facilitating effective ministry partnerships in areas such as business, financial, information and technology services as well as government vehicles. The Ministry also provides support and guidance to both government and private entities on access and privacy legislation and on information management.

## VISION

*One government, one enterprise and one employer driving innovation and excellence in service delivery.*

## MISSION

Service Alberta takes a citizen-centred approach to delivering services and information to the public, and a client-focused approach to delivering centralized corporate services to its partner ministries.

## OUR VALUES: THE VALUES OF THE ALBERTA PUBLIC SERVICE

<b>Respect</b>	We foster an environment in which each individual is valued and heard.
<b>Accountability</b>	We are responsible for our actions and for contributing to the effectiveness of the Alberta Public Service.
<b>Integrity</b>	We behave ethically and are open, honest and fair.
<b>Excellence</b>	We use innovation and continuous improvement to achieve excellence.

## 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.**

Service Alberta supports sustainable economic growth as an essential factor in maintaining and improving Albertans' overall quality of life. The Ministry sustains the momentum of Alberta's economy by:

- Facilitating over 18 million registry transactions for Albertans; and
- Promoting consumer confidence by reviewing and enforcing marketplace legislation to ensure it remains current and responsive.

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

The Ministry supports this Government of Alberta goal by:

- Establishing a single enterprise approach to information technology development and operations for the Government of Alberta.
- Adopting innovative approaches to serving Albertans in an accessible, timely and efficient manner through a variety of mechanisms.

**Goal 7: Alberta will be a safe place to live, work and raise families.**

Service Alberta works directly to achieve this goal by promoting the increased privacy and security of personal and other information entrusted to government.

**Government of Alberta Priorities**

Service Alberta provides support to the Government of Alberta priority to: *Provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

## **SIGNIFICANT OPPORTUNITIES AND CHALLENGES**

In preparing this business plan, the Ministry of Service Alberta considered the implications of a number of external and internal challenges and opportunities that could influence the Ministry's ability to implement strategies and to achieve its mission and goals. This business plan intends to address these challenges and build on the opportunities for success.

**Information as a Strategic Asset**

Information is a strategic, corporate asset that needs to be properly managed to be utilized to its fullest value. Technology can help to ensure that information is appropriately managed. In order to maximize the benefit from the information held by government a corporate approach to information and technology management must be adopted, including embracing common standards and best practices across government. This will allow citizens to gain further benefits through increased efficiency and effectiveness of service delivery and enhanced integrity and transparency of the information each ministry provides to Albertans.

**Citizen Expectations**

The Government of Alberta continues to face high expectations for increasingly efficient and effective ways of delivering programs and services. Service Alberta plays an important role in working with ministry partners in the development and delivery of initiatives that will help enhance service delivery and promote easy access to programs and services by Albertans.

**Shared Services through Partnerships**

There are opportunities to provide a range of corporate services to public sector organizations outside of the provincial government who also serve Albertans. Many public sector bodies have difficulties finding the resources to make the appropriate investments in shared services. A partnership model allows many organizations to work together to access best practice services that would otherwise be unattainable. The advantages of such an approach include allowing organizations to focus on their core activities, achieving economies of scale by investing in business systems for multiple clients, and having access to a pool of talented staff with experience and expertise in their specialized fields that surpasses those available to single organizations.

## STRATEGIC PRIORITIES 2009-12

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

### CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Single enterprise approach to information technology**

**Linkage:**  
**Goals 1, 3, 4 and 5**

Service Alberta will continue to implement a single enterprise approach to information technology development and operations for the Government of Alberta. This priority will assist government in taking a strategic, enterprise-wide approach to managing information assets and information technology, thereby increasing the efficiency and effectiveness of service delivery to Albertans. Enhanced integrity and transparency of the information each ministry provides to Albertans is a key outcome of this priority.
- 2. Improve service delivery to Albertans**

**Linkage:**  
**Goals 1, 2 and 5**

The Ministry will improve service delivery, whether in person, by phone or through the Internet, to Albertans by creating innovative approaches, while maintaining information security and integrity. Ministry partners will continue to be engaged in order to obtain advice and continuously improve the quality and range of services provided. Electronic business initiatives will make it easier for Albertans to access government. This priority will result in simplified and standardized electronic business processes, and a single point of access to government for customers, vendors, partners, citizens and employees.
- 3. Strengthen information technology security systems**

**Linkage:**  
**Goals 1, 3, 4 and 5**

Service Alberta will lead the effort to strengthen information technology security systems to enhance the security and integrity of government information and information technology. Information is a valuable asset that needs to be properly managed and protected. With the ever increasing amount of information stored and managed electronically, there is a growing need to ensure that the information held by government, as well as the technology systems and infrastructure supporting the management of information, are safeguarded from unauthorized use, disclosure or destruction.

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Businesses

- 1. Services to Albertans:** Registry and consumer services provided to Albertans include registering a car, house or starting a business, freedom of information and privacy, and consumer protection.
- 2. Services to Government:** Corporate and shared services provided to government ministries in a standardized, efficient and effective manner.

## Core Business One: Services to Albertans

### GOAL ONE **1** Convenient and efficient services

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#### What it means

Service Alberta enables Albertans to access government information and services in a manner of their choice, based on respect and timeliness. Whether the service occurs through the Service Alberta call-centre, a government office, online or through a registry agent, the objective is to provide Albertans with accessible, integrated and quality services from the Government of Alberta. Continuing to develop a citizen focussed government will allow Albertans to easily find and access the information and services they need.

#### Strategies

- 1.1 Improve service delivery, whether in person, by phone or through the Internet to Albertans by creating innovative approaches, while maintaining information security and integrity.
- 1.2 Undertake initiatives to validate and secure information held within the Ministry's registries.
- 1.3 Enhance compliance and accountability mechanisms that promote excellence in registry agent service delivery (e.g., Registry Agent Accountability Framework).
- 1.4 Leverage cross-ministry collaborative initiatives to identify and advance opportunities that further develop streamlined service delivery using enhanced and engineered technology to augment program functionality (e.g., common case management technology).
- 1.5 Lead the implementation of BizPal, a fully-integrated website service for entrepreneurs to easily identify the required business permits and licences from all three levels of government in Alberta municipalities, and establish a mechanism for ongoing collaboration in citizen service transformation across the multiple levels of government.
- 1.6 Investigate innovative initiatives to support and improve land titles service delivery.
- 1.7 Revamp vital statistics regulations and forms to maintain consistency with related legislation and other jurisdictions.
- 1.8 Participate in a variety of cross-jurisdictional and inter-ministry initiatives to improve convenience and efficiency of government services.
- 1.9 Collaborate with other ministries to develop a business and service delivery model that will position Service Alberta to deliver more services on behalf of government.

- 1.10 Enhance the co-ordination and delivery of service channels to ensure Alberta has the best service delivery model to benefit citizens and government. Work with ministries to enhance service content and functionality through the Internet and the services offered through the Service Alberta call centre.
- 1.11 Improve access to Alberta's legislation through services provided to the public and legal professionals by the Queen's Printer.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a Percentage of clients surveyed who are "satisfied overall" with the quality of service received through:				
• Ministry Contact Centre (registry-related)	76%	80%	80%	80%
• Registry Agents	87%	85%	85%	85%
1.b Percentage of clients surveyed who are "satisfied overall" with services provided by the Land Titles Registry	75%	80%	80%	80%
1.c Comparison of Alberta's fees to other jurisdictions to:				
• Renew registration on a Dodge Caravan	27% below			
• Renew a driver's licence	33% below			
• Register a house with a mortgage <sup>1</sup>	83% below		Maintain fees below national average	
• Collection agency licence	33% below			
• Direct selling licence	19% below			
1.d Percentage of Albertans who are satisfied with access to Government of Alberta services and information	65%	80%	80%	80%
1.e Percentage of Albertans who are satisfied with the timeliness of Government of Alberta services and information	63%	80%	80%	80%

**Note:**

- 1 Data is taken from the Canadian Conference of Land Titles Officials annual study of registration costs associated with purchasing a \$150,000 house with a \$140,000 mortgage across all Canadian jurisdictions.

## GOAL TWO **2** Informed consumers and businesses and a high standard of marketplace conduct

### What it means

The Ministry's strong legislation, consumer contact centre, enforcement activities and comprehensive business licensing requirements contribute to a prosperous economy where consumers and businesses can be confident they are conducting business transactions in a fair environment. Albertans are informed of their rights and obligations and empowered to help themselves through marketplace awareness initiatives targeted to both buyers and sellers.

## Strategies

- 2.1 Modernize consumer legislation to address marketplace issues in the home inspection industry, payday lenders, timeshares/travel clubs, employment agencies, life leases and the household moving industry.
- 2.2 Capitalize on international, national, provincial and delegated regulatory authority partnerships to undertake co-operative enforcement and policy development, and to enhance awareness of consumer protection initiatives.
- 2.3 Implement a revitalized consumer awareness and education program that promotes ethical business practices and enables consumers to make informed and responsible decisions.
- 2.4 Expand the Residential Tenancy Dispute Resolution Service which is an alternative dispute resolution service that handles landlord and tenant disputes without resorting to the courts.
- 2.5 Implement a renewed scope, mandate, structure, and governance model for the Office of the Utilities Consumer Advocate, by exploring alignment and collaboration with other consumer protection initiatives and organizations both within and outside Service Alberta.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a Percentage of Ministry Contact Centre clients surveyed (consumer-related) who are "satisfied overall" with the quality of service received	78%	80%	80%	80%
2.b Percentage of clients surveyed who are likely to recommend field investigative services to a friend	83%	85%	85%	85%
2.c Percentage of clients surveyed who are satisfied with the quality of tipsheet information	75%	80%	80%	80%

## Core Business Two: Services to Government

### GOAL THREE **3** Improve the ability of ministries to deliver government programs and services

#### What it means

Service Alberta plays a leading role in cross-government technology initiatives. The Ministry provides and maintains the required information and communications technology infrastructure for government, ensuring that the government provides seamless, easily accessible and secure programs and services to Albertans. Service Alberta works collaboratively with other ministries across government to streamline processes with the aim of finding better ways to serve the public.

#### Strategies

- 3.1 Work with other ministries to continue Alberta SuperNet progress by enabling high-speed broadband availability to schools, healthcare facilities, libraries, government facilities and Albertans regardless of their location in the province.

- 3.2 Provide additional capacity within the existing data centres to meet immediate and short term business requirements. Formulate a long-term data centre strategy to meet evolving business requirements of the government as the existing data centres near the end of their life.
- 3.3 Work with ministries to implement various initiatives under the Information Management and Technology Strategy to enable a corporate approach to information and technology management and streamline the access to programs and services by Albertans.
- 3.4 Continue to implement the Information and Communications Technology Service Coordination Initiative's plan that is driving towards a common Government of Alberta approach in the delivery of shared information and communications technology infrastructure services.
- 3.5 Take a leadership role in the harmonization of standards and practices among federal, provincial, territorial, state and municipal governments, including work concerning the Trade, Investment and Labour Mobility Agreement, driver and vehicle licensing standards and consumer protection activity.
- 3.6 Work with Solicitor General and Public Security in the design, construction and implementation of the Alberta First Responder Radio Communication System network.
- 3.7 Work with ministries through the establishment of an Enterprise Information Security Office to ensure a corporate approach to government information technology security and strengthen security controls and monitoring across the Government of Alberta.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Number of organizations that use Alberta SuperNet for Internet Protocol Video-conferencing <sup>1</sup>	128	145	155	165
3.b Number of adoptions by ministries of service bundles established by the Information and Communications Technology Service Coordination Initiative <sup>2</sup>	0	15	20	25

**Notes:**

- 1 Organizations refer to Government of Alberta ministries, learning jurisdictions, health authorities and library associations. Internet protocol video-conferencing enables video-conferencing using internet standards.
- 2 Each time that a ministry adopts a service bundle it counts as one adoption. Information and communications technology service coordination bundles include service desk, mainframe, utilities, and work site support bundles.



## Effective programs and services for information management, access to information and protection of privacy

### What it means

Service Alberta guides ministries in delivering their programs by providing a corporate framework for information and records management, and through access to information and protection of privacy support, and regulatory evaluation. As a key activity, the Ministry ensures that access and privacy legislation is effective and that support is provided to Government of Alberta entities, local public bodies and private-sector organizations that administer the legislation. Much of the work towards this goal helps protect Albertans' privacy and ensure they have appropriate access to information.

### Strategies

- 4.1 Accelerate the implementation of a corporate approach to information management and technology guided by the Information Management and Technology Strategy.
- 4.2 Lead the effort to strengthen information technology security systems to enhance the security and integrity of government information and information technology.
- 4.3 Review existing legislation to determine if new legislation is required for the effective management of all information held across the Government of Alberta (e.g., electronic document management and workflow).
- 4.4 Address emerging issues in access to information and protection of privacy, and develop corporate approaches to protect the personal information of Albertans held by government.
- 4.5 Explore opportunities for further harmonization of access and privacy legislation across Canadian jurisdictions.
- 4.6 Establish consistent processes for data access and release of information from registries and enhance the oversight of account holders who search the Motor Vehicles registry.
- 4.7 Finalize the government response to the recommendations of the Select Special *Personal Information Protection Act* Review Committee, and propose future amendments to the *Personal Information Protection Act* as required.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a Percentage of <i>Freedom of Information and Protection of Privacy Act</i> requests completed by government public bodies within 60 days or less	95%	90%+	90%+	90%+
4.b Percentage of <i>Freedom of Information and Protection of Privacy Act</i> requests handled without complaint to the Information and Privacy Commissioner	96%	90%+	90%+	90%+

### What it means

Service Alberta is committed to providing high-quality, client-focused shared services to ministries across government in the areas of business, financial, information and technology services, human resource administration and government vehicles. Although the business of each ministry is different, the support functions are similar, making it possible to have one ministry provide these services across government. Service Alberta works closely with other ministries to implement best practices and to standardize services to ensure excellence in shared service delivery.

### Strategies

- 5.1 Develop a plan to leverage the combined buying power of the Government of Alberta and the broader public sector to achieve best value within a streamlined, standardized procurement process.
- 5.2 Examine and standardize the usage of electronic processing to improve efficiency, including how the government obtains low dollar value, high volume goods and services.
- 5.3 Enhance shared solutions for financial, human resources and procurement endeavours across government through the Alberta Government Integrated Management Information System (IMAGIS).
- 5.4 Develop a plan to optimize library services and records storage; explore a centralized location and new electronic opportunities to demonstrate innovation in service delivery.
- 5.5 Develop cross-government contracting standards, and implement a contracting framework to contract for supplies and services using standardized tools and best practices.
- 5.6 Refine, integrate and deliver shared services to other ministries and partners, and explore areas for standardizing processes to leverage efficiencies across government (e.g., unified corporate wireless strategy).
- 5.7 Develop an action plan for more environmentally friendly business practices in green IT, procurement and vehicle services.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
5.a Percentage of invoices paid electronically <sup>1</sup>	72%	80%	85%	90%
5.b Percentage of clients satisfied with services received from Service Alberta <sup>2</sup>	76%	77%	80%	80%

### Notes:

- 1 Electronically refers to invoices paid using Electronic Payment System, Exclaim, Procurement Cards and IMAGIS Recurring Vouchers.
- 2 Clients of Service Alberta include those receiving service from: Accounts Payable, Revenue, Pay and Benefits, Mail and Logistics, E-mail, Records Management, Library Service, Fleet Management and the Web Server Team.

## 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			
Services to Albertans	64,776	72,477	72,887	69,616	70,085	70,038
Services to Government	258,875	260,440	265,133	273,325	288,593	293,880
<b>MINISTRY EXPENSE</b>	<b>323,651</b>	<b>332,917</b>	<b>338,020</b>	<b>342,941</b>	<b>358,678</b>	<b>363,918</b>

## 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			
<b>REVENUE</b>						
<b>Premiums, Fees and Licences</b>						
Motor vehicle licences	360,653	365,021	378,686	365,900	362,250	368,410
Land titles	77,705	79,596	63,503	62,040	60,615	59,400
Other fees and licences	20,058	21,270	19,362	19,860	19,658	19,993
<b>Other Revenue</b>						
Utilities Consumer Advocate	5,131	6,966	6,966	6,295	6,295	6,295
Other miscellaneous revenue	42,512	39,697	45,300	46,642	48,079	48,419
<b>MINISTRY REVENUE</b>	<b>506,059</b>	<b>512,550</b>	<b>513,817</b>	<b>500,737</b>	<b>496,897</b>	<b>502,517</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	13,101	13,866	14,392	11,838	14,738	14,738
Services to Albertans	61,341	69,035	69,492	67,430	67,430	67,430
Services to Government	247,909	248,932	253,052	262,589	275,426	280,666
Statutory Programs and Valuation Adjustments	1,300	1,084	1,084	1,084	1,084	1,084
<b>MINISTRY EXPENSE</b>	<b>323,651</b>	<b>332,917</b>	<b>338,020</b>	<b>342,941</b>	<b>358,678</b>	<b>363,918</b>
Gain (Loss) on Disposal of Capital Assets	(259)	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>182,149</b>	<b>179,633</b>	<b>175,797</b>	<b>157,796</b>	<b>138,219</b>	<b>138,599</b>

## 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	506,059	512,550	513,817	500,737	496,897	502,517
<i>Inter-ministry consolidation adjustments</i>	(39,485)	(37,766)	(43,369)	(45,066)	(46,503)	(46,843)
<b>Consolidated Revenue</b>	<b>466,574</b>	<b>474,784</b>	<b>470,448</b>	<b>455,671</b>	<b>450,394</b>	<b>455,674</b>
Ministry Expense	323,651	332,917	338,020	342,941	358,678	363,918
<i>Inter-ministry consolidation adjustments</i>	(39,485)	(37,766)	(43,369)	(45,066)	(46,503)	(46,843)
<b>Consolidated Expense</b>	<b>284,166</b>	<b>295,151</b>	<b>294,651</b>	<b>297,875</b>	<b>312,175</b>	<b>317,075</b>
Gain (Loss) on Disposal of Capital Assets	(259)	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>182,149</b>	<b>179,633</b>	<b>175,797</b>	<b>157,796</b>	<b>138,219</b>	<b>138,599</b>

## CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
Services to Albertans	383	245	245	245	245	245
Services to Government	39,179	41,516	75,416	116,416	82,916	9,416
<b>MINISTRY CAPITAL INVESTMENT</b>	<b>39,562</b>	<b>41,761</b>	<b>75,661</b>	<b>116,661</b>	<b>83,161</b>	<b>9,661</b>

# Solicitor General and Public Security

BUSINESS PLAN 2009-12

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## 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.

Fred Lindsay, *Solicitor General and Minister of Public Security*  
March 18, 2009

## THE MINISTRY

The Ministry of Solicitor General and Public Security includes the Department of Solicitor General and Public Security, the Victims of Crime Fund, the Lottery Fund, and the Alberta Gaming and Liquor Commission as entities for budget reporting purposes, as well as the Law Enforcement Review Board, the Criminal Injuries Review Board, the Victims of Crime Programs Committee and the Racing Appeal Tribunal.

The Department of Solicitor General and Public Security is comprised of two operational divisions – Correctional Services and Public Security. The Corporate Services Division, Special Projects, Communications, Information Technology, Staff College and Human Resources Services provide support services to the Ministry.

The Alberta Gaming and Liquor Commission (AGLC) ensures that gaming and liquor activities are conducted effectively and with integrity, and in a socially responsible manner. It also endeavours to maximize the economic benefits of gaming and liquor activities in the province for the benefit of Albertans. The AGLC publishes its own business plan and annual report. They can be found on the AGLC website at [www.aglc.gov.ab.ca](http://www.aglc.gov.ab.ca).

The Law Enforcement Review Board is an independent, quasi-judicial body established under the *Police Act* that hears appeals from citizens who have filed a complaint regarding the actions of a police officer and who are not satisfied with the disposition of their complaint. The Criminal Injuries Review Board considers requests for reviews concerning decisions on applications for financial benefits under the *Victims of Crime Act*. The Victims of Crime Programs Committee makes recommendations on grant applications, with respect to programs and services that assist victims. The Racing Appeal Tribunal hears appeals arising from the rulings or directions of horse racing officials.

## VISION

*Albertans have safe and secure communities in which to live, work and raise their families.*

## MISSION

To work with stakeholders and partners to promote safe, secure communities through effective law enforcement, crime prevention, corrections and victim services and to ensure integrity, accountability and social responsibility in Alberta's gaming and liquor industries.

## VALUES

The Ministry is committed to, and guided by the Government of Alberta's values of respect, accountability, integrity, and excellence.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

### Government of Alberta Goals

**Goal 6: Albertans will be independent and our children will be well cared for.**

**Goal 7: Alberta will be a safe place to live, work and raise families.**

**Goal 8: Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources.**

### Solicitor General and Public Security Goals

**Goal 6:** Victims of crime receive assistance, information and support.

**Goal 1:** Leadership for effective and innovative law enforcement.

**Goal 2:** Crime prevention and safety programs support safe Alberta communities.

**Goal 3:** Officials and infrastructure in Alberta are safe and secure.

**Goal 4:** Secure and efficient custody and community supervision.

**Goal 5:** Offenders have the opportunity to access rehabilitative services and programs.

**Goal 7:** Alberta's liquor and gaming activities are conducted with integrity and in a socially responsible manner.

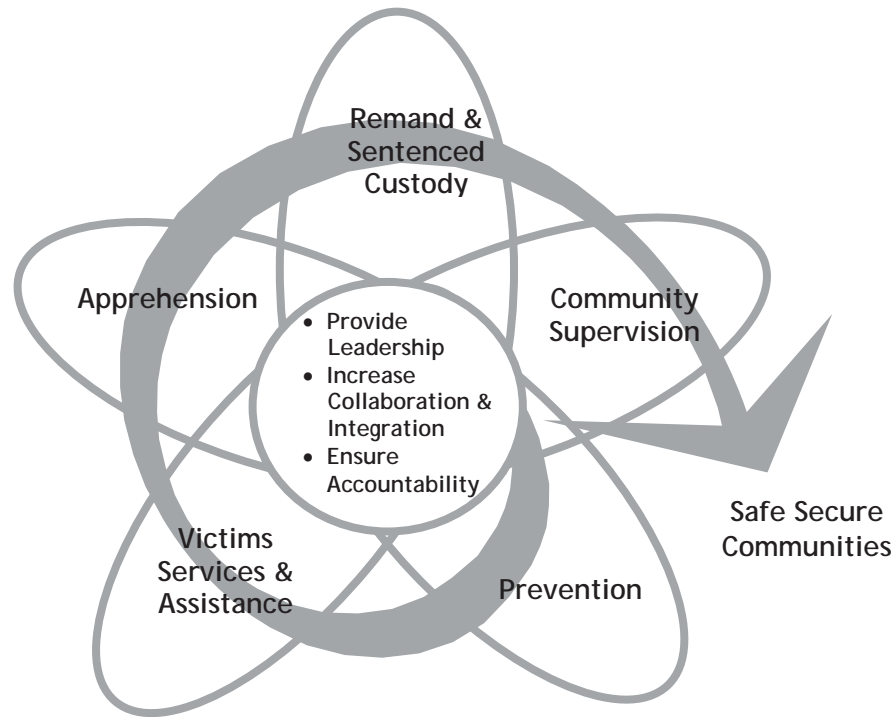
**Goal 7:** Alberta's liquor and gaming activities are conducted with integrity and in a socially responsible manner.

### Government of Alberta Priority:

Solicitor General and Public Security will work with Justice on the following Government priority:

- *Promote strong and vibrant communities and reduce crime so Albertans feel safe.*

## Solicitor General and Public Security Department Services Model



The Department delivers integrated services to achieve safe, secure communities by providing leadership, increasing collaboration and integration, and by ensuring accountability.

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Today's criminal activity is more complex and sophisticated than ever. The increasing use of technology and the globalization of crime have emerged two-fold, with drug trafficking, internet fraud and human trafficking emerging as routine crimes.

By recognizing the challenges we face, Solicitor General and Public Security is well positioned to take advantage of opportunities that will help us build strong communities.

### Crime Prevention

#### Challenge:

Preventing crime requires removing the conditions that lead to criminal activity. Achieving this requires sustained support and integration between the Ministry and law enforcement partners, other government ministries and the community. The Ministry of Solicitor General and Public Security will focus on consolidating crime prevention efforts throughout the province and target the factors which drive criminal activity.

#### Opportunity:

Crime prevention strategies are evolving in multiple ways; a coordinated approach to crime prevention involves public education, awareness and community social engagement with innovative crime prevention programs.

Crime prevention techniques and strategies must be focused at the community, provincial and inter-provincial levels. This multi-layered approach targets the fight against crime not only here in Alberta, but on a broader national and

international scale while addressing global issues related to its interconnectivity. Within the Ministry there will be a greater focus on combining community crime prevention strategies within the Corrections and Sheriff's programs to address the root causes of crime.

## **Law Enforcement**

### **Challenge:**

Law enforcement agencies across Alberta continue to be heavily impacted by the cumulative effect on the community of shifting demographics, social disorder related to transient populations, homelessness and mental health issues. Additional challenges that aid criminal activity include the disruptive effects of evolving communications technology and increased mobility of criminal gangs fuelled by a growing drug trade. New types of cross-jurisdictional crime that demand law enforcement attention continue to emerge, including identity theft and Internet child exploitation.

Law enforcement labour shortages are expected to increase due to a surge in retirements. Further complicating this situation are recruitment and retention issues stemming from increased lateral mobility between law enforcement agencies, enhanced skill-set requirements, and the rising demand for the number of personnel required for law enforcement programs.

It is necessary for law enforcement agencies to identify and implement innovative and cost effective solutions to these problems. They are expected to do so amidst growing public demand for heightened accountability and professionalism, and the stringent requirements of an increasingly complex judicial system.

### **Opportunity:**

Ensuring a high level of law enforcement service throughout the province requires innovative approaches involving collaborative agreements and partnerships with other ministries, various law enforcement agencies, and the community at large.

The Recruiting Alberta Police strategy is one example of a longer term partnership that will benefit all Alberta police services by redefining how police services attract to and retain people in a career in law enforcement.

Other areas of growth are investment in information technology, integrated and coordinated delivery of specialized investigative services, incorporation of provincial training standards and police oversight.

## **Corrections**

### **Challenge:**

Inmate populations at provincial correctional centres have increased by approximately 60 per cent since 2000-01, primarily driven by the rising remand population. Recent Criminal Code amendments and increased enforcement have impacted inmate population pressures throughout the province. Other changes to federal legislation that have been implemented or are planned will also increase Alberta's adult custody population which is projected to rise another 22 per cent by 2011. Supervision of remanded persons is more staff intensive due to unresolved acute addictions, mental health concerns, family conflict and gang related issues, as well as the anxiety related to the outcome of the charges against them.

### **Opportunity:**

To address current and future population pressures, the Ministry will continue to implement the recommendations from the Blueprint for the Future of Corrections. The recommendations focus on areas such as: evidence-based correctional practices, offender risk and needs assessment tools, enhancing the current community supervision model, and renewing the offender management information systems to better support and enhance information sharing with other law enforcement agencies. Construction has also started on the new Edmonton Remand Centre that is expected to open in late 2011.



To ensure inmate programming, discipline and management are consistent with best practices, the Ministry will provide additional training for correctional peace officers.

Alberta is also participating in a national Changing Face of Corrections study to determine how the correctional population has changed and how these changes are affecting correctional services across Canada. Considering trends and other relevant information such as best practices and approaches from other jurisdictions, this study is expected to make recommendations on how provinces/territories and the federal government can work collaboratively on areas such as program delivery and infrastructure planning.

## **Victims**

### **Challenge:**

There are growing demands to provide consistent, timely and relevant services to victims regardless of their circumstances. Alberta has the third highest immigrant population in Canada (16.2 per cent) and has several isolated communities with few resources available. Program planning and delivery must take into consideration victims who face geographical, social, cultural and linguistic barriers.

### **Opportunity:**

Initiatives are being developed to address gaps in services and accessibility. These include increasing public awareness of services available, supporting programs that meet the needs of culturally and linguistically diverse Albertans and increasing the capacity to provide resources to underserved communities.

## **Aboriginal Justice**

### **Challenge:**

The challenges facing Alberta's Aboriginal peoples cut across all of the Ministry's core businesses of law enforcement, crime prevention, victims, corrections, gaming and liquor. The critical importance of engaging Aboriginal communities to build capacity for safety and security is evident with their rapidly expanding populations, high risk of victimization, and over-representation in the criminal justice system.

### **Opportunity:**

Opportunities to meet the needs of Aboriginal people in Alberta are greatest in rural and isolated communities, where delivery of and access to preventative services and programs are the most tenuous. Meeting these needs will create openings for integrating services and enhancing community involvement. Ultimately, rural and isolated communities could strengthen each other through sharing and collaborating with their neighbours on best practices.

## **Alberta Gaming & Liquor Commission**

### **Challenge:**

Alberta is currently experiencing an economic downturn which may impact the province's gaming and liquor industries. Given the new economic climate, Albertans may be less willing to spend their disposable income purchasing liquor or participating in gaming activities.

### **Opportunity:**

The Ministry's commitment to social responsibility will continue. The responsible service and consumption of liquor products will be promoted through programs like ProTect Security Staff training and the ProServe program for staff working in licensed premises. The Ministry will continue to promote the safety of patrons in and around licensed premises by working with partners to implement initiatives like the Alberta Alcohol Strategy. For gaming, the current charitable gaming model will be reviewed to ensure it is working effectively. Initiatives that encourage responsible gambling will be developed and implemented in conjunction with partners. Current responsible gambling initiatives, like the Voluntary Self Exclusion Program and Responsible Gambling Information Centres, will continue to be offered.

## STRATEGIC PRIORITIES 2009-12

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry and will have significant impact on the Ministry's Core Businesses.

### BUILDING OUR QUALITY OF LIFE

- 1. Law Enforcement Framework**

**Linkage:**  
**Goals 1, 2, 3, 4 and 5**

Develop a law enforcement framework to more effectively and efficiently coordinate enforcement activities. The framework will address the dimensions of service delivery, governance and funding. Work with stakeholders to implement innovative technology approaches to improve intelligence sharing across programs, linking of first responder radio systems, increased information sharing through the Alberta Police Integrated Information Initiative and the establishment of a Police and Peace Officer Training Centre. Improve civilian oversight and governance to ensure police and peace officer accountability and to increase public confidence in the criminal justice system.
- 2. Additional police officers**

**Linkage:**  
**Goals 1 and 2**

Continue to increase the number of police officers in the province to reach the 2008-11 target of 300 additional police officers. Discuss options for achieving this priority with the various policing agencies in the province.
- 3. Reduce crime and support safe communities**

**Linkages:**  
**Goals 1, 2, 3, 4, 5 and 7**

Work with partners, stakeholders and communities through the Safe Communities Secretariat to implement recommendations from the Crime Reduction and Safe Communities Task Force Report. This work will help to achieve a future in which Albertans will experience less crime, feel less fearful of crime and make their communities safer places to live and work. The Ministry will focus on enforcement and prevention by addressing the serious problem of repeat offenders, gang activity and related violence, properties used for organized crime through the Safer Communities and Neighbourhoods Investigative Units, and by enhancing enforcement of the *Gaming and Liquor Act*.
- 4. Alberta Gang Crime Suppression Initiative**

**Linkage:**  
**Goals 1, 2 and 4**

Implement a gang crime suppression initiative to dismantle and disrupt organized crime activity. Work in collaboration with multiple government ministries and stakeholders to develop a comprehensive strategy for reducing gang-related crime and violence in Alberta, as well as reducing the influence of gangs within our communities through prevention, intervention, awareness and enforcement strategies.
- 5. Crime prevention**

**Linkage:**  
**Goal 1, 2, 3, 4, 5 and 6**

Strengthen the work with non-profit associations in urban and rural communities to promote grassroots crime prevention initiatives. Target child and youth gender-based violence, substance abuse, crimes against seniors, hate bias crimes and property crimes with proven crime prevention strategies. Continue to assist policing partners and community stakeholders in the development and delivery of culturally relevant crime prevention initiatives and programs to address local crime concerns.

**6. Implement the Blueprint for the Future of Corrections**

**Linkage:**  
**Goals 4 and 5**

Continue the implementation of enhanced offender risk and needs assessment tools and support other risk reduction initiatives in community corrections. Implement leading practices for offender behaviour management and ensure that inmate programming, discipline and management are consistent with best practices. Explore opportunities to enhance recruitment, retention and training of employees. Continue to address current and projected population pressures in remand and correctional centres and work with justice partners to identify possible solutions to reduce adult custody populations without negatively impacting public safety. Use innovative technology to expand videoconferencing and offender electronic monitoring.

**7. Ensure victims of crime have a meaningful role in the criminal justice system**

**Linkage: Goal 6**

Assist victim service organizations and partners to provide a more meaningful role for victims in the criminal justice system. Identify opportunities to implement strategies for the provision of improved services for victims of crime in all Alberta communities. Work with community partners to enhance community resource capacity to respond to victims of crime.

**8. Ensure the province's liquor and gaming industries meet the expectations of Albertans**

**Linkage: Goal 7**

Work with stakeholders and partners to develop and implement initiatives aimed at reducing violence in and around licensed premises and to support a culture of moderation for alcohol consumption in Alberta. Explore all possible technology options regarding the delivery of gaming products while promoting gambling practices and programs that reduce the risk of problem gambling. Consider policy implications from research on the socio-economic impacts of gaming.

## **CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES**

### **Core Business One: Law enforcement and crime prevention**

# **1**

GOAL ONE **Leadership for effective and innovative law enforcement**

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#### **What it means**

The Ministry ensures adequate and effective policing in the province by providing provincial policing through the RCMP and municipal policing assistance grants to municipalities. Through collaboration, the province develops and monitors policing standards, advises and monitors civilian oversight bodies, establishes partnerships, coordinates province-wide policing and enforcement initiatives and works with other levels of government. The province also oversees peace officers and private security personnel, as well as supports police through the implementation of numerous Sheriffs programs.

## Strategies

- 1.1 Provide civilian oversight for all policing and other law enforcement activities across Alberta.
- 1.2 Ensure effective policing through the provision of the Provincial Police Service Agreement, Municipal Policing Assistance Grants and Aboriginal policing programs and maintain policing standards.
- 1.3 Lead the development and coordination of law enforcement partnerships to address gang activity, organized crime, illicit drugs and other critical criminal activity pressures.
- 1.4 Implement the Law Enforcement Framework to increase the efficiency and effectiveness of policing in Alberta.
- 1.5 Work with policing partners and stakeholders to introduce common technology and standards to facilitate information integration and interoperability across law enforcement agencies.
- 1.6 Support police activities in Alberta through complementary law enforcement services provided by Alberta Sheriffs.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a <b>Victimization Rate</b> The percentage of Albertans who have reported being a victim of crime in the past year <sup>1</sup>	23%	25%	25%	25%
1.b <b>Crime Rate: Property Crime</b> The rate (per 100,000 pop.) of property crime as reported by police <sup>2</sup>	4,259 (28.3% higher than national rate of 3,320)	No more than 25% higher than the national rate	No more than 22% higher than the national rate	No more than 19% higher than the national rate
1.c <b>Crime Rate: Violent Crime</b> The rate (per 100,000 pop.) of violent crime as reported by police <sup>2</sup>	1,104 (18.7% higher than national rate of 930)	No more than 16% higher than the national rate	No more than 13% higher than the national rate	No more than 10% higher than the national rate

### Sources:

- 1 Annual Public Opinion Survey
- 2 Crime Statistics in Canada, Canadian Centre for Justice Statistics

## GOAL TWO **2** Crime prevention and safety programs support safe Alberta communities

### What it means

To proactively address crime and public safety in the province, the Ministry works extensively to engage communities, various levels of government and other agencies in fostering locally effective crime prevention and community safety programs. In addition, there are a number of correctional services programs that support crime prevention initiatives.

### Strategies

- 2.1 Provide education, awareness, training and funding for community-based crime prevention.
- 2.2 Deliver traffic safety programs as part of the Alberta Traffic Safety Plan.

- 2.3 Develop partnerships with targeted government agencies, local communities and policing services to deliver crime prevention and restorative justice programs and other local crime reduction solutions.
- 2.4 Partner with the Safe Communities Secretariat to implement government accepted recommendations from the Crime Reduction and Safe Communities Task Force Report.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
<b>2.a Public Perception of Safety in the Home</b> The percentage of Albertans who feel “reasonably safe” to “very safe” in their home after dark <sup>1</sup>	93%		No lower than 90%	
<b>2.b Public Perception of Safety in the Neighbourhood</b> The percentage of Albertans who feel “reasonably safe” to “very safe” walking alone in their area after dark <sup>1</sup>	75%	82%	82%	82%

**Source:**

1 Annual Public Opinion Survey

## GOAL THREE **3** Officials and infrastructure in Alberta are safe and secure

**What it means**

The Ministry is responsible for security of elected officials, property and operations, including court and legislature security. It is also responsible for counter-terrorism, intelligence and crisis management planning in coordination with federal, provincial, municipal governments, industry partners and stakeholders.

**Strategies**

- 3.1 Provide protection services for elected and judicial officials, Alberta court houses, property and operations, and for the Energy Resources Conservation Board and the Alberta Utilities Commission.
- 3.2 Provide coordinated security information sharing mechanisms among private industry, government stakeholders, law enforcement and intelligence agency partners.
- 3.3 Administer the Alberta Counter-Terrorism Crisis Management Plan to ensure appropriate steps are taken in the event of an intentional act or threat.
- 3.4 Work with government entities to conduct security audits and to establish minimum security standards for government owned and leased buildings.
- 3.5 Assist industry in its crisis management planning and preparedness.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Satisfaction with services or information from the Alberta Security and Strategic Intelligence Support Team (ASSIST) <sup>1</sup>	82%	87%	87%	87%

**Source:**

1 Client Satisfaction Survey, Public Security Division

**Core Business Two: Custody, supervision and facilitation of rehabilitative opportunities for offenders**

GOAL FOUR **4** **Secure and efficient custody and community supervision**

**What it means**

The Ministry ensures young and adult offenders are effectively and efficiently supervised in the community, securely held in custody, and safely transported.

**Strategies**

- 4.1 Continue to develop and implement new, innovative and alternative approaches to manage offenders and address remand population pressures in the province.
- 4.2 Enhance the safety of the community through the effective enforcement of court orders and supervision of community and in-custody offenders.
- 4.3 Provide safe and secure transport of offenders.
- 4.4 Continue implementation of the corrections blueprint recommendations to guide the future of provincial corrections.
- 4.5 Improve public, staff and offender safety through the development of integrated offender management information systems.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a <b>Successful Completion of Temporary Absence Supervision</b> <ul style="list-style-type: none"> <li>• The percentage of offenders on temporary absence who do not incur a new criminal charge while under supervision<sup>1</sup></li> </ul>	99.9%		No lower than 99%	
4.b Number of escape incidents from secure custody (within a correctional facility) or during transport <sup>2</sup>	0	0	0	0

**Sources:**

- 1 Administrative data, Correctional Services Division
- 2 Administrative data, Correctional Services and Public Security Divisions

## 5

## Offenders have the opportunity to access rehabilitative services and programs

### What it means

While under ministry supervision (community and custody), offenders are offered the opportunity to participate in a variety of rehabilitative programs. While the onus for change rests with the individual, it is believed that the change process can be facilitated through providing offenders with assistance and opportunities that promote positive and productive behaviours.

### Strategies

- 5.1 Provide offenders access to a variety of rehabilitative services, health services, and specialized treatment, education and life skills training programs.
- 5.2 Review the results of the adult offender education gap analysis study and explore opportunities to expand education programs in adult remand and correctional centres.
- 5.3 In conjunction with Health and Wellness, expand addictions programming and mental health services in adult and young offender centres, including remand centres.
- 5.4 Continue to work towards transitioning the delivery of health services for offenders to Health and Wellness and Alberta Health Services.
- 5.5 Support the Alberta Children and Youth Initiative by ensuring that provincial supports for youth in transition are comprehensive, integrated and effective in meeting the needs of youth at risk.
- 5.6 Ensure training content for front line staff is current, reflects best practices and is aligned with Ministry priorities.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
5.a Percent of incarcerated offenders involved in work, education, treatment or life management programs <sup>1</sup>	90%		No lower than 85%	

### Source:

1 Administrative data, Correctional Services Division

## Core Business Three: Victims programs and services

## 6

## Victims of Crime receive assistance, information and support

### What it means

Through collaboration with stakeholders and other government ministries, the Ministry ensures that eligible victims of crime receive prompt financial benefits, assistance and support. The Ministry assists community groups and organizations in meeting the needs of victims of crime.

## Strategies

- 6.1 Provide prompt financial assistance to eligible victims through the Financial Benefits Program.
- 6.2 Provide funding through the Victims of Crime Fund Grant Program to eligible groups and organizations that provide programs and initiatives that benefit victims of crime.
- 6.3 Build resource capacity for the provision of enhanced victim services within community groups, Aboriginal and isolated communities.
- 6.4 In consultation with key stakeholders, develop new programs for victims of crime.
- 6.5 Develop an enhanced accountability framework for community programs.
- 6.6 Enhance training for victim service unit coordinators, volunteer advocates and criminal justice professionals.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-2011	Target 2011-12
6.a Satisfaction with services provided by employees and volunteers within the criminal justice system <sup>1</sup>	81.2%	80.0%	80.0%	80.0%

### Note:

1 Percentages have been derived from scores based on a five-point rating scale and rounded to the nearest tenth per cent.

### Source:

Client Satisfaction Survey, Public Security Division

## Core Business Four: Regulate liquor and gaming in Alberta and encourage social responsibility

# 7 Alberta's liquor and gaming activities are conducted with integrity and in a socially responsible manner

GOAL SEVEN

### What it means

The Ministry continues to ensure Alberta's liquor industry remains progressive while encouraging the responsible sale and consumption of liquor. The Ministry also promotes the responsible use of gaming products while offering quality gaming entertainment choices to adult Albertans and providing economic benefits to charities and Albertans. The Ministry ensures the government's portion of revenue from provincial lotteries is directed to the Alberta Lottery Fund which provides financial support to thousands of volunteer and community based organizations.

## Strategies

- 7.1 In partnership with other ministries, implement strategies to promote the responsible use of alcohol.
- 7.2 Address the causes and impacts of violence in and around licensed premises.
- 7.3 Ensure stability in the liquor supply chain.
- 7.4 Ensure the charitable gaming model and the Alberta Lottery Fund meet the current and future expectations of Albertans.



- 7.5 Ensure provincial gaming products and services continue to be delivered in a socially responsible manner and initiatives are in place to encourage responsible gambling.
- 7.6 Continue the expansion of the Responsible Gambling Information Centre (RGIC) program, ensuring RGICs are operational in all casinos and racing entertainment centres.
- 7.7 Work with stakeholders to enhance the Voluntary Self Exclusion Program.
- 7.8 Review the results of the Alberta Gaming Research Institute's Socio-Economic Effects of Gaming Study and consider policy implications.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
7.a Percentage of Albertans satisfied with the conduct of the liquor business in Alberta <sup>1</sup>	78%	80%	80%	80%
7.b Percentage of Albertans satisfied with the conduct of legal gaming in Alberta <sup>1</sup>	73%	70%	70%	70%

**Source:**

1 Survey of Albertans, Alberta Gaming and Liquor Commission

## 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			
Law enforcement and crime prevention	297,677	339,266	339,505	372,049	391,843	402,264
Custody, supervision and facilitation of rehabilitative opportunities for offenders	196,012	214,959	216,695	225,626	231,352	233,967
Victims programs and services	19,551	26,568	26,906	28,502	29,234	29,981
Regulate liquor and gaming in Alberta and encourage social responsibility	1,632,383	1,522,418	1,522,418	1,497,927	1,531,390	1,547,570
<b>MINISTRY EXPENSE</b>	<b>2,145,623</b>	<b>2,103,211</b>	<b>2,105,524</b>	<b>2,124,104</b>	<b>2,183,819</b>	<b>2,213,782</b>

## 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			
<b>REVENUE</b>						
Transfer from Government of Canada	20,855	21,287	21,493	32,857	32,977	32,997
Investment Income	18,454	7,000	7,000	7,000	7,000	7,000
Premiums, Fees and Licences	540	500	500	1,665	1,712	1,759
Net Income from Commercial Operations	2,293,496	2,196,907	2,196,907	2,371,978	2,417,151	2,444,329
Other Revenue	28,348	28,598	31,264	33,278	34,907	36,592
<b>MINISTRY REVENUE</b>	<b>2,361,693</b>	<b>2,254,292</b>	<b>2,257,164</b>	<b>2,446,778</b>	<b>2,493,747</b>	<b>2,522,677</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	23,827	24,293	25,838	28,632	28,670	30,716
Public Security	287,663	332,701	332,087	362,770	382,356	391,449
Correctional Services	179,984	198,175	199,300	207,409	213,287	215,281
Gaming Research	1,555	1,600	1,600	1,600	1,600	1,600
Victims of Crime	18,721	25,357	25,614	27,099	27,849	28,499
Valuation Adjustments and Other Provisions	3,045	267	267	267	267	267
Lottery Fund Payments to Other Ministries	1,630,828	1,520,818	1,520,818	1,496,327	1,529,790	1,545,970
<b>MINISTRY EXPENSE</b>	<b>2,145,623</b>	<b>2,103,211</b>	<b>2,105,524</b>	<b>2,124,104</b>	<b>2,183,819</b>	<b>2,213,782</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>216,070</b>	<b>151,081</b>	<b>151,640</b>	<b>322,674</b>	<b>309,928</b>	<b>308,895</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable		2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget				
Ministry Revenue	2,361,693	2,254,292	2,257,164	2,446,778	2,493,747	2,522,677
<i>Inter-ministry consolidation adjustments</i>	-	-	(410)	(800)	(849)	(852)
<b>Consolidated Revenue</b>	<b>2,361,693</b>	<b>2,254,292</b>	<b>2,256,754</b>	<b>2,445,978</b>	<b>2,492,898</b>	<b>2,521,825</b>
Ministry Expense	2,145,623	2,103,211	2,105,524	2,124,104	2,183,819	2,213,782
<i>Inter-ministry consolidation adjustments</i>	(1,630,828)	(1,520,818)	(1,521,228)	(1,497,127)	(1,530,639)	(1,546,822)
<b>Consolidated Expense</b>	<b>514,795</b>	<b>582,393</b>	<b>584,296</b>	<b>626,977</b>	<b>653,180</b>	<b>666,960</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>1,846,898</b>	<b>1,671,899</b>	<b>1,672,458</b>	<b>1,819,001</b>	<b>1,839,718</b>	<b>1,854,865</b>

## CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable		2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget				
Ministry Support Services	1,598	23,790	5,735	35,061	10,300	16,600
Public Security	2,572	500	500	755	755	755
Correctional Services	485	150	150	150	150	150
Victims of Crime	-	25	25	25	25	25
<b>MINISTRY CAPITAL INVESTMENT</b>	<b>4,655</b>	<b>24,465</b>	<b>6,410</b>	<b>35,991</b>	<b>11,230</b>	<b>17,530</b>

# Sustainable Resource Development

BUSINESS PLAN 2009-12

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## 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 at 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.

Ted Morton, *Minister of Sustainable Resource Development*  
March 19, 2009

## THE MINISTRY

As the province's primary manager of public lands, forests, fish and wildlife, the Ministry of Sustainable Resource Development works with industries, communities and Albertans to provide integrated resource policy, allocate resources and assure resource stewardship. The Ministry consists of the Department of Sustainable Resource Development and the Natural Resources Conservation Board. The Ministry also includes the Surface Rights Board and the Land Compensation Board, which are included in the department's consolidated financial statements for reporting purposes. The Ministry is also responsible for the Environmental Protection and Enhancement Fund.

## VISION

*Alberta's lands, forest, fish and wildlife benefit present and future Albertans.*

## MISSION

Sustainable Resource Development encourages balanced and responsible use of Alberta's natural resources through the application of leading practices in management, science and stewardship.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

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

Sustainable Resource Development links to this government goal through its work on Alberta's *Land-use Framework* and its efforts to protect the health of Alberta's forests, particularly from mountain pine beetle infestation. Sustainable Resource Development also supports this goal with its many strategies to promote balanced and responsible use of Alberta's land, forests, fish and wildlife to sustain them for future generations and support economic development.

### **Government of Alberta Goal 3: The high quality of Alberta's environment will be sustained.**

Sustainable Resource Development links to this government goal through its work in leading Government of Alberta efforts to conserve biological diversity and enable sound management of Alberta's natural resources on a sustainable basis.

### **Government of Alberta Goal 7: Alberta will be a safe place to live, work and raise families.**

Sustainable Resource Development links to this government goal by protecting Alberta's forests and forest communities from wildfires and safeguarding Albertans and their property from dangerous encounters with wildlife.

### **Government of Alberta Priorities**

Sustainable Resource Development will work with other ministries to achieve the following government priorities:

- *Ensure Alberta's energy resources are developed in an environmentally sustainable way.*
- *Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-term sustainability of Alberta's economy.*

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Maintaining Alberta's economy over the long-term is the direct result of the sustainable management of the province's natural resources. This management requires balance among the environmental, economic and social benefits Albertans receive from these resources.

**Alberta's Land in Demand:** Alberta's rapid growth in population and economic activity has placed unprecedented pressure on landscapes, generating a range of land-use challenges. Going forward, there is a need to balance outcomes for agriculture, housing, energy and industrial development, transportation and utilities, tourism and recreation, natural areas and parks, and habitat for wildlife. While our land, water and air management processes and systems have worked in the past, an updated approach is needed for managing our land, resources and natural environment, for our lifetime and for future generations. Providing industry and stakeholders with timely and relevant information has also become more challenging. There is a widening gap between the demand for knowledge and information, and the availability of current, relevant data. The *Land-use Framework* has been developed to address these issues. It sets out an approach to manage public and private lands and natural resources to achieve Alberta's long-term environmental, economic and social goals.

**Environment Continues as High Priority:** Maintaining a healthy environment and encouraging stewardship are important considerations for Albertans today and in future generations. Balancing different interests in the delivery of the Ministry's core businesses makes the pursuit of shared environmental outcomes critical to our success. Of particular interest are issues of land use, water quantity and quality, managing growth and adapting to environmental changes.

**New Energy Technology:** The Ministry will continue to work with Alberta Advanced Education and Technology in the pursuit of research needed to respond to new technology and provide opportunities for improved use of Alberta's natural resources. Alberta's wind power industry wants to harness the wind by locating equipment on public land, and the Ministry needs to assess the potential impact on wildlife and sensitive native grasslands before allowing this land use. The Ministry also needs to provide guidance and expertise to assist with the challenges facing Alberta's forest industry in generating new markets for value-added products that use timber harvested on Crown land. And, there's a growing market for environmentally sustainable technology that will drive innovation and develop new bio-energy sources (e.g., cellulosic ethanol).

**Technology Improvements:** Continuing advances in information technology provide greater access to information, improvements in efficiency, and more opportunities to engage Albertans online. Sustainable Resource Development continues to modernize its information technology for managing land use, making broad decisions, and engaging Albertans in consultation. Significant efficiencies were achieved through a pilot Mobile Office Initiative that provided rugged laptop computers for use in the field. This equipment allows Ministry staff to make better, timelier decisions on appropriate use of natural resources, because they have up-to-date information when and where they need it. Another example of advancing information technology is the development of the AlbertaRELM (recreation licence management) and My Wild Alberta websites that provide regulations, licences, and information for hunting, fishing, and trapping enthusiasts.

Technology and capability to present information using the Internet in multimedia formats has vastly improved and the Ministry is taking advantage of this. Albertans are also more computer savvy and expect up-to-date information as well as high-quality graphics and visual presentations. Sustainable Resource Development is committed to using the Internet as a key tool to deliver accurate and timely content as well as develop new information products through its websites. This will include updates to and the addition of: information, maps, images, photographs, graphics and multimedia materials that include audio, video and interactive components.

**Environmental Trends:** Mountain pine beetles continue to threaten Alberta's pine forests and the viability of its forest-based communities and industries. Sustainable Resource Development is continuing its policy of strategic management to protect the numerous environmental, economic and social values of Alberta's forests (e.g., recreational opportunities, community sustainability, the forest industry, forest health, watersheds, and fish and wildlife habitat), reduce the risk of catastrophic wildfires in beetle-infested areas, and minimize the eastern spread of the beetle in the boreal forest. Outbreaks of pests and diseases, such as spruce budworm and chronic wasting disease, also require management strategies. Natural environmental conditions that may impact forest health and biodiversity are not completely controllable, and the Ministry will increasingly need to adapt its planning and management approaches to minimize negative consequences.

**Forest Industry Sustainability:** Alberta's forestry sector continues to face economic challenges. This sector will be challenged to improve global competitiveness, increase value-added opportunities, and establish innovative products from the evolving bio-industry. This diversification of Alberta's forest industry will help improve both industry and community sustainability.

**Habitat at Risk:** The Ministry is challenged in maintaining terrestrial and aquatic habitat for animals that people want on the landscape, because of development, the demand for water removal for other uses, the encroachment of invasive species, and the effects of climate change. This is creating additional challenges when species become at risk for survival. Currently, the demand for some wild populations exceeds their capacity to satisfy this demand in a sustainable manner, so users face additional restrictions.

**Aboriginal Consultation:** Many decisions and activities undertaken by Sustainable Resource Development to manage Alberta's forests, lands, and fish and wildlife may require consultation with First Nations. The Ministry is committed to consulting with First Nations in accordance with the Government of Alberta's First Nations Consultation Policy on Land Management and Resource Development that was approved on May 16, 2005, and its associated guidelines. Consultation processes continue to be incorporated into all Ministry business to ensure that Sustainable Resource Development is discharging its legal duty to consult with First Nations.

**Building Organizational Capacity:** Whether retaining senior staff or hiring seasonal workers such as those for wildfire or mountain pine beetle operations, Sustainable Resource Development faces recruitment and retention challenges similar to other employers in this province requiring specialized skills.

## STRATEGIC PRIORITIES 2009-12

After reviewing the Ministry's challenges and opportunities, the following strategic priorities were identified in addition to the important, ongoing core businesses the Ministry delivers.

### GREENING OUR GROWTH

- 1. Land use**  
**Linkage:**  
**Goals 1, 2, 3, 4 and 5**
- Implement Alberta's *Land-use Framework*, focusing initially on the development of regional plans for the South Saskatchewan and Lower Athabasca regions, and establishing enabling legislation, as well as development of improved integrated information management systems to manage the status and use of land in the province.

### CREATING AND PROTECTING OUR OPPORTUNITIES

- 2. Forest industry sustainability**  
**Linkage:**  
**Goals 1, 2, 3, and 4**
- Strengthen the competitiveness of the forestry sector by working with industry to identify options to improve the long-term viability of the sector by ensuring healthy working forests.

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Lands

The Ministry manages the demands of multiple stakeholders who use Alberta's public lands by integrating planning and best-management practices to sustain the benefits Albertans receive from their natural resources and public lands.

### GOAL ONE **1** Land use in Alberta enhances quality of life by achieving Alberta's environmental, economic, and social goals

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#### What it means

Alberta's *Land-use Framework* provides clear direction for managing land, air, water and biodiversity. It is based on environmental, economic and social outcomes that guide planning, decision-making and management of land and natural resources in regions. The Ministry is establishing regional planning processes and coordinating the development of regional land-use plans.

#### Strategies

- 1.1 Implement Alberta's *Land-use Framework* to establish the approach to managing public and private lands and natural resources (Ministry-wide initiative).
- 1.2 Establish a Land-use Secretariat to coordinate implementation of the *Land-use Framework* and seven Regional Advisory Councils to provide advice on regional plans.
- 1.3 Develop land-use plans for seven regions.
- 1.4 Establish and implement an information, monitoring and knowledge system to contribute to the continuous improvement of land-use planning and decision-making.

#### Performance Measure Under Development:

A new measure called a regional planning indicator will be used to measure the number of regional plans developed in support of the *Land-use Framework*. The Ministry is targeting to complete two plans by March 31, 2010, followed by another two plans by March 31, 2011, followed by the remaining three plans by March 31, 2012, for a total of seven regional plans in all.

### GOAL TWO **2** Alberta's public lands, including rangelands and shorelands, are managed to remain healthy, productive and sustainable

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#### What it means

The Ministry manages Alberta's public lands to optimize their benefits to meet current and long-term objectives that align with Albertans' environmental, economic, and social values. Sound land allocation decisions integrate and balance diverse land uses including: energy development, commercial and forest operations, livestock grazing, recreation, and other activities, taking into account environmental factors such as watershed capacity, natural biodiversity, and soil and wildlife habitat conservation.



To manage public land effectively, Sustainable Resource Development:

- creates and implements policies and programs;
- develops and enforces legislation;
- approves land use and monitors compliance with all requirements;
- supports sustainable land management practices and decisions through coordinated inventories, knowledge transfer and research;
- consults and collaborates with Aboriginals;
- consults and collaborates with stakeholders; and
- provides public information and outreach programs that promote stewardship and responsible use.

## Strategies

- 2.1 Design and put into place integrated land management tools that enable and support the *Land-use Framework*.
- 2.2 Develop innovative approaches to fulfill Sustainable Resource Development's role in reviewing and approving land-use projects underway.
- 2.3 Deliver on the goals and strategies that relate to the Ministry's core businesses in support of the Government of Alberta's plan for the oil sands: *Responsible Actions – A Plan for Alberta's Oil Sands*.
- 2.4 Ensure land is reclaimed in a manner that recognizes ecological balance and restores productivity.
- 2.5 Work with Environment, Energy, and the Energy Resources Conservation Board to address upstream oil and gas sector policy gaps, overlaps, and inconsistencies, in order to complete detailed design and implementation of an integrated regulatory delivery system for the upstream oil and gas sector.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
<b>2.a Timely, Efficient Disposition Decisions</b> <ul style="list-style-type: none"> <li>• Average number of working days for completing geophysical approvals</li> </ul>	10.7	<10	<10	<10
<b>2.b Public Rangeland Allocation</b> <ul style="list-style-type: none"> <li>• Animal unit months<sup>1</sup> allocated (millions)</li> </ul>	1.7 <sup>2</sup>	1.6	1.6	1.6
<b>2.c Rangeland Sustainability</b> <ul style="list-style-type: none"> <li>• Percentage of rangeland leases in good standing</li> </ul>	90%	90%	90%	90%

### Notes:

- 1 An animal unit month is defined as the amount of forage required to feed one animal unit (one cow with calf at side) for 30 days. This amount is approximately 1,000 pounds of forage dry matter.
- 2 Exceeding the target for this measure is positive because this demonstrates that more public lands are being made available for livestock grazing than expected. This means public lands are being better shared among agricultural, recreational and industrial users.

## Core Business Two: Forestry

The Ministry provides leadership and guidance to ensure the multiple benefits received from the province's forests, including biodiversity and watershed capacity, are realized by using the best possible forest management, wildfire management and forest industry practices.

### GOAL THREE **3** Alberta's forests and landscapes are managed to control wildfire, to sustain healthy ecosystems and to support healthy communities

#### What it means

The Ministry protects the multiple benefits received from the province's forests and landscapes by managing forests to ensure long-term health and sustainability.

To manage Alberta's forests effectively, Sustainable Resource Development:

- creates and implements leading science, technology, policies and programs;
- develops, maintains and enforces legislation and standards;
- monitors forest resource use;
- consults and collaborates with Aboriginals;
- consults and collaborates with stakeholders; and
- provides public information and outreach programs that promote stewardship and responsible forest use.

#### Strategies

- 3.1 Implement pre-emptive strategies in Alberta's forests to maintain their health and manage infestations of disease, invasive plants and insect pests, such as the mountain pine beetle, in cooperation with industry and municipal and federal governments.
- 3.2 Provide a wildfire management framework enabling the province to respond to wildfires through a regime that quickly detects, contains and suppresses wildfires within the Forest Protection Area to minimize related losses.
- 3.3 Work with Advanced Education and Technology to enhance value-added activity and increase innovation in the forest industry to improve the long-term sustainability of Alberta's economy.
- 3.4 Implement Alberta's response to the Forest Industry Sustainability Committee's recommendations to enhance the forest industry business model.
- 3.5 Support practices to diversify forest age classes to reduce forest susceptibility to disease and wildfire.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
<b>3.a Timber Allocation<sup>1</sup></b> <ul style="list-style-type: none"> <li>• Gap between harvest and annual allowable cut remains positive</li> </ul>	4 <sup>2</sup> (2006-07)		Harvest does not exceed annual allowable cut	
<b>3.b Containment and Suppression</b> <ul style="list-style-type: none"> <li>• Wildfires contained within first burning period<sup>3</sup></li> </ul>	97% (2007-08)		Average of past five years' results	

**Notes:**

- 1 Data for this measure is calculated as a five-year rolling average based on the timber year (May to April).
- 2 Units are in million cubic metres.
- 3 First burning period means contained by 10 a.m. the day following detection. Performance data is based on wildfires occurring between April 1 and October 31 in the Forest Protection Area.

**Core Business Three: Fish and wildlife**

The Ministry manages fish and wildlife species based on the best available science and integrated decision-making processes. The sound stewardship of fish and wildlife resources facilitates consumptive (fishing and hunting) and non-consumptive recreation opportunities compatible with healthy, diverse fish and wildlife populations.

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**GOAL FOUR** **4 Alberta's fish and wildlife resources and their habitats are healthy, productive and sustainable**

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**What it means**

The Ministry monitors, assesses and manages Alberta's fish and wildlife resources to optimize their benefits and maintain sustainable populations, while meeting current and long-term objectives that align with Albertans' environmental, economic and social values. Fish and wildlife populations are managed to minimize conflict with humans and conserve species at risk. Sound decisions to manage fisheries and wildlife habitat support diverse uses including domestic, recreation and commercial activities.

To manage fish and wildlife effectively, Sustainable Resource Development:

- creates and implements policies and programs;
- develops and enforces legislation;
- monitors population and habitat, and imposes conditions on their use;
- consults and collaborates with Aboriginals;
- consults and collaborates with stakeholders; and
- provides public information and outreach programs that promote stewardship and responsible use.

**Strategies**

- 4.1 Enhance population status assessments to improve current information so it meets the needs of multiple initiatives underway in government (e.g., *Land-use Framework*).
- 4.2 Advance implementation of the renewed *Water for Life* strategy to sustain and protect Alberta's aquatic ecosystems (Ministry-wide initiative).
- 4.3 Finalize and implement key actions from the Biodiversity Action Plan to enhance biodiversity management and stewardship in Alberta (Ministry-wide initiative).
- 4.4 Implement strategies to manage threats from invasive alien species and wildlife diseases, in cooperation with provincial and federal governments and stakeholders.
- 4.5 Enhance programs that mitigate the negative effects of human-wildlife interactions that result in threats to human safety and property damage.

- 4.6 Encourage leading practices in biodiversity preservation (including grizzly bear and caribou), habitat conservation, and stewardship through expanded partnerships with landowners (e.g., Recreation Access Management Program), conservation agencies, industry, government and academia (e.g., MULTISAR, a voluntary program in which multiple agencies work on conserving multiple species at risk).

Performance Measure	Last Actual 2005	Target 2009-10	Target 2010-11	Target 2011-12
4.a <b>Healthy Sustainable Wildlife Populations</b>				
• Percentage of species at risk <sup>1</sup>	2.2%	<5%	<5%	<5%

**Note:**

1 National results every five years.

## Core Business Four: Quasi-judicial land-use and compensation decisions

Reporting to the Minister of Sustainable Resource Development, the Ministry's three quasi-judicial boards make their decisions independently, in accordance with their own governing legislation. The Natural Resources Conservation Board conducts independent public reviews of major, non-energy, natural resource projects and also regulates Alberta's confined feeding operations. The Surface Rights Board conducts hearings when operators and landowners or occupants fail to agree on entry or compensation related to resource activity on privately owned lands or occupied public lands. The Land Compensation Board establishes compensation when private land is expropriated by a public authority for projects in the public interest.

## GOAL FIVE **5** Natural Resources Conservation Board reviews and hearings result in balanced decisions and are conducted in a manner that is effective, fair and transparent

### What it means

The Natural Resources Conservation Board conducts reviews of proposed natural resource projects under the *Natural Resources Conservation Board Act* (NRCBA), and hears reviews of approval and enforcement officer decisions under the *Agricultural Operation Practices Act* (AOPA). In all cases, the board conducts its activities respecting the integrity of the administrative process, recognizing that timeliness of reviews is a key element.

NRCBA reviews are conducted on an original application (rather than an existing decision) to determine whether the project or activity is in the public interest, having regard for its environmental, economic and social effects. Reviews are mandated for non-energy mining, forestry, water management, or recreation projects for which an environmental impact assessment is required under the *Environmental Protection and Enhancement Act*. Additional projects may also be referred to the board by order-in-council. NRCBA applications often involve complex reviews and public hearings. Public participants are provided with information sessions and written guide materials to help them prepare for the hearing.

Under AOPA, the board must determine whether to grant a review based on the information provided by affected parties. Where the board determines that a review is warranted, it may refer the matter to mediation before conducting a hearing. Mediated resolutions must uphold the requirements of AOPA.

## Strategies

- 5.1 Coordinate with government partners on the *Water for Life* strategy and *Land-use Framework*, and work closely with government partners to support the delivery of existing and new regulatory processes.
- 5.2 Proactively provide opportunities for all participants to understand review and hearing processes through guides, public information sessions, and prompt and accurate response to direct inquiries.
- 5.3 Identify critical issues and determine relevant information needed to ensure review and appeal processes can be conducted effectively, fairly and efficiently.

### Performance Measure Under Development:

A new measure combining the results of hearings under the NRCBA and AOPA has been developed to better represent the board's two primary businesses. This measure will provide information on the efficiency of the review process by reporting the percentage of decisions issued within 80 working days of NRCBA reviews, and within 30 working days of AOPA hearings. The Ministry is targeting for 100 per cent of these cases to be decided within the time limits specified.

# 6

## Albertans are provided with accessible processes, and timely and fair compensation decisions when private land is expropriated or developed for natural resources

GOAL SIX

### What it means

The Surface Rights Board renders fair and timely decisions on appropriate compensation for third-party access to private lands for resource extraction as a result of landowners, tenants and companies effectively representing their concerns and interests. The Land Compensation Board renders fair and timely decisions on appropriate compensation for property expropriated by a public authority for projects in the public interest.

### Strategies

- 6.1 Deliver timely and fair hearings and decisions within the boards' legislated mandates.
- 6.2 Implement alternative dispute resolution methods for settling disputes before the Surface Rights Board.
- 6.3 Improve public education regarding board processes and operations.

Performance Measures	Last Actual 2007	Target 2008	Target 2009	Target 2010
6.a <b>File Management:</b>				
• Increase the number of files heard annually by hearing or mediation	274	5% increase	5% increase	5% increase
6.b <b>File Disposition:</b>				
• Increase the number of decisions issued annually and/or settlement agreements	220	5% increase	5% increase	5% increase

## 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			
Lands	60,848	82,044	69,920	92,036	91,036	91,416
Forestry	348,108	223,304	363,111	182,205	183,461	172,348
Fish and wildlife	62,407	62,054	62,549	61,962	63,040	63,837
Quasi-judicial land-use and compensation decisions	9,636	9,807	9,807	10,267	10,267	10,267
<b>MINISTRY EXPENSE</b>	<b>480,999</b>	<b>377,209</b>	<b>505,387</b>	<b>346,470</b>	<b>347,804</b>	<b>337,868</b>

## 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			
<b>REVENUE</b>						
Transfers from Government of Canada	78,411	31,380	50,248	43,089	16,130	6,774
Investment Income	4,869	5,485	4,504	5,685	5,985	5,985
Premiums, Fees and Licences	107,647	109,882	103,689	112,627	113,331	113,231
Other Revenue	8,940	4,673	5,713	3,981	3,706	3,706
<b>MINISTRY REVENUE</b>	<b>199,867</b>	<b>151,420</b>	<b>164,154</b>	<b>165,382</b>	<b>139,152</b>	<b>129,696</b>
<b>EXPENSE</b>						
<b>Program</b>						
Forestry	324,671	201,673	337,378	162,580	163,673	153,191
Land-use Secretariat	-	7,000	7,000	15,000	15,000	15,000
Lands	55,414	64,680	55,480	64,736	63,831	63,877
Fish and Wildlife	58,205	56,043	58,116	55,289	56,241	56,741
Quasi-judicial Land-use and Compensation Decisions	9,636	9,807	9,807	10,267	10,267	10,267
Ministry Support Services	31,048	34,276	33,876	34,868	35,062	35,062
Environment Statutory Programs	1,434	2,675	2,675	2,675	2,675	2,675
Valuation Adjustments and Other Provisions	591	1,055	1,055	1,055	1,055	1,055
<b>MINISTRY EXPENSE</b>	<b>480,999</b>	<b>377,209</b>	<b>505,387</b>	<b>346,470</b>	<b>347,804</b>	<b>337,868</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	4,202	12,600	4,300	17,500	16,400	16,400
<b>NET OPERATING RESULT</b>	<b>(276,930)</b>	<b>(213,189)</b>	<b>(336,933)</b>	<b>(163,588)</b>	<b>(192,252)</b>	<b>(191,772)</b>

## 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	199,867	151,420	164,154	165,382	139,152	129,696
<i>Inter-ministry consolidation adjustments</i>	1,724	-	-	-	-	-
<b>Consolidated Revenue</b>	<b>201,591</b>	<b>151,420</b>	<b>164,154</b>	<b>165,382</b>	<b>139,152</b>	<b>129,696</b>
Ministry Expense	480,999	377,209	505,387	346,470	347,804	337,868
<i>Inter-ministry consolidation adjustments</i>	(1,434)	(2,675)	(2,675)	(2,675)	(2,675)	(2,675)
<b>Consolidated Expense</b>	<b>479,565</b>	<b>374,534</b>	<b>502,712</b>	<b>343,795</b>	<b>345,129</b>	<b>335,193</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	4,202	12,600	4,300	17,500	16,400	16,400
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(273,772)</b>	<b>(210,514)</b>	<b>(334,258)</b>	<b>(160,913)</b>	<b>(189,577)</b>	<b>(189,097)</b>

## CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
Forestry	16,622	27,653	38,073	17,191	8,360	8,853
Lands	1,816	4,752	4,752	8,214	6,595	6,102
Fish and Wildlife	600	782	2,057	782	782	782
Quasi-judicial Land-use and Compensation Decisions	19	17	17	17	17	17
Ministry Support Services	851	40	40	40	40	40
<b>MINISTRY CAPITAL INVESTMENT</b>	<b>19,908</b>	<b>33,244</b>	<b>44,939</b>	<b>26,244</b>	<b>15,794</b>	<b>15,794</b>

# Tourism, Parks and Recreation

BUSINESS PLAN 2009-12

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## 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.

Cindy Ady, *Minister of Tourism, Parks and Recreation*  
March 18, 2009

## THE MINISTRY

The Ministry of Tourism, Parks and Recreation consists of the Department, Travel Alberta and the Alberta Sport, Recreation, Parks and Wildlife Foundation. The Department includes Ministry Support Services and the following program areas: Tourism, Parks, Sport and Recreation, and the Olympic and Paralympic Secretariat. Ministry Support Services contributes to all of the Ministry's goals by providing communications, strategic human resource management, policy coordination, planning and reporting, and information management and technology services.

The Ministry is committed to achieving results through a culture of collaboration. This commitment is the foundation for all of the Ministry's work and includes working closely with Albertans, clients and stakeholders, other governments and ministries, and staff from within Tourism, Parks and Recreation. Through embracing collaboration, working together and engaging others, the Ministry's goals and objectives can be achieved.



Tourism, Parks and Recreation provides programs and services that make Alberta a world-class tourism destination, conserve Alberta's natural heritage and promote active, healthy lifestyles for Albertans. The Ministry's programs also contribute to a strong, diversified economy, attract investment and help to sustain Alberta's economic growth and overall social and environmental well-being. The Ministry supports the development and marketing of tourism destinations that attract millions of visitors each year. It has a leadership role in the management of parks and works in partnership with other ministries on shared outcomes such as land management planning and outdoor recreation and youth engagement. Alberta's provincial parks system provides places where Albertans and visitors are welcome to experience the beauty of nature through recreation and learn about the province's natural heritage. Active, healthy lifestyles are further supported by collaborating with communities and organizations to encourage participation in sport, recreation and physical activity.

## **VISION**

*Alberta is a world-class tourism destination with active, healthy citizens who value their natural heritage.*

## **MISSION**

To create the conditions for a vibrant and successful tourism industry throughout the province; manage the provincial parks system for the benefit of all Albertans and future generations; and promote active, healthy lifestyles through participation in sport and recreation.

## **CLIENTS, PARTNERS AND STAKEHOLDERS**

Clients, partners and stakeholders value the Ministry's programs and support the Ministry in achieving its goals and making Alberta a better place to live and visit. Goals must be accomplished in a manner that builds a strong and stable future for the province. The Ministry is committed to building trust, achieving collaborative outcomes and engaging clients, partners and stakeholders, including:

- Albertans and visitors to the province;
- municipal, provincial, national and international governments;
- other Government of Alberta ministries;
- Minister's advisory committees;
- universities, colleges, educational institutions and the business sector;
- tourism industry;
- sport, recreation, physical activity and conservation organizations; and
- volunteers.

## **LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN**

The Ministry is committed to achieving the *Government of Alberta Strategic Business Plan*. The key linkages and contributions of the Ministry to the Government of Alberta's goals and priorities are as follows:

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## Government of Alberta Goal

## Ministry Services

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**Goal 1: Alberta will have a prosperous economy.**

- Collaborating with the tourism industry to market Alberta as an attractive tourism destination and increase tourist visitation and expenditures.
- Ensuring tourism remains a leading economic sector in the province through the development of new/enhanced tourism experiences, products and destinations.

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**Goal 8: Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources.**

- Managing a parks system that promotes active, healthy lifestyles and conserves Alberta's natural heritage.
  - Supporting participation in sport, recreation and physical activity.
  - Maximizing advantages and opportunities to increase Alberta's profile prior to, during and after the 2010 Olympic and Paralympic Winter Games in British Columbia.
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### Government of Alberta Priority

Tourism, Parks and Recreation is working with other ministries to achieve the Government of Alberta's priority to *provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry works with a number of partners to seize opportunities and address challenges affecting the Ministry's ability to achieve its goals. Specific opportunities and challenges impacting the Ministry include:

### Collaboration and Partnerships

Across the Government of Alberta, there is a continued emphasis on enhancing relationships and partnerships with collaboration and creative approaches to achieving outcomes. There is an opportunity to enhance collaboration within and across ministries to help build consensus and improve the coordination of programs and services. Internally, the Ministry can strengthen collaboration between divisions to achieve common goals and outcomes. Strong partnerships between the Ministry and stakeholder groups, including other ministries, are also key to successfully achieving outcomes and ultimately helping to improve the lives of Albertans.

### Impacts of the Economy on Tourism

The recent global economic slowdown and its effect on the Alberta economy have created new challenges for Alberta's tourism industry. The rise in unemployment around the world is expected to have an impact on travel and tourism spending in Alberta.

Given the economic slowdown and a weakened Canadian dollar, close-to-home travel may be more appealing. Alberta is well-positioned to offer unique tourism experiences that respond to growing interest in heritage experiences, festivals, events and cultural attractions. New and enhanced tourism products, experiences and destinations may also help to increase tourists' length of stay and expenditures, slow the leakage of tourism dollars from the province and better distribute tourism benefits across Alberta.

### **An Increasingly Immigrant, Urban and Aging Population, and the Effects on Tourism**

The changing composition of Alberta's population will impact the type of tourism experiences and products that are developed, and how they are marketed. New marketing efforts and tourism products may be needed to respond to changing demographics. An increasingly immigrant, urban-based and aging population may increase demand for cultural attractions and events. There may also be an opportunity to increase awareness and appreciation for outdoor experiences and in-province tourism experiences for a growing immigrant population.

### **Increasing and Changing Demands for Recreation Experiences**

A growing population creates new pressures on the landscape, and Alberta's parks are feeling the strain. Existing park facilities were developed for a much smaller population, and many are unable to meet the increasing and changing demand for recreation experiences. In addition to an increase in population, the kinds of park experiences that people seek are changing. For example, Albertans want more campgrounds that accommodate larger trailers and designated trails for the rapidly increasing number of all-terrain vehicles.

### **Aging Infrastructure**

Population growth and increased usage are escalating maintenance requirements and increasing demand for infrastructure upgrades to Alberta's provincial parks and to municipal sport and recreation facilities. The Ministry is continuing repairs and upgrades to infrastructure within the province's parks; however, additional challenges are presented by construction and maintenance costs. Sport and recreation facilities are aging, and 75 per cent of them are more than 25 years old. The 2010 Olympic and Paralympic Games present an opportunity for Alberta to support the development of facilities to accommodate training and hosting of world cup and world championship events in world-class facilities.

### **Promoting Alberta through the 2010 Olympic and Paralympic Winter Games**

A tremendous opportunity exists to promote Alberta on the world stage at one of the world's largest sporting events, the 2010 Olympic and Paralympic Winter Games in British Columbia. Alberta's involvement with the 2010 Games will open the door to capitalize on opportunities for Alberta, specifically for tourism, sport development and culture.

### **Physical Inactivity Among Children and Youth**

In recent years, governments world-wide have recognized that physical inactivity among children and youth is reaching epidemic proportions, increasing the risk for serious health problems later in life. According to the 2008 Canada's Report Card on Physical Activity for Children and Youth, 90 per cent of Canadian children and youth are failing to meet the physical activity guidelines outlined in Canada's Physical Activity Guides for Children and Youth. Physical activity is important to overall health, well-being and quality of life. There is an opportunity for the Ministry to work with other ministries, governments and stakeholders to inform Albertans about the value of active, healthy lifestyles and to collaborate on strategies that will help reduce childhood obesity.

### **Importance of Volunteers**

Challenges in recruiting and retaining volunteers are directly affecting sport and recreation organizations that rely on volunteers to deliver programs and services. These volunteers include the coaches and organizers that help make it possible for Albertans to experience the activities that contribute to the quality of life they currently enjoy. The Ministry's role in supporting these organizations has never been more important.

## STRATEGIC PRIORITIES 2009-12

The strategic priorities described below have been identified through a review of factors affecting the Ministry. They are in addition to the ongoing core activities of the Ministry and are of primary importance in focusing the Ministry on achieving its goals:

### CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Alberta's *Plan for Parks***      Implement Alberta's *Plan for Parks* to ensure Alberta's parks remain protected yet accessible and support Alberta's *Land-use Framework*. The plan will provide a blueprint for decision-making over the next 10 years that aligns with the government's strategic direction set out in the *Land-use Framework* and sets out priority actions that include developing an online campsite reservation system and refining the parks classification system.

**Linkage: Goal 2**
- 2. Diversify the economy through the tourism industry**      Position Alberta as an attractive and preferred travel destination. Funding generated through the tourism levy will enable tourism marketing in all target markets and strengthen the Ministry's efforts to facilitate the development of marketable tourism products and new travel destinations. Tourism marketing will be further enhanced by the new Travel Alberta corporation, which is based on best practices of tourism marketing and corporate governance, and by capitalizing on the opportunities around the 2010 Olympic and Paralympic Winter Games. The Ministry will ensure an enhanced policy and regulatory environment that is supportive of tourism development and research, and distribute tourism data and market intelligence.

**Linkage: Goal 1**

### GREENING OUR GROWTH

- 3. Alberta's *Land-use Framework***      Participate in the implementation of Alberta's *Land-use Framework*, regional land-use plans and a Provincial Recreation Management Strategy for Alberta's Public Lands to address conflicts over competing use of land and provide an integrated sustainable land-use approach that balances economic, environmental and social concerns. Other priorities include addressing the operation and management of recreation corridors and trails.

**Linkage: Goals 1, 2 and 3**

### BUILDING OUR QUALITY OF LIFE

- 4. Maximize advantages of the 2010 Olympic and Paralympic Games**      Enhance efforts in support of tourism, sport and culture prior to, during and after the 2010 Olympic and Paralympic Winter Games in British Columbia. This includes coordinating Alberta's approach and activities, promoting Alberta as a tourism destination and upgrading facilities to international training and competition standards. Additional priorities include implementing the 2010 Olympic and Paralympic Winter Games Accord and supporting the creation of the Calgary Olympic Development Association's Canadian Centre of Sport Excellence.

**Linkage: Goals 1 and 3**
- 5. Active and healthy lifestyles**      Develop a recreation policy to help address the high levels of obesity among children and youth, encourage active, healthy lifestyles and increase participation in sport and recreation. The Ministry will also support and enhance the efforts of stakeholders that are developing healthy community initiatives.

**Linkage: Goal 3**

## 6. Infrastructure

**Linkage:**  
**Goals 1 and 2**

Improve infrastructure to expand capacity to address the needs of Alberta's growing population by repairing or replacing aging and deteriorating facilities. This includes renewing infrastructure in provincial parks and recreation areas, and upgrades at the Canmore Visitor Information Centre.

## GUIDING VALUES AND PRINCIPLES

The Ministry is guided by the shared values of the Alberta Public Service:

<b>Respect:</b>	We foster an environment in which each individual is valued and heard.
<b>Accountability:</b>	We are responsible for our actions and for contributing to the effectiveness of the public service.
<b>Integrity:</b>	We behave ethically and are open, honest and fair.
<b>Excellence:</b>	We use innovation and continuous improvement to achieve excellence.

Embracing these values ensures a common understanding of what we do, how we do it and where we are headed. Application of these values is further supported through engaging and involving staff, on a collaborative basis, to maximize the Ministry's capacity to deliver high quality programs and services.

## CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry's core businesses are linked to goals that reflect the desired results of programs and services delivered by the Ministry. Specific strategies outline how the Ministry aims to achieve each goal. Success in achieving these goals is measured through a range of performance measures. Targets for the measures are intended to be challenging, but attainable, and are based on historical performance and expected future conditions.

### Core Business One: Tourism development, research and marketing

#### GOAL ONE **1** Alberta's tourism products are developed and expanded, and tourism from targeted domestic and international markets is increased

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##### What it means

- Working collaboratively with all levels of government and industry stakeholders to increase awareness of the economic significance of tourism.
- Facilitating the development of tourism products (e.g., attractions, tours, resorts) experiences and destinations.
- Researching, collecting, interpreting and distributing tourism data and market intelligence to industry stakeholders to seize opportunities and achieve collaborative outcomes.
- Providing advisory services and information to tourism operators and stakeholders to facilitate the development and improvement of Alberta's private and public sector tourism products and assets.

- Encouraging private sector investment in Alberta's tourism industry from domestic and international sources.
- Supporting the tourism industry through advocacy efforts and policy, planning and land management initiatives.
- Developing and implementing marketing programs through Travel Alberta to heighten awareness of Alberta as a tourism destination.
- Providing marketing support services such as the Photo and Video Library.
- Providing travel information and trip counselling through the Travel Alberta Contact Centre, Travel Alberta visitor information centres, community and regional visitor information centres and Travel Alberta websites in collaboration with other ministries and community tourism organizations.

## Strategies

- 1.1 Ensure an enhanced policy and regulatory environment that is supportive of tourism development, implement new programs and work with industry and government stakeholders to reduce impediments to tourism growth.
- 1.2 Investigate opportunities for new and enhanced tourism experiences and products in partnership with provincial parks and recreation areas, museums and historic sites.
- 1.3 Facilitate and engage investor/entrepreneur involvement and investment in Alberta's tourism industry through business development activities and investment attraction initiatives (e.g., investment symposiums, trade missions) focused on new markets and the creation of new/enhanced tourism business opportunities.
- 1.4 Partner with municipalities, not-for-profit groups and individuals to support the development of new and enhanced tourism destinations and products, particularly in rural areas (e.g., the Canadian Badlands; trail-based destinations; and heritage, learning/enrichment, culinary and Aboriginal tourism).
- 1.5 Generate increased tourism in Alberta by updating and upgrading the services at the Travel Alberta visitor information centres in collaboration with Alberta Infrastructure, and by enhancing the Tourism Information System to better support the provision of tourism information and travel counselling.
- 1.6 Raise awareness of Alberta as a tourism destination in all target markets through Travel Alberta's tourism marketing activities (e.g., expanding web-based marketing, targeted consumer promotions).
- 1.7 Position Alberta as a tourism destination by holding international events in the province prior to the 2010 Olympic and Paralympic Games and create opportunities through the Games by linking the improved Olympic venues in Alberta to the ongoing needs of sport.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
1.a Per cent of tourism industry clients satisfied with tourism development services	73.5% (2007-08)	75%	75%	76%
1.b Total tourism expenditure in Alberta (\$billion)	5.6 (2007)	5.8	6.0	6.3

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
1.c Per cent of clients satisfied with their overall experience at Travel Alberta visitor information centres	99.1% (2007)	98%	98%	98%
1.d Per cent of clients satisfied with overall service received through the Travel Alberta Contact Centre	98.2% (2007)	97%	98%	98%

## Core Business Two: Parks

GOAL TWO

# 2

## The provincial parks system provides opportunities for outdoor recreation and tourism and conserves Alberta's natural heritage

### What it means

- Managing Alberta's provincial parks system to enhance Albertans' quality of life and the overall environmental quality of the province.
- Providing opportunities for outdoor recreation that meet the needs of current and future generations.
- Contributing to Alberta's overall attraction as a world class nature-based tourism destination.
- Conserving the province's natural heritage – the natural landscapes and features, ecosystems and ecological processes, biological diversity and the related cultural attributes that those landscapes and features include – by protecting more than 27,000 square kilometres of the province as a legacy for future generations.
- Promoting lifelong learning and stewardship through an emphasis on interpretation and environmental education that fosters an appreciation and understanding of Alberta's natural heritage.
- Operating the province's biodiversity database, the Alberta Natural Heritage Information Centre, to generate knowledge regarding the province's natural heritage and biodiversity and support land-use decisions.
- Keeping the province's parks safe and enjoyable.
- Providing opportunities for volunteer involvement to enhance services and research.
- Selecting and monitoring the performance of private sector contractors to operate and maintain facilities and provide services in parks.

### Strategies

- 2.1 Implement Alberta's *Plan for Parks* to ensure Alberta's parks remain protected yet accessible and support Alberta's *Land-use Framework*.
- 2.2 Develop online access to campground reservations and other services to improve travel planning, camping experiences and overall public service.

- 2.3 Refine the current parks classification system so Albertans can easily understand which recreation and conservation activities are supported in each park, and why.
- 2.4 Participate in the implementation of Alberta's *Land-use Framework*, regional land-use plans and a Provincial Recreation Management Strategy for Alberta's public lands to address conflicts over competing use of land, identify opportunities to enhance the tourism sector, and provide an integrated sustainable land-use approach that balances economic, environmental and social concerns.
- 2.5 Repair, replace, upgrade and sustain facilities and infrastructure in Alberta's provincial parks system to ensure public health, safety and enjoyment.
- 2.6 Increase public awareness, understanding and stewardship of Alberta's natural heritage and the parks system and its contribution to Albertans' quality of life through innovative education, interpretation, marketing and public information services.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a Visitor satisfaction with experiences at provincial parks and recreation areas	89.5%	91%	91%	92%

**Core Business Three: Sport, recreation, physical activity and coordination of Alberta's role in the 2010 Olympic and Paralympic Games**

**GOAL THREE 3 Advantages of the Olympics are maximized, and Albertans lead active, healthy lifestyles and participate in sport, recreation and physical activity**

**What it means**

- Collaborating with local, provincial, national and international governments, organizations and agencies on sport, recreation, active living and athletic achievement.
- Promoting participation in sport, recreation and physical activity in communities, schools and workplaces.
- Supporting and facilitating participation in sport at the community, provincial, interprovincial and international levels.
- Providing financial support to provincial sport and recreation associations, active living agencies, communities, community organizations and individuals through the Alberta Sport, Recreation, Parks and Wildlife Foundation.
- Managing land and facilities donated to the Alberta Sport, Recreation, Parks and Wildlife Foundation.

**Strategies**

- 3.1 Develop a recreation policy to help address the high levels of obesity among children and youth, encourage active, healthy lifestyles and increase participation in sport and recreation.



- 3.2 Support the implementation of the Alberta Recreation Corridor and Trails Designation Program to make trails easier to use, operate and manage; and support the Alberta Recreation Corridors Coordinating Committee.
- 3.3 Coordinate Alberta's approach and activities leading up to and during the 2010 Olympic and Paralympic Games with a key focus on supporting and promoting Alberta's sport, tourism and cultural activities.
- 3.4 Implement initiatives in the 2010 Olympic and Paralympic Winter Games Accord with the Vancouver Organizing Committee.
- 3.5 Support the development of facilities to accommodate training and hosting of world cup and world championship events relating to or resulting from the 2010 Olympic and Paralympic Games.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
3.a Participation in sport and recreational activities by adult Albertans	78.6% (2007-08)	81%	81%	81%
3.b Percentage of Albertans age 12-19 who are active or moderately active in their leisure time*	69.7% (2007)	71%	71%	72%

**Note:**

\* New performance measure.

## EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Tourism development, research and marketing	57,540	67,080	67,579	72,331	73,896	74,896
Parks	69,057	128,876	125,022	72,814	73,333	73,280
Sport, recreation, physical activity and coordination of Alberta's role in the 2010 Olympic and Paralympic Games	120,509	52,201	52,431	47,828	32,861	32,268
<b>MINISTRY EXPENSE</b>	<b>247,106</b>	<b>248,157</b>	<b>245,032</b>	<b>192,973</b>	<b>180,090</b>	<b>180,444</b>

## 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			
<b>REVENUE</b>						
Internal Government Transfers	114,118	95,620	95,620	34,620	25,620	25,620
Transfers from Government of Canada	480	493	493	476	393	393
Investment Income	555	476	476	502	502	502
Premiums, Fees and Licences	6,698	7,081	7,081	7,432	7,607	7,864
Other Revenue	5,582	4,698	4,698	4,528	4,589	4,571
<b>MINISTRY REVENUE</b>	<b>127,433</b>	<b>108,368</b>	<b>108,368</b>	<b>47,558</b>	<b>38,711</b>	<b>38,950</b>
<b>EXPENSE</b>						
<b>Program</b>						
Tourism	56,817	66,229	66,229	70,986	72,500	73,500
Parks	63,946	122,685	119,268	67,082	67,382	67,329
Recreation and Sport	119,969	51,505	51,797	47,197	32,206	31,613
Ministry Support Services	5,364	7,628	7,628	7,598	7,892	7,892
Valuation Adjustments and Other Provisions	1,010	110	110	110	110	110
<b>MINISTRY EXPENSE</b>	<b>247,106</b>	<b>248,157</b>	<b>245,032</b>	<b>192,973</b>	<b>180,090</b>	<b>180,444</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	(302)	2,300	-	800	800	800
<b>NET OPERATING RESULT</b>	<b>(119,975)</b>	<b>(137,489)</b>	<b>(136,664)</b>	<b>(144,615)</b>	<b>(140,579)</b>	<b>(140,694)</b>

## 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	127,433	108,368	108,368	47,558	38,711	38,950
<i>Inter-ministry consolidation adjustments</i>	(114,118)	(95,620)	(95,620)	(34,620)	(25,620)	(25,620)
<b>Consolidated Revenue</b>	<b>13,315</b>	<b>12,748</b>	<b>12,748</b>	<b>12,938</b>	<b>13,091</b>	<b>13,330</b>
Ministry Expense	247,106	248,157	245,032	192,973	180,090	180,444
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>247,106</b>	<b>248,157</b>	<b>245,032</b>	<b>192,973</b>	<b>180,090</b>	<b>180,444</b>
Gain (Loss) on Disposal of Capital Assets	(302)	2,300	-	800	800	800
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(234,093)</b>	<b>(233,109)</b>	<b>(232,284)</b>	<b>(179,235)</b>	<b>(166,199)</b>	<b>(166,314)</b>

## CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
Tourism	97	1,000	1,000	500	-	-
Parks	49,673	34,634	38,706	17,982	17,982	17,982
Recreation and Sport	18	-	-	-	-	-
Ministry Support Services	109	45	45	-	-	-
<b>MINISTRY CAPITAL INVESTMENT</b>	<b>49,897</b>	<b>35,679</b>	<b>39,751</b>	<b>18,482</b>	<b>17,982</b>	<b>17,982</b>

# Transportation

BUSINESS PLAN 2009-12

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## 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.

Luke Ouellette, *Minister of Transportation*  
March 19, 2009

## THE MINISTRY

The Ministry of Transportation comprises the Department of Transportation and the Transportation Safety Board. The Department of Transportation:

- leads the planning, construction, and preservation of our provincial highway network to connect Alberta's communities, and support the province's economic and social growth;
- leads provincial transportation safety services, and provides a wide range of information, education, and enforcement programs along with engineering solutions to promote safe driving, vehicles, roads, railways, and transport of dangerous goods;
- designs, constructs and maintains Alberta's water management infrastructure on behalf of Environment;
- manages provincial and federal grant programs to help municipalities develop and preserve their transportation systems, increase public transit to reduce greenhouse gas emissions, and ensure water and wastewater treatment systems for Albertans; and
- represents Alberta's interests in a sustainable and integrated transportation system at all levels of government, national and international trade agreements, and regulatory harmonization.

The Alberta Transportation Safety Board, which hears appeals of the Registrar's decisions, is the final administrative authority for making operator licence determinations. The Board handles appeals of licence suspensions and vehicle seizures. It is also responsible for hearings under the *Railway (Alberta) Act*. While the Board reports to the Minister of Transportation, formal decisions are made independently in accordance with governing legislation: the *Traffic Safety Act* and the *Railway (Alberta) Act*.

## VISION

*Alberta Transportation is a Centre of Excellence for transportation in North America.*

## MISSION

We contribute to Alberta's prosperity and quality of life by providing and supporting a safe, innovative, and sustainable provincial transportation system, and water management infrastructure.

## VALUES

The Ministry's values define how we treat our clients, stakeholders, partners, the public and each other. We proudly work together to build a stronger province for current and future generations.

**Respect** – We foster an environment in which each individual is valued, respected and heard.

**Integrity** – We behave ethically and are open, honest and fair.

**Accountability** – We are responsible for our actions and for contributing to the effectiveness of the public service.

**Excellence** – We use innovation and continuous improvement to achieve excellence for Albertans.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry Business Plan supports the following goals in the *Government of Alberta Strategic Business Plan*:

### **Goal 1: Alberta will have a prosperous economy.**

- The Ministry manages the provincial highway network to support economic and social development and helps rural municipalities to address new resource and industry related traffic.

### **Goal 3: The high quality of Alberta's environment will be sustained.**

- The Ministry uses innovative approaches to reduce the environmental impact of Alberta's provincial transportation system. The Green Transit Incentives Program (Green TRIP) will support new public transit, reduce the number of vehicles on the road, and reduce greenhouse gas emissions. The Ministry also manages the design, construction, and maintenance of the province's environmentally safe water management infrastructure, and supports municipalities in developing and preserving their water management systems.

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

- The Ministry adopts open, cost effective and efficient ways to provide essential transportation infrastructure for Albertans, including innovative public-private partnerships.

### **Goal 7: Alberta will be a safe place to live, work and raise families.**

- The Ministry continues to implement the Alberta Traffic Safety Plan, and Three-Year Traffic Safety Action Plan to improve traffic safety, and ensure that effective driver programs, services and standards are in place.

**Goal 10: Alberta will have effective and efficient transportation infrastructure.**

- The Ministry is implementing a transportation plan to support long term economic growth while maintaining existing infrastructure, in keeping with the government's capital planning process and approved projects.

The Ministry Business Plan supports the Government of Alberta's priority to *provide the roads, schools, hospitals, and other public infrastructure to meet the needs of a growing economy and population* by developing a transportation system for the province that sustains our social and economic growth today and into the future.

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

### **Longer term population and economic growth**

In the long term, Alberta will continue to attract new residents and new business. In turn, population growth and shifts to urban areas and suburbs together with economic development will increase the need to expand transportation systems and utility corridors. Population shifts will also add to the complexity of moving all types of traffic through high growth areas. These include the Regional Municipality of Wood Buffalo, Edmonton, Calgary, Peace Country, Cold Lake and Athabasca areas. The Ministry supports the government's capital planning process and is implementing projects as scheduled to ensure our provincial highway network keeps pace with the province's development.

### **A sustainable transportation system**

Albertans are increasingly concerned about climate change and other environmental issues. They want to reduce greenhouse gas emissions, contain the cumulative impact of population and economic growth on the environment, and address the uncertainty of future water supplies. Therefore, the Ministry is developing new approaches to ensure the long term sustainability of the province's transportation system. The Green Transit Incentives Program will provide assistance and incentives to support new public transit, reduce the number of vehicles on the road, and reduce greenhouse gas emissions. The Ministry is minimizing the cumulative environmental impact of building new roads. In addition, best practices are being used in the design, construction, and maintenance of the province's water management infrastructure on behalf of the Department of Environment to prolong the safe supply of water for domestic, agricultural, industrial and recreational uses.

### **A volatile economy**

The volatile global economy, together with an aging workforce, and skill shortages will continue to present challenges to constructing, maintaining, and financing our provincial highway network and related infrastructure. Alberta Transportation is adopting innovative and cost effective options, including public-private partnerships, to provide a provincial highway network that supports the province's economic and social development.

### **Balancing highway expansion with highway maintenance**

Alberta currently spends more per capita than other provinces on capital construction to support economic and social development. However, the building of new highways also fuels a corresponding need for operating and maintenance funding. Regular maintenance is critical for prolonging the life of highways, bridges and overpasses on which existing business and communities depend. The Ministry is using new approaches to extend the life of new highway infrastructure but must also find ways to address the cost and number of outstanding maintenance projects.

### **Safe drivers, roads, and vehicles**

Driving is a privilege, and Albertans want to see safe drivers, vehicles and roads. Safer driving could prevent most of the 153,901 motor vehicle collisions that took place in 2007. The overall cost of these collisions to society is conservatively estimated at four billion dollars per year, or \$12 million every day. Therefore, improving traffic safety is both a challenge and a priority for the Ministry.

The government recently established the Office of Traffic Safety and is in the second year of the Alberta Traffic Safety Plan: Saving Lives on Alberta Roads. The Plan aims to make Alberta roads the safest in the country and is focusing efforts on public education and communication, community mobilization, law enforcement, engineering, legislation, research and evaluation.

### **Intra and inter-governmental relationships**

A coordinated approach across different levels of government, provinces and territories is critical for addressing transportation challenges and developing an integrated road-rail-air transportation system to support the flow of people, goods and services. The Ministry is working with all its partners and stakeholders to promote investment in western transportation among jurisdictions, and is encouraging regulatory harmonization.

### **Capacity and expertise**

The Ministry faces significant challenges in attracting and retaining skilled employees. The transportation business is complex and knowledge intensive. Ministry employees in all divisions typically develop skills that are attractive to industry and other employers. For this reason, the Ministry is developing and implementing a comprehensive succession management plan, and work force continuity strategies that will attract, develop, and retain staff with the required knowledge, skills and experience to maintain and fulfill our mandate.

## **STRATEGIC PRIORITIES 2009-12**

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the ongoing core activities of the Ministry.

### **CREATING AND PROTECTING OUR OPPORTUNITIES**

- 1. Work within the fiscal context to optimize the value of the provincial investment in highway repaving and bridge repair** Maintaining and preserving our provincial highways, bridges, and overpasses is critical to providing and supporting a world-class transportation system for Alberta. Within the fiscal framework, the Ministry will optimize the value of the provincial investment in highway repaving and bridge repair to support Alberta's long term economic and social development.

**Linkage:**

**Goals 1 and 3**

- 2. Implement innovative approaches to reduce the environmental impact of Alberta's transportation system, including the Green Transit Incentives Program to support new public transit, reduce the number of vehicles on the road, and reduce greenhouse gas emissions**
- The Ministry plays a key role in supporting the government's Climate Change Action Plan designed to protect our environment, maintain our quality of life, and allow continued economic growth. The Ministry will develop and implement the Green Transit Incentives Program to improve and expand local, regional, and inter-city transit systems. By supporting new public transit alternatives throughout the province, the program will reduce the number of vehicles on roads, and greenhouse gas emissions. In addition, the Ministry will work with the commercial transportation industry on greenhouse gas emission reduction, including reducing idling and driver fuel efficient training. The Ministry will also work with the construction industry to implement energy efficiencies in their highway construction operations.

**Linkage:**  
**Goals 1, 2 and 3**

- 3. Expand the capacity of Alberta's transportation system to support the province's social and economic development**
- Alberta's continued social and economic development depends on effective transportation as well as other factors. The Ministry will continue to develop the capacity of the provincial transportation system and transportation links to efficiently connect Alberta's communities, and move people, goods, and services to their provincial, national, and international destinations. Twinning the North-South Trade Corridor, developing the Asia-Pacific Gateway, improving the road networks for high growth areas such as Edmonton, Calgary and areas affected by resource development will increase Alberta's competitiveness in domestic and international markets.

**Linkage:**  
**Goals 1, 2 and 3**

## **BUILDING OUR QUALITY OF LIFE**

- 4. Continue to implement a provincial Traffic Safety Plan to reduce the number of collisions, injuries and fatalities on Alberta roads**
- As a result of an extensive traffic safety review, the Ministry is implementing the Alberta Traffic Safety Plan and a Three-Year Traffic Safety Action Plan. This will improve traffic safety through effective communications, community traffic safety, public education and awareness, research and evidence-based decisions, sustained enforcement, engineering and infrastructure improvements, and legislation. These efforts aim to change driver behaviours and attitudes to reduce collisions, injuries, and fatalities. The Ministry will also continue to work in partnership with other ministries and external stakeholders to achieve the objectives of the Traffic Safety Action Plan.

**Linkage: Goal 2**

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Developing and preserving the provincial highway network

The Ministry supports the government's vision of a world class transportation system for the province. The Ministry manages the planning, design, construction and preservation of our provincial highway network to connect our communities, and enable Albertans, goods, and services to move across the province safely and efficiently. The Ministry sets standards for provincial highways, promotes sustainability and uses innovative, cost-effective practices and partnerships to build and maintain the network of roads, bridges, and overpasses which supports Alberta's dynamic development.

### GOAL ONE **1** Alberta's provincial highway network connects communities and supports social and economic growth

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#### What it means

Alberta's provincial highway network is the backbone of our province, and road-rail-air transportation system. Our provincial highway network connects Albertans and their communities to one another and to the rest of the continent safely and quickly. It allows businesses and industries, and farmers and ranchers to get their goods and services to provincial, national, and international markets efficiently. Therefore, the Ministry will continue to develop and maintain the highway network to support our province's growth. The Ministry will also work with other levels of government and partners to help develop an integrated road, rail, and air transportation system between Alberta's municipalities.

#### Strategies

- 1.1 Continue with capital investments to improve the provincial transportation network throughout the province and support the government's 20-year Capital Plan.
- 1.2 Continue to plan, design and construct ring roads in Calgary and Edmonton, and conduct ring road studies for other major centres in keeping with projected longer term growth.
- 1.3 Continue developing access routes and inter-modal trade corridors to better connect Alberta to the United States and other world markets, including the CANAMEX North-South Trade Corridor and the Asia Pacific Gateway and Corridor Initiative.
- 1.4 Implement the Provincial Freeway Corridor Management Plan to address long-term development along the side of freeways.
- 1.5 Develop public-private partnerships and other cost effective ways to expand the provincial highway network as needed to support the province's social and economic growth.
- 1.6 Adopt innovative ways to maintain provincial highways, bridges and overpasses, and reduce the associated capital costs.
- 1.7 Continue to implement the state-of-the-art Transportation Infrastructure Management System (TIMS).



Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
<b>1.a Physical Condition of Provincial Highways:</b>				
• Percentage in good condition	59.0	60.0	59.0	58.0
• Percentage in fair condition	25.9	23.0	23.0	23.0
• Percentage in poor condition	15.1	17.0	18.0	19.0
<b>1.b Functional Adequacy of Highways</b>				
• Percentage of provincial highways that meet current engineering standards	81.1	80.0	80.0	80.0
<b>1.c Construction Progress on the North-South Trade Corridor:</b>				
• Percentage of four-laning open to travel	90.4	91.0	91.0	92.0
<b>1.d Ring Roads in Edmonton and Calgary:</b>				
• Percentage of ring roads open to travel	36.4	56.0	56.0	69.0

## Core Business Two: Managing provincial transportation safety

The Ministry leads and provides a wide range of transportation safety services to help achieve the government's vision of safe drivers, vehicles, and roads. The Ministry promotes safety-focused policies, encourages smart driving to reduce greenhouse gas emissions, and provides a range of information, education and enforcement programs to improve driver, vehicle, carrier, road, and rail safety. The Ministry oversees driver programs and licensing standards, manages driver records, problem drivers and impaired driving programs, delivers and enforces vehicle and carrier safety and permit programs, monitors the transport of dangerous goods, and oversees the safe operation of provincial railways.

GOAL TWO

2

## Alberta has the safest and most efficient road and rail system in Canada

### What it means

Albertans want to know that the province's roads and railways are among the safest in Canada to use, and that drivers and operators practice high standards of safety. Therefore, the Ministry will continue to take a wide range of legislative, public awareness, education, enforcement and engineering initiatives to promote traffic safety in Alberta, including driver and vehicle safety as well as the safe operation of provincial railways. In addition, the Alberta Transportation Safety Board will continue to act in the interest of public safety to remove or keep unsafe drivers off the road.

### Strategies

- 2.1 Continue to implement the Alberta Traffic Safety Action Plan to reduce fatalities and injuries on Alberta roadways in support of Road Safety Vision 2010, Canada's national road safety strategy.
- 2.2 Develop legislation, regulations and policies to support provincial traffic safety programs, including intersection safety devices, commercial vehicle driver's hours of service, commercial vehicle written trip inspections, and enhanced speed enforcement programs.

- 2.3 Improve highway safety by enhancing cooperation and harmonization in the issuance of driver licenses through the National Driver Licensing Reciprocity Agreement, and Canadian Driver License Agreement.
- 2.4 Adopt effective compliance management solutions recommended by the Commercial Vehicle Out-of-Service Project Team to address unacceptably high provincial out-of-service rates among commercial vehicles in Alberta.
- 2.5 Enhance the safety of commercial drivers and vehicles on our highways by inspecting and intervening with carriers through the National Safety Code Program, implementing new initiatives to better identify drivers and carriers at risk, and encouraging performance improvement through the introduction of a Commercial Driver Profile, Partners in Compliance incentives, and North America Fatigue Management program.
- 2.6 Develop approaches to address new and emerging types of vehicles that will support the safety of all highway users. In addition, enhance vehicle safety standards and vehicle inspection programs by introducing updated legislation, regulations, and policy, and by enhancing the progressive discipline program for licensed vehicle inspection facilities and technicians.
- 2.7 Improve highway safety through Intelligent Transportation Systems that provide commercial vehicle operators with road weather and other information.
- 2.8 Continue to implement the Transportation Routing and Vehicle Information System (TRAVIS).
- 2.9 Together with Education, implement a ten-point action plan for improving school bus safety across the province.

Performance Measures	Last Actual 2007-2008	Target 2009-10	Target 2010-11	Target 2011-12
<b>2.a Seat Belt Usage:</b>				
<ul style="list-style-type: none"> <li>• Percentage of vehicle occupants wearing seat belts – Alberta<sup>1</sup></li> </ul>	88.9	95.0	N/A	95.0
<b>2.b Involvement of Drinking Drivers in Casualty Collisions:</b>				
<ul style="list-style-type: none"> <li>• Percentage of drivers involved in injury collisions who had consumed alcohol</li> </ul>	4.9	4.4	4.4	4.2
<ul style="list-style-type: none"> <li>• Percentage of drivers involved in fatality collisions who had consumed alcohol</li> </ul>	22.3	18.5	18.5	18.3
<b>2.c Mechanical Safety of Commercial Vehicles:</b>				
<ul style="list-style-type: none"> <li>• Percentage of inspected vehicles requiring on-site adjustments</li> </ul>	23.2	21.9	21.9	21.9

**Note:**

- 1 Alberta anticipates that Transport, Infrastructure and Communities Canada (Transport Canada) will conduct the next overall seat belt use survey (urban/rural combined) in 2010.

## **Core Business Three: Developing partnerships to support Alberta’s interests in an integrated transportation system**

Transportation supports the government’s vision of strong and vibrant communities connected by a sustainable, safe, and efficient transportation system. Although the federal government is primarily responsible for air and railways, the Ministry works very closely with all partners to promote an integrated road-rail-air-port transportation system for the province. It also recognizes the importance of municipal transportation in connecting neighborhoods and communities as well as people and services. The Ministry therefore administers federal and provincial grant programs to help municipalities develop their rapid transit and other transportation systems to address growth while reducing congestion, energy consumption, and green house gas emissions.

### **GOAL THREE** **3 Alberta’s policy and program interests in an integrated road, air, rail and port transportation system are well represented**

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#### **What it means**

Alberta exports account for two thirds of its Gross Domestic Product (GDP), and Alberta depends on efficient and direct access to markets. The province’s transportation system supports Alberta’s growth, quality of living, and ability to take advantage of new opportunities by connecting Albertans and moving people, goods and services safely and quickly to provincial, national, and international destinations. For this reason, the Ministry will continue to work with all levels of government, shippers, carriers and other partners to develop a sustainable, integrated, world-class public transit, road, air, rail, and marine transportation system for Albertans.

#### **Strategies**

- 3.1 Implement the Green Transit Incentives Program to support new public transit, reduce the number of vehicles on the road, and reduce greenhouse gas emissions.
- 3.2 Develop a sustainable transportation framework that supports the government’s Land-use Framework and *Provincial Energy Strategy*.
- 3.3 Work with provinces and territories on the Western Canada Transportation Infrastructure Strategy to ensure investment in transportation is a top priority for all levels of government.
- 3.4 Support the Asia-Pacific Gateway and Corridor Implementation Planning Team to develop transportation linkages and Port Alberta.
- 3.5 Participate in the development of the land-use plan for the Lower Athabasca Region, which covers an area from the town of Bonnyville to Alberta’s northern border and includes Fort McMurray, Cold Lake and Lac La Biche.
- 3.6 Support the government’s 20-year strategic plan for the sustainable development of Alberta’s oil sands.
- 3.7 Work with the federal government to enhance transportation legislation that will benefit Alberta shippers and consumers.
- 3.8 Administer grant funding under the Federal Gas Tax Fund agreement, the Public Transit Capital Trust 2008, and the Canada-Alberta Municipal Rural Infrastructure Fund to support municipal and transit infrastructure, and administer the Resource Road Program to help rural municipalities, towns, and villages address resource and new industry-based traffic.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a <b>Client Satisfaction Survey:</b>				
<ul style="list-style-type: none"> <li>Percentage of municipal clients satisfied with overall quality of service<sup>1</sup></li> </ul>	96.0	>95.0	n/a	>95.0

**Note:**

1 Client Satisfaction Survey is conducted every two years and is based on the calendar year. The next survey will be conducted in 2010 based on the 2009 calendar year.

## Core Business Four: Supporting provincial and municipal water management systems

Alberta Transportation plays a key role in the government's *Water for Life* strategy, and helps to ensure Albertans can access a safe and secure supply of drinking water, irrigation to support farming, ranching and agriculture, and healthy water ecosystems. The Ministry works with partners to manage the design, construction and maintenance of the province's water management infrastructure on behalf of Environment. The Ministry also provides funding for municipal water and wastewater facilities through the *Water for Life* Program with a focus on health and environmental concerns.

# GOAL FOUR **4** Alberta has safe and effective provincial and municipal water management infrastructure

### What it means

Under the government's *Water for Life* strategy, the Ministry will continue to develop and maintain water management infrastructure on behalf of Environment. It will also assist municipalities in developing their water and wastewater treatment systems to ensure Albertans have a safe supply of water for domestic, agricultural, industrial, and recreational uses.

### Strategies

- 4.1 Continue to work with Alberta Environment and northern Alberta rural municipalities to identify, prioritize, design and construct eligible drainage projects under the Northern Alberta Erosion Control Program.
- 4.2 Continue to rehabilitate the Carseland/Bow River Headworks.
- 4.3 Assist municipalities with water supply, water treatment, and wastewater treatment and disposal facilities by providing funding through the Alberta Municipal Water/Wastewater Partnership Program, and an enhanced Regional Water and Wastewater Initiative.
- 4.4 Ensure environmental practices are integrated into the design, development and delivery of provincial water management projects.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
4.a <b>Progress on Completion of Major Water Management Construction Projects:</b>				
<ul style="list-style-type: none"> <li>Percentage of Carseland/Bow River rehabilitation completed</li> </ul>	73.0	84.0	90.0	95.0

## MINISTRY SUPPORT SERVICES

Corporate Support Services – Human Resources, Policy Development, Business Planning and Reporting, Finance, Information Management and Technology, Legislative Planning and *Freedom of Information and Protection of Privacy Act* – are provided to support the *Government Accountability Act*, promote the effective delivery of transportation programs and services, and encourage continuous improvement to better serve Albertans. These services are provided under a Shared Services Agreement between the Ministries of Transportation and Infrastructure to meet the strategic human resources needs of both Ministries.

In addition, the Ministry's Corporate Support Services will lead and implement enhanced strategic intelligence and enterprise risk management initiatives to capitalize on emerging opportunities in the best interests of Albertans. The Ministry will also develop and implement a succession management plan and strategies to attract, develop and retain employees with the knowledge, skills, and experience to deliver on the Ministry's mandate.

## EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Developing and preserving the provincial highway network	654,275	773,318	772,466	830,569	881,034	912,827
Managing provincial transportation safety	75,952	83,458	83,808	85,239	92,822	97,069
Developing partnerships to support Alberta's interests in an integrated transportation system	1,221,364	1,154,648	1,163,649	1,142,195	822,710	932,233
Supporting provincial and municipal water management systems	107,332	205,402	291,402	189,694	134,426	241,460
<b>MINISTRY EXPENSE</b>	<b>2,058,923</b>	<b>2,216,826</b>	<b>2,311,325</b>	<b>2,247,697</b>	<b>1,930,992</b>	<b>2,183,589</b>

## MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
<b>REVENUE</b>						
Internal Government Transfers	175,000	195,000	195,000	375,000	375,000	375,000
Transfers from Government of Canada	122,342	172,780	148,279	230,450	254,753	199,753
Premiums, Fees and Licences	20,540	13,340	13,340	16,340	16,340	16,340
Other Revenue	22,468	14,120	38,981	65,690	6,683	3,770
<b>MINISTRY REVENUE</b>	<b>340,350</b>	<b>395,240</b>	<b>395,600</b>	<b>687,480</b>	<b>652,776</b>	<b>594,863</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	25,451	28,034	28,034	27,875	28,521	29,203
Provincial Highway Systems and Safety	387,085	444,247	444,746	454,645	489,265	495,641
Municipal Support	1,319,736	1,350,325	1,445,325	1,322,350	947,353	1,163,560
Other Programs and Services	40,576	36,037	35,037	34,842	30,671	44,292
Non-Cash Items	278,111	339,972	339,972	387,072	410,372	410,372
<b>Total Program Expense</b>	<b>2,050,959</b>	<b>2,198,615</b>	<b>2,293,114</b>	<b>2,226,784</b>	<b>1,906,182</b>	<b>2,143,068</b>
<b>Debt Servicing Costs</b>						
Department	7,964	18,211	18,211	20,913	24,810	40,521
<b>MINISTRY EXPENSE</b>	<b>2,058,923</b>	<b>2,216,826</b>	<b>2,311,325</b>	<b>2,247,697</b>	<b>1,930,992</b>	<b>2,183,589</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	(3,140)	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(1,721,713)</b>	<b>(1,821,586)</b>	<b>(1,915,725)</b>	<b>(1,560,217)</b>	<b>(1,278,216)</b>	<b>(1,588,726)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Ministry Revenue	340,350	395,240	395,600	687,480	652,776	594,863
<i>Inter-ministry consolidation adjustments</i>	(175,000)	(195,000)	(195,000)	(375,000)	(375,000)	(375,000)
<b>Consolidated Revenue</b>	<b>165,350</b>	<b>200,240</b>	<b>200,600</b>	<b>312,480</b>	<b>277,776</b>	<b>219,863</b>
Ministry Program Expense	2,050,959	2,198,615	2,293,114	2,226,784	1,906,182	2,143,068
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Program Expense</b>	<b>2,050,959</b>	<b>2,198,615</b>	<b>2,293,114</b>	<b>2,226,784</b>	<b>1,906,182</b>	<b>2,143,068</b>
Ministry Debt Servicing Costs	7,964	18,211	18,211	20,913	24,810	40,521
<b>Consolidated Expense</b>	<b>2,058,923</b>	<b>2,216,826</b>	<b>2,311,325</b>	<b>2,247,697</b>	<b>1,930,992</b>	<b>2,183,589</b>
Gain (Loss) on Disposal and Write Down of Capital Assets	(3,140)	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(1,896,713)</b>	<b>(2,016,586)</b>	<b>(2,110,725)</b>	<b>(1,935,217)</b>	<b>(1,653,216)</b>	<b>(1,963,726)</b>

## CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Ministry Support Services	10,382	10,185	10,185	9,709	9,709	9,709
Provincial Highway Systems and Safety	1,078,296	1,827,109	1,647,568	1,436,397	1,937,488	1,638,278
Other Programs and Services	84,233	93,697	99,658	71,181	79,465	57,306
Alternatively Financed Projects	189,540	5,000	283,060	339,590	124,800	105,300
<b>MINISTRY CAPITAL INVESTMENT</b>	<b>1,362,451</b>	<b>1,935,991</b>	<b>2,040,471</b>	<b>1,856,877</b>	<b>2,151,462</b>	<b>1,810,593</b>

# Treasury Board

BUSINESS PLAN 2009-12

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## 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.

Lloyd Snelgrove, *President of the Treasury Board*  
March 17, 2009

## THE MINISTRY

The Ministry of Treasury Board consists of the Department of Treasury Board and Corporate Human Resources, and includes the following areas:

- Spending Management and Planning provides advice and recommendations on ministries' operating and capital spending and provides management and administrative support to the Treasury Board Committee. This division also monitors ministries' activities to identify fiscal plan implications in conjunction with Finance and Enterprise, and finalizes the *Government Estimates* and *Ministry Business Plans* for publication as part of the Government's Accountability Framework.
- Strategic Capital Planning is responsible for leading the government's capital planning process, preparing the Capital Plan and providing advice and analysis on planning, construction costs and capital spending and operating government air transportation services. The Alternative Capital Financing Office identifies and analyzes options for financing capital projects and assists in executing public-private partnerships, where feasible.
- The Office of the Controller is responsible for government accounting standards, financial and performance reporting, financial management and control policies, and enterprise risk management.



- Corporate Internal Audit Services provides assurance and advisory services, on a risk prioritized basis, across the government aimed at identifying and recommending improvements to risk management, control and governance systems.
- The Oil Sands Sustainable Development Secretariat leads the implementation of a strategic plan for Alberta's oil sands to improve planning, communications and service delivery to the oil sands regions.
- Corporate Human Resources leads and collaborates with ministries to develop innovative human resource management policies and practices to attract, engage and develop employees to achieve government goals and priorities.

## VISION

*An open, accountable and fiscally responsible government.*

## MISSION

Leadership in accountability, strategic advice and services.

## LINK 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:

### Government of Alberta Goals

### Treasury Board

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

- Implement the *20-Year Strategic Capital Plan* to address Alberta's immediate and long-term growth needs, ensure the maintenance of existing infrastructure, explore options to fund capital projects, and recommend strategies to reduce infrastructure costs. This will provide the roads, schools, hospitals and other public infrastructure needed to meet future demands.
- Modernize and strengthen the business planning and budget development process, and provide direction on improving the Government of Alberta's public performance reporting.
- Strengthen the Government of Alberta's long-term fiscal position by improving expenditure management by leading ongoing reviews to identify opportunities for more effective spending and program delivery.

**Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities.**

- Coordinate the implementation of the Oil Sands Strategic Plan and the Fort McMurray Community Development Plan.

### **Government of Alberta Priorities**

The Ministry will work with Energy and other ministries to achieve the following government priority:

- *Ensure Alberta's energy resources are developed in an environmentally sustainable way.*

The Ministry will take the lead in the government priority:

- *Provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

## **SIGNIFICANT OPPORTUNITIES AND CHALLENGES**

Key challenges and opportunities expected to influence the Ministry in the coming years include:

### **Public Values and Stewardship**

Albertans expect the government to govern with integrity and transparency, to be fiscally responsible and to be accountable for results. The government has provided sound financial management and public performance reporting in the past. Albertans expect this to continue. In addition, Albertans expect ministries to work together in the stewardship of Alberta's financial resources by identifying cost-saving opportunities and sharing best practices.

### **Economic Changes**

The past year has seen significant and rapid change in the world economy. After a prolonged period of economic growth, the financial credit crisis has led to global economic uncertainty and recession. Although economic growth is slowing, the provincial economy remains fundamentally strong because of fiscal prudence which positions Alberta well to withstand this period of economic instability. Recent growth has led to significant needs and public demand for increased government services and infrastructure. To respond to these demands and to a changing economy, the Government of Alberta has significant opportunities to create or build on existing policies and to be proactive, creative, innovative and responsive. The government must work to establish and build relationships and partner with other levels of government, industry and communities.

Alberta's oil sands are a critical component of the long-term economic growth and energy security of Alberta and Canada but this does not come without challenges, especially when considering the current economic uncertainty. Treasury Board will work in collaboration with industry and other government ministries to optimize economic growth, reduce the environmental footprint and increase the quality of life for Albertans today and in the future.

### **Sustainable Program Spending**

Ensuring program spending remains sustainable over the long term is a challenge faced by all governments in Canada. One of the challenges in Alberta will be ensuring that government spending on public services is efficient and effective. Treasury Board will continue to work with other ministries to improve expenditure management.

### **Infrastructure Demands**

A persistent challenge has been to balance the need for ongoing maintenance and rehabilitation of existing capital infrastructure with the need to invest in new infrastructure that will accommodate Alberta's long-term requirements.

The Government of Alberta must work with stakeholders to address infrastructure deficits and demands in a timely and affordable manner. The Ministry will continue to pursue new ways of providing cost effective infrastructure, such as public-private partnerships and other alternative financing opportunities.

## STRATEGIC PRIORITIES 2009-12

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

### CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. 20-Year Capital Plan** Treasury Board will continue to implement the government's *20-Year Strategic Capital Plan* to meet capital needs.  
**Linkage:**  
**Goals 2 and 4**
- 2. Spending discipline** In collaboration with Finance and Enterprise, Treasury Board will work to strengthen the Government of Alberta's long-term fiscal position. Treasury Board will take the lead to improve expenditure management and enhance the capital planning process.  
**Linkage:**  
**Goals 1 and 2**
- 3. Business planning and budget development** In collaboration with Finance and Enterprise, Treasury Board will modernize and strengthen the business planning and budget development process and provide direction on improving the Government of Alberta public performance reporting.  
**Linkage:**  
**Goals 1 and 3**

### GREENING OUR GROWTH

- 4. Oil Sands Strategic Plan** The Oil Sand's Sustainable Development Secretariat will coordinate the implementation of the Oil Sands Strategic Plan, *Responsible Actions: A Plan for Alberta's Oil Sands*, and develop the Fort McMurray Community Development Plan. This plan provides a platform to balance development with environmental protection, social responsibility and economic success.  
**Linkage:**  
**Goals 2 and 4**

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Spending management and planning

### GOAL ONE **1** Disciplined government spending

#### What it means

Government decisions are made as part of a comprehensive budget and business planning process in accordance with government-wide strategic priorities. As part of the government's overall budgeting process, the Ministry provides advice and recommendations on ministry operating and capital spending to the Treasury Board Committee, Cabinet and Cabinet Policy Committees.

In addition, Treasury Board consults with other ministries regarding all new programs and initiatives that have operating or capital spending implications.

#### Strategies

- 1.1 Identify operating and capital spending issues associated with existing programs and significant new initiatives in collaboration with other ministries, and work with the Ministry of Finance and Enterprise to determine the potential impact on the government's fiscal plan.
- 1.2 Lead and coordinate the identification of opportunities for more effective spending and program delivery through ongoing reviews of ministry programs.
- 1.3 Assess the impact of proposed or approved capital projects on future ministry budgets, and explore options to better align operating and capital budgets.
- 1.4 Modernize and strengthen the government's business planning and budgeting process.
- 1.5 Provide strategic analysis and advice to the Treasury Board Committee, Cabinet and Cabinet Policy Committees to assist in fiscal, policy and program decisions.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
1.a Percentage change in actual government operating expense from authorized budget	0.4% decrease	<1%	<1%	<1%

## Core Business Two: Strategic capital planning

GOAL TWO

# 2

## Capital planning that supports Alberta's economy

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### What it means

The Ministry of Treasury Board works with other ministries to implement the government's *20-Year Strategic Capital Plan* to meet capital needs. The capital planning process will focus not only on new capital infrastructure but will also address the maintenance of existing infrastructure.

The Ministry will continue to explore alternative financing options for capital projects, including public-private partnerships. The Ministry will develop relationships with other jurisdictions to build on their experience in alternative capital financing.

### Strategies

- 2.1 Coordinate and lead the evaluation and prioritization of capital needs as part of the long-term government Capital Plan. In collaboration with capital program ministries, continue to improve the capital planning process.
- 2.2 Further develop and implement policies, standards and processes that ensure a disciplined approach to the management and control of capital spending, including reporting and assessing price, scope changes and performance results.
- 2.3 Collaborate with stakeholders and other ministries and jurisdictions to develop opportunities to pursue alternative financing options, such as public-private partnerships, and implement where cost effective and feasible.
- 2.4 Lead the development of public-private partnerships guidelines to provide consistent standards, policies and accountabilities across capital projects and ministries.
- 2.5 Coordinate, in consultation with other government ministries and municipalities, the provincial delivery of infrastructure and services to the Regional Municipality of Wood Buffalo and other areas supporting sustainable oil sands development (such as the Industrial Heartland).
- 2.6 Coordinate and lead the identification of capital maintenance and renewal priorities across government, and make recommendations to Treasury Board Committee on allocating capital funding.
- 2.7 Coordinate and lead the delivery of the federal infrastructure funding within Alberta.
- 2.8 The Air Transportation Services will use innovation and apply industry best practices to provide safe, efficient air service to the Province of Alberta, members of Executive Council, departments, boards and agencies.

### Performance Measures Under Development:

A policy in place to govern corporate capital planning process for all ministries and a policy in place to govern capital asset management for existing owned and supported infrastructure.

The targets: developed (2009-10); implemented (2010-11); implemented (2011-12)

## Core Business Three: Accountability in government

### GOAL THREE **3** An accountable and financially well managed government

#### What it means

The Ministry of Treasury Board coordinates the government’s legislated commitment to be accountable to Albertans through publishing the *Government of Alberta Strategic Business Plan*, annual performance report (*Measuring Up*), audited financial statements and other supplementary financial information as required by the *Government Accountability Act*. The Ministry continues to refine the Government of Alberta’s financial management policies.

In addition, the Ministry reviews ministry business plans, advising on compliance with business plan standards, and finalizes the *Government Estimates* and *Ministry Business Plans* as part of the Government’s Accountability Framework.

The Ministry also supports all government ministries and agencies by providing advisory services on risk management control and governance processes, and through independent and objective assurance services designed to improve the effectiveness and efficiency of their programs and services.

#### Strategies

- 3.1 Lead the enhancement of financial management and reporting policies.
- 3.2 Draft a corporate enterprise risk management plan for the Government of Alberta.
- 3.3 Create and implement an audit centre for excellence that will include technical training and expert advice to ministries.
- 3.4 Establish specialized forensics and information technology audit services.
- 3.5 Implement accepted recommendations from the “Improving Public Performance Reporting in Alberta” report.

Performance Measures	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
3.a Auditor General opinion on Government of Alberta Financial Statements	Unqualified	Unqualified	Unqualified	Unqualified
3.b Percentage of corporate internal audit recommendations implemented from engagements rated as significant	90%	90%	90%	90%

## Core Business Four: Responsible oil sands development

GOAL FOUR

# 4

## Lead and support strategic planning, policy development and government decision making for Alberta's oil sands regions

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### What it means

Through the leadership of the Oil Sands Sustainable Development Secretariat and in collaboration with ministries, industry, community and other stakeholders, an integrated and coordinated approach in the oil sands regions will be implemented through immediate actions and long term integrated planning.

This will be reflective of the following Government of Alberta vision for responsible development for Alberta oil sands:

*“Alberta is a global leader in the innovative, responsible, and collaborative development of oil sands. The benefits of development continue to support clean, healthy, and vibrant communities for Albertans and future generations. Communities and developments reside together in a manner that balances progress with environmental stewardship.”*

### Strategies

- 4.1 Support the development of healthy communities to provide a quality of life that attracts individuals, families and businesses.
- 4.2 Implement the long-term oil sands strategic plan, *Responsible Actions: A Plan for Alberta's Oil Sands*, that will foster development while balancing economic growth with environmental stewardship and the needs of local communities.
- 4.3 Encourage cooperation, participation and partnership with all stakeholders and all government jurisdictions through a collaborative process and effective communication.
- 4.4 Establish strong cross-ministry relationships for effective coordination.
- 4.5 Develop measurement systems to increase accountability in management of the oil sands.
- 4.6 Provide guidance and coordination to Government of Alberta ministries and the Regional Municipality of Wood Buffalo to assist them with addressing the immediate housing shortage and infrastructure gaps by developing a Community Development Plan for the Fort McMurray region.

### Performance Measure Under Development:

New performance measures are under development that will measure accountability and implementation of the long-term oil sands strategic plan.

# CORPORATE HUMAN RESOURCES

## BUSINESS PLAN 2009-12

Corporate Human Resources, as part of the Ministry of Treasury Board, is the central human resources department of the Government of Alberta. Corporate Human Resources leads the development of government-wide human resource policies and collaborates with ministries on strategies to ensure that public service employees are positioned to do their best work on behalf of Albertans.

### VISION

*Alberta's Public Service – Proudly working together to build a stronger province for current and future generations.*

### MISSION

Attract, develop and engage a strong Alberta Public Service to deliver high-quality programs and services for Albertans.

**Our Values:    Respect, Accountability, Integrity, Excellence**

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The key linkages and contributions of Corporate Human Resources to the Government of Alberta goals and priorities are highlighted below:

Government of Alberta Goal	Corporate Human Resources
<b>Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally.</b>	<ul style="list-style-type: none"> <li>• Ensure the Government of Alberta has the skilled workforce needed to provide important public services in the future by implementing attraction and retention strategies.</li> </ul>

### Government of Alberta Priority

Corporate Human Resources will work with other ministries to achieve the following government priority:

- *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

As an employer, the Government of Alberta operates in an environment with changing demographics and economic trends. To effectively position the Alberta Public Service as an employer that offers a challenging, diverse and rewarding team environment, a number of opportunities and challenges have been identified:

### Attracting Talent

The Alberta Public Service needs to attract the best talent to develop progressive and proactive public policy, and provide efficient and effective service delivery.



## Developing Employees

Since a significant number of employees are eligible to retire in the next 10 years, a strong emphasis on learning and development is needed to ensure employees with the required knowledge, skills and competencies are available now and in the future.

## Engaging Employees

To sustain a dedicated workforce, it is important to build strong and positive workplace relationships, provide a safe and healthy work environment, support employee well-being and development, and recognize employee contributions.

# STRATEGIC PRIORITIES 2009-12

Through the Ministry's review of external and internal challenges, the strategic priority described below has been identified. This is in addition to the important ongoing core activities of the Ministry.

## CREATING AND PROTECTING OUR OPPORTUNITIES

- |  |   |
|--|---|
| <p><b>1. Implement Government of Alberta attraction and retention strategies</b></p> <p><b>Linkage:</b><br/><b>Goals 1 and 2</b></p> | <p>Corporate Human Resources will take the lead to ensure the Government of Alberta has the skilled workforce needed to provide important public services in the future by implementing attraction and retention strategies. The Alberta Public Service Workforce Plan, developed and implemented in collaboration with Deputy Ministers, the human resource community, and other key stakeholders, focuses on attracting, developing and engaging our employees. Further information on the plan and its initiatives can be found at <a href="http://www.chr.alberta.ca/apsworkforceplan">www.chr.alberta.ca/apsworkforceplan</a>.</p> |
|--|---|

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

**Core Business One: Strategic leadership of human resource management in the Alberta Public Service**

## **1** Effective human resource policies to build and sustain the Alberta Public Service

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GOAL ONE

### What it means

Corporate Human Resources (CHR) leads the development of human resource policies and provides implementation support to ministries and the human resource community through communication, education, consulting, service delivery and ongoing quality assurance. Human resource policies help to ensure a quality and productive work environment, and accountability for the management of human resources in the Alberta Public Service.

### Strategies

- 1.1 Working with key stakeholders, develop human resource policies to meet current and emerging business needs.
- 1.2 Support and promote implementation of common human resource policies across the public service.

Performance Measures	Last Actual 2008-09	Target 2009-10	Target 2010-11	Target 2011-12
1.a The Alberta Public Service has effective human resource policies	61%	64%	67%	75%
1.b Support is provided by CHR to implement cross-government human resources policies	49%	52%	61%	75%
1.c The tools and supports provided to implement cross-government human resource policies and initiatives are useful	63%	65%	67%	75%

**Notes:**

- 1.a 13 per cent of the stakeholders surveyed stated that they neither agreed nor disagreed with this statement.
- 1.b 30 per cent of the stakeholders surveyed stated that they neither agreed nor disagreed with this statement.
- 1.c 17 per cent of the stakeholders surveyed stated that they neither agreed nor disagreed with this statement.

## GOAL TWO 2 **Attract, develop and engage employees needed to achieve government goals**

**What it means**

The ability to attract, develop and engage skilled and knowledgeable employees within the public service is critical to achieving government goals. Corporate Human Resources, in collaboration with ministries, leads the development and implementation of corporate initiatives to ensure there are talented employees to meet current and future needs.

**Strategies**

- 2.1 Lead and facilitate the identification, development, implementation and communication of cross-government human resource initiatives and programs to attract, develop and engage talent, in collaboration with key stakeholders.

Performance Measures	Last Actual 2008-09	Target 2009-10	Target 2010-11	Target 2011-12
2.a Overall, the Alberta Public Service has effective strategies to attract, develop and engage employees	57%	60%	65%	75%
2.b Overall, effective support is provided by CHR to develop, implement and communicate cross-government human resource initiatives	52%	55%	62%	75%
2.c Stakeholder satisfaction with working relationships with CHR	78%	80%	82%	84%

**Notes:**

- 2.a 19 per cent of the stakeholders surveyed stated that they neither agreed nor disagreed with this statement.
- 2.b 21 per cent of the stakeholders surveyed stated that they neither agreed nor disagreed with this statement.
- 2.c 10 per cent of the stakeholders surveyed stated that they neither agreed nor disagreed with this statement.

## 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			
Spending management and planning	3,727	4,724	4,352	4,542	4,737	4,737
Strategic capital planning	7,975	29,691	12,902	205,577	27,492	37,492
Accountability in government	5,878	8,068	7,656	7,994	8,274	8,274
Responsible oil sands development	1,313	2,072	2,269	2,427	2,510	2,510
Strategic leadership of human resource management in the Alberta public service	19,678	23,809	24,574	23,500	24,196	24,196
<b>MINISTRY EXPENSE</b>	<b>38,571</b>	<b>68,364</b>	<b>51,753</b>	<b>244,040</b>	<b>67,209</b>	<b>77,209</b>

## 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			
<b>REVENUE</b>						
Transfer from Government of Canada	-	-	-	290,000	413,000	-
Other Revenue	16	-	200	-	-	-
<b>MINISTRY REVENUE</b>	<b>16</b>	<b>-</b>	<b>200</b>	<b>290,000</b>	<b>413,000</b>	<b>-</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	1,691	2,260	2,332	2,282	2,420	2,420
Oil Sands Sustainable Development Secretariat	974	1,931	2,188	2,400	2,466	2,466
Corporate Internal Audit Services	3,695	4,855	4,598	4,803	4,944	4,944
Office of the Controller	2,000	3,237	3,037	3,205	3,336	3,336
Spending Management and Planning	3,143	4,100	3,724	3,915	4,076	4,076
Strategic Capital Planning	2,205	8,392	6,498	6,171	6,286	6,286
Capital Projects *	-	15,372	-	192,931	14,600	24,600
Air Services	4,944	4,820	5,229	5,248	5,329	5,329
Corporate Human Resources	19,328	21,347	20,647	21,035	21,702	21,702
Valuation Adjustments and Other Provisions	591	2,050	3,500	2,050	2,050	2,050
<b>MINISTRY EXPENSE</b>	<b>38,571</b>	<b>68,364</b>	<b>51,753</b>	<b>244,040</b>	<b>67,209</b>	<b>77,209</b>
Gain (Loss) on Disposal of Capital Assets	(11)	-	(221)	-	-	-
<b>NET OPERATING RESULT</b>	<b>(38,566)</b>	<b>(68,364)</b>	<b>(51,774)</b>	<b>45,960</b>	<b>345,791</b>	<b>(77,209)</b>

## 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	16	-	200	290,000	413,000	-
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Revenue</b>	<b>16</b>	<b>-</b>	<b>200</b>	<b>290,000</b>	<b>413,000</b>	<b>-</b>
Ministry Expense	38,571	68,364	51,753	244,040	67,209	77,209
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>38,571</b>	<b>68,364</b>	<b>51,753</b>	<b>244,040</b>	<b>67,209</b>	<b>77,209</b>
Gain (Loss) on Disposal of Capital Assets	(11)	-	(221)	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(38,566)</b>	<b>(68,364)</b>	<b>(51,774)</b>	<b>45,960</b>	<b>345,791</b>	<b>(77,209)</b>

\* The Estimate for this program includes \$175,000,000 which will be transferred to other ministries as required to match federal stimulus funds as received. The remaining \$17,931,000 is for capital project development and will be transferred to other ministries as projects are approved for capital planning and preliminary design.

# Alberta Heritage Savings Trust Fund

BUSINESS PLAN 2009-12

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The Business Plan was reviewed and approved by Treasury Board on March 4, 2009, and by the Legislature’s Standing Committee on the Alberta Heritage Savings Trust Fund on March 16, 2009.

## STATUTORY MISSION

**To provide prudent stewardship of the savings from Alberta's non-renewable resources by providing the greatest financial returns on those savings for current and future generations of Albertans.**

## BACKGROUND

The Alberta Heritage Savings Trust Fund (Heritage Fund) was created in 1976 to save a portion of Alberta's non-renewable resource revenue. From inception until 1987, the government set aside part of the province's oil and gas revenue in the Fund. Since 1982 income from the Fund has been transferred to the General Revenue Fund and, to date, over \$30 billion has been made available to fund Albertans' priorities such as health care, education and infrastructure.

The Fund is managed as an endowment fund with the goal to maximize long-term returns at a prudent level of risk. The Fund is not to be used for economic development or social investment purposes.

Past public consultations have confirmed the importance of the Heritage Fund as an endowment, underscoring the need to preserve its real value over the long-term. The *Alberta Heritage Savings Trust Fund Act* includes an inflation-proofing provision requiring a portion of Heritage Fund income to be retained to protect its real value. Regular inflation-proofing of the Heritage Fund started in 2005-06 once the province's accumulated debt was eliminated.

The Fund consists of investments in bonds, public and private equities, hedge funds, derivatives, real estate and other real asset investments such as infrastructure and timberlands. The assets of the Heritage Fund are globally diversified with investments in Canada, the United States, Europe, Asia, and the Far East.

Assets and income of the Heritage Fund are fully consolidated with the assets and revenue of the province. All income earned during a fiscal year, except for amounts retained for inflation-proofing, is transferred to the province's General Revenue Fund and is used to help pay for government programs and services.

In 2008-09, the Heritage Fund is forecast to post an investment income loss of \$2.41 billion. As a result of the loss, no income is being transferred to the General Revenue Fund. Also there is no income available for inflation proofing of the fund.

## FUND GOVERNANCE

The Minister of Finance and Enterprise is responsible for the management and investment of the Fund and is required to report on the performance of the Fund within 60 days of the end of each quarter and make public the annual report within 90 days of the end of the fiscal year. The Minister of Finance and Enterprise prepares the business plan and presents it for approval to Treasury Board and the Standing Committee on the Alberta Heritage Savings Trust Fund.

When investing the assets of the Fund, the *Alberta Heritage Savings Trust Fund Act* requires the Minister to adhere to investment policies, standards and procedures that a reasonable and prudent person would apply in respect of a portfolio of investments to avoid undue risk of loss and obtain a reasonable return.

The *Alberta Heritage Savings Trust Fund Act* requires there to be a Standing Committee on the Alberta Heritage Savings Trust Fund which has representation from the major parties of the Legislature. The Standing Committee

reviews quarterly reports and approves the business plan and annual report of the Fund. The Committee reviews the performance of the Fund after each fiscal year end and reports to the Legislature whether the mission of the Heritage Fund is being fulfilled. An annual public meeting of the Standing Committee is held in different locations throughout the province. The purpose of these meetings is to update Albertans on the management of the Fund, answer questions and solicit input on its objectives.

The Minister of Finance and Enterprise is responsible for establishing the investment policy for the Fund. The Finance and Enterprise department provides portfolio analysis, research and investment strategy advice to the Minister. Department staff, along with the Alberta Investment Management Corporation (AIMCo) make recommendations to the Minister of Finance and Enterprise with respect to the business plan and investment policy statements of the Fund. From time to time, the Government may establish policy for investments and will provide that advice to AIMCo and the Department. Further, the Minister will ensure that proper performance review and fund management principles are in place.

The investments of the Heritage Fund are managed by AIMCo in accordance with the investment policies set out by the Minister of Finance and Enterprise. Some assets are managed directly by AIMCo personnel, while others are managed by external managers engaged and overseen by AIMCo.

The Auditor General is the auditor of the Heritage Fund.

## GOALS, STRATEGIES AND PERFORMANCE MEASURES

### GOAL ONE **1** Maximize long-term returns at a prudent level of risk

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#### What it means

Investment income from the Heritage Fund is an important component of the government's *Fiscal Plan*. All Fund income, except for amounts retained for inflation proofing, is transferred to the General Revenue Fund and used to fund Albertans' priorities. Income for this purpose is determined using accounting conventions and is generally defined as interest income, dividend income and recognized capital gains or losses. In order to provide the most benefit to Albertans, the fund must focus on maximizing returns over the long-term. However, the higher the return target, the higher the level of risk in the portfolio needed to obtain the target. Therefore, the Fund must adopt a prudent investment strategy that balances the level of risk with the goal of high portfolio returns.

#### Strategies

- 1.1 Through an ongoing review process, ensure the asset mix is best positioned to achieve the goal of maximizing long-term returns at a prudent level of risk. The Heritage Fund's current Investment Policy Statement, established by the Minister of Finance and Enterprise, sets out the policy asset mix which is shown in the table provided below for information. This policy asset mix calls for globally diversified investments in both public and private equity, fixed income and real assets.



## TABLE 1: ASSET ALLOCATION

(percentage)

Asset Classes	Target	Minimum	Maximum	Actual Asset Mix at 12/31/08 <sup>1</sup>
<b>Money Market &amp; Fixed Income</b>	<b>20</b>	<b>15</b>	<b>45</b>	<b>29.2</b>
Money Market		0	25	1.3
Fixed Income-Universe		10	35	27.9
- Long-Term		0	10	0
<b>Inflation Sensitive &amp; Alternatives</b>	<b>30</b>	<b>15</b>	<b>40</b>	<b>22.0</b>
Real Estate <sup>2</sup>		10	20	13.2
Infrastructure <sup>2</sup>		5	15	2.8
Real Return Bonds		0	10	0
Timberlands <sup>2</sup>		0	5	0.6
Hedge Funds		0	10	5.4
<b>Equity<sup>3</sup></b>	<b>50</b>	<b>35</b>	<b>70</b>	<b>48.8</b>
Canadian		0	15	13.5
Global Developed excluding Canada		20	65	30.8
Emerging Markets		0	10	0.4
Frontier Markets		0	5	0
Private Equity <sup>2</sup>		0	10	4.1
<b>Total Assets</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

1 Asset mix is shown on fair value basis.

2 Higher allocations to infrastructure, private equity and timberlands will be subject to the availability of attractive opportunities. There is generally a delay in completing allocations to these asset classes as actual dollar draw-downs lag fund commitments.

3 Long/short investing is allowed in some select equity classes. The long-term target weight reflects the net target exposure.

### Strategies continued

- 1.2 Retain investment managers who employ active management strategies with the objective of adding value above the benchmark portfolio without assuming undue risk.
- 1.3 Develop a framework for measurement and reporting of the risks associated with the investments of the Heritage Fund to ensure risk is being kept within prudent levels.
- 1.4 Develop risk measures for monitoring the risks in the Heritage Fund.

Performance Measures	Last Actual 2007-08	Target 2007-08 <sup>2</sup>	Target 2008-09	Target 2009-10	Target 2010-11	Target 2011-12
Five year Annualized Benchmark return <sup>1 3</sup>	10.24%	6.53%	CPI +4.5%	CPI +4.5%	CPI +4.5%	CPI +4.5%
Five year Annualized Active Management value-added <sup>4 5 6</sup>	0.86%	0.52%	0.57%	0.67%	0.77%	0.87%
One year Active Management value-added	-0.60%	0.60%	0.75%	1.00%	1.00%	1.00%

- 1 The Benchmark return target has been set as the Canadian Consumer Price Index (CPI) + 4.5 per cent.
- 2 The 5 year annualized Consumer Price Index measure is 2.03 per cent.
- 3 Benchmark return is used to determine whether the asset mix as set out in the investment policy statement is achieving expected returns prior to any value-added by active investment management.
- 4 All returns are net of fees unless otherwise noted.
- 5 Active management returns is used to measure the impact of active fund management on investment performance. It is calculated as the difference between actual investment returns and the Benchmark return.
- 6 The five year annualized active management return will grow over time as it moves to the 1 per cent active management goal. Current year lower active management will be replaced overtime by the new higher goals.

## RISKS TO ACHIEVING GOALS AND PERFORMANCE MEASURES

If the Fund's income is less than expected, the government fiscal plan may be affected. The return on risk-free assets such as Government of Canada bonds alone will not provide expected long-term returns. Assets that have some measure of volatility in their returns must be included in the portfolio in order for the Fund to meet its objectives. Therefore, investment returns and income will vary significantly from year to year and may underperform investment expectations for extended periods of time for the following reasons:

- Diversification among various asset classes lowers but does not eliminate the risk of loss.
- Equities have historically provided investors with higher total returns (dividends and capital gains) than fixed income investments. However, equity returns have significantly higher volatility and dividend yields in general are lower than interest rates, so an equity portfolio will provide lower current income. There have been extended periods of negative returns from equities in the past.
- A well implemented private equity portfolio can provide investment returns above those of public equities. However, by their nature, private equity investments are riskier than public equity investments and are associated with an investment horizon of five to ten years to realize investment gains. Private equity investments are subject to risks such as illiquidity and potentially large or total investment loss.
- Infrastructure investments, bridge loans, and other corporate financing arrangements, provide current income, diversification and an inflation hedge. However, these types of investments are subject to a number of risks, including illiquidity, loss of principal and reduced income.
- Absolute returns strategies (hedge funds) have gained prominence in recent years with an expectation of stable returns. However, this market is very fragmented with investment fees above those of traditional managers. In some cases there have been large losses sustained in the industry by otherwise well informed and highly professional investors. Manager selection and oversight are therefore critical to successful implementation.

## 2

**Ensure the Heritage Fund aligns with the fiscal goals of the province.**

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**What it means**

The Heritage Fund is the largest single financial asset on the province's balance sheet and an important source of revenue. In order to ensure the fund aligns with the goals of the province it is important to consider how the risks and return profile of the fund interacts within the overall fiscal landscape of the province.

**Strategies**

- Review the effects of currency fluctuations on the Heritage Fund and how these fluctuations interact within, and impact, the broad fiscal landscape of the province. Determine whether a currency strategy should be applied to the Heritage Fund.

## 3

**Ensure the transparency of the Heritage Fund's objectives and results for Albertans**

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**What it means**

Published reports and news releases will provide Albertans with access to information to enhance understanding of the Heritage Fund.

**Strategies**

- Release reports, including quarterly and annual reports, of the Heritage Fund's investment activities and results for Albertans on a timely basis in simple, understandable language.
- The Legislature's Standing Committee holds annual public meetings around Alberta to report on the Heritage Fund's results and to answer questions on the Fund's performance.
- Creation of a comprehensive report for the citizens of Alberta outlining the details and dealings of the Heritage Fund. The report will be created in a format that the average Albertan can identify with.
- Continue to improve the access and depth of information available to Albertans.

**Performance Measures**

- Timeliness of reports and public accountability meetings.
- Annual report will be released by June 30 of each year.
- Quarterly reports will be released within two months after the end of the quarter.

## INCOME AND EXPENSES

**TABLE 2: Heritage Fund Income Forecast**

<b>Forecast Annual Income (\$millions)</b>	<b>Actual 2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
Unconsolidated investment income	882	(2,412)	778	879	958
Amounts retained for inflation-proofing	466	-	-	237	312
Transfer to General Revenue Fund	(358)	-	(711)	(572)	(573)
Transfer to Heritage Fund from unanticipated surplus	918	-			
Forecast fair value of the Fund (\$billions)	17.0	14.0	14.4	14.8	15.3

The Heritage Fund income forecast is supported by the expected return assumptions shown in Appendix A.

- The income forecasts include interest income, dividend income and realized capital gains or losses.
- Capital gains and losses on traditional investments are not recognized as income until the investment is sold or, given a significant loss that is expected to be permanent, is written down. Therefore, gains and losses that are included in reported market value rates of return may not be immediately reflected in income reported in the financial statements. (In the case of equity index swaps and futures contracts, gains and losses are realized in income as they occur.)
- The Heritage Fund records investments at cost, which exclude unrealized gains and losses. The fair value of investments is provided for information purposes. The Canadian Institute of Chartered Accountants public sector accounting standards regarding the accounting and reporting of financial instruments at fair value for governments are currently under review.
- Actual income and fair value results will vary from projections based on the extent to which actual market returns and interest rates vary from the assumptions used.

## RISKS TO THE INVESTMENT INCOME FORECAST

- Fund income is dependant on both cash income (e.g. from dividends and interest) and realized capital gains (losses). Although cash income is relatively stable, capital gains are uncertain and subject to large variance.
- If equity returns are lower than assumed, investment income could be lower because stocks in the Fund could be sold for smaller gains than anticipated, or possibly for losses, depending on the extent of turnover in the various equity portfolios.
- If interest rates go up, the market price of bonds held by the Fund would typically decline. Sales of these bonds would produce smaller gains than expected, or, perhaps, losses, depending on the amount and timing of turnover in the portfolio.
- There are other risks in the portfolio including exchange rate movements and commodity price changes. The Fund has investments in foreign assets such as U.S. equities which are not hedged into Canadian dollars. If the Canadian dollar were to appreciate then this would detract from return. However, the Fund's investments in absolute return strategies, timberlands, infrastructure and foreign private real estate are hedged to the extent practical.

**TABLE 3: Heritage Fund Investment Expense Forecast<sup>1</sup>**

Forecast Annual Investment Expenses (\$millions)	Actual 2007-08	2008-09	2009-10	2010-11	2011-12
Total Annual Expenses	58.8	71.7	67.4	70.4	72.9
As a percentage of fair value	0.35%	0.46%	0.47%	0.48%	0.48%

- 1 Due to factors such as differences in assumed and actual experience in asset class allocations and growth in the size of the Heritage Fund, actual expenses may differ from forecast expenses. Forecasted expenses do not include external manager performance fees. The forecast reflects a change in methodology as compared to prior years' business plans. Salaries for internal staff previously allocated to direct management costs have been reclassified to the appropriate pools. Most notably, expenses in certain alternative asset classes have been forecasted based on committed capital. Commencing in 2008-09, a new cost system has been used to report Heritage Fund expenses.
- The Fund has recently increased its target allocation to such asset classes as Infrastructure and Private Equity and expects further increases in the future. These products are generally more expensive to run than traditional public equities and bonds. Therefore fees in both absolute terms and as a percentage of fair value are expected to rise. The increase to expected returns is expected to more than offset the increase in fees.

## APPENDIX A

### Return and Asset Mix Assumptions

#### Long-Term Capital Market Rate of Return Expectations

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Canadian Money Market	3.75%
Canadian Public Fixed Income	5.00%
Canadian Public Equities	8.00%
Foreign Public Equities	8.00%
Real estate	8.00%
Private Equity	11.00%
Infrastructure	9.00%
Timberland	8.00%
Absolute return strategies	6.75%
Value-added by Active Management (total fund)	1.00%

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Budget Assumptions	2008-09	2009-10	2010-11	2011-12
10-year bond rate	3.40%	3.05%	3.65%	4.75%
C\$/US\$ exchange rate	1.117	1.198	1.143	1.111

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## APPENDIX B:

### Definitions of terms used in the Business Plan

#### Active Management

Managing the investments of a portfolio with the objective of outperforming the return of its benchmark. Active management generally takes two forms – security selection or asset allocation decisions. Security selection is the buying and selling of particular securities to earn a return above a market index. Asset allocation refers to changing asset class or sector weights to earn a return above what would be available from maintaining the asset class or sector weight in the benchmark.

#### Asset Allocation

The investment process by which the investment manager chooses or allocates funds among broad asset classes such as stocks and bonds.

#### Asset (or Investment) Class

Refers to a broad category of investments with similar characteristics (the typical asset classes are cash, stocks, bonds and real estate).

**Benchmark**

A standard against which performance is measured. Common benchmarks used in investment management are the DEX Universe Bond Index for Canadian fixed income, the S&P/TSX Composite Index for Canadian public equities, the S&P 1500 Index for U.S. public equities, among others.

**Bond**

A bond is a financial instrument representing a debt where the issuer (corporation or government) promises to pay to the holder a specific rate of interest over the life of the bond. On the bond's maturity date, the principal is repaid in full to the holder.

**Capital Gain (or Capital Loss)**

The market value received on the sale of an asset, which is higher (lower) than its purchase price (also called cost or book value). If an asset is bought for \$50 and sold for \$75, the realized capital gain or profit is \$25.

**Diversification**

Diversification is a process of allocation of investment assets within an Asset Class and among asset classes. Diversification is intended to reduce risk.

**Dividends**

Earnings distributed to shareholders of a company, proportionate to their ownership interest.

**Emerging Markets**

The term emerging markets is used to describe a nation's social or business activity in the process of rapid growth and industrialization. Currently, there are approximately 28 emerging markets in the world.

**Equities**

Equities are synonymously called stocks or shares and represent an ownership interest in a company (could be either a public or private firm). Shareholders normally have voting rights and may receive dividends based on their proportionate ownership.

**Fixed Income Securities**

An investment that is required to pay a fixed interest rate at periodic intervals such as bonds, mortgages and debentures.

**Frontier Markets**

The term frontier markets is commonly used to describe the equity markets of the smaller and less accessible, but still "investable", countries of the developing world. The frontier, or pre-emerging equity markets are typically pursued by investors seeking high, long-run return potential as well as low correlations with other markets. The implication of a country being labeled as frontier, or pre-emerging, is that the market will begin to develop similar levels of liquidity and exhibit similar risk and return characteristics to that of the more traditional emerging markets.

**Global Developed Markets**

The term developed markets is used to describe nations whose economies and capital markets are well-established and mature.

**Hedge Funds**

Absolute return strategies encompass a wide variety of investments with the objective of realizing positive returns regardless of the overall market direction. Investments in absolute return strategies are made through multi-hedge fund-of-funds and direct investments to increase strategy diversification.

**Inflation**

Increases in the general price level of goods and services. Inflation is one of the major risks to investors over the long-term as savings may actually buy less in the future.

**Infrastructure**

A private investment that is structured to provide high current income. Examples of investment opportunities include infrastructure projects, bridge loans and corporate finance arrangements.

**Investment Grade**

An investment grade bond is rated a minimum of BBB (or equivalent) by a rating agency, with AAA being the highest grade. Bonds rated below BBB are generally classified as being speculative grade and carry higher levels of credit risk than investment grade bonds (i.e., they have a higher probability of default on interest or principal payments).

**Liquidity**

The ease with which an investor can buy or sell an investment at a fair market price.

**Money Market Instruments**

Debt instruments such as Treasury Bills or corporate paper with a maturity of less than one year.

**Nominal Rate of Return**

A measure of the earnings performance of a fund measured in current dollars.

**Overlay**

A portfolio construction technique where the return and risk of an overlay strategy are added to another portfolio's returns without needing to transact in the underlying investments. To achieve this, the overlay strategy is usually executed with derivative securities on an unfunded basis, where notional exposure exceeds the invested capital. The overlay strategy modifies the risk exposure of the underlying investments

**Portfolio**

A collection of investments owned by an investor.

**Private Equity**

An equity investment in a private (not publicly traded) company.

**Real Rate of Return**

The nominal rate of return minus the rate of inflation.

**Realized/Unrealized**

Terms generally used to describe capital gains or losses. A gain or loss is generally realized when an asset is sold; prior to sale the gain or loss is unrealized and it is only a potential or "paper" gain or loss.

**Swaps**

Financial agreements whereby counterparties agree to exchange the returns they earn on their respective assets. For example, an investor might swap the return from his bond portfolio for the returns of another investor's stocks and vice versa.

**Timberland**

Refers to investment in privately owned areas of woodland; that is, forested areas consisting of both hardwood and softwood species. When responsibly managed, timberland investments are a renewable and sustainable resource that responds to demand for lumber and paper products, and provides benefits such as diversification, an inflation hedge, and relatively high yield within the context of a portfolio.



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**BUDGET**2009

BUILDING ON  
**OUR STRENGTH**

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