

Alberta

Ministry responsible for literacy	Ministry of Advanced Education and Technology
<ul style="list-style-type: none">• Minister's name• Key Staff	<ul style="list-style-type: none">• Hon. Greg Weadick• Community, Learner and Industry Connections Division
Ministry responsible for the LMA	Ministry of Human Services
<ul style="list-style-type: none">• Minister's name• Key Staff	<ul style="list-style-type: none">• Hon. Dave Hancock
Ministry responsible for workplace literacy	Ministry of Human Services
<ul style="list-style-type: none">• Minister's name• Key Staff	<ul style="list-style-type: none">• Hon. Dave Hancock Career and Employment

Definition of literacy

Living Literacy: A Literacy Framework for Alberta's Next Generation Economy states:

Literacy is more than the ability to read and write. It involves the knowledge, skills and abilities – the competencies – that enable individuals to think critically, communicate effectively, deal with change and solve problems in a variety of contexts to achieve their personal goals, develop their knowledge and potential, and participate fully in society.

Adult Literacy Policy

In 2009, *Living Literacy: A Literacy Framework for Alberta's Next Generation Economy* was released. Alberta Advanced Education and Technology, Alberta Education and Alberta Employment and Immigration are moving ahead with the framework's priority actions.

Living Literacy: A Literacy Framework for Alberta's Next Generation Economy reflects government priorities for increasing high school completion rates, increasing post-secondary participation, and building a skilled workforce so that the quality of life for Albertans is enhanced and sustained.

Goal 1 – More Albertans have a minimum of level 3 on international adult literacy measures (roughly the competencies associated with high school completion).

Goal 2 – Albertans have increased understanding of the importance of literacy and its lifelong benefit for all.

Goal 3 – Inclusive and accessible programs and services provide quality learning opportunities for more individuals to develop, enhance and maintain their literacy skills.

Goal 4 - Collaborative partnerships support a continuum of literacy development for Albertans of all ages.

Learning Literacy builds upon several other Alberta government policy statements and frameworks. *A Learning Alberta* (2006) set as one of its six key goals, “over 90% of Albertans will score in the upper tiers of international adult literacy measures and have the literacy and numeracy skills to be active citizens, achieve employment goals, and engage in further learning.” Actions to achieve this goal included a public information campaign and working with employers to increase workplace literacy.

Building Vibrant Learning Communities: Framework and Actions to Strengthen Community Adult Learning Councils and Community Literacy Programs (2007) called for:

- Enhanced access and participation of adults in learning.
- Increased literacy and essential foundation skills of adults.
- Strengthened pathways and successful transitions for adult learners.
- Increased capacity and alignment of community learning providers with public post-secondary institutions.

How are literacy programs provided?

The ministries of Alberta Advanced Education and Technology (AAET) and Alberta Employment and Immigration (AEI) share the responsibilities for publicly supported foundational learning for adults (equivalent to high school completion or International Adult Literacy Survey levels 1 and 2).

AAET supports “Community Adult Learning Councils” and [community literacy programs](#) (also known as community learning providers), “Volunteer Tutor Adult Literacy Programs,” and [family literacy programs](#) for parents and their preschool children. Literacy programs are also available at post-secondary institutions. In 2010-11, AAET spent \$23 million to support community-based education including adult and family literacy, community adult learning, essential skills and English language learning opportunities.

Eighty-one (81) Community Adult Learning Councils provide non-credit learning opportunities to adults in English as a Second Language/French as a Second Language, literacy, employability enhancement and community issues. Councils respond to their communities' unique learning needs and are a place to find information on local learning opportunities. Along with community literacy programs, they work to:

- Improve the accessibility of adult learning, particularly for those from under-represented groups.
- Provide local opportunities for adults to acquire important foundation skills such as literacy and English language proficiency.
- Address non-formal learning needs in communities.
- Mobilize volunteers and other community resources to support learning.
- Collaborate with other organizations to addressing individual and community issues through learning.

Seventy-two (72) Volunteer Tutor Adult Literacy programs recruit and train volunteer literacy tutors, and match them with adult learners. Tutors and learners meet once or twice a week, at home, in a library or in the literacy program's office. In 2010, 1,155 adults were tutored and some 6,321 adults enrolled in literacy programs.

AAET funds 54 family literacy programs (44 family literacy programs and 10 Aboriginal family literacy programs) that integrate adult literacy instruction and early oral language development for children from birth to age six with a focus on economically and socially disadvantaged families. AEI family literacy efforts are guided by the *Parent-Child Literacy Strategy* developed to strengthen the adult literacy skills of parents/caregivers to enhance the early oral language development of pre-school children. In 2009-10, 3,637 parents and 4,727 children participated in family literacy programs.

Comprehensive Community Institutions (community colleges) are responsible on a regional basis for the stewardship of adult learning opportunities.

AEI provides full-time and part-time training programs for eligible adult Albertans so they can pursue further job-related training and/or find a job and substantially improve their employment opportunities. Eligible clients may receive financial assistance in the form of grants to cover tuition, books, supplies, and income support. They may also receive health benefits.

Is there a focus on workplace literacy and essential skills?

In terms of the workplace, *Building and Educating Tomorrow's Workforce* (2006) is the Alberta government's 10-year, sector-based, labour force strategy. Its most recent update reports:

- All sectors (Retail Industry, Tourism and Hospitality Industry, Energy Sector, Manufacturing, Construction, Non-profit and Voluntary Sector, Forest Industry, Supply Chain Logistics Industry) have participated in the Government of Alberta "Workplace Essential Skills Training" (WEST) pilot projects to improve the level of workplace literacy within their sector.
- The Petroleum HR Council, through its "Workplace Essential Skills Project," is creating an essential skills awareness strategy for the upstream petroleum industry to help respond to the increasing numbers of inexperienced workers in the energy sector.
- An "Essential Skills Awareness and Assessment Tool" developed for the advanced wood products processing sector is now available to registered users of the Wood Manufacturing Council's website. The site provides assessments of five key essential skills for current and prospective employees. Assessments can be done either online or by using paper copies of the assessment tools.

The February 2012 Speech from the Throne made a commitment to update *Building and Educating Tomorrow's Workforce* pledging to ensure jobs for Albertans before looking abroad.

The "Workplace Essential Skills Training" (WEST) program supports workplace essential skills training through the development of partnerships. These partnerships will assist employed Albertans gain the essential skills necessary to fully participate at work and contribute to a highly productive workplace. The objectives of WEST are to:

- Support training opportunities in the workplace for working Albertans to acquire the essential skills to do their jobs competently, safely and productively.
- Assist employers with their workplace essential skills training needs to create highly productive workplaces.
- Encourage the development of a learning culture in Alberta workplaces.

The program targets those with less than high school or with levels 1 or 2 IALS. Projects may be initiated by an employer, industry association, community organization, labour group, or a training provider and must have at least one employer involved.

Since 2009, 13 WEST pilot projects were funded and an evaluation conducted. Some changes in the program include encouraging employers to permit a portion of the training to take place during normal work hours and permitting ESL to be an eligible activity.

Alberta's "Training for Work" program has several initiatives relating to essential skills and literacy training. "Alberta Job Corps" is designed to give individuals with barriers to employment an alternative to include support. Workplace essential skills is offered to assist with the transition to employment. "Workplace Training" aims to enable unemployed and marginally employed individuals to acquire employability skills, essential skills and occupation-related skills required in the local labour market and to assist unemployed and marginally employed individuals to obtain viable employment that provides increased income and work related benefits.

"Integrated Training" is a competency-based occupation-related training program intended to provide unemployed or marginally employed adult Albertans with a unique blend of occupation-related skills, work experience placement(s), employability and/or essential skills and applied academics and/or English as a Second Language (ESL).

The "Work Foundations" Program provides full-time and part-time basic skills training and academic upgrading to enable clients to pursue further job-related training and/or to find a job. The training includes ESL; Basic Literacy and Numeracy (Grades 1-6); Adult Basic Education (Grades 7-9); Life Skills/Personal Management; and Academic Upgrading (Grades 10-12).

Alberta's LMA targeted literacy and essential skills. It has used the LMA money to expand its existing adult education and literacy services and to pilot innovative approaches. It also established and expanded WEST. LMA funds were used for the following types of projects:

- Easy Reading Job Profiles for adults with low literacy skills with occupation-specific information as well as an accompanying advisor's guide
- Built awareness within the construction sector regarding the impacts of language learning and essential skills safety training and created effective language learning model for safety in the workforce, including train the trainer, safety posters, Essential Skills and Language Quick Tips information materials.
- Developed and delivered improved English language proficiency, literacy skills, essential skills and strategic competence of young adult immigrants with interrupted formal education.
- Seven pilot project training programs delivered essential skills training to over 266 workers in their workplaces.

The Alberta Workforce Essential Skills Society (AWES) is a not-for-profit group that works to raise essential skills awareness, knowledge and commitment with industry, labour, communities and post-secondary education and training providers. AWES does this by:

- undertaking activities that demonstrate the economic and social value of workforce literacy and essential skills training and development
- identifying, contacting and engaging new partners and champions
- responding to interest shown by potential workforce literacy and essential skills partners
- researching information and tools relevant to the workforce literacy and essential skills needs of Alberta
- promoting the professional development of workforce literacy and essential skills practitioners in Alberta
- soliciting input from and participation of stakeholders
- initiating and facilitating provincial networking opportunities for interested stakeholders

Is there a formal role for labour?

According to Alberta's 2010-11 Annual LMDA/LMA report, labour groups were among the stakeholders involved in consultations through the *Building and Educating Tomorrow's Workforce* sub-sector strategy meetings and the Industry Contributor Groups meetings.

Currently, there is no labour representation on AWES.

What is the available financial support? (For workers, for labour)

Labour is an eligible partner for WEST program funding.

Alberta	
Amount	\$316 million (6 years)
Date Signed	September 8, 2008
Focus for the Unemployed	<p>The new investments will focus on supporting skills development for unemployed individuals who are not eligible for training assistance under the Employment Insurance program, including groups who are under-represented in the labour market, such as</p> <ul style="list-style-type: none"> • Aboriginal people, immigrants, persons with disabilities and women,
Focus for the Employed	...as well as employed individuals who are low skilled.
Provincial Priorities	<ul style="list-style-type: none"> • Employment and training programs - \$28.2 million. Funding will increase and expand training opportunities and enhance career information and counselling services. It will see more training options and supports available to improve the labour force participation of women, Aboriginals and low-skilled Albertans, as well as expanded workplace supports for persons with disabilities. • Immigration programs - \$10.2 million. The agreement will expand training opportunities to help newcomers integrate into the workforce. • Partnership with industry and employers - \$10 million. The investment will be used in partnership with industry to improve the literacy and essential skills of low-skilled workers. Increased access to training in areas of critical skill shortages will help address labour market demand for skilled workers. • Program administration - \$4.1 million.
Accountability Measures	<p>The Labour Market Agreements contain a robust accountability framework that includes commitments related to:</p> <ul style="list-style-type: none"> • the development of annual plans and the engagement of stakeholders; • the management of financial resources provided under the agreement; • the measurement of the outcomes and benefits of investments in three areas-participants, service delivery and results; • regular public reporting of results achieved; • regular review and evaluation of activities

Alberta

Displacement	
Official Languages	In developing and delivering its eligible programs and services, Alberta agrees to take into account the needs of the official language minority communities within the province.
Administration	In its 2009-2010 plan, Alberta presented the programs funded by the LMDA, LMA and the STTF in a unified fashion only distinguishing the specific amounts from each funding envelop. The Ministry of Employment and Immigration is responsible for the LMA.
Strategic Training and Transition Fund	Alberta received \$33 million in STTF funding which it distributed throughout its existing priority areas.
Consultations	According to Alberta's 2010-11 Annual LMDA/LMA report, labour groups were among the stakeholders involved in consultations through the <i>Building and Educating Tomorrow's Workforce</i> sub-sector strategy meetings and the Industry Contributor Groups meetings.
Literacy and Essential Skills	Alberta used the LMA money to expand its existing adult education and literacy services and to pilot innovative approaches. It also established and expanded a Workplace Essential Skills Training Service. Alberta developed Easy Reading Job Profiles for adults with low literacy skills with occupation-specific information as well as an accompanying advisor's guide. Alberta developed and delivered improved English language proficiency, literacy skills, essential skills, and strategic competence of young adult immigrants with interrupted formal education. An initiative built awareness within the construction sector regarding the impacts of language learning and essential skills safety training and created effective language learning model for safety in the workforce, including train the trainer, safety posters, Essential Skills and Language Quick Tips information materials.

Alberta - Original LMA

Priority Areas (\$000's)	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Six Year Total	Notional %
Training for Work	17,759	20,898	22,650	22,650	22,650	22,650	129,257	41%
Basic Skills and Academic Upgrading	2,471	3,113	2,520	2,520	2,520	2,520	15,664	5%
Career Development Services	4,500	2,250	2,000	2,000	2,000	2,000	14,750	5%
Disabilities Related Employment Services	3,500	3,400	3,300	3,300	3,300	3,300	20,100	7%
Immigrant Training Programs	1,367	1,467	1,567	1,567	1,567	1,567	9,102	3%
English as an Additional Language	6,880	6,407	6,228	6,228	6,228	6,228	38,199	12%
Support for Immigrants	1,950	1,550	1,650	1,650	1,650	1,650	10,100	3%
Workforce Development	3,500	3,750	2,300	2,300	2,300	2,300	16,450	5%
Workforce Partnerships	6,525	6,400	7,025	7,025	7,025	7,025	41,025	13%
Program Administration Costs	4,132	3,348	3,344	3,344	3,344	3,344	20,856	6%
Total (\$000's)	52,584	52,583	52,584	52,584	52,584	52,584	315,503	100%

Alberta LMA Activity

Priority Area (\$, millions)	2008-2009 Actual	2008-2009 Actual Activities	2009-2010 Actual	2009-2010 Actual Activities	2010-2011 Actual	2010-2011 Actual Activities	2011-2012 Planned	2011-2012 Planned Activities
Employment and Training (includes Basic Skills/AU, Career Development Services; Disabilities Related Employment Services)	\$19.86 9	<ul style="list-style-type: none"> • Delivery of career information and employment supports such as resume preparation, job placement and safety training services for youth at 38 rural and urban Youth Connections sites • Increased contract/tuition-based funding for full and part-time occupational training, as well as integrated training providing <i>employability skills</i> both in the classroom and/or at the work-site • Targeted integrated training programs for persons with disabilities and mature workers. • Targeted training for women in non-traditional occupations including pre-trades and warehouse training • Career decision-making workshops for women in non-traditional occupations • Targeted job placement and job search services 	\$56.681	<ul style="list-style-type: none"> • Increased both contract-based and tuition-based funding for <i>Work Foundations</i> as well as occupational and integrated training programs. • Developed and delivered training programs to increase the supply of healthcare workers through occupational and integrated programs. • Expanded workforce adjustment activities to address Alberta's slowing economy. • Supported 47 job and career fairs. • Provided over 180 on-site Employer Connections recruitment events. • Delivered career information and employment supports at 38 Youth Connections sites. • Developed career decision making workshops and training programs to support women in non-traditional occupations 	\$41.674	<ul style="list-style-type: none"> • Increased funding and focus on integrated training programs. • Provided employment services and placement for clients with multiple barriers. • Initiated two part-time integrated training pilot projects for Income Support clients to provide personalized training. • Received designation approval for two additional Integrated Training programs: Trades Preparation and Building Services Worker. • Promoted and prepared women for careers in the trades. • Supported occupational training programs in high demand areas such as professional insurance and customer service representative, early childhood services, community/disabilities support worker, bookkeeping, security officer, and general industrial pre-trades 	\$4 5.8	<ul style="list-style-type: none"> • Respond to sector specific employment and career needs through targeted interventions • Target training and employment options for under-represented groups (Aboriginal strategies, youth strategies, disability strategies). • Provide career development services to help Albertans, including under-represented groups, find and keep employment, manage their careers and adapt to the changing labour market. • <i>Identify literacy and Essential Skills best practices</i> in consultation with stakeholders and <i>develop policy for pre- and post-testing for literacy and Essential Skills.</i> • Implement improved assessments for Albertans who require training.

Priority Area (\$, millions)	2008- 2009 Actual	2008-2009 Actual Activities	2009- 2010 Actual	2009-2010 Actual Activities	2010- 2011 Actual	2010-2011 Actual Activities	2011- 2012 Planned	2011-2012 Planned Activities
		<p>for persons with disabilities and immigrants</p> <ul style="list-style-type: none"> • Francophone services developed to support career and job placement services • Targeted job fairs promoting employment opportunities with employers who engage in hiring from non-traditional labour sources • School to work transition supports provided for Aboriginal communities • E-Learning training programs provided to Aboriginal and urban communities throughout Alberta • Increased activities to support Aboriginal and First Nations Training to Employment (FNTEP) programs. • Entrepreneurial training for eligible Albertans including targeted training for Aboriginals, Aboriginal women entrepreneurs, youth and immigrants • Developed an <i>adult literacy pilot initiative</i> delivered in both the classroom, and at 		<p>including pre-trades and heavy equipment operator.</p> <ul style="list-style-type: none"> • Increased activities to support Aboriginal and First Nations Training to Employment (FNTEP) programs. • Expanded on-reserve employment services for Aboriginal residents. • Provided transitional employment supports for Aboriginal people transitioning to urban communities. • Targeted integrated training, job placement and employment supports provided for persons with disabilities. • Developed 24 new videos providing occupation-specific information. • <i>Developed Easy Reading Job Profiles</i> for adults with low literacy skills with occupation-specific information as well as an accompanying advisor's guide. • Updated the print resource <i>What Works: Career building strategies for people from diverse</i> 		<p>training.</p> <ul style="list-style-type: none"> • Through Alberta Supports, participated in youth career planning initiatives. • Supported young, single mothers with Alberta Works grants to <i>complete secondary school</i> and learn parenting and self-management skills. • Placed high priority on helping Albertans find jobs. Examples include assigning job marketers and coaching individuals in effective job search, hosting job fairs and job clubs. • Implemented Acceleration to Employment project to assist Income Support applicants get back to work. • Hosted weekly information sessions to Albertans on E&I programs and services prior to providing Alberta Works funding. • Provided one-day Who Wants What motivational workshops for employable clients. • Offered sessions entitled Work Life Balance and 		

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		<ul style="list-style-type: none"> • employer worksite Development and distribution of new career planning and assessment publications at 42 labour market information centres. • Development of seven new videos providing occupation-specific career information on health careers. 		<ul style="list-style-type: none"> • <i>groups</i> Developed 20 online videos to support effective use of the career planning. • Completed the content development and technical design specifications for an online career planning resource. 		How Volunteering Can Help You Get Employed.		
Immigration (includes EAL; Support for Immigrants)	\$2.730	<ul style="list-style-type: none"> • Increased training opportunities in English as an Additional Language • <i>Handbook</i> developed as a resource tool for use in the classroom for multi-barrier immigrants with <i>low literacy and learning issues</i> • Increased programming for immigrant bridging training initiatives that assist immigrants with prior experience /education in a specific occupation to bridge gaps in knowledge or skills in order to gain entry into the related occupation. • Conducted information sessions for international education credentials for approximately 100 representatives from 	\$14.672	<ul style="list-style-type: none"> • <i>Connected the ESL literacy providers</i> and developed an online shared resource that promotes opportunities for professional development and outlines curriculum guidelines. • Developed and delivered improved English language proficiency, <i>literacy skills, Essential Skills</i>, and strategic competence of young adult immigrants with interrupted formal education. • Established and implemented a distance education delivery model for English as a Second Language (ESL) to rural Albertans using a videoconferencing 	\$11.563	<ul style="list-style-type: none"> • Completed four language training projects assisting immigrants to integrate into the workforce for health occupations. • Consulted on the Pan-Canadian Foreign Qualification Recognition (FQR) Framework and developed action plans for all eight target occupations to ensure progress and continuous improvement in FQR. • Supported professional regulatory organizations to make positive and substantial improvements in their foreign qualification recognition processes. • Hosted an FQR Forum for over 80 representatives from 	\$8.600	<ul style="list-style-type: none"> • Support foreign qualification assessments and credentialing • Increase resources/tools to support immigrant integration into the labour market. • Provide information to immigrants and potential employers to improve their labour force participation. • Provide immigrants with access to employment and training through Immigrant bridging programs and career services. • Implement enhancements to English Language Training based on the <i>Literacy Framework</i> and ESL review.

Priority Area (\$, millions)	2008- 2009 Actual	2008-2009 Actual Activities	2009- 2010 Actual	2009-2010 Actual Activities	2010- 2011 Actual	2010-2011 Actual Activities	2011- 2012 Planned	2011-2012 Planned Activities
		<p>post-secondary institutions and professional regulatory bodies</p> <ul style="list-style-type: none"> Expanded services to assist internationally educated health professionals to navigate the registration and licensure processes to support them practicing in their field or similar profession. Facilitated business engagement sessions to discuss foreign qualification recognition and receive input into best practices, new tools and resources Increased supports across the province for International Qualification Assessment Services (IQAS) for eligible immigrants interested in obtaining an assessment of their foreign education and skills recognizing their credentials obtained outside of Canada. 		<p>platform.</p> <ul style="list-style-type: none"> Provided transitional programming to assist the youth to get into post-secondary programs or the workforce, expanded the curriculum of the program, and developed materials to meet the needs of the learner group. Disseminated and supported the use of the Guide to English in the Workplace resource. Developed an online resource to support teaching and learning of workplace integration language skills for newcomers. Developed immigrant bridging programming to bridge the gap between foreign trained/skilled individuals with related occupations in order to gain entry into their profession. Delivered a program which includes language training, occupation skills training, employment preparation, work experience, job 		<p>professional regulatory organizations to promote best practices and continuous improvement in the FQR system in Alberta.</p> <ul style="list-style-type: none"> Developed 30 additional accreditation fact sheets that outline requirements for immigrants to become licensed in Alberta. In total 65 fact sheets are now posted on the Alberta-Canada Immigration website. Developed Education Overview Guides that provide web-based information to immigrants, potential immigrants and employers on how international credentials compare to educational standards in Alberta. Developed three interactive tutorials, a Brochure and an updated application form to improve the understanding and access to foreign credential recognition resources for internationally trained individuals, as well as 		

Priority Area (\$, millions)	2008- 2009 Actual	2008-2009 Actual Activities	2009- 2010 Actual	2009-2010 Actual Activities	2010- 2011 Actual	2010-2011 Actual Activities	2011- 2012 Planned	2011-2012 Planned Activities
				<p>placement, and job maintenance for marginalized immigrant and refugee women to attain certificates as child development assistants.</p> <ul style="list-style-type: none"> • Developed occupational English language requirements for benchmarking methodology. • Built awareness within the construction sector regarding <i>the impacts of language learning and Essential Skills safety training</i> and created effective language learning model for safety in the workforce, including train the trainer, safety posters, <i>Essential Skills and Language Quick Tips</i> information materials. 		<p>employers, professional regulatory bodies and post-secondary institutions.</p> <ul style="list-style-type: none"> • Enhanced access to English as an Additional Language programs across the majority of the province. • Provided <i>ESL/Adult Literacy training</i> off-site at public libraries for new Canadians. • Drafted the “Adult ESL E-Learning Strategic Framework” for internal use to increase understanding about delivering ESL to adults and through E-learning. • Developed tools for instructors and administrators when making decisions on incorporating e-learning into blended ESL programming and the appropriate use of resources. • Launched <i>ESL literacy</i> and settlement /integration language resources relevant to the Alberta Adult ESL Continuum plan. • Developed phase one of a strategic framework of best practices for English 		

Priority Area (\$, millions)	2008- 2009 Actual	2008-2009 Actual Activities	2009- 2010 Actual	2009-2010 Actual Activities	2010- 2011 Actual	2010-2011 Actual Activities	2011- 2012 Planned	2011-2012 Planned Activities
						<ul style="list-style-type: none"> in the Workplace programming. Supported occupation-specific language training, with a focus on accounting. 		
Workforce Partnerships (includes workforce development)	\$3.666	<ul style="list-style-type: none"> Developed community action plans to increase workforce participation for First Nations and Métis Settlements <i>Expanded Workplace Essential Skills Training (WEST)</i> including literacy training to LMA eligible Albertans employed at various workplace settings, including construction, manufacturing, energy, non-profit, tourism and hospitality/retail sectors Held a series of industry events providing information to employers on how to respond to attraction and retention issues, including untapped labour sources Organized educational events for business and industry to facilitate success stories of businesses engaged in recruitment and retention of professional/skilled 	\$7.130	<ul style="list-style-type: none"> The Alberta Hotel and Lodging Association developed and tested a training tool to teach occupational skills and standards for hospitality industry workers. A pilot project, Welcoming Workplace, was developed to attract, integrate and retain employees in the non-profit sector. A demonstration project helped to address the organizational development of non-profit organizations through improved human resources management and practices. The Business Link provided enhanced small business development services for immigrant entrepreneurs by creating/adapting information and resources. An employment development and job 	\$4.982	<ul style="list-style-type: none"> Hosted an employer symposium focusing on building your business. Partnered with different industries to promote industry-specific career paths and career planning tools for career fairs and other events. Supported the MLA Committee on the First Nations, Métis and Inuit (FNMI) Workforce Planning Initiative. Assisted Aboriginal and First Nations people with the transition into urban centers and secure employment and training placement. Revised the Aboriginal Health Careers Strategy Committee work plan to introduce a number of online health career training programs. Implemented a variety of southern Alberta sector-specific strategies such as in the non-profit and greenhouse sectors through industry 	\$6.400	<ul style="list-style-type: none"> Work with stakeholders to increase support for workplace training and encourage employer-sponsored training. Partner with regional economic development organizations, employers and communities to build community capacity related to labour force planning and development. Investigate options and approaches to provide training that will meet priority labour force needs in industry sectors/occupations. Identify and implement enhancements to <i>workplace Essential Skills training</i>. Facilitate economic development opportunities, particularly for Aboriginal youth and Aboriginal women, and provide access to business advisory services/supports for

Priority Area (\$, millions)	2008- 2009 Actual	2008-2009 Actual Activities	2009- 2010 Actual	2009-2010 Actual Activities	2010- 2011 Actual	2010-2011 Actual Activities	2011- 2012 Planned	2011-2012 Planned Activities
		<ul style="list-style-type: none"> immigrants Facilitated business engagement sessions to discuss foreign qualification recognition and receive input into best practices, new tools and resources Developed partnerships with industry targeting sector-specific attraction/retention initiatives. 		<ul style="list-style-type: none"> maintenance consultant was recruited for an employment preparation program targeting at-risk youth. A pilot project on money management was developed targeting youth that focused on skills that focused towards assets such as education, training or tools for employment. Seven pilot project training programs <i>delivered Essential Skills training</i> to over 266 workers in their workplaces. In collaboration with The Confederacy of Treaty Six First Nations, Enbridge, Alberta Aboriginal Relations and Indian and Northern Affairs Canada, delivered business development workshops designed to provide tools needed to maximize future contracting opportunities in Alberta's oil and gas industry. 		<ul style="list-style-type: none"> partnerships. Provided Employment Standards and Health & Safety information to employers and individuals through publications, brochures, and a call-centre. Helped implement various industry workforce strategies through the Industry Contributor's Group. Workforce and productivity were also promoted to assist with industry workforce strategy implementation, resulting in the development of 19 grant projects. Supported 45 Workforce Partnership Agreements (i.e. <i>Workplace Essential Skills Training, Attraction Retention Program</i>), hosted 227 Employer Connection events, and 76 career / job / employment fairs. Developed and tested a workshop on the topic of resolving workplace conflicts. Developed a monthly Job Market Update report describing labour market activity in the 		<ul style="list-style-type: none"> small businesses.

Priority Area (\$, millions)	2008- 2009 Actual	2008-2009 Actual Activities	2009- 2010 Actual	2009-2010 Actual Activities	2010- 2011 Actual	2010-2011 Actual Activities	2011- 2012 Planned	2011-2012 Planned Activities
						<ul style="list-style-type: none"> South region. Developed a Work Culture DVD about oil sands work culture, cultural diversity, living away from home and making informed decisions. 		
Administration	\$4.132	<ul style="list-style-type: none"> Design and implementation of AE&I's newly introduced client service integration data system Expansion of policies and program criteria to better meet client and labour market needs Internal operating costs incurred in administering eligible LMA programs and services. 	\$12.132	<ul style="list-style-type: none"> Design and implementation of E&I's newly introduced client service integration data system. Policy and program revisions and expansions to better meet client and labour market needs. Increased staffing to respond to higher levels of activity and demands for service due to the slowing economy. Internal operating costs incurred in administering eligible LMA programs and services. 	\$10.061	<ul style="list-style-type: none"> Internal operating costs in administering eligible LMA programs and services. Increased staffing to respond to higher levels of activity and demands for service due to the slowing economy; hired Employment Placement Counselors to proactively assist Alberta Works Income Support clients gain employment. Conducted policy and program research, review and revisions to better meet client and labour market needs. The final phase of implementation of Mobius adjustments for learners. Implemented various initiatives to streamline service delivery, simplify processes and enhance practices such as the LMI electronic tool. 	\$5.500	<ul style="list-style-type: none"> Develop and/or expand policies and program criteria to better meet client and labour market needs. Supports to manage delivery of programs, services and IT needs.

Priority Area (\$, millions)	2008- 2009 Actual	2008-2009 Actual Activities	2009- 2010 Actual	2009-2010 Actual Activities	2010- 2011 Actual	2010-2011 Actual Activities	2011- 2012 Planned	2011-2012 Planned Activities
TOTAL	\$30.39 7		\$74,115		\$51.790		\$67.300	

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April 2012