

2018–21 Government of Alberta

# Strategic Plan

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Budget 2018

A recovery built to last

Alberta 



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# Premier's Message



In the spring of 2015, Alberta was facing a great crisis. Global oil prices were plummeting. This collapse led to Alberta losing thousands of jobs and billions of dollars in private investment and public revenue in our province.

The effect on families and businesses was severe.

It was a crisis that a series of previous governments had failed to prepare for, despite having seen Alberta's fortunes rise and fall on a single global commodity price for many decades.

Previous governments failed to pursue economic stability through diversification. When energy prices fell, they downloaded the cost directly on to Alberta families and businesses through more crowded classrooms, an overstretched health care system, and neglected infrastructure.

Many Albertans who made their living as teachers or caregivers lost their jobs or saw their wages rolled back, making a bad situation worse.

In the spring of 2015, the people of Alberta elected a new government on a commitment to make a different choice.

We protected education, health care and other services that families rely on. We invested in new schools, hospitals, roads, bridges and housing to support growing communities and create jobs.

We modernized Alberta's infrastructure. We promoted innovation and diversification in our energy sector and across our economy.

Our plan is the result of extensive consultations with small and large businesses, financial leaders, entrepreneurs, investors, labour groups, community leaders, Indigenous peoples, academics and many others.

Our choice has been proven right and our plan is working. The evidence is clear – in 2017, Alberta led the country in economic growth. Retail sales are up. Manufacturing is up. Drilling is up. As a result, exports are up and investments are up. Alberta created 90,000 full-time jobs between January 2017 and January 2018.

Alberta's overall tax burden and net debt position are the lowest in Canada, and our economy outperforms all other provinces on a range of important indicators including average weekly earnings, GDP, and employment.

From across Canada and around the world, families and businesses are moving to Alberta, recognizing that this province is the best place to do business in this country.

We know the recovery has not yet reached every community or every household. We must continue to make investments and provide support to create a more stable, diverse and resilient economy that works for everyone.

These investments must be done carefully, and balanced by increasing efforts to contain costs and find savings.

For a recovery built to last, we will continue to diversify Alberta's economy by getting pipelines built, adding value to our energy products, and developing new industries.

We will continue to protect the public services that educate our young people, care for the ill and injured, and make sure no one is left behind.

We will keep Alberta's public finances on a path to balance by controlling spending, targeting investment, and eliminating the waste and entitlement of previous governments.

Spending restraint must be focused and prudent, and undertaken in a way that does not undo all the good we have achieved over the past three years. We will not jeopardize Alberta's recovery by repeating the thoughtless cuts of the past.

In the pages that follow, I would like to tell you about the great progress we've made, and about our priorities for the coming year.

Our plan is still based on our belief in an Alberta that rewards initiative and hard work, and offers compassion and support to those in need.

It speaks to our faith in a province that knows the importance of business and entrepreneurship, and understands that healthy and successful working families are the foundation of economic stability and growth.

Going forward, Albertans can remain confident their government is intent on a recovery that is built to last.

We will ensure Alberta's economy builds on our traditional strengths while developing new markets and new industries. A diversified economy supports stable public services and stable public finances in a dynamic global environment. Above all, a diversified economy creates the jobs and businesses that support the aspirations of all Albertans.



Rachel Notley, Premier

## Reader's Guide and Introduction

**The Government of Alberta (GoA) Strategic Plan** identifies key priorities for government over the next three-year period. The GoA Strategic Plan, in addition to ministry three-year business plans, is updated annually as part of the government's budget process.

The 2018-21 GoA Strategic Plan includes three strategic priorities the government is focused on over the next three-year period. Each strategic priority outlines initiatives and strategies and are aligned with strategies identified in ministry 2018-21 business plans. Each strategic priority also outlines key performance measures and performance indicators that assist in assessing the government's progress in these three strategic areas and in the outcomes further identified and explained in ministry business plans.

*Budget 2018* is focused squarely on extending the recovery to all Albertans and continuing to build a more resilient, diversified and stable economy that is less vulnerable to oil price shocks – a recovery that is built to last for working people.

The 2018-21 GoA Strategic Plan includes the following strategic priorities::

- ◆ Diversifying the Economy
- ◆ Protecting Vital Public Services
- ◆ Returning to Balance

## Strategic Priority 1:

### Diversifying the Economy

Our government is focused on extending the recovery to all Albertans and continuing to build a more resilient, diversified and stable economy that is less vulnerable to oil price shocks, so that this recovery is built to last for working people. Our government is fighting for market access and adding value to our energy products. It is supporting new and developing industries that will create good jobs for Albertans.

Our government is continuing to pursue and advocate for increased market access for Alberta's energy products. Getting a Canadian pipeline to Canadian tidewater is the best way for our world-class energy producers to sell our oil at world prices on the global market. The federal approval of the Trans Mountain expansion project in the fall of 2016 was a significant step forward in gaining access to new markets in Asia and Alberta's efforts to reduce emissions was a key factor in gaining this approval. Government entering into an agreement with TransCanada to ship 50,000 bpd down the Keystone XL was deemed instrumental to achieving the commercial support needed to proceed. The permits issued for Enbridge's Line 67 expansion in fall 2017 was also a positive step forward in supporting investment in the province. Alberta will continue to build on this momentum and strengthen relationships across Canada and around the world to find ways to get Alberta's energy products to new markets.

Since 2015, our government has implemented a range of policies and programs to attract business, improve access to capital, create jobs, enhance education and training and promote economic diversification. Taken together, these initiatives have helped create a broad-based economic recovery. Our government is focused on ensuring that this recovery lasts for the long haul.

Going forward, our government is building on these efforts and offering a suite of measures that further encourages private sector investment in value-added, technology-driven sectors that generate good-paying jobs that will help make this recovery last for working Albertans.

#### What We Are Doing

In addition to lowering the small business tax rate, modernizing the energy royalty framework and securing approval for new energy infrastructure projects, our government is now building on the recovery by introducing a number of measures to further encourage development of an innovative, diversified and value-added economy that benefits all Albertans.

#### **DEVELOPING A MORE DIVERSIFIED, VALUE-ADDED, TECHNOLOGY-CENTRED ECONOMY**

- ◆ Extending the Capital Investment Tax Credit (CITC), which encourages manufacturing, processing and tourism infrastructure companies to make capital investments in Alberta.
- ◆ Extending the Alberta Investor Tax Credit (AITC), which provides a tax credit to investors who provide capital to Alberta small businesses doing research, development or commercialization of new technology, new products or new processes.
- ◆ Introducing a new Interactive Digital Media tax credit of up to \$20 million per year which covers labour costs for post-production and digital media companies.
- ◆ Creation of 3,000 new tech spaces in post-secondary institutions over five years to increase student access to technology programming.

- ◆ Investment of \$7 million over five years to fund scholarships that support technology and other emerging sectors, including information and communication technologies, life sciences, clean (renewable) energy, artificial intelligence, quantum computing, and digital media and creative technologies.

## GETTING VALUE FOR OUR ENERGY PRODUCTS

- ◆ **Extending the Petrochemical Diversification Program (PDP), which encourages investment in new Alberta petrochemical facilities.** The recapitalized program will now include ethane in addition to methane and propane, and is intended to support innovation in the energy sector, value-added upgrading, export development, and improved access to capital. The intended outcome of the program is one to three world scale petrochemical facilities in Alberta, resulting in approximately \$6 billion worth of new investment, creating roughly 4,000 new jobs during construction and over 200 full-time jobs once operations begin.
- ◆ **Providing up to \$1 billion in loan guarantees and direct grants over eight years to private-sector firms to implement partial upgrading technologies for bitumen beginning in 2019-20.** This is based on the recommendations of the Energy Diversification Advisory Committee. Partial upgrading technology reduces the amount of diluent required to transport bitumen through pipelines, thereby lowering production costs, enhancing pipeline capacity, and reducing environmental risk. Moreover, improving the quality of the oil will increase the number of refineries that are able to process Alberta's heavier crude oil. The program is expected to leverage up to \$5 billion in private sector investment, leading to the construction of two to five partial upgrading facilities which will generate 4,000 jobs during construction, and 200 full-time positions once the projects are operational.
- ◆ **Creating a Petrochemical Feedstock Infrastructure Program.** The \$500 million program will support the expansion of Alberta's petrochemical processing sector by enabling industry to increase ethane processing through development of ethane recovery infrastructure, including field extraction, straddle plant construction, and fractionation plants.
- ◆ **Commissioning a 'Market Access Task Force', which will advise government on how best to promote market access for Alberta's oil and gas products.** The task force is chaired by the Premier, and engages the services of a number of distinguished Canadians who are eminently familiar with market access issues, the Canadian and Alberta energy sectors, and the rights and responsibilities mandated by provincial and federal jurisdictions.

## PROGRAMS TO ENCOURAGE INNOVATION AND DIVERSIFICATION IN THE BROADER ECONOMY

- ◆ The Alberta Small Brewers Development Program supports economic diversification by encouraging development of the province's small brewers. The grant enables Alberta's small brewers to make capital improvements, increase production capacity, launch new products, and develop new markets.



## Strategic Priority 2:

### Protecting Vital Public Services

Our government understands that patient-centered health care, quality education, and effective community supports are the foundation for a safe, productive and inclusive society. As part of our commitment to supporting these vital services, government has taken steps to ensure that education remains affordable and accessible, and provides Albertans with the skills and knowledge they need to effectively compete in the global economy. This commitment is further demonstrated by significant investments in the construction and modernization of health care facilities throughout Alberta, including new hospitals and long-term and dementia care spaces, as well as a range of community supports that include affordable housing services for vulnerable Albertans.

Since coming into office, our government has invested in important public services making sure our children have teachers in their classroom and our loved ones who are ill get the care they need. Our government will continue to make these vital services a priority, stimulate investment, create employment, build much-needed infrastructure, and promote equality of opportunity.

#### **PROTECTING HEALTH CARE**

In addition to making significant investments in health care facilities across Alberta, our government has undertaken a number of initiatives to strengthen the health care system and improve health outcomes for Albertans, including:

- ◆ \$1.2 billion has been allocated to construct the Calgary Cancer Centre, expected to open in 2023 and which will serve as a premier health care facility and academic centre for the provision of cancer services in Southern Alberta;
- ◆ \$623 million has been allocated to develop a new state-of-the-art hospital in south Edmonton; \$85 million to modernize and renovate the emergency room at Misericordia Hospital in Edmonton; and \$487 million for a new child and adolescent mental health facility, as well as a long term care facility, at the Royal Alexandra Hospital in Edmonton;
- ◆ our government has established the Minister's Opioid Emergency Response Commission, which will oversee and coordinate government's response to six key priority concerns, including: harm-reduction; treatment; prevention; enforcement and supply control; collaboration; and surveillance and analytics. The commission is part of a broader government effort to combat opioid abuse in the province; and
- ◆ approximately 1,500 children and teens will receive mental health and substance-use treatment and support at a new mental health clinic in Edmonton. The Rutherford Mental Health Clinic will triple the capacity of specialized clinic-based mental health services delivered by Alberta Health Services in Edmonton.

#### **AN ACCESSIBLE, INCLUSIVE AND HIGH QUALITY EDUCATION SYSTEM**

- ◆ Our government will maintain its commitment to provide stable and predictable funding for the Kindergarten-to-Grade 12 system and will extend the tuition freeze for Alberta students for a fourth year.

- ◆ Our government will continue to make life better by:
  - ◆ modernizing the Kindergarten-to-Grade 12 curriculum to ensure students get the best education possible;
  - ◆ taking action to ensure students succeed in mathematics;
  - ◆ opening new schools and modernizing existing ones;
  - ◆ investing in 3,000 new technology-related post-secondary program seats over five years; and
  - ◆ providing new scholarships that grow to \$7 million per year by 2022-23 to support technology and other emerging sectors like life sciences, clean technology and health innovation.
- ◆ Our government is increasing the amount of funding available for scholarships, grants, and apprenticeship training while offering a number of initiatives to make student loans more accessible. For example, our government has allocated \$25 million over two years to support apprenticeship and workforce training in Alberta. Further, a new Apprenticeship Training Award provides \$1,000 to eligible apprentices to support completion of their journeyman certificate.
- ◆ A variety of workplace skills and training programs have been established to increase employment opportunities for unemployed and under-employed Albertans. These programs are currently available in 61 communities and First Nations reserves across the province.
- ◆ Learners require a safe and respectful environment, where they are able to actively participate and learn. Our government will continue to support post-secondary institutions to foster healthy and safe campuses and communities through initiatives related to mental health and the prevention of addiction and sexual violence and will lead change in establishing learning environments where all Albertans can flourish. This includes ensuring that Indigenous students have access to meaningful and relevant learning experiences that include appropriate instruction.

## **SAFE AND INCLUSIVE COMMUNITIES WHERE NO ONE IS LEFT BEHIND**

- ◆ Alberta Supports continues to connect Albertans with more than 120 government services and community supports from work or training and income-support programs, to services for seniors and children and youth. Our government also continues its work through Alberta Supports toward improving access to programs and services that help prevent, address and end the cycles of violence, abuse and bullying.
- ◆ The province has established a disability advocate, who will report to the Minister of Community and Social Services and who will be responsible for promoting the rights and interests of people with disabilities while examining broader issues affecting the community. This is part of a larger effort by our government to improve disabilities services for Albertans, which includes a full review of the province's Persons with Developmental Disabilities (PDD) program, which will examine, amongst other things, program access, community engagement, and measuring and reporting outcomes.
- ◆ Following a year of engagement with families, youth, communities including Indigenous peoples, stakeholders and experts in the child intervention system, the all-party Ministerial Panel on Child Intervention delivered its final recommendations to the Minister of Children's Services. In response, the ministry will work alongside Indigenous communities, front-line workers and community partners to strengthen supports for children and families.

- ◆ Our government introduced the *Fair and Family-Friendly Workplaces Act*, which protects the rights of Alberta workers by aligning employment standards with the rest of Canada. Key provisions include: new standards for termination, termination pay, group layoffs and temporary layoffs; clarified standards for vacations and vacation pay; and job-protected sick leave, long-term illness and injury leave, compassionate leave, bereavement leave, and maternity and parental leave.
- ◆ Alberta workplaces are being made safer, fairer and healthier through *An Act to Protect the Health and Well-being of Working Albertans*, which amends existing legislation to enshrine three basic rights for Alberta workers: the right to refuse unsafe work protects workers from any form of reprisal for exercising this right, including loss of compensation or benefits; the right to know ensures workers are informed about potential hazards and have access to basic health and safety information in the workplace; and, the right to participate ensures workers are involved in health and safety discussions, including participation in health and safety committees.

## GENDER EQUALITY

Advancing gender equality is a critical priority for the Government of Alberta. Addressing barriers to women's full participation in the economy, ensuring Alberta's communities are safe and inclusive, embracing fairness and equality of opportunity and outcomes for all Albertans, and maintaining sustainable and accessible social supports require that the lived experience of women and girls is considered in government decision-making. Gender equality is intrinsically linked to social and economic growth and is vital to the realization of human rights for all.

Further, Alberta, like other provinces and territories in Canada, recognizes the need to address high rates of sexual assault. According to victimization surveys and police reports, the majority of victims of these assaults are women and children, and the perpetrators of these assaults are most often men. Victimization surveys also tell us that the vast majority of victims do not report their experiences to police. Therefore, the actual number of sexual assaults in Alberta and Canada is significantly higher than official crime rates suggest.

The Government of Alberta is committed to reducing gender-based violence, which includes work with the City of Edmonton and UN Women on the UN Women Safe Cities Initiative; leading the coordination of work amongst ten ministries to prevent and address sexual violence; and supporting women leaving abusive relationships to legally break leases under changes to the *Residential Tenancies Act*. Our government also supports initiatives that focus on Indigenous women and girls, including the UN Declaration on the Rights of Indigenous Peoples, as well as work to support the Missing and Murdered Indigenous Women and Girls National Inquiry. The Government of Alberta believes that all Albertans deserve to live free from fear, threat, or experience of gender-based violence. Further initiatives and commitments include:

- ◆ building on annual funding of \$4 million a year provided to assist 12 sexual assault centres and their provincial organization, the Association of Alberta Sexual Assault Services, an additional \$8 million was provided in March 2018 and *Budget 2018* also includes \$11 million in additional funding. Alberta's women's shelters provide accommodation for women and children in crisis from family violence, and help them rebuild their lives;
- ◆ providing \$500,000 annually to non-profit and charitable organizations through the Alberta Status of Women Grant program to undertake a variety of initiatives that improve the lives of girls and women in Alberta by addressing three priority areas: increasing women's economic security; preventing and ending gender-based violence; and increasing the number of women in leadership and democratic participation;

- ◆ Expanding access to affordable child care by creating up to 78 additional \$25-a-day Early Learning and Child Care Centres. The expansion will build on the existing 22 child care centres and create an additional 4,500 affordable child care spaces throughout the province; and
- ◆ Raising the living standards of Albertans by further increasing the province's minimum wage, recognizing that 60 per cent of all minimum wage earners are women.

## Strategic Priority 3: Returning to Balance

Our government has made a commitment to balance the budget by 2023-24.

Recovery in Alberta's economy and a growing population will increase government revenues over the path to balance. However, in order to balance, government will need to ensure every public dollar is invested where it is needed most, while controlling costs and eliminating waste. Our government is working with our public sector partners – municipalities, labour unions, physicians and government's agencies, boards and commissions – to contain costs so government balances the budget by 2023-24. It avoids the province's history of volatile year-to-year swings in spending and focuses on targeting operating expense growth below growth in population and inflation.

A responsible and planned approach to spending enables both stable funding for core public services including health care, education and social services and cost containment that returns the government to balance by 2023-24.

### What We Are Doing

Our government is focusing on some of the largest areas of spending to contain costs.

#### **PUBLIC SECTOR COMPENSATION**

- ◆ Our government has frozen the salaries of managers and non-union employees in the Alberta Public Service, as well as those employed at provincial agencies, boards and commissions. The salary freeze for non-bargaining employees – which has saved \$29 million per year since it was introduced in April 2016, in the Alberta Public Service alone – will be extended until September 2019.
- ◆ Our government has saved \$204 million since introducing a hiring restraint in 2015 and has enabled Alberta to have one of the smallest and most efficient number of public servants per capita in Canada.
- ◆ Our government has successfully negotiated agreements with the Alberta Teachers' Association and United Nurses of Alberta that restrain salary growth while ensuring that essential services continue to be provided in a challenging fiscal environment. Our government will continue to negotiate fair and practical agreements.

## HEALTH SPENDING

- ◆ Health spending has been closely managed by our government. Health spending grew approximately 6.0 per cent per year from 2008-09 to 2014-15. From 2015-16 to 2017-18, spending was contained with growth of only 3.3 per cent per year. Over the next three years, health spending growth is budgeted at 3.0 per cent per year. Health's ability to restraint expense growth is the result of concerted efforts that include:
  - ◆ saving more than \$100 million over the last three years through negotiated reductions in generic drug prices;
  - ◆ implementing Operational Best Practice (OBP) allows us to achieve efficiencies while still delivering safe, quality health care to Albertans. OBP initiatives resulted in cost avoidance of \$28 million in 2017-18; and
  - ◆ a new collaborative funding agreement between the province and the Pharmacists Association will save \$150 million over the next two years, and reducing the cost of generic drug prices continues to be an important focus.

## CAPITAL PLAN

- ◆ Our government chose to stimulate the economy during the downturn through a nation-leading capital plan. This delivers on recommendations from former Bank of Canada governor David Dodge. Dodge indicated that government should normalize spending as the economy recovers. Our government took advantage of record low interest rates, a strong balance sheet and lower cost pressures to make long-term investments and put Albertans back to work. The plan worked. Our government spending on capital provided more economic stimulus than any previous recession, adding over 0.3 per cent to real GDP growth in both 2015 and 2016. The ramp up in spending was well-timed, with construction near its peak in 2016, when the economy was at its low.
- ◆ Our government is returning capital plan spending to more normal levels with reductions in both capital grants and investment. As government addresses its fiscal challenges, and as the end of the Municipal Sustainability Initiative (MSI) approaches, funding arrangements with municipalities will be reviewed. Pending a new program, targeted funding under the MSI has been reduced by \$152 million each year. The reduction will have the MSI program continuing to end in 2021-22. The government is committed to working with municipalities, over the coming months, to replace the MSI with a new infrastructure grant program, with a funding formula based on revenue sharing. Annual funding for a number application-based municipal grant programs is also reduced.

## ELIMINATE WASTE

- ◆ Continuous improvement is focused on ongoing efforts to achieve the greatest efficiencies and effectiveness across government. Corporate services such as communications, information technologies, finance and human resources are being consolidated and modernized, so they are more effective and deliver high levels of service that ultimately support Albertans.
- ◆ Discretionary spending is being tightly controlled across government with restrictions on travel, conferences, advertising, publications and hospitality. Discretionary spending has declined 14 per cent from 2014-15 to 2016-17.

## Strategic Priority 1:

### Diversifying the Economy

Our government is working to create jobs, fighting for market access and continuing to build a more resilient, diversified and stable economy. It continues to support economic growth and development by making targeted investments that attract job creators, encourage innovation and diversification, and enhance competitiveness, and does so while ensuring that no Albertan gets left behind. Our government will protect working families, strengthen socio-economic opportunities for women, Indigenous people, rural and resource communities, and others in need of support.

The following measures and indicators assist government in assessing progress towards achieving Strategic Priority One: Diversifying the Economy. Additional measures and indicators are included in ministry 2018-21 business plans.

#### Measures

<b>Alberta Investor Tax Credit Program</b> Alberta Investor Tax Credit Program (AITC): Total annual investment raised (\$ millions)	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	82.8	2017-18	102.0	105.0	100.0
<b>Note:</b> Last actual for 2017-18 represents a partial year result (April 2017 to February 2018). With the <i>Budget 2018</i> extension of the program, it expires in 2021-22.					
<b>Capital Investment Tax Credit Program</b> Capital Investment Tax Credit Program (CITC): Total annual investment raised (\$ millions)	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	1,217	2017-18	370	360	280
<b>Note:</b> With the <i>Budget 2018</i> extension of the program, it expires in 2021-22.					
<b>Sponsored Research Revenue</b> Sponsored research revenue attracted by Alberta's comprehensive academic and research institutions (\$ millions)	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	818	2015-16	830	840	849
<b>Value of Alberta Enterprise Corporation Funds Invested (AEC)</b> Cumulative value of AEC (and their syndicate partners) funds investment in Alberta businesses (\$ millions)	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	375	2016-17	431	459	519
<b>Tourism Expenditures</b> Total tourism expenditures in Alberta (\$ billions)	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	8.1	2015-16	8.6	9.1	9.5
<b>Skills Training Program</b> Percentage of training-for-work clients reporting they are either employed or in further education or training after leaving a skills training program	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	62%	2016	70%	70%	70%
<b>Value-Added Agricultural Products</b> Number of value-added agriculture products developed and successfully introduced into market with assistance from Agriculture and Forestry	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	315	2016-17	245	255	265
<b>Environmentally Sustainable Agriculture Practices</b> Average percentage of improved environmentally sustainable agriculture practices adopted by producers (biennial survey)	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	55%	2015-16	n/a	59%	n/a
<b>Alberta's Oil Sands Supply Share</b> Alberta's oil sands supply share of global consumption	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	2.6%	2016	2.8%	2.9%	3.0%

## Strategic Priority 1: Diversifying the Economy

### Measures, cont

Electrical Generation from Renewables	Last Actual		Target		
	Results	Year	2018-19	2019-20	2020-21
Percentage of electricity produced in Alberta from renewable sources (megawatts)	10%	2016	30% of electricity generation from renewables by 2030		
Energy Consumption	Last Actual		Target		
Energy consumption intensity in megajoules per gross square metre in government-owned and operated facilities	Results	Year	2018-19	2019-20	2020-21
	1,651	2016-17	1,646	1,634	1,626

### Indicators

<b>Labour Force Participation Rate</b>	<b>Actual</b>				
Rate of:	2012	2013	2014	2015	2016
• All Albertans (aged 25–64)	84.9%	84.6%	84.2%	84.3%	84.2%
• Indigenous Albertans living off-reserve (aged 25–64)	80.0%	79.6%	78.5%	76.6%	78.9%
• Alberta's immigrant population (aged 25–64)	84.1%	83.3%	83.6%	83.6%	83.6%
• Alberta youth (aged 15–24)	68.2%	67.9%	67.4%	68.6%	67.6%
<b>Gross Domestic Product (GDP) Growth</b>	<b>Actual</b>				
Percentage of manufacturing, business and commercial services GDP growth in Alberta	2013	2014	2015	2016	
	3.1%	5.6%	-3.0%	-3.1%	
<b>Licensing University Technology</b>	<b>Actual</b>				
Start-ups licensing university technology per million population	2012	2013	2014	2015	
	4.65	5.2	6.8	8.4	
<b>Alberta Immigrant Nominee Program</b>	<b>Actual</b>				
Percentage of Alberta Immigrant Nominee Program nominees surveyed who report that they are still residing and working in Alberta one year after obtaining permanent residency	2011	2012	2013	2014	2015
	82.4%	88.5%	88.5%	83.9%	85.8%
<b>Women's Labour Force Participation in Alberta</b>	<b>Actual</b>				
• All women	2013	2014	2015	2016	2017
• Aboriginal women (off-reserve)	67.0%	66.2%	66.6%	66.3%	66.2%
	66.0%	66.7%	65.6%	63.4%	63.6%
<b>Total Value of Alberta's Exported Products Outside of United States</b>	<b>Actual</b>				
Includes products that are not exported to the United States	2013	2014	2015	2016	2017
	11.9	11.9	11.9	10.8	12.5
<b>Market Access</b>	<b>Actual</b>				
Total percentage of natural gas leaving Alberta	2013	2014	2015	2016	
	67%	65%	63%	62%	
<b>Regulatory Compliance</b>	<b>Actual</b>				
Alberta Energy Regulator (AER)	2014-15		2016-17	2017-18	
Percentage of inspections that are in compliance with regulatory requirements	99%		99%	99%	
<b>Note:</b> The result for 2014 is based on the available data since July 2014 when the AER began transitioning to a new compliance assurance framework.					
<b>Total Greenhouse Gas Emissions</b>	<b>Actual</b>				
Total million tonnes of CO <sub>2</sub> equivalent (greenhouse gas) emitted from source categories	2011	2012	2013	2014	2015
	246	260	272	276	274
<b>Note:</b> Greenhouse gas emissions have a two-year reporting lag period.					

## Strategic Priority 2: Protecting Vital Public Services

Our government understands that patient-centered health care, quality education, and effective community supports are the foundation for a safe, productive and inclusive society. As part of our commitment to supporting these vital services, government has taken steps to ensure that education remains affordable and accessible, and provides Albertans with the skills and knowledge they need to effectively compete in the global economy. This commitment is further demonstrated by significant investments in the construction and modernization of health care facilities throughout Alberta, including new hospitals and long-term and dementia care spaces, as well as a range of community supports that include affordable housing, services for those who are experiencing mental illness, and legal and other protections for vulnerable Albertans.

Our government continues to make investments that strengthen community supports, stimulate investment, create employment, build much-needed infrastructure, and promote equality of opportunity.

The following measures and indicators assist government in assessing progress towards achieving Strategic Priority Two: Protecting Vital Public Services. Additional measures and indicators are included in ministry 2018-21 business plans.

### Measures

<b>Post-secondary Transition</b> Percentage of students entering post-secondary programs (including apprenticeship) within six years of entering grade 10	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	57.9%	2015-16	60.2%	60.2%	60.2%
<b>Unplanned Readmissions of Mental Health Patients</b> Percentage of patients readmitted within 30 days of leaving hospital	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	8.7%	2016-17	8.6%	8.6%	8.5%
<b>Access to Continuing Care Spaces</b> Percentage of clients placed in continuing care within 30 days of being assessed	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	56%	2016-17	58%	61%	64%
<b>Note:</b> Facility-based (i.e. Designated Supportive Living Level 3 or 4, 4-Dementia, or Long-term Care).					
<b>Child Intervention Services</b> Percentage of non-Indigenous children and youth who did not return for additional services within 12 months	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	90%	2016-17	91%	91%	92%
<b>Note:</b> Includes children and youth that are in care and not in care.					
<b>Positive Outcomes for Women</b> Percentage of grant recipients reporting positive outcomes for women and girls, as a result of their project	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	n/a	2017-18	90%	90%	90%
<b>Note:</b> Data will be available in late 2018.					
<b>Employment Standards</b> Percentage of employment standards complaints resolved using mediation, settlement, compromise or other voluntary means	<b>Last Actual</b>		<b>Target</b>		
	Results	Year	2018-19	2019-20	2020-21
	84%	2016-17	84%	84%	84%



## Strategic Priority 2: Protecting Vital Public Services

### Indicators

		Actual				
<b>Post-secondary Education</b>		2013	2014	2015	2016	2017
Percentage of Albertans age 18–34 participating in post-secondary education		17%	17%	17%	17%	18%
<p><b>Note:</b> This indicator is derived from Statistics Canada’s Labour Force Survey. It is a weighted percentage of Albertans aged 18 to 34 who, at the time of the survey, identified as currently attending a university, community college or other post-secondary institution. Net migration (in and out) also has a significant impact on the participation rate. Since estimates are based on the Labour Force Survey sample, minor changes in trends should be treated with caution.</p>						
<b>Children Receiving Child Intervention Services as a Percentage of the Child Population in Alberta</b>		Actual				
		2013	2014	2015	2016	2017
• Percentage		2.0%	1.8%	1.6%	1.7%	1.7%
• Number of children receiving Child Intervention Services		17,277	15,636	14,834	15,564	15,624
• Children in Alberta		872,956	890,209	906,245	923,042	935,861
<p><b>Note:</b> Data on the number of children receiving child intervention services has been updated from the 2017-20 Business Plan as information is from a live database that is constantly updated as information is received. Data on the child population in Alberta is from Statistics Canada Table 051-0001 Estimates of Population, by age group and sex.</p>						
<b>Core Housing Needs</b>		Actual				
Percentage of Alberta rental households in core housing need:		2001	2006	2011		
• All rental households		23.1%	22.8%	23.2%		
• Senior-led households		33.5%	37.4%	41.9%		
• Lone-parent families		42.4%	39.6%	41.2%		
• Aboriginal households		31.1%	28.1%	31.5%		
<p><b>Note:</b> A Canadian household is deemed in core housing need if its shelter does not meet the acceptable standards for adequacy, affordability, or suitability; and the household would have to pay more than 30 per cent of its before-tax income for housing that meets acceptable standards. This indicator was developed by the Canadian Housing Mortgage Corporation. It is updated every five years with data from the Census and the National Household Survey. The term Aboriginal is used rather than Indigenous, as that is how survey respondents have self-identified in the National Household Survey responses in 2001, 2006 and 2011.</p>						
<b>Health Expenditures</b>		Actual				
Per capita provincial government expenditures (\$ actual dollars)		2013	2014	2015	2016	2017
		\$4,631	\$4,676	\$4,804	\$4,897	\$5,012
<p><b>Note:</b> Includes spending by the Ministry of Health and health-related spending by other government departments and agencies. Results for 2016 and 2017 are forecast rather than actual as there is a two-year lag in available results.</p>						

## Strategic Priority 3: Returning to Balance

Our government has made a commitment to balance the budget by 2023-24. The recovery in Alberta's economy and a growing population will increase government revenues over the path to balance. However, in order to balance, our government will need to ensure every public dollar is invested where it is needed most, while controlling costs and eliminating waste. Our government is prudently and carefully managing spending, avoiding the province's history of volatile year-to-year swings in spending, and focuses on targeting operating expense growth below growth in population and inflation. Our government is working with our public sector partners – municipalities, labour unions, physicians and government's agencies, boards and commissions – to contain costs so government can balance the budget by 2023-24.

The following measures and indicators assist government in assessing progress towards achieving Strategic Priority Three: Returning to Balance. Additional measures and indicators are included in ministry 2018-21 business plans.

### Measures

	Last Actual		Target		
	Results	Year	2018-19	2019-20	2020-21
<b>Sustainable Operating Spending Growth</b> Sustainable operating spending growth (operating spending relative to population plus CPI)	3.1% (operating expense growth)	2016-17	Operating spending growth will not exceed population plus CPI growth.		
	2.4% (CPI plus population)				
<b>Note:</b> CPI stands for Consumer Price Index which is a measure of inflation.					
	Last Actual		Target		
	Results	Year	2018-19	2019-20	2020-21
<b>Interprovincial Tax Comparison</b> • Alberta's ranking	#1	2016-17	#1	#1	#1
	Last Actual		Target		
	Results	Year	2018-19	2019-20	2020-21
<b>Financial Wealth</b> Interprovincial government financial wealth comparison • Alberta ranking	#1	2016-17	#1	#1	#1
<b>Note:</b> The total value of government's financial assets minus the total value of outstanding liabilities, compared with all provinces on per capita basis.					



