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# Municipal Affairs

BUSINESS PLAN 2006-09

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## ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2006 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 February 23, 2006 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]*

Rob Renner, *Minister of Municipal Affairs*  
February 28, 2006

## THE MINISTRY

The Ministry of Municipal Affairs consists of two main divisions: Local Government Services and Public Safety, as well as five support branches.

Major responsibilities include helping municipalities provide accountable, well-managed, responsive, and effective local government for Albertans; administering a safety system that promotes fire protection and strives to ensure buildings and equipment are constructed and maintained to safe standards; and managing provincial emergency management programs and supporting municipalities, so they are prepared to deal with major emergencies and disasters.

The Ministry also includes the Municipal Government Board, an independent, quasi-judicial board that conducts hearings on matters defined in the *Municipal Government Act*; the Special Areas Board that provides municipal services and long-term land management for three special areas in southeast Alberta; and National Park Improvement Districts that provide limited municipal services.

Primary clients and stakeholders include municipalities and their related organizations and associations, organizations accredited under the *Safety Codes Act*, and industry-based safety and emergency management groups. The Ministry consults and works with the local government sector, delegated authorities, the public, industry, and other provincial and federal government departments as an integral and ongoing part of its activities.

## VISION

*Viable, responsive, and well-managed local governments and a public safety system that results in safe buildings, equipment and facilities, and effective emergency management.*

## MISSION

Municipal Affairs works in partnership with Alberta's municipalities, other provincial government departments, our federal partners, local authorities, various organizations focused on local matters, and the private sector to ensure Albertans live in safe, well-managed communities and are served by open, effective, accountable and well-managed local governments.

## VALUES

As a Ministry, we value and support honesty, fairness, professionalism, and accountability, while focusing on exceptional service for our clients. We value our staff and their contributions of innovation, creativity, collaboration and open communication. These elements are key in achieving our Ministry's vision.

## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

This plan supports the following four goals in the three-year Government of Alberta (GoA) 2006-09 Strategic Business Plan that are aligned with Opportunity 4: Making Alberta the best place to live, work and visit:

- Goal 8: Alberta will have a financially stable, open and accountable government.
- Goal 9: Alberta will have strong and effective partnerships with municipal, provincial, territorial, federal and foreign governments.
- Goal 10: Alberta will be a fair and safe place to work, live and raise families.
- Goal 14: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life.

In support of Goals 8 and 14, Municipal Affairs works with municipalities to provide financial support. In support of Goals 9 and 10, the Ministry partners with stakeholders to promote a comprehensive safety system, an effective emergency management program and well-managed local governments.

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Municipal Affairs strives to fulfill its mandate of ensuring that Albertans live in safe, well-managed communities.

Rapid growth, shifting demographics, reliance on technology, and the vulnerability of a resource-based economy all impact local government operations. Industry clustering, potential threats to security, complex regulatory frameworks and compliance requirements, and a shortage of skilled labour are challenges that impact Municipal Affairs' business activities.

The Ministry business plan includes strategies to respond to Albertans' priorities. Four opportunities and challenges have been identified that may affect business plan outcomes:

## **Relationships with Municipal Partners**

An opportunity exists for the Ministry to have a significant role in bringing increased efficiency and effectiveness to the services provided to Albertans from both the provincial and municipal orders of government through an enhanced focus on relationships between the Province and municipalities and their associations. The Ministry will be working with its municipal partners to identify ways to enhance these relationships through various mechanisms, such as the Minister's Council on Municipal Sustainability.

## **Challenges of Growth**

Many municipalities continue to face challenges as growth continues to intensify in parts of the province. Based on feedback from stakeholders, there is a need for the Ministry to work with municipalities and other stakeholders to address broad planning and coordination issues to maximize opportunities and minimize disputes.

## **Challenges of Financial Sustainability**

As noted in the Rural Development Strategy, while some municipalities are growing, others are facing economic and demographic decline. There is a need for the Ministry to work with other ministries to determine what the province might do to work with these primarily small, urban and rural municipalities to assist them in exploring ways to deliver services within the constraints of their resources.

## **Public Safety**

The safety of Albertans continues to be a priority. The Ministry is working extensively with partners to enhance our collective ability to mitigate, prepare for, respond to and recover from any major emergency or disaster. This includes conducting a comprehensive risk assessment for Alberta, reviewing all hazards. We will continue to work specifically on hazards to critical infrastructure and high priority issues such as pandemic influenza as well as business continuity planning.

Safety codes and standards also continue to be reviewed and revised, in response to industry innovation, to ensure that buildings and equipment are constructed and operated safely.

The Ministry is also working with Alberta's fire service to develop a framework to assist in better coordinating fire service operations across the province. This will provide communities with the option of choosing the service standards most appropriate to meet local needs.

With the ongoing support of partners, the Ministry is committed to addressing new opportunities and challenges, accommodating new technologies, and developing effective solutions to meet the changing needs and priorities of Albertans.

## **STRATEGIC PRIORITIES 2006-09**

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

### **1. Provincial/Municipal Relationship**

#### **Linkage: Goal 1**

A key priority for the Ministry is to work with municipal partners to reassess and better define the roles and responsibilities of municipal governments and their relationship with the provincial government. Subsequently, the most appropriate funding vehicles that affect these roles and responsibilities will be determined. Increased clarity regarding roles and responsibilities will enable each order of government to more efficiently and effectively deliver the services for which it is responsible.

Objective: An understanding that clearly delineates which order of government is best suited for delivering which services, as a result of the Ministry working with municipal partners and the municipal associations.

- 2. Emergency Management**  
**Linkage: Goal 5**
- Local and world events have emphasized the need to enhance existing provincial government emergency management and develop provincial and local capabilities to deal with major emergencies and disasters.  
 Objective: Alberta has in place an effective emergency management system and partnerships to ensure its citizens and infrastructure are safe from all hazards and that response and prevention activities are planned.
- 3. Using and Respecting the Land**  
**Linkage: Goal 1**
- The Ministry is working with other ministries, in the context of the land-use framework, to keep land-use policies current, so they meet the challenges and needs of municipalities and Albertans in a way that balances the interests of all parties.  
 Objective: An updated set of land-use policies that are coordinated with and supported by affected provincial ministries and municipal associations, as a result of the Ministry working with other ministries and municipal partners.
- 4. Intermunicipal Partnerships**  
**Linkage: Goals 1, 4, 5**
- The Ministry continues to encourage and facilitate partnerships involving joint planning, innovation and common opportunities including shared resourcing in the delivery of services and programs. This approach provides opportunities to deliver services more effectively, making the most of limited resources.  
 Objective: An increase in the number of municipalities working cooperatively to improve service delivery, including partnerships established through the Regional Partnerships Initiative.
- 5. Safety System Enhancement**  
**Linkage: Goal 4**
- Safety legislation is undergoing review to ensure it is current and responsive to changing needs. Work is ongoing to introduce harmonized, objective-based codes in the building, fire and plumbing disciplines through national and international codes and standards. The establishment of a unifying framework for the fire service in Alberta is one of the significant initiatives underway that will provide a strong foundation for innovation in the fire service.  
 Objective: Alberta will continue to meet national and international safety code standards and have a framework for delivering fire services that meet individual community needs.
- 6. Municipal Growth Pressures**  
**Linkage: Goals 1, 2**
- The Ministry will continue to evaluate the impact of high growth on municipalities, including infrastructure, land-use, service, and revenue needs, in order to assist in building the capacity of these municipalities and improving the coordination of the government's response to these growth-related challenges.  
 Objective: High growth municipalities and the Province are better able to anticipate and meet growth-related challenges, resulting in a reduction in the number of disputes caused by development pressures, and helping ensure that Alberta's continued economic growth is not impeded by a lack of infrastructure and services.

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Local Government Services

*Providing support services, policies and legislation that enhance the development of an accountable, well-managed, responsive and effective local government sector*

GOAL ONE

1

### An effective, responsive, cooperative and well-managed local government sector

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**What it means** Through partnerships, cooperation, and a legislative framework, the Ministry promotes Alberta's prosperity and the Alberta Advantage by encouraging the development of an efficient and responsive local government sector that provides the services and infrastructure Albertans and businesses need.

#### Strategies

- 1.1 Provide support systems, deliver programs and encourage partnerships that foster excellence in local governance, management and service delivery by:
  - building relationships and reviewing the land-use planning system to identify and develop policies and mechanisms that better support rural and urban municipalities in cooperating with their neighbours to better manage challenges arising from rapid growth,
  - assisting municipalities in addressing the challenges of climate change by supporting energy efficiency and conservation,
  - promoting the sharing of knowledge among municipalities to support a culture of improvement and the development of strategies for more effective governance, administration, land-use planning, financial management, and service delivery,
  - developing and coordinating education, and information services and products that include training programs, online information, and workshops for Ministry stakeholders, and
  - providing management and administrative services for the Special Areas and National Park Improvement Districts.
- 1.2 Support the resolution of local and intermunicipal governance and management matters by:
  - providing advice on governance, administration, financial management, and land-use planning to local governments and associated local service-delivery organizations,
  - supporting intermunicipal cooperation and self-directed dispute resolution through mediation and facilitation, and
  - supporting the local dispute resolution initiative to help municipalities resolve internal disputes with staff and citizens.
- 1.3 Enhance the relationship between the province and municipalities by:
  - supporting the Minister's Council on Municipal Sustainability as a forum for proactively discussing important municipal concerns and as a vehicle to help develop common solutions to resolve provincial-municipal problems,
  - acting as an advocate for municipalities within the provincial government to improve provincial understanding of and responsiveness to municipal issues and concerns,
  - improving the provision, coordination, and implementation of policies, programs, and services that enhance the effectiveness and efficiency of local services by working cooperatively with other ministries, municipalities, other provinces, Metis settlements, the federal government and other organizations,

- reviewing the provincial land-use framework to better achieve mutually beneficial provincial, municipal and land-owner interests, and
  - reviewing current policies, programs, and legislation to determine what changes and new initiatives may be required to help high-growth municipalities address growth pressures.
- 1.4 Complete an enhanced review of the *Local Authorities Election Act* to ensure it provides public confidence in the election process while allowing flexibility to local authorities to address local circumstances.
  - 1.5 Conduct a review of the *Municipal Government Act* in consultation with the municipal associations, municipalities, and other stakeholders to ensure the legislation meets current requirements.
  - 1.6 Facilitate a legislative framework that enables municipalities to operate successfully and meet the local needs of Albertans by monitoring provincial legislation and regulations related to municipalities and recommending changes, where appropriate, that support improved approaches to local governance, election processes, and service delivery.
  - 1.7 Assist municipalities having sustainability or accountability problems in examining and pursuing innovative approaches or restructuring that will address these issues.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
1.a Level of satisfaction with the Local Government Services Division's activities, services and programs, in enabling and promoting a cooperative and well-managed local government sector (Calculates the percentage of the units within Local Government Services that achieved their individual performance targets. Unit performance is determined through a satisfaction survey of stakeholders.)	100%	80%	85%	85%
1.b Albertans' Satisfaction with their Local Governments – Percentage satisfied	79%	80%	80%	80%

GOAL TWO

# 2

## Financially sustainable and accountable municipalities

**What it means** The Ministry contributes to the financial sustainability of local governments, which are responsible and accountable to their citizens, by providing financial support, advice and services.

### Strategies

- 2.1 Assist municipalities to meet the financial reporting and accountability requirements contained in the legislation and regulations by:
  - providing financial and procedural advice to municipalities, and
  - monitoring municipalities' financial statements and information returns.
- 2.2 Improve municipal capacity by providing financial support to local government initiatives by:
  - administering the Unconditional Municipal Grant Program, the Municipal Sponsorship Program, the Grants in Place of Taxes Program, and other existing municipal grant programs,
  - evaluating, reviewing and modifying existing grant programs and developing new grant initiatives, where enhanced support for local government communities is appropriate, and

- working with municipalities, other Government of Alberta departments and the federal government to improve long-term municipal sustainability.
- 2.3 Assist sustainability in high-growth municipalities by promoting innovative strategies.
- 2.4 Work with municipal associations to develop a long-term strategy that helps municipalities realize the benefits of SuperNet.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
2.a Percentage of municipalities meeting Ministry's criteria of financial accountability as established in the <i>Municipal Government Act</i>	99%	97%	97%	97%

GOAL THREE **3** **A well-managed and efficient assessment and property tax system in which stakeholders have confidence**

**What it means** The Ministry promotes a fair, reliable and transparent system of generating local and provincial revenue through taxation of property. The key result is an assessment and property tax system that is accurate, understandable, predictable, and timely.

**Strategies**

- 3.1 Promote an assessment and property tax system that is accurate, predictable, transparent and timely by:
- demonstrating leadership by exhibiting a high level of professional standards and good practices in assessment, while helping municipal officials and ratepayers to better understand and deal with the assessment system in Alberta,
  - administering assessment procedures and guidelines on an ongoing basis, and reviewing regulated assessment procedures and guidelines regularly,
  - developing and maintaining handbooks and guides, and providing professional advice to ensure that assessment practices and methodologies are current, and
  - maintaining a comprehensive program of annual statistical audits and a five-year cycle for assessment procedure audits for each municipality.
- 3.2 Contribute to an effective and efficient system for assessment and taxation by:
- providing timely and accurate linear property assessments,
  - providing timely and accurate equalized assessments and education tax requisitions, and
  - facilitating appropriate sharing of data to improve the assessment, equalized assessment, and education taxation requisition processes.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
3.a Percentage of municipal assessment rolls that meet provincial standards for procedures, uniformity, and equity	92%	95%	95%	95%

## Core Business Two: Safety Services and Fire Protection

*Administering the safety system – the aggregate of provincial programs, regulations, partnerships, codes and standards – that provides for safety in the areas governed by the Safety Codes Act and promotes fire protection throughout the province*

GOAL FOUR

# 4

## A comprehensive safety system that provides an appropriate level of public safety

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**What it means** Albertans are confident that the homes, buildings and facilities where they work, live and do business, and the associated equipment, such as elevators and electrical, heating and plumbing systems, are constructed and maintained to safe standards. They are also confident that prevention programs and the fire service contribute to a reduction in fire incidents.

### Strategies

- 4.1 Initiate a comprehensive review of the *Safety Codes Act* that includes:
  - addressing connections to other provincial acts, and
  - clarifying the roles of municipalities and other safety system partners.
- 4.2 Maintain appropriate codes and standards by working with the Safety Codes Council in:
  - conducting technical reviews and improving codes and standards, which include adoption of new editions of the electrical, electrical and communication utility, electrical installations at oil and gas facilities, private sewage, passenger ropeways, and boilers and pressure vessels codes anticipated for 2006-07,
  - harmonizing codes and standards used in Alberta with national and international models, and
  - implementing objective-based codes for the building, fire and plumbing disciplines.
- 4.3 Support delegated authorities in effectively applying codes and standards by:
  - maintaining an appropriate administrative and regulatory framework,
  - working with the Safety Codes Council to implement the considerations of the *Safety System Review Report*,
  - monitoring the performance of accredited municipalities, corporations, agencies, and delegated administrative organizations (Alberta Boilers Safety Association, Alberta Elevating Devices and Amusement Rides Safety Association, and Petroleum Tank Management Association of Alberta),
  - instituting improved technical communications and advisory services and launching a public awareness campaign, and
  - enhancing relationships with stakeholder organizations.
- 4.4 Foster an effective fire service through initiatives that include:
  - assisting the Fire Services Advisory Committee to develop a unifying framework that defines the scope of Alberta's fire service and provides communities with the option of choosing the service standards that are most appropriate to meet local needs,
  - maintaining an inventory of province-wide fire service resources, and
  - recognizing first responders with the Alberta Emergency Services Medal.
- 4.5 Lead and support effective fire and injury prevention programs by:
  - promoting public education through initiatives such as *Risk Watch*, *Alberta Fire News*, and targeted campaigns,



- maintaining and enhancing a fire statistics information system,
  - expanding partnerships with associations and industry, and
  - tailoring programs to address the needs of Aboriginal communities.
- 4.6 Monitor the Safety Codes Council's administration of outstanding grants to owners of sites remaining in the Underground Petroleum Storage Tank Site Remediation Program as well as monitor their completion of the program.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
4.a The percentage of assessed accredited municipal entities, corporations, agencies, and delegated administrative organizations administering the <i>Safety Codes Act</i> that achieve a satisfactory rating	97%	95%	95%	95%
4.b Fire deaths per 100,000 population (10-year moving average)	1.20	Less than or equal to 05-06 Actual	Less than or equal to 06-07 Actual	Less than or equal to 07-08 Actual

### Core Business Three: Emergency Management Alberta

*Leading and managing provincial emergency management programs and supporting municipalities to ensure their preparedness to deal with major emergencies and disasters*

GOAL FIVE

5

## An emergency management program that enables effective mitigation of, preparation for, response to, and recovery from major emergencies and disasters

**What it means** Alberta's communities and the provincial government, in collaboration with partners that include all orders of government, the private sector and non-government organizations establish a comprehensive emergency management system.

### Strategies

- 5.1 Lead and coordinate Alberta's emergency and disaster mitigation processes by developing and maintaining:
- emergency management policy and legislation,
  - early warning systems including the Alberta Emergency Public Warning System and the Alberta Emergency Notification System,
  - consolidated provincial risk assessments, and
  - provincial preventive initiatives, including the Alberta Counter-Terrorism Crisis Management Security Measures Best Practices Guide.
- 5.2 Coordinate and manage plans for major emergencies and disasters by:
- developing and maintaining provincial emergency management plans,
  - supporting municipalities (including Métis settlements) and First Nations in developing, maintaining and exercising their emergency management plans, and
  - supporting and developing partnerships to increase response capability.

- 5.3 Coordinate the provincial response to major emergencies and disasters by:
- assisting in municipal and First Nations activation procedures,
  - activating and operating the cross-government Emergency Management Alberta Operations Centre as requested,
  - coordinating information flow among all orders of government, the private sector and non-government organizations, and
  - conducting a comprehensive lessons-learned process with all partners to ensure that emergency plans and capabilities are maintained and improved.
- 5.4 Lead provincial recovery activities in response to major emergencies and disasters by:
- activating disaster recovery procedures, including compiling information on the effects of major disasters, and developing disaster financial assistance programs,
  - coordinating activities such as payment of financial assistance and requesting federal assistance under the disaster financial assistance arrangement, and
  - coordinating the deactivation of emergency operations after the event, including the audit of all operations and programs as required.
- 5.5 Develop a strategy to ensure there is appropriate provincial and municipal oversight and response during major emergencies and disasters.

Performance Measures	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
5.a Percentage of claims where a member of the damage assessment team arrives on site within 30 days of a claim being received	100%	100%	100%	100%
5.b The level of preparedness as measured by the percentage of municipalities that have conducted an emergency management exercise in the last four years	86%	92%	94%	94%

## Core Business Four: Municipal Government Board

*Providing independent, quasi-judicial adjudication on matters specified under the Municipal Government Act*

GOAL SIX

6

### An independent system that administers appeals and issues timely and impartial decisions of high quality

**What it means** An efficient, effective and responsive appeal system that is seen as being fair and impartial by all parties to a complaint or appeal. The key results are timely processing of appeals filed with the Board and high-quality, independent processes, decisions and solutions.

#### Strategies

- 6.1 Ensure timely processing of appeals filed with the Board by:
- redeveloping the Board's databases to achieve the efficient recording, tracking, analyzing and managing of all appeal activity,
  - investigating advanced case management procedures for selected appeals to ensure timeliness in hearing and deciding appeals,

- working with stakeholders to expedite the scheduling and hearing of appeals,
- scheduling, monitoring and tracking all decision-making and writing activities to ensure compliance with established timelines and procedures, and
- reviewing and revising administrative procedures regarding withdrawals to ensure that resources are assigned appropriately.

6.2 Maintain an appeal system that provides high-quality, independent processes, decisions and solutions by:

- providing ongoing training to strengthen adjudication skills for sustaining high quality, timely, consistent and independent processes and decision-making,
- obtaining feedback from stakeholders on an annual basis to gauge board performance, areas of strength, and areas requiring improvement, and
- exploring, developing and piloting various processes for expediting appeals such as alternate dispute resolution methods, advanced appeal management, and one-member panels.

Performance Measure	Last Actual (2004-05)	Target 2006-07	Target 2007-08	Target 2008-09
6.a Considering the environment of Board hearings in which 50 per cent of parties may receive an unfavourable decision, the Board will strive to ensure that 80 per cent of parties who appear before it are satisfied or neutral regarding the Board's services and processes.	86%	80%	80%	80%

## SUPPORT SERVICES

<b>Financial and Information Technology Services</b>	Directs the Ministry's information technology, financial reporting and budgetary activities, in a shared services environment, and ensures an accountability framework is in place to meet the obligations of the <i>Financial Administration Act</i> and the <i>Government Accountability Act</i> .
<b>Business Services</b>	Manages business planning, performance measurement, environmental scanning and information access and privacy protection. Coordinates legislative planning and processes and ensures responses, as required by the Legislative Assembly during session, that relate to the Ministry. Provides central administrative services in a shared services environment with Restructuring and Government Efficiency.
<b>Communications</b>	Provides strategic communications advice, consulting services, planning and communications support to the Minister, Deputy Minister and department staff to help communicate effectively with stakeholders, the media and Albertans.
<b>Human Resources</b>	Provides support in the human resource function to management and staff in achieving departmental priorities and the goals of the business plan. Some services are provided through a shared services approach in partnership with Restructuring and Government Efficiency.
<b>Legal Services</b>	Provides legal services to Municipal Affairs and its associated boards in a shared services environment.

## EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Local Government Services	101,768	104,391	111,287	116,779	119,503	122,950
Safety Services and Fire Protection	11,097	11,112	11,247	12,503	12,454	12,436
Emergency Management Alberta	31,104	7,079	177,982	6,495	6,489	6,491
Municipal Government Board	3,420	3,461	3,772	3,701	3,807	3,808
<b>MINISTRY EXPENSE</b>	<b>147,389</b>	<b>126,043</b>	<b>304,288</b>	<b>139,478</b>	<b>142,253</b>	<b>145,685</b>

## MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
<b>REVENUE</b>						
Internal Government Transfers	24,000	24,000	24,000	26,000	26,000	26,000
Transfers from Government of Canada	18,152	85	132,014	-	-	-
Premiums, Fees and Licences	421	290	341	290	290	290
Other Revenue	3,994	1,781	1,711	1,781	1,781	1,781
<b>MINISTRY REVENUE</b>	<b>46,567</b>	<b>26,156</b>	<b>158,066</b>	<b>28,071</b>	<b>28,071</b>	<b>28,071</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	9,662	9,931	10,113	10,350	10,306	10,321
Local Government Services	96,489	99,033	105,832	111,199	113,946	117,385
Public Safety	38,141	14,034	184,998	14,670	14,633	14,611
Municipal Government Board	2,814	2,845	3,145	3,059	3,168	3,168
Valuation Adjustments and Other Provisions	283	200	200	200	200	200
<b>MINISTRY EXPENSE</b>	<b>147,389</b>	<b>126,043</b>	<b>304,288</b>	<b>139,478</b>	<b>142,253</b>	<b>145,685</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(100,822)</b>	<b>(99,887)</b>	<b>(146,222)</b>	<b>(111,407)</b>	<b>(114,182)</b>	<b>(117,614)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2004-05 Actual	2005-06 Budget	2005-06 Forecast	2006-07 Estimate	2007-08 Target	2008-09 Target
Ministry Revenue	46,567	26,156	158,066	28,071	28,071	28,071
<i>Inter-ministry consolidation adjustments</i>	(24,000)	(24,000)	(24,000)	(26,000)	(26,000)	(26,000)
<b>Consolidated Revenue</b>	<b>22,567</b>	<b>2,156</b>	<b>134,066</b>	<b>2,071</b>	<b>2,071</b>	<b>2,071</b>
Ministry Expense	147,389	126,043	304,288	139,478	142,253	145,685
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>147,389</b>	<b>126,043</b>	<b>304,288</b>	<b>139,478</b>	<b>142,253</b>	<b>145,685</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(124,822)</b>	<b>(123,887)</b>	<b>(170,222)</b>	<b>(137,407)</b>	<b>(140,182)</b>	<b>(143,614)</b>