

# Employment, Immigration and Industry

## BUSINESS PLAN 2007-10



### ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2007 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 26, 2007 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

original signed by

Iris Evans, *Minister of Employment, Immigration and Industry*  
March 30, 2007

### THE MINISTRY

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

- **Department of Employment, Immigration and Industry** – works to support the sustained economic growth and prosperity of Alberta to enhance the quality of life for all Albertans. The Department's policies, programs and services foster labour force development, economic development and fair, safe and healthy workplaces. The Department also leads interprovincial labour mobility policy for the Government of Alberta, provides leadership for immigration and coordinates resources to support the settlement and integration of new Albertans.

Also included in the Ministry are:

- **Alberta Economic Development Authority** – a partnership between businesses and the Government of Alberta. A network of business and industry sectors work with the government to attract investment, and help generate sustained economic growth and employment for Alberta.
- **Northern Alberta Development Council** – a regional development council with a focus on advancing the development of the northern economy.
- **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** – an independent body to review disputed Workers' Compensation Board medical 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* and the regulations and in matters concerning the health and safety of workers.

The following organizations prepare their own business plans and annual reports and, as a result, are not included in this business plan:

- **Rural Alberta's Development Fund** – an independent, not-for-profit corporation that administers a \$100 million rural development project fund designed to support achievement of the *A Place to Grow: Alberta's Rural Development Strategy*.
- **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

*Alberta is the best place in the world to live, work and do business.*

## MISSION

To build Alberta's economy and workforce to ensure a vibrant and prosperous province for all Albertans.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Employment, Immigration and Industry business plan fully supports the Government of Alberta's vision of a vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children. Sustainable economic growth creates the prosperity needed to sustain quality of life for Albertans and thus ensures a higher standard of living and greater opportunities for all citizens of the province. Sustainable economic performance can be achieved if growth pressures are properly addressed. The Employment, Immigration and Industry business plan is, therefore, primarily aligned with the Government Priority to Manage Growth Pressures. The Ministry also works to build a stronger Alberta, improve Albertans quality of life and govern with integrity and transparency.

### Link to Government of Alberta Strategic Business Plan Goals

Employment, Immigration and Industry's strategic priorities, core businesses, goals, and strategies support seven of the ten goals in the Government of Alberta Strategic Business Plan:

#### Goal 1 – Alberta will have a prosperous economy

The Ministry supports industry innovation and productivity, and promotes the development of value-added industries to help maintain Alberta's economic prosperity. It also promotes rural, regional and northern economic development, assists with building vibrant and strong communities across the province and ensures that economic opportunities are available to all Albertans. Furthermore, by working to improve the skills and productivity of the workforce and supporting immigration, the Ministry helps address 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 lifelong learning and work.

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

The Ministry will establish an Office of Statistics and Information to support the government in the efficient and strategic management and dissemination of information for policy development and decision-making.

**Goal 5 – Albertans will be healthy**

The Ministry will work to develop and implement a comprehensive labour sub-strategy to secure and retain health professionals in the province.

**Goal 6 – Albertans will be independent and our children will be well cared for**

The Ministry provides income support, health benefits 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 environments to ensure a fair, safe and healthy work environment for Alberta's workers.

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

The Ministry supports First Nations and Métis skills training as well as labour force and economic development and northern development initiatives. This helps Aboriginal and northern communities to be self-reliant and effective.

**Link to Government Priorities:**

**GOVERNMENT PRIORITY – EMPLOYMENT, IMMIGRATION AND INDUSTRY'S STRATEGIC PRIORITIES**

**Manage Growth Pressures**

**Comprehensive Labour Strategy**

The Ministry will continue to implement Alberta's Comprehensive Labour Strategy *Building and Educating Tomorrow's Workforce* to help ensure the availability of a skilled and productive workforce to meet the province's rapid economic growth.

**'Made in Alberta' Immigration Strategy**

As part of the Comprehensive Labour Strategy, the Ministry will improve and strengthen its immigration approach by developing a 'Made in Alberta' immigration strategy to address growing labour shortages.

**SIGNIFICANT OPPORTUNITIES AND CHALLENGES**

A sustainable economy is a key contributor to having a high quality of life. Alberta continues to lead Canada in economic performance and has recently been referred to as the "economic engine" of the country. **Employment:** Alberta's unemployment rate is the lowest in the country and the labour force participation rate continues to be the highest. Although Alberta's population is aging, projections suggest that Alberta's average age will continue to be the lowest in the country. The Aboriginal population continues to grow at a faster rate than the non-aboriginal population in Alberta. Over recent years, more people from other Canadian provinces have moved to Alberta than any other province and immigration is on the rise as well. Alberta generally has a stable labour relations environment and workplaces are striving to be fair, safe and healthy. **Economy:** Strong private and public sector investment and domestic consumption are driving continued growth in employment and income. Our present economy is generating an environment that can support a good quality of life and unprecedented opportunities for all Albertans.

Regardless of the state of the economy, whether it's booming or declining, there are demands placed on Ministry programs and services. When times are good, there are high expectations on certain Ministry programs and services such as ensuring all Albertans benefit from Alberta's prosperity and addressing skills and labour shortages. Also, plans and programs that facilitate business innovation and investment, help streamline processes and address infrastructure challenges are important at this time. When economic times are bad, there are greater demands for programs and services such as income support, assistance to workers who have lost their jobs so they can get additional training or employment, as well as demands for programs to stimulate economic growth, etc.

The current economy in Alberta is strong and gives rise to the following challenges and opportunities:

<b>Challenges</b>	<b>Opportunities</b>
<p><b>Maintaining the Quality of Life for all Albertans in a Vibrant and Dynamic Economy:</b></p> <p>Current rapid economic growth and urbanization are creating new social and economic challenges that may affect Albertan's high quality of life both now and in the future. The challenges include access to adequate and affordable housing; infrastructure and service demands. Increased costs, particularly for utilities and prescription drugs, may impact the ability of Albertans to manage their financial resources.</p>	<p><b>Inclusion of All Albertans:</b></p> <p>A prosperous economy brings many opportunities such as higher income and the potential for improved quality of life for all Albertans. The Ministry is striving to help all Albertans access existing and emerging opportunities. By working with our partners such as employers, communities, agencies and training providers, we will help all Albertans (especially those under-represented in the workforce such as older workers, those with disabilities, and Aboriginal people) to continue to increase their skill levels, obtain and maintain employment and achieve the career of their dreams.</p> <p>By working with others, we will also help build a solid social infrastructure, including affordable housing and safe homes and communities. In addition, we will continue to actively seek better ways to help all Albertans achieve and maintain a higher standard of living and quality of life.</p>
<p><b>Labour and Skills Shortages:</b></p> <p>Skills required in the workplace are constantly changing due to the rapid pace of technological change and emerging industries.</p> <p>Continued growth, demographic shifts and tightening labour markets have impacted every industry sector. Labour demand is currently greater than the supply and over the next ten years demand for workers is expected to exceed what Alberta can supply by approximately 109,000 people.</p>	<p><b>Skilled and Productive Labour Force:</b></p> <p>Labour market trends are predictable and we are working to address both skills and labour shortages. We will continue to work with Albertans to help them acquire or upgrade their skills and remain knowledgeable, competitive and productive in the workplace.</p> <p>Newcomers bring many of the skills needed to enhance our labour force. By marketing Alberta as a great place to live, work and do business, we will attract people from other places and help settle them into our communities so that they call Alberta "home."</p>

<p><b>Regional Imbalances:</b></p> <p>While there are abundant natural resources and economic opportunities in Alberta, not all parts of the province benefit fully from Alberta's continuing prosperity.</p>	<p><b>Economic Opportunities are Shared Throughout Alberta:</b></p> <p>Promoting rural, regional and northern economic development, building community capacity and infrastructure, and expanding learning and skill development opportunities will assist with building vibrant and strong communities throughout the province. We will help all Albertans, no matter where they live, rural or urban, north or south, enjoy the benefits of Alberta's economic growth.</p>
<p><b>Sustainable Economic Growth and the Changing Needs of Employers:</b></p> <p>Alberta continues to experience unprecedented economic expansion, leading the nation in GDP growth in 2006. However, with such growth comes a variety of challenges including cost overruns, infrastructure, innovation and productivity pressures and economic performance pressures related to the province's dependence on the volatile commodity-based energy sector.</p>	<p><b>Improving Innovation Capacity and Performance:</b></p> <p>Alberta has opportunities to unleash innovation by increasing research and development intensity, attracting venture capital, creating more value-added jobs and expanding industry capacity. We will work with industry and businesses to help them identify new value-added opportunities, improve their competitiveness, and introduce innovative technologies and processes to increase productivity and reduce critical labour pressures. In addition, we will continue to assist with their labour force planning to support long-term success.</p>

## STRATEGIC PRIORITIES 2007-10

Over and above the important ongoing activities of the Ministry of Employment, Immigration and Industry, the following strategic priorities have been identified:

### GOVERNMENT PRIORITY – BUILD A STRONGER ALBERTA

- 1. Sustained economic growth and prosperity of Alberta**

Sustainable economic growth is the foundation to support Albertans' priorities of a better quality of life for all Albertans, a higher standard of living, and greater opportunities for Albertans to achieve their dreams.

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

To achieve sustainable economic performance, Alberta's value-added strategy *Securing Tomorrow's Prosperity*, aims at keeping Alberta's economic base competitive and knowledge-driven. The strategy endeavours to raise awareness within industry and government of the importance of continued productivity gains by supporting industry innovation, technology adoption and process improvement. *Building and Educating Tomorrow's Workforce* and *A Place to Grow: Alberta's Rural Development Strategy* also support this strategic priority.

- 2. Rural, Regional and Northern Development**
- Alberta is a great province only if everyone can share in its economic prosperity regardless of where they live. The Ministry will continue to make progress on *A Place to Grow: Alberta's Rural Development Strategy* by considering opportunities in bio-energy, tourism and community development and capitalizing on the economic opportunities for rural and northern Alberta. It will also collaborate with other ministries, the Alberta Economic Development Authority, Regional Economic Development Alliances, the Northern Alberta Development Council and other stakeholders to promote and advance rural and regional development and support small and medium sized enterprises throughout the province.
- Linkage:**  
**Goals 1, 2, 3 and 4**

## GOVERNMENT PRIORITY – MANAGE GROWTH PRESSURES

- 3. Comprehensive Labour Strategy**
- The economy can only be sustained if Alberta has the right people with the right skills at the right time to do the work. The Ministry will continue to implement Alberta's Comprehensive Labour Strategy – *Building and Educating Tomorrow's Workforce* by working with partners and stakeholders to help ensure the availability of a skilled and productive workforce to meet Alberta's economic growth, now and in the future. In particular, the Ministry will develop a First Nations and Métis skills, training and labour force development strategy, as well as specific industry sector strategies such as tourism and hospitality, construction, manufacturing, energy, and mining to address labour shortages. The Ministry will also work to develop and implement a comprehensive labour sub-strategy to secure and retain health professionals in the province.
- Linkage:**  
**Goals 1, 2, 3 and 5**
- 4. 'Made in Alberta' Immigration Strategy**
- As part of the Comprehensive Labour Strategy, the Ministry will also develop a 'Made in Alberta' immigration strategy to help meet Alberta's labour market needs. It will include improvements to Provincial Nominee and Temporary Foreign Worker programs, as well as marketing, recruitment and settlement initiatives.
- Linkage: Goals 2 and 3**
- 5. Employment Standards, Labour Relations and Occupational Health and Safety**
- It is important that all employees go to work in an environment where their safety and health is protected, where they are treated with respect and they are compensated fairly for the job they are doing. This will result in an attractive workplace that possesses a spirit of harmony for both employees and employers, and further positions Alberta companies to be competitive in the global economy. To meet the changing needs of employers and employees, the Ministry will review Alberta's legislation governing the workplace with the aim of consolidating and streamlining laws related to employment standards, labour relations and occupational health and safety.
- Linkage:**  
**Goals 5, 6 and 7**

## GOVERNMENT PRIORITY – GOVERN WITH INTEGRITY AND TRANSPARENCY

- 6. Establishing an Office of Statistics and Information**
- Good and reliable information and data are key to planning, making informed decisions and developing the policies needed to sustain economic performance so current and future generations of Albertans can enjoy living, working and doing business in this prosperous province. The Ministry will establish an Office of Statistics and Information to consolidate official statistics and other key government data to better support the efficient and strategic management and dissemination of information for policy development and decision-making.
- Linkage:**  
**Goals 1, 2, 3, and 4**

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Employment

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

### GOAL ONE **1 All Albertans share in and contribute to the economic prosperity of Alberta**

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**What it means** Skilled and productive Albertans are critical to achieving economic prosperity and a high quality of life. Alberta's labour market is dynamically changing with the province's economic growth, technological advances and emerging new industries. Through *Building and Educating Tomorrow's Workforce*, the Ministry will strive to ensure all Albertans who are able to participate in the labour market are given that opportunity to do so to their full potential. All Albertans will continue to be supported in acquiring the knowledge, skills and resources needed to participate in current and future opportunities. The Ministry also proactively assists Albertans facing adversity (e.g., Aboriginal Peoples, persons with disabilities and victims of family violence) so that they can participate in the social and economic life of Alberta. In addition, the Ministry provides health benefits, child support services and financial assistance to help Albertans with low income be as independent as possible, move to employment and stay in the labour force.

#### Strategies

- 1.1 Help Albertans develop skills, find and keep employment, manage their careers and adapt to the changing labour market by providing information, programs and services.
- 1.2 Continue to support labour market programs designed for the Aboriginal population and create partnerships with Aboriginal communities including First Nations on- and off-reserve, Aboriginals, Métis and Inuit.
- 1.3 Enhance the skill level and labour force participation of under-represented groups such as youth, immigrants, persons with disabilities, Albertans with low income and older workers.
- 1.4 Help individual Albertans succeed in the labour market by developing and publishing career and labour market information products, resources and on-line services.
- 1.5 Support Albertans in need, learners who are improving their skills through training and Albertans escaping family violence through the provision of income support.
- 1.6 Increase the attachment of Albertans to the labour market by providing health benefits to children of families with low income, and current and former income support recipients.
- 1.7 Increase the financial independence and attachment to the labour force of Albertans with low incomes by providing child support services to help to ensure non-custodial parents provide financial support to their children.
- 1.8 Develop a concept paper on the major social impacts of rapid economic growth in Alberta and determine appropriate action.
- 1.9 Advance women's equality in areas such as the prevention of violence against women and Aboriginal women's issues.

Performance Measures	Last Actual (year)	Target 2007-08	Target 2008-09	Target 2009-10
1.a Inter-provincial rank of labour force participation (#1 is the highest)	#1 (72.6% 2005)	#1	#1	#1
1.b Percentage of participants in skills programs employed post-intervention <sup>1</sup>	80% (2005-06)	80%	80%	80%
1.c Percentage of participants in skills programs who indicate their training helped prepare them for future employment	82% (2005-06)	82%	82%	82%
1.d Percentage of participants employed after leaving Income Support	68% (2005-06)	70%	70%	70%
1.e 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	78% (2005-06)	80%	80%	80%

**Note:**

1 In an effort to enhance the measurement of 1.b in future business plans, the Ministry will explore the development of a measure on the proportion of participants in skills programs who obtained employment related to the specific field in which they were trained.

## Core Business Two: Immigration\*

Employment, Immigration and Industry attracts and welcomes newcomers into Alberta to primarily offset our labour and skills shortages. Alberta's newcomers – both from other provinces and from other countries – will add to the diversity of our population as they are welcomed and settled into our communities.

\* (In this business plan, the core business of Immigration encompasses international immigration of permanent residents, temporary foreign workers, foreign students and inter-provincial migration to Alberta.)

GOAL TWO

# 2

## Alberta is able to attract workers to the province

**What it means** Alberta's strong economic growth is placing high demands for skilled and productive workers in our labour force. Right now, there are not enough workers to fill the demand of business and industry in the province. Over the next ten years, current forecasts indicate that the demand for workers will exceed Alberta's labour force growth predictions by 109,000 people. As part of *Building and Educating Tomorrow's Workforce*, Alberta will look beyond its borders, first to the other provinces and then to the rest of the world for people to fill the demand gap in both the short and long term. At the same time, the Ministry provides supports and services for newcomers as they settle within our communities and move into the workforce. The Ministry also leads *Supporting Immigrants and Immigration to Alberta*, a basis for coordinated policy and programs for new Albertans.

### Strategies

- 2.1 Work with institutions, employers and professional associations to encourage the recognition of credentials, competencies, prior learning and work experience of current and prospective Albertans who meet licensing requirements.



- 2.2 Promote access to employment opportunities by reducing or eliminating inter-provincial labour mobility barriers and ensure that professional and occupational associations are governed in a way that is transparent and accountable to the public.
- 2.3 Develop a comprehensive 'Made in Alberta' immigration strategy.
- 2.4 Assist employers in attracting and retaining labour by providing information and guidance on federal-provincial processes by marketing Alberta as a good place to live, work and grow.
- 2.5 Expand the Provincial Nominee Program to support employers in meeting labour shortages.
- 2.6 Assist foreign nationals in accessing labour market information about Alberta and the processes to access employment opportunities, prior to coming to Alberta.
- 2.7 Ensure settlement services, bridging programs and language training services effectively support the integration of newcomers into Alberta.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
2.a Percentage of immigrants to Canada that choose Alberta as their destination	7.4%	8.0%	9.0%	9.5%
2.b Number of provincial nominations forwarded to the federal government	522	2,500	5,000	8,000
2.c Percentage of clients who would recommend International Qualifications Assessment Services to others requiring an educational assessment	89%	90%	n/a	90%
2.d Number of International Qualifications Assessment Services assessment certificates issued	3,596	4,000	4,200	4,400

**Note:**

n/a Survey conducted every two years.

## Core Business Three: Industry

Employment, Immigration and Industry works with industry and communities to enhance sustainable economic development, competitiveness, innovation and productivity, and to promote fair, safe and healthy workplaces.

### GOAL THREE Alberta has a competitive and sustainable economy

**What it means** Employment, Immigration and Industry is well-positioned to set the long-term strategic direction for value-added industry and economic development for Alberta. The Ministry works with the Alberta Economic Development Authority, industry, businesses, communities and the Regional Economic Development Alliances to make Alberta globally competitive in priority sectors by promoting initiatives to attract investment and improve company competitiveness, capacity, competency and productivity. Employment, Immigration and Industry also works with individuals and companies to secure and retain investment for Alberta. In addition, the Ministry collaborates with partners such as industry and employers, industry sector associations, unions, labour groups, training providers, communities and other orders of government to address current and emerging skills and labour requirements.

## Strategies

- 3.1 Lead the awareness and implementation of the Government of Alberta's *Securing Tomorrow's Prosperity* strategy to support the development of competitive value-added goods and service industries.
- 3.2 Improve company competitiveness and productivity by supporting industry innovation, technology adoption and commercialization, process improvement, and promoting and developing industry partnerships, networks and alliances.
- 3.3 Encourage value-added industry growth and build market presence in Alberta's priority sectors.
- 3.4 Support informed industry decision making by generating business and economic intelligence and developing and publishing economic information products, resources and on-line services.
- 3.5 Implement Alberta's Comprehensive Labour Strategy *Building and Educating Tomorrow's Workforce* and develop specific labour force plans addressing Aboriginal and Métis labour force development initiatives, and industry-specific strategies.
- 3.6 Contribute to the development of policy to maximize the value of Alberta's natural and other resources and to support a sustainable and diversified economy.
- 3.7 With input from Alberta Economic Development Authority and other advisory bodies, set key directions where targeted actions and strategies can produce prosperity for Albertans.
- 3.8 Market Alberta as an attractive destination for investment to targeted companies within priority sectors and to capital investors.
- 3.9 Establish an Office of Statistics and Information to consolidate official statistics and other key government data to support strategic management and dissemination of information for policy and decision-making.
- 3.10 Co-lead the development and implementation of the Health Workforce Action Plan and the health care sector sub-strategy.

Performance Measures	Last Actual (2005)	Target 2007-08	Target 2008-09	Target 2009-10
3.a Labour productivity: inter-provincial rank of real Gross Domestic Product in dollars per hour worked (#1 is the highest)	#1	#1	#1	#1
3.b Real Gross Domestic Product of manufacturing and business and commercial services				
• \$billions	\$27.4 billion	\$29.7 billion	\$30.9 billion	\$32.2 billion
• Per cent change	5.1%	4.0%	4.0%	4.0%
3.c 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>				
• \$billions	\$13.9 billion	\$17.7 billion	\$18.9 billion	\$20.3 billion
• Per cent change	6.3%	7.0%	7.0%	7.0%
3.d Percentage of employers who reported no positions vacant for more than four months	72%	72%	n/a	72%

### Notes:

1 The targets for this measure are based on an annual percentage change.

n/a Survey conducted every two years.

**What it means** Vibrant and sustainable rural communities with increased economic and social capacity contribute to a prosperous Alberta. Employment, Immigration and Industry in collaboration with other Ministries and rural and regional communities, continues to make progress on *A Place to Grow: Alberta's Rural Development Strategy*. The Ministry also works to strengthen rural communities and advance northern development through facilitation of the development of the Regional Economic Development Alliances. It also assists Alberta communities and alliances in identifying investment opportunities to promote sustainable growth. The Northern Alberta Development Council focuses attention and awareness on northern Alberta's unique opportunities and challenges. Specifically, the Northern Alberta Development Council initiates, coordinates and develops policies and strategies to advance sustainable northern development.

**Strategies**

- 4.1 Coordinate and lead the implementation of *A Place to Grow: Alberta's Rural Development Strategy* and provide support to the Rural Alberta's Development Fund.
- 4.2 Facilitate economic and community capacity building and strengthening by supporting the development and operations of the Regional Economic Development Alliances and other economic development organizations.
- 4.3 Encourage and enhance relationships and partnerships between the Regional Economic Development Alliances and Aboriginal communities.
- 4.4 Partner with other jurisdictions, other ministries, northern and Aboriginal communities, business, and industry on initiatives to promote northern, regional and rural development.
- 4.5 Promote awareness of the significance of northern development to all Albertans.
- 4.6 In partnership with northern communities, business, industry, learning providers and students, support initiatives to increase northern skill levels.
- 4.7 Assist Albertans with the development and expansion of small and medium sized Alberta businesses throughout the province through service delivery organizations such as The Business Link.

Performance Measures	Last Actual (year)	Target 2007-08	Target 2008-09	Target 2009-10
4.a Number of communities participating in Regional Economic Development Alliances and partnerships <sup>1</sup>	261 (2005-06)	265	270	275
4.b Percent of Regional Economic Development Alliances board members satisfied with support received to help address economic development priorities in Alberta	89% (2005-06)	89%	89%	89%
4.c Number of Alberta Economic Regions with a labour force participation rate higher than the national average	8 of 8 (2005)	8 of 8	8 of 8	8 of 8
4.d Partner satisfaction rating with the Northern Alberta Development Council's contribution in advancing northern interests <sup>2</sup>	8.2 (2005-06)	8.0	8.0	8.0
4.e Northern Alberta Development Council Bursary return rate <sup>3</sup>	80% (2005-06)	75%	75%	75%

**Notes:**

- 1 While there are 360 communities in Alberta, not all communities wish to participate in a Regional Economic Development Alliance.
- 2 Average rating on a scale of 1 to 10 (1 = very dissatisfied; 10 = very satisfied).
- 3 The Northern Alberta Development Council Bursary includes a requirement for students to enter into a reciprocal agreement to work in northern Alberta upon completion of their education. The bursary return rate measures compliance with this obligation.

GOAL FIVE

# 5

## Alberta has a fair, safe and healthy work environment

**What it means** Fair, safe, healthy and productive workplaces help keep the Province of Alberta prosperous and competitive in the global economy, as well as increase the quality of life for Alberta workers. 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 about workplace rights and responsibilities, health and safety, and fair and balanced employment standards.

**Strategies**

- 5.1 Support Alberta's workplaces to resolve management and union disputes and relationship issues effectively by providing mediation, arbitration and facilitation services.
- 5.2 Implement approaches to enhance compliance with employment standards and workplace health and safety and review workplace legislation to ensure it is current and relevant to Alberta's workplaces.
- 5.3 Continue to build upon the success of the Work Safe Alberta initiative and implement new approaches to further reduce work-related injury and disease especially among inexperienced workers and students.
- 5.4 Provide employers and workers with access to workplace health and safety and employment standards information.
- 5.5 Implement approved recommendations arising from the review of the Employment Standards Program, Code and Regulation.

Performance Measures	Last Actual (year)	Target 2007-08	Target 2008-09	Target 2009-10
5.a Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout)	98% (2005-06)	98%	98%	98%
5.b Percentage of employers whose employment practices resulted in no complaints being registered with Employment Standards <sup>1</sup>	98% (2005-06)	97%	97%	97%
5.c Lost-Time Claim Rate: number of lost-time claims per 100 person-years worked <sup>2</sup>	2.4 (2005)	1.9	1.7	1.7
5.d Disabling Injury Rate: number of disabling injury claims per 100 person-years worked <sup>3</sup>	4.0 (2005)	2.8	2.5	2.5

**Notes:**

- 1 The recent review of Employment Standards may impact future results and targets.
- 2 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.
- 3 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 when their normal work duties need to be modified.

GOAL SIX

# 6

## Alberta has a fair, equitable and stable labour relations environment

**What it means** It is important to have an independent and impartial tribunal, responsible for the day-to-day application and interpretation of Alberta's labour laws. The Alberta Labour Relations 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**

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

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
6.a Average number of days from the acceptance of an application to the date of the first hearing	75	70	70	70
6.b Percentage of applications, with Board involvement, settled before reaching a formal hearing <sup>1</sup>	73%	56%	57%	57%
6.c Percentage of decisions rendered within 90 calendar days from the completion of the hearing(s)	62%	85%	85%	85%
6.d Percentage of decisions rendered within 180 calendar days from the completion of the hearing(s)	88%	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 SEVEN **7** 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**

- 7.1 Provide a timely appeal service.
- 7.2 Provide fair decisions on appeals applications.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
7.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	216	145	145	145
• Complex Appeals	278	210	210	210
7.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	98.3%	Greater than 98.0%	Greater than 98.0%	Greater than 98.0%

**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

Services such as finance, human resources, information management, privacy protection services, systems, strategic planning, reporting, evaluation, statistical analysis and dissemination of information, appeals services, communications, legislative planning, and intergovernmental relations are provided to:

- support the effective management and delivery of Employment, Immigration and Industry programs and services;
- promote simplification; and
- encourage continuous improvement throughout the Ministry in order to better serve Albertans.

## EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
Employment	666,780	665,751	649,499	661,377	659,818	662,124
Immigration	51,585	56,179	60,501	69,700	72,786	75,626
Industry	60,139	169,031	170,521	122,132	116,012	116,719
<b>MINISTRY EXPENSE</b>	<b>778,504</b>	<b>890,961</b>	<b>880,521</b>	<b>853,209</b>	<b>848,616</b>	<b>854,469</b>

# MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2005-06 Actual	2006-07 Budget	2006-07 Forecast	2007-08 Estimate	2008-09 Target	2009-10 Target
<b>REVENUE</b>						
Internal Government Transfers	11,769	12,769	12,769	12,769	12,769	12,769
Transfers from Government of Canada	209,326	218,010	190,360	226,109	225,650	219,320
Premiums, Fees and Licences	313	300	300	300	300	300
Other Revenue	26,646	27,333	26,926	35,260	35,594	35,633
<b>MINISTRY REVENUE</b>	<b>248,054</b>	<b>258,412</b>	<b>230,355</b>	<b>274,438</b>	<b>274,313</b>	<b>268,022</b>
<b>EXPENSE</b>						
<b>Program</b>						
Employment and Training Programs	126,805	151,044	136,328	138,196	136,286	136,456
Health Benefits	96,858	94,948	92,238	96,701	96,222	96,074
Income Supports	300,673	280,989	276,536	279,603	277,982	277,680
Employment - Program Planning and Delivery	123,937	123,051	128,114	130,059	132,127	134,441
Economic Development	9,893	10,681	11,155	22,845	15,570	15,280
Regional and Rural Development	6,798	8,418	8,418	10,182	10,365	10,548
Contribution to Rural Alberta's Development Fund	-	100,000	100,000	-	-	-
Industry, Regional and Rural Development - Program Development and Support	4,190	4,671	5,171	6,467	6,471	6,565
Workplace Relationships	2,239	2,591	2,579	3,284	3,388	3,441
Workplace Health and Safety	16,754	18,867	18,550	21,501	21,830	22,155
Employment Standards	5,879	5,697	6,171	9,228	9,340	9,503
Workers' Compensation Medical Panels	-	-	250	991	1,083	1,122
Labour Standards and Workplace Safety - Program Support	1,849	1,601	1,934	1,703	1,716	1,729
Immigration Programs	49,749	54,348	58,382	66,811	69,840	72,570
Immigration Policy Support	506	507	641	1,119	1,051	1,063
Health Workforce Development	-	-	-	30,000	30,000	30,000
Labour Relations Board	2,980	2,924	3,082	2,995	3,067	3,138
Workers' Compensation Appeals	8,006	9,596	9,046	9,835	10,162	10,162
Ministry Support Services	20,040	21,004	21,496	21,665	22,092	22,518
Valuation Adjustments and Other Provisions	1,348	24	430	24	24	24
<b>MINISTRY EXPENSE</b>	<b>778,504</b>	<b>890,961</b>	<b>880,521</b>	<b>853,209</b>	<b>848,616</b>	<b>854,469</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(530,450)</b>	<b>(632,549)</b>	<b>(650,166)</b>	<b>(578,771)</b>	<b>(574,303)</b>	<b>(586,447)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2005-06 Actual	2006-07 Budget	2006-07 Forecast	2007-08 Estimate	2008-09 Target	2009-10 Target
Ministry Revenue	248,054	258,412	230,355	274,438	274,313	268,022
<i>Inter-ministry consolidation adjustments</i>	(11,769)	(12,769)	(12,769)	(12,769)	(12,769)	(12,769)
<b>Consolidated Revenue</b>	<b>236,285</b>	<b>245,643</b>	<b>217,586</b>	<b>261,669</b>	<b>261,544</b>	<b>255,253</b>
Ministry Expense	778,504	890,961	880,521	853,209	848,616	854,469
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>778,504</b>	<b>890,961</b>	<b>880,521</b>	<b>853,209</b>	<b>848,616</b>	<b>854,469</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(542,219)</b>	<b>(645,318)</b>	<b>(662,935)</b>	<b>(591,540)</b>	<b>(587,072)</b>	<b>(599,216)</b>