

2005/2006

Aboriginal Affairs and Northern Development

ANNUAL REPORT

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PREFACE

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 24 Ministries.

The annual report of the Government of Alberta released June 26, 2006 contains the Minister of Finance's accountability statement, the consolidated financial statements of the Province and a comparison of the actual performance results to desired results set out in the government's business plan, including the *Measuring Up* report.

This annual report of the Ministry of Aboriginal Affairs and Northern Development contains the Minister's accountability statement, the audited financial statements of the Ministry and a comparison of actual performance results to desired results set out in the Ministry business plan. This Ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Government Accountability Act*, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report.

MINISTER'S ACCOUNTABILITY STATEMENT

The Ministry's annual report for the year ended March 31, 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 at September 1, 2006 with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

Original signed by

Pearl Calahasen, Minister
Aboriginal Affairs and Northern Development

September 1, 2006

MESSAGE FROM THE MINISTER



The Government of Alberta has a proud and longstanding relationship with Aboriginal people. Aboriginal history is Alberta's history and First Nations, Métis, and Inuit people continue to shape the social, cultural, and economic life of the province.

The 2005-06 Aboriginal Affairs and Northern Development (AAND) Annual Report highlights how the department listens and works with stakeholders to advance the social and economic priorities of Aboriginal people and northern Albertans

in a way that benefits all of Alberta. This includes working with other provincial departments, levels of government, Aboriginal organizations, industry, and other interested parties.

One of the most significant achievements was the approval of the *Government of Alberta's First Nation's Consultation Policy on Land Management and Resource Development*. It provides the foundation to consulting with First Nations on resource development and land management. Also, at the heart of consultation are traditional use studies which involve mapping First Nations sites of historical, cultural, and spiritual significance. The government has worked with 39 First Nations on 29 studies, including 21 data sharing agreements that provide First Nations with an opportunity to contribute information to assist consultation on resource development.

A sound and sustainable economic base is one of the keys to increasing self-reliance and well-being in all Aboriginal and northern communities. The First Nations Economic Partnerships Initiative is a cross-ministry initiative AAND developed in conjunction with Economic Development and Human Resources and Employment. It was launched to build First Nation capacity to fully participate in Alberta's economy. AAND administers three programs under this initiative with a focus on enhancing the quality of life and self-reliance in First Nations communities: the Regional Partnerships Development Program, the Economic Capacity Building Program, and the Strategic Economic Initiatives Program.

AAND also continued to work closely with the Métis Settlements General Council and Métis Nation of Alberta Association in support of effective self-governance and economic self-reliance.

The Ministry, through the Northern Alberta Development Council (NADC), continued to work with municipalities, industry, and communities to address growth constraints and regional opportunities and needs. Increasingly, northern Alberta is facing a shortage of skilled workers. NADC, in conjunction with Advanced Education, administered a bursary program that provided more than 130 Alberta students bursaries to proceed with their post-secondary education and to encourage the students to return to the north upon graduation.

Overall, 2005-06 was a very successful year for AAND. Alberta's Aboriginal population is one of the youngest and fastest growing in the province and this presents both significant opportunities and challenges. I remain committed to the goals and principles set out in the *Aboriginal Policy Framework* and will continue to work with stakeholders to strengthen Aboriginal participation in Alberta's economy while also working to address the priorities identified by northern Albertans that are important to their region.

Sincerely,

Original signed by

Pearl Calahasen, Minister
Aboriginal Affairs and Northern Development

MANAGEMENT'S RESPONSIBILITY FOR REPORTING

The Ministry of Aboriginal Affairs and Northern Development includes the Department of Aboriginal Affairs and Northern Development with the Northern Alberta Development Council and the Métis Settlement Appeal Tribunal reporting to the Minister.

The executives of the individual entities within the Ministry have the primary responsibility and accountability for the respective entities. Collectively, the executives ensure the Ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and business plans, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Ministry rests with the Minister of Aboriginal Affairs and Northern Development. Under the direction of the Minister I oversee the preparation of the Ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The consolidated financial statements are prepared in accordance with the government's stated accounting policies.

As Deputy Minister, in addition to program responsibilities, I establish and maintain the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money,
- provide information to manage and report on performance,
- safeguard the assets and properties of the Province under Ministry administration,

- provide Executive Council, Treasury Board, the Minister of Finance and the Minister of Aboriginal Affairs and Northern Development any information needed to fulfill their responsibilities, and
- facilitate preparation of Ministry business plans and annual reports required under the *Government Accountability Act*.

In fulfilling my responsibilities for the Ministry, I have relied, as necessary, on the executive of the individual entities within the Ministry.

Original signed by

Shelley Ewart-Johnson, Deputy Minister
September 1, 2006

OVERVIEW

ORGANIZATIONAL STRUCTURE

The Ministry is comprised of the Department of Aboriginal Affairs and Northern Development and the Northern Alberta Development Council, which reports through a Member of the Legislative Assembly (MLA) Chair to the Minister. It also provides administrative support to the Métis Settlements Appeal Tribunal.

Sections Within the Ministry

The Department of Aboriginal Affairs and Northern Development consists of three divisions: First Nations and Métis Relations, Land and Resource Issues, and Strategic Services.

■ **First Nations and Métis Relations**

First Nations and Métis Relations works with Aboriginal communities and other partners to enhance social and economic opportunities for Aboriginal people throughout Alberta. This work includes involvement in negotiations for First Nation self-governance, one of the two components of the cross-ministry priority Building Aboriginal Self-Sufficiency. This division oversees a number of agreements between the Alberta government and Aboriginal groups and is responsible for administration of Métis Settlements legislation. It also administers the Métis Settlement Land Registry and the Métis Settlement Ombudsman.

■ **Land and Resource Issues**

Land and Resource Issues helps identify and resolve land-based issues in Alberta, coordinates all provincial government activities regarding Aboriginal land claims, and works with Alberta Justice to represent Alberta's interests in litigation. This division also coordinates initiatives related to First Nation consultation on land and resource development and manages consultation capacity programs and traditional use studies. It is responsible for the initiative to address regulatory gaps (the need for regulatory regimes on reserves), which is the second component of the cross-ministry priority Building Aboriginal Self-Sufficiency.

■ **Strategic Services**

Strategic Services coordinates the implementation of government-wide strategies. This division also publishes research and statistical reports about Aboriginal communities and people in Alberta, coordinates AAND's participation in intergovernmental processes, and leads corporate planning for the Ministry.

In addition to the above divisions, the following sections provide corporate services for the Ministry:

■ **Office of the Senior Financial Officer/Chief Information Officer**

The Office of the Senior Financial Officer/Chief Information Officer coordinates the provision of financial services, information technology and administration for the Ministry, through shared service arrangements with International and Intergovernmental Relations and Restructuring and Government Efficiency. Human resources services are provided through contracts with Education.

■ **Communications**

Communications provides strategic communications planning, issues management, and media monitoring and relations services. This section also coordinates website development, advertising, and printing.

Other Entities Within the Ministry

■ **Northern Alberta Development Council (NADC)**

The NADC is a council of and for northerners, working to advance the social and economic development of northern Alberta. The NADC works in partnership with the private sector, communities, economic development agencies, Aboriginal groups, and government ministries. Ray Danyluk, MLA, chairs the Council and reports to the Minister of AAND.

NADC offices are located in Peace River, Lac La Biche, and Edmonton. Staff reports through an Executive Director to the Deputy Minister of AAND.

NADC contact information: (780) 624-6274 or www3.gov.ab.ca/nadc

Other Entities with Reporting Requirements to the Minister

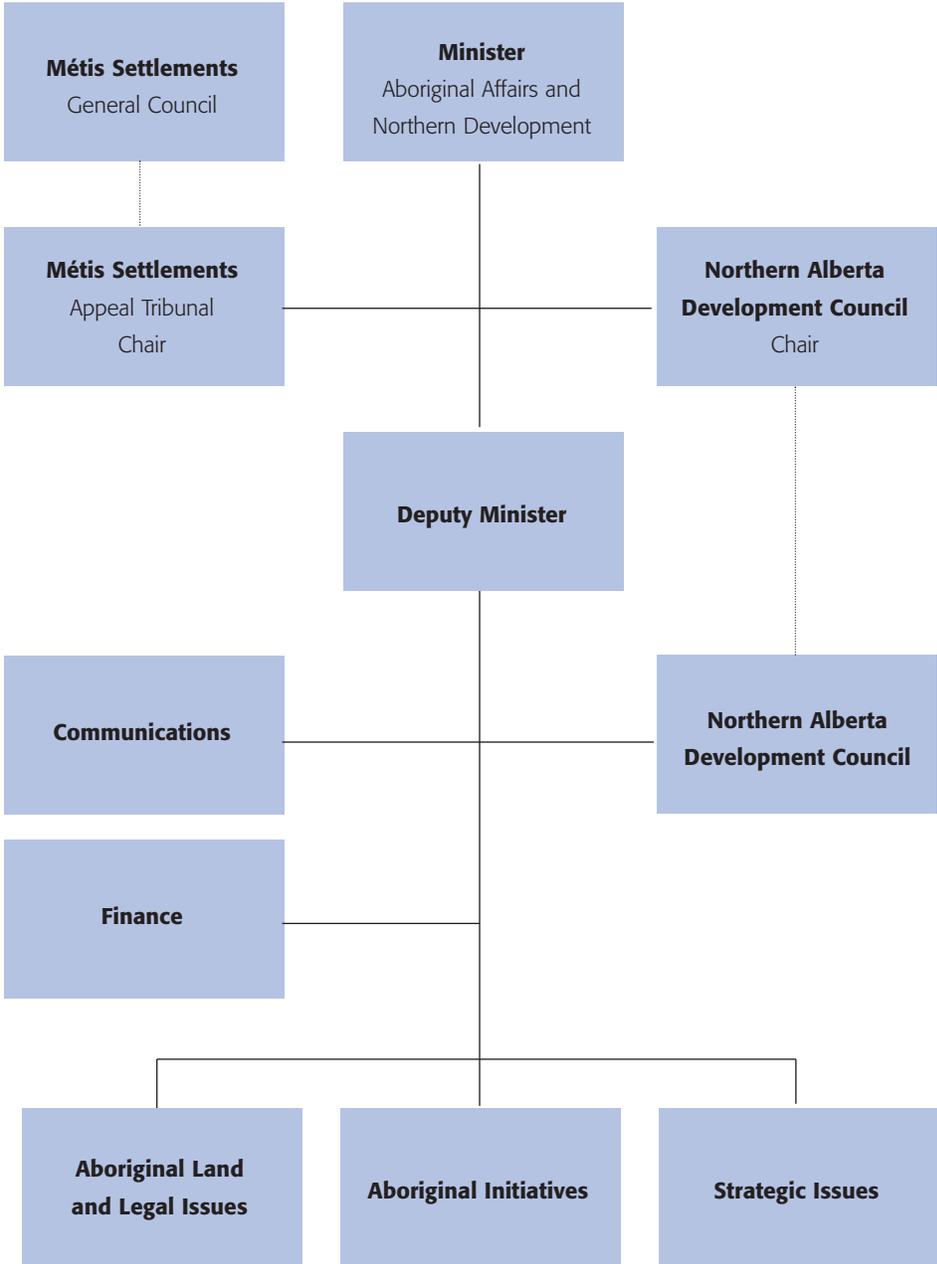
■ Métis Settlements Appeal Tribunal (MSAT)

The MSAT is a quasi-judicial body, established by the *Métis Settlements Act*, to resolve disputes pertaining to land, membership and surface rights. It hears appeals arising between Métis Settlement members and councils. The Chair of MSAT reports to the Minister of AAND on administrative matters. The Minister and the Métis Settlements General Council both appoint members to the Tribunal. Administrative support and staffing are provided by the Ministry.

MSAT contact information: (780) 422-1541 or www.msat.gov.ab.ca

CHART OF MINISTRY ENTITIES

ABORIGINAL AFFAIRS AND NORTHERN DEVELOPMENT



OPERATIONAL OVERVIEW

The Ministry of Aboriginal Affairs and Northern Development leads the implementation of *Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework*, which is intended to improve the well-being and self-reliance of Aboriginal people and to guide Alberta's relations with Aboriginal governments, communities and organizations. The Ministry provides advice and assistance to federal and municipal governments, industry and related stakeholders when addressing Aboriginal and northern issues. The Ministry also focuses on sustainable development in northern Alberta by partnering with northerners and businesses, industry and other jurisdictions.

AAND contact information: (780) 427-8407 or www.aand.gov.ab.ca

AAND serves as a catalyst, coordinator and facilitator in developing and implementing Aboriginal policies, programs, and services across government. The Ministry also works with other ministries to develop, coordinate and implement strategies to advance economic and social opportunities in northern Alberta. The Ministry relies on the active support of other ministries and agencies in addressing Aboriginal issues. AAND also communicates government programs and policies to Aboriginal people, industry, and other interested parties.

Vision

An Alberta that includes the full participation of self-reliant Aboriginal and northern Albertans in the province's opportunities and prosperity.

Mission

Through collaboration with other ministries, Aboriginal governments and organizations, industry and other partners, enhance Aboriginal well-being and self-reliance, clarify government and Aboriginal roles and responsibilities, and advance the economic and social development of northern Alberta.

Core Business

The *Aboriginal Policy Framework* is the policy foundation for implementing core businesses relating to Aboriginal people in Alberta. The framework established principles and commitments to action for all ministries to work in partnership with First Nations, Métis and other Aboriginal communities, organizations and people; and with other governments, industry and interested parties to facilitate the participation of Aboriginal people in the life and economy of Alberta.

The Ministry's core businesses are as follows:

■ **Core Business One: Aboriginal Relations**

Encourage increased Aboriginal participation in the social and economic life of Alberta and facilitate the resolution of significant Aboriginal issues.

■ **Core Business Two: Northern Development**

To advance the development of northern Alberta.

Summary of Key Activities

The Ministry continued to build relations with Aboriginal governments, organizations and communities in Alberta during 2005-06, and furthered the goal of improving the well-being and self-reliance of Aboriginal people. The Ministry partnered with other Alberta ministries, other governments, industry and related stakeholders to address Aboriginal and northern issues. Key activities were as follows:

- Representing Alberta in discussions involving federal, provincial and territorial governments and national Aboriginal organizations, including the First Ministers Meeting on Aboriginal Issues in Kelowna, British Columbia in November 2005. AAND worked with International and Intergovernmental Relations to coordinate Alberta's participation.
- Developing consultation strategies for resource management to ensure certainty and clarity for industry on land-related issues while protecting Aboriginal and treaty rights. A consultation policy was approved by Cabinet which addresses the manner in which Alberta will consult with First Nations and defines the roles and responsibilities of all parties. To support the policy, the Ministry implemented a program to build the capacity of First Nation communities to engage effectively in consultation processes and supported the development of traditional use studies.
- Implementing the First Nations Economic Partnerships Initiative. Programs under this initiative deployed regional partnership coordinators to facilitate First Nation and industry partnerships; facilitated sustainable economic projects between First Nations, industry and other levels of government; and helped to increase the capacity of First Nations and their associated organizations to identify, plan and implement economic development projects.

- Leading, along with Alberta Justice, the cross-ministry priority Building Aboriginal Self-sufficiency. Under this initiative, recommendations to guide provincial participation in discussions with the federal government and First Nations regarding self-government were developed and approved by the Government of Alberta. Also under Building Aboriginal Self-sufficiency, AAND collaborated with the federal government and First Nations to remove jurisdictional and regulatory barriers to major developments on First Nations reserves, including assistance with the passage of federal legislation necessary to implement approaches to remove barriers.
- Strengthening relationships between government, Aboriginal communities, industry and other partners through the coordination of the cross-ministry Aboriginal Policy Initiative. All of the targets were achieved in 2005-06. Overall, the cross-ministry initiative supported the inclusion of Aboriginal issues in provincial government planning processes. Based on business plans, operational plans and other information, 22 of the 24 provincial ministries are addressing Aboriginal issues.
- Collaborating with other jurisdictions on the development of a policy response to the Supreme Court decision in the *Powley* case as it relates to Métis hunting and other Métis rights. The Ministry provided support to a review of the *Interim Métis Harvesting Agreements* by the MLA Committee on Métis Harvesting and helped to develop a government response.
- Coordinating the province's participation in the negotiation and implementation of land claims and related agreements between Canada and First Nations. In 2005-06 there was one agreement-in-principle, six final agreements and 11 that were fully implemented.
- Participating with Métis Settlements on a transitional assessment and planning process to assess progress towards the goals of local autonomy and community self-sufficiency as agreed to in the *1989 Alberta-Métis Settlements Accord* and subsequent legislation. Based on the assessment, recommendations for a post-2007 relationship between the Government of Alberta and Métis Settlements are being developed.
- Providing support and developing strategies to address urban Aboriginal issues in Edmonton, Calgary and Lethbridge and assisting Alberta Friendship Centres in providing support to smaller centres across Alberta.

- Participating in national and provincial cross-ministry initiatives related to Aboriginal and northern issues.
- Assisting First Nations and Aboriginal communities and organizations to build their capacities to plan and manage their affairs. Six specific initiatives were undertaken in 2005-06.
- Participating in the development of the Government of Alberta's labour force strategy, Building and Educating Tomorrow's Workforce, to ensure the inclusion of First Nations and Métis perspectives. This included coordinating consultations with First Nations and Métis stakeholders from across the province to assist in building a First Nation and Métis human resources sub-strategy within overall Alberta strategy.
- Coordinating the Aboriginal Centennial Initiative, which provided the opportunity for cross-cultural awareness and ensured that Aboriginal communities across the province had meaningful participation in Alberta's centennial celebrations.
- Facilitating the engagement of northern Alberta partners and stakeholders in identifying opportunities and challenges to northern development and supporting strategies to address them. These strategies included educational initiatives focusing on bursaries; the development, recruitment and retention of skilled labour in northern Alberta; and related approaches seeking improvements to transportation corridors and economic development.

AUDITOR GENERAL'S REPORT

REPORT OF THE AUDITOR GENERAL ON THE RESULTS OF APPLYING SPECIFIED AUDITING PROCEDURES TO PERFORMANCE MEASURES

To the Members of the Legislative Assembly

Management is responsible for the integrity and objectivity of the performance results included in the *Ministry of Aboriginal Affairs and Northern Development's 2005-06 Annual Report*. My responsibility is to carry out the following specified auditing procedures on performance measures in the annual report. I verified:

Completeness

1. Performance Measures and targets matched those included in Budget 2005. Actual results are presented for all performance measures.

Reliability

2. Information in reports from external organizations, such as Statistics Canada, matched information that the Ministry used to calculate the actual results.
3. Information in reports that originated in the Ministry matched information that the Ministry used to calculate the actual results. In addition, I tested the processes the Ministry used to compile the results.

Compatibility and Understandability

4. Actual results are presented clearly and consistently with the stated methodology and are presented on the same basis as targets and prior years' information.

I found no exceptions when I performed these procedures.

As my examination was limited to these procedures, I do not express an opinion on whether the set of measures is relevant and sufficient to assess the performance of the Ministry in achieving its goals.

Original Signed by Fred J. Dunn, FCA

Auditor General

Edmonton, Alberta

August 11, 2006

The official version of this Report of the Auditor General, and the information the Report covers, is in printed form.



RESULTS ANALYSIS

FINANCIAL OVERVIEW

Ministry Expenses by Core Business

For the year ended March 31, 2006
(in thousands)

	2005-06 Actual	2005-06 Budget	2004-05 Actual
Regional Planning and Development			
Aboriginal Affairs	\$ 36,790	\$ 37,320	\$ 33,636
Northern Development	2,009	2,004	2,000
Ministry Expense	38,799	39,324	35,636

The Aboriginal affairs core business represents the largest share of expenditures for AAND. Actual expenditures were slightly below budget at \$36.79 million. The increase in spending over the previous year was primarily the result of increased funding for the Aboriginal Consultation Initiative and the First Nations Economic Participation Initiative. Major expenditures under this core business include the following:

- \$14.1 million to the Métis Settlements General Council to fulfill statutory funding requirements pursuant to Alberta's Métis Settlements legislation and the *Matching Grants Replacement Agreement*;
- \$7.7 million for First Nations and Métis relations, funding support for Aboriginal organizations and development of the First Nations Economic Partnerships Initiative;
- \$5.6 million for development of a government-wide consultation policy (including discussions with First Nations and industry stakeholders), development of First Nations consultation capacity and support for Aboriginal communities to conduct traditional use studies;
- \$3.5 million to support urban Aboriginal initiatives, Alberta's participation in the Aboriginal Workforce Participation Initiative, participation in cross-ministry initiatives, federal / provincial / territorial / Aboriginal relations and statistical research and publications; and

- \$2.0 million to support negotiation of treaty land entitlement claims, support Alberta’s participation in other land-related negotiations, and address jurisdictional barriers to economic development on First Nation reserves.

Key achievements and performance measure results for this core business are described below under goals one and two.

Expenditures for the northern development core business remain virtually constant at approximately \$2.0 million. Key achievements and performance measure results are described below under goal three.

Ministry Expenses by Function

For the year ended March 31, 2006
(in thousands)

	2005-06 Budget	2005-06 Actual	2004-05 Actual
Regional Planning and Development	\$ 39,324	\$ 38,799	\$ 35,636

Expense by function reports on the Ministry’s spending according to broad expenditure categories used by the Government of Alberta, such as health, education, social services, etc. In the case of AAND, the Ministry’s entire expenses fall within one expenditure category: regional planning and development.

Provide a leadership role in assisting government to manage significant Aboriginal issues requiring a coordinated policy or strategic response.

GOAL 1:

LEAD THE MANAGEMENT OF ABORIGINAL ISSUES

The Ministry continued to lead the management of Aboriginal issues and initiatives in 2005-06 in keeping with commitments set forth in the *Aboriginal Policy Framework*. Leadership was demonstrated through the championing of the Aboriginal Policy Initiative, the cross-ministry priority Building Aboriginal Self-sufficiency, the implementation of the First Nations Economic Partnerships Initiative, and the development of consultation strategy and guidelines. The Ministry was involved in the development of a long-term approach to address Métis harvesting rights and continued to support and build partnerships with federal government departments, municipal governments, industry and related stakeholders when addressing Aboriginal issues.

Consultation Strategy

■ First Nations Consultation Initiative

In the *Aboriginal Policy Framework*, Alberta committed to consult with Aboriginal people when regulatory and development activities may infringe existing treaty, *Natural Resource Transfer Agreement*, or other constitutional rights. Extensive consultations with First Nations and industry culminated in the *Government of Alberta's First Nations Consultation Policy on Land Management and Resource Development*, approved by Cabinet on May 16, 2005. The policy identifies the roles and responsibilities of government, First Nations and industry as well as a consistent consultation approach, which will be applied by the ministries involved in land management and resource development decisions that may impact First Nation rights and traditional uses.

Since approval of the policy, AAND continued to lead and coordinate the development of operational guidelines. The guidelines will provide for the implementation of the policy and address specific questions about how consultation for land management and resource development should occur in relation to activities such as exploration, resource extraction, and management of forests, fish and wildlife. Seven other ministries were involved in the development of the guidelines: Energy, Community Development, Infrastructure and Transportation, Environment, Sustainable Resource Development, Economic Development, and Justice.

To facilitate development of the guidelines, AAND coordinated meetings and consultations, throughout the year, with First Nations and industry representatives. AAND led the cross-ministry team in meetings with individual First Nations from Treaty 6, 7, and 8. In addition, AAND supported the creation of the Treaty 8 Joint Technical Team, made up of 14 technical representatives from Treaty 8 and government officials from partnering ministries, as a forum for discussing consultation guidelines and related issues. To gather input from industry on the consultation guidelines, AAND facilitated the Guidelines Advisory Group with industry representatives from oil and gas, oil sands, forestry and electricity distribution sectors. The completed guidelines will provide greater clarity and certainty for government, First Nations and industry in addressing land related issues.

■ **First Nations Consultation Capacity**

To support the policy and Alberta's obligation to consult, AAND continued to implement the First Nation Consultation Capacity Funding Program. This program assisted in building the capacity of First Nation communities to engage effectively in consultation processes. During the 2005-06 fiscal year, the program supported initiatives in 25 First Nations, nine tribal councils or regional organizations, two treaty organizations and three non-status communities. Criteria for the Consultation Capacity Funding Program included building consultation structures and participation in the government's consultation process. The funding has allowed First Nations to build capacity in several ways including:

- increased positive working relationships with resource developers, which have led to further work opportunities and partnerships;
- implementation of a "one-window" approach for government and resource developers;
- development and publication of First Nation websites with contact information; and
- development of consultation reporting systems by First Nation communities.

■ Traditional Use Studies

The *Aboriginal Policy Framework* recognizes “the importance of working with the leadership and Elders of First Nations and with industry to develop baseline studies of traditional uses.” Traditional use studies use a combination of documentary records and the traditional knowledge of Elders to identify areas of particular cultural, historical, and spiritual importance, as well as areas of environmental sensitivity. In 2005-06, AAND continued to work with partnering ministries (Energy, Community Development, Environment, and Sustainable Resource Development) to support and monitor progress of traditional use studies.

Traditional use data serves as a crucial planning tool for industry, government, and First Nations to allow development to proceed while avoiding or minimizing impacts on sensitive areas. The information gathered can be used by government and industry to proceed with development in a manner that avoids or reduces impacts on traditional uses, thereby avoiding conflicts. Completed traditional use data also facilitates appropriate consideration of Aboriginal interests in provincial land use decisions. In 2005-06, Alberta supported 29 traditional use studies involving 39 communities, nine of which are completed studies.

First Nations Economic Development Strategies

Developed in consultation with First Nations, industry and other provincial ministries, the First Nations Economic Partnerships Initiative is designed to increase First Nations participation in the economy by:

- supporting the development of effective partnerships between First Nations, industry, government and other stakeholders;
- strengthening First Nations economic capacity; and
- assisting in the development of a viable private sector.

Human Resources and Employment and Economic Development supported the development of the initiative and the delivery of programs through their ministries. Programs delivered by AAND, along with a description of the extent of implementation, are outlined below.

■ **The Regional Partnerships Development Program**

This program facilitates agreements to deploy regional economic partnership coordinators at the Tribal Council and unaffiliated First Nation levels to facilitate First Nations economic partnerships. Partners that have signed agreements include:

- Tribal Chief Ventures,
- Yellowhead Tribal Development Foundation,
- Saddle Lake First Nation,
- Paul Band,
- Treaty 7 Management Corporation,
- Lesser Slave Lake Indian Regional Council,
- Kee Tas Kee Now Tribal Council,
- North Peace Tribal Council,
- Western Cree Tribal Council,
- Athabasca Tribal Council, and
- Smith's Landing.

■ **The Strategic Economic Initiatives Program**

This program is designed to encourage sustainable economic projects between First Nations, industry and other levels of government, at regional and community levels. Initiatives undertaken under this program are shown in the following table.

Partner	Initiative
Cold Lake First Nation	Develop a strategic economic plan to further partnerships with Encana and Husky Energy
Alexander First Nation	Negotiate an MOU with Gateway Pipelines to identify joint ventures
Western Cree Tribal Council	Negotiate with Enbridge on the Gateway Project
Chipewyan Prairie Dene First Nation	Implement partnerships with Opti/Nexen Devon Canada and Encana
Little Red River	Business incubator project for forestry
Beaver First Nation	Establish partnership with Synergy Oil and Gas
Tall Cree First Nation	Establish partnership with Ainsworth Lumber
Bigstone Cree First Nation	Establish partnerships with up to 10 industry partners on oil and gas, and forestry development
Kapawe'no First Nation	Establish partnership with Bio-Integrative Health Center International Inc. pertaining to business opportunities in holistic medicine

■ **The First Nations Economic Capacity Building Program**

This program was developed to increase the capacity of First Nations and their associated organizations to identify, plan and implement economic development initiatives. These initiatives include the development of professional learning networks; sharing of best practices and research; development of tools, products and training modules; and pilot projects to support economic development for First Nations.

For example, in partnership with the Business Link, a business officer resource binder for Aboriginal service providers was reviewed and updated, an information guide for Aboriginal individuals transitioning to self-employment was developed, and training modules to increase the capacity of e-business were developed. The program also supported the hosting of a conference on Aboriginal economic and community development, and the development of a data management tool designed to increase the economic and governance capacity of First Nations.

In addition to the programs led by AAND, Economic Development delivered programs designed to strengthen participation in regional economic development alliances and increase access to business information and advisory services. Human Resources and Employment developed labour force information and planning systems at the regional and local levels to increase First Nations employment.

Self-Government

In 2005-06, Aboriginal Affairs and Northern Development, along with Alberta Justice, led the Building Aboriginal Self-Sufficiency cross-ministry initiative, one of eight key cross-ministry initiatives identified by the Government of Alberta. One of the two components of the Building Aboriginal Self-Sufficiency initiative is the development of a framework to guide provincial participation in discussions with Canada and First Nations regarding self-government arrangements. With Justice, AAND worked with seven other provincial ministries to develop recommendations, which were subsequently approved by the Government of Alberta.

In 2005-06, AAND, with Children's Services and Justice, participated in discussions with the Blood Tribe and the federal government regarding the establishment of Blood Tribe authority over child, youth and family enhancement services on the Blood reserve. These discussions were directed at achieving a final agreement pursuant to an agreement-in-principle signed by the federal government, the Blood Tribe and the province in 2003. Significant progress was made in 2005-06, and the parties continue to work co-operatively toward finalizing an agreement.

In addition, AAND participated as an observer at discussions between the federal government and the Treaty First Nations of Alberta regarding self-government arrangements. These discussions occur under the Canada/Treaty 8 First Nations Bilateral Process Agreement.

Regulatory Barriers

The second component of Building Aboriginal Self-Sufficiency has to do with regulatory gaps. The Ministry worked collaboratively with the federal government and First Nations to remove jurisdictional and regulatory barriers to major developments on First Nations reserves. This included assistance with the passage of the *First Nations Commercial and Industrial Act*, which was necessary to implement approaches to remove barriers; the establishment of an Alberta team to work with industry, the federal government and the Fort McKay First Nation

to design a project-specific implementation of the policy in the oil sands; and an agreement with other parties on a work plan and time frame to complete the project by May 2007.

Aboriginal Policy Initiative

The Aboriginal Policy Initiative was identified as a priority cross-ministry initiative from 2001-02 to 2005-06. Over the past five years, it focused on building partnerships, developing collaborative and practical solutions, and strengthening relations between government, Aboriginal communities, industry and other partners. The foundation that the initiative created will ensure that these partners continue to collaborate on long-term solutions to improving the well-being and self-reliance of Aboriginal communities and people in Alberta.

The Aboriginal Policy Initiative continued as one of the Government of Alberta's cross-ministry priority policy initiatives in 2005-06, championed by AAND with support from the co-champion ministries Justice and Children's Services. Other government ministries also supported the initiative by implementing targets and strategies related to the four objectives. As indicated in the performance measure below, all targets were met or exceeded in 2005-06.

Métis Harvesting Rights

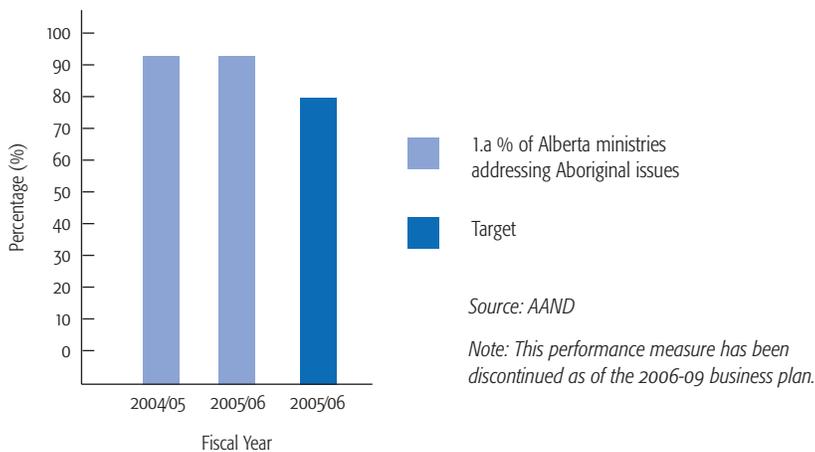
During 2005-06, AAND continued to represent Alberta in working with other jurisdictions on the development of a policy response to the Supreme Court decision in the *Powley* case as it relates to Métis hunting and other Métis rights issues. The Ministry represented Alberta in discussions with the federal government and the five provinces from Ontario west on the identification of historic and contemporary Métis communities, and the analysis of Métis aboriginal rights on activities other than harvesting wildlife.

The Ministry supported Justice, Sustainable Resource Development and the MLA Committee on Métis Harvesting with the review of the *Interim Métis Harvesting Agreements* and the development of a strategy to guide further negotiations with the Métis Nation of Alberta and the Métis Settlements General Council regarding a more longstanding approach to Métis harvesting. The Ministry also collaborated with Justice and Sustainable Resource Development on the development of a government response to the report of the MLA Committee on Métis Harvesting, which will be reviewed by the provincial government in early 2006-2007.

The Ministry also commissioned research into a number of historical issues that will be crucial to the conduct of negotiations and, if necessary, litigation. The first draft of a report on the historic Métis presence in southern Alberta has been completed and work is in progress on two other topics.

Performance Measures

Aboriginal Issues Addressed



The percentage of Alberta ministries addressing Aboriginal issues remained unchanged in 2005-06 at 92%, well above the target of 80%. Only two out of the 24 ministries in the Government of Alberta did not have plans to address Aboriginal issues.

Aboriginal Policy Initiative Targets Achieved

Performance Measure	Previous Result (2004-05)	Result (2005-06)	Target (2005-06)
1.b % of targets identified in Aboriginal Policy Initiative achieved.	87%	100%	90%

Source: Internal reports submitted by the ministry responsible for reporting the targets.
 Note: This performance measure has been discontinued as of the 2006-09 business plan.

Of the 17 Aboriginal Policy Initiative targets for 2005-06, all were met or exceeded, which exceeds the ministry business plan target of 90%.

Provide advice and specialized knowledge to assist other ministries, Aboriginal governments, communities and organizations and other interested parties to identify and resolve emerging issues.

GOAL 2:

PROVIDE ADVICE AND SPECIALIZED KNOWLEDGE

In addition to leading on Aboriginal policies and initiatives, the Ministry provided advice and specialized knowledge to identify and resolve emerging issues, such as land claims and urban Aboriginal issues. This supportive role involved other provincial ministries, other levels of government, industry and other interested parties. The Ministry ensured that Aboriginal issues were addressed in provincial government initiatives such as strategies to address skill shortages. It also drew on ongoing relations with First Nations and Métis governments and organizations and highlighted the importance of support for building the capacity of these entities.

Resolution of Land-Related Negotiations

The Ministry coordinates Alberta's participation in land claims negotiations between Canada and First Nations and ensures that the obligations of the province are fulfilled. The number of claims addressed varies each year, as each claim typically involves a complex process of in-depth research, negotiations and implementation to satisfy the interests of all parties. AAND also coordinates Alberta participation in other land-related negotiations with First Nations. Progress was made on the following land claims and land-related negotiations during 2005-06:

- Athabasca Chipewyan First Nation land exchange,
- Smith's Landing First Nation treaty land entitlement claim,
- Fort McKay First Nation land exchange,
- Fort McKay treaty land entitlement claim,
- Alexander treaty land entitlement claim, and
- Siksika Bassano Dam negotiations.

Details of the progress of these negotiations are provided in the Other Information section.

Métis Settlements Self-Reliance

In 2004, Alberta and the Métis Settlements General Council (MSGC) established a joint process called transitional assessment and planning. The purpose of this process is to assess progress over the last 14 years with respect to the *1989 Alberta-Métis Settlements Accord* and corresponding legislation passed in 1990, to fulfill the statutory requirement to conduct financial reviews in 2001 and 2006, and to prepare for the transition to occur in 2007 as a result of the conclusion of statutory payments to the Settlements.

Stage one of the process was the assessment of the goals of the legislation which included local autonomy and economic self-sufficiency. Stage one culminated with a report in May 2005 which concluded that, although progress has been achieved, particularly in areas such as infrastructure and housing, significant work is still required in governance, capacity, revenue generation and employment.

Stage two was designed to produce recommendations to address the findings of the stage one report. The Minister and the MSGC signed a Goals and Guidelines Agreement in July 2005 to guide the discussion which put the onus on the MSGC to develop recommendations. In November 2005, Premier Klein and the MSGC signed the Centennial Alberta Métis Settlements Accord Affirmation document which was a commitment to support the stage two process. In March 2006, the MSGC provided recommendations which are currently being reviewed by the government.

An assessment of the Métis Settlements Land Registry, a database containing all Métis Settlement land and membership records, determined that an immediate re-platforming of the entire system was required. In the first year of the project, the design phase, the shortfalls, system-failure risks and future requirements were determined and a project blueprint was developed. Phase two will see the implementation of the blueprint and training of staff and clients on the new system.

Urban Aboriginal Issues

■ Urban Aboriginal Initiatives

The development of strategies to address some of the more significant issues facing urban Aboriginal people remains complex. A multi-faceted and multi-sectoral approach is needed. In 2005-06, the Ministry worked with the federal, provincial and municipal governments and Aboriginal communities in Edmonton, Calgary and Lethbridge to develop and implement effective strategies and initiatives.

■ Calgary

Through the Calgary Urban Aboriginal Initiative, a community plan was developed to identify priority areas of need for the Calgary Aboriginal community. Through the Collaborative Granting Process, initiatives were developed to address some of the high priority areas. The Ministry collaborated with Gaming and Human Resources and Development, and funded seven projects with the City of Calgary, Awo-taan Native Women's Shelter Society, Alexandra Health Care Centre, Ghost River Rediscovery Society, YWCA, Aboriginal Friendship Centre of Calgary and the Elizabeth Fry Society of Calgary.

■ Edmonton

The Ministry worked with the Edmonton Housing Trust Fund and the federal government to implement the *Urban Aboriginal Strategy* and funded three projects (City Centre Education Project, Edmonton Community Loan Foundation and Native Counselling Services of Alberta).

The Ministry also worked with the City of Edmonton in the development and implementation of the Edmonton Urban Aboriginal Accord Initiative and the development of strategies to address issues related to employment of Aboriginal people.

■ Lethbridge

The Ministry worked with the Aboriginal Council of Lethbridge in the development of a community plan that would address some of the high priority issues for Lethbridge's Aboriginal community. The Ministry collaborated with Human Resources and Employment on several initiatives and funded six projects (Aboriginal Council of Lethbridge (2), Aboriginal Housing in Action Society, Blackfoot Canadian Cultural Society, Red Crow Community College, Sik-oh-kotoki Friendship Society).

First Nations and Métis Relations

The Ministry engages in dialogue with the Métis Settlements of Alberta on a variety of issues and strives to solicit the views of its members, and local and central governments in the development of strategies and programs which reflect the self-identified needs and aspirations of the communities. AAND provides both technical and political support to the policy-making arm of the Métis Settlements central government, the MSGC, in an effort to aid in the development of governance capacity.

As required by the *1999 Alberta/Métis Nation of Alberta Framework Agreement*, Alberta and the Métis Nation of Alberta Association (MNAA) conducted a comprehensive review to determine the benefits the agreement has had for Métis people. The review is intended to provide the basis for renewal of the agreement which expired March 31, 2006.

In addition, the MNAA has agreed to move toward a strategic business planning model. In order to complete this process, it was agreed that the current Framework Agreement would be extended for one year until March 31, 2007.

Engagement of Aboriginal and Industry Advisory Committees

The Minister of AAND established advisory committees to gather input on issues, initiatives and strategic planning. The Minister maintains regular contact with First Nation and Métis leaders. She has had specific meetings with First Nation Chiefs, Métis leaders, as well as with First Nation and Métis elders from across Alberta. The meetings provided advice to the Minister for the First Ministers' Meeting on Aboriginal Issues, as well as a review of the Ministry 2006-09 Business Plan. The Aboriginal Youth Advisory Committee consisted of First Nation and Métis youth from communities across Alberta and met in March 2006 to hear an update on the First Minister's Meeting on Aboriginal Issues and share concerns regarding the issues faced by Aboriginal youth. The Industry Advisory Committee included members from various industry sectors, including oil and gas, oil sands, banking and forestry. It met on a quarterly basis and advised the Ministry on matters of importance to industry and Aboriginal peoples, including consultation on land management and resource development issues, and economic participation.

Participation in Cross-ministry Initiatives

The Ministry carried out much of its regular business by consulting widely with Alberta ministries on the development of initiatives such as consultation, traditional use studies, broad land use strategies, and First Nations economic development and tourism strategies. The Ministry also engaged in providing advice, specialized knowledge and support to other ministries with respect to a wide variety of issues from provincial water and transportation strategies, economic development initiatives and employment partnerships with industry.

Participation in cross-ministry initiatives provided an opportunity for AAND to facilitate development of Aboriginal-specific initiatives, and ensure the inclusion of Aboriginal people and communities in broader initiatives by other ministries and their partners.

In 2005-06, AAND participated in the Health Sustainability Initiative, the Alberta Children and Youth Initiative, Healthy Kids Alberta, Crystal Methamphetamine Partnership Strategy, Saving Lives and Reducing Injury on Alberta's Highways, Fetal Alcohol Spectrum Disorder Cross-Ministry Committee, the Economic Development Strategy, Building and Educating Tomorrow's Workforce, and the Interdepartmental Committee on Family Violence and Bullying.

The Ministry participated on the cross-ministry priority initiative Building and Educating Tomorrow's Workforce to develop a 10-year strategy to enhance Alberta's people capacity. The strategy included a commitment to work with First Nations and Métis people to develop an Aboriginal-specific human resource strategy to increase the quantity and quality of First Nations and Métis participation in the workforce. It will complement the work being done in various industry sectors to meet their labour force requirements. Through a series of consultation sessions, First Nations and Métis people throughout the province provided input into the strategy.

The Ministry also co-led the Aboriginal Youth Suicide Prevention Strategy with Health and Wellness and Children's Services, a province-wide strategy to address the high rate of suicide deaths among Aboriginal youth. A cross-ministry committee is currently supporting Aboriginal communities in the first phase of implementation of the strategy. Three communities are developing and implementing action plans to address youth suicide issues in their communities. An expansion to two additional communities is planned for 2006-07.

Capacity Building Strategies

The Ministry supported a number of initiatives directed at assisting First Nations and Aboriginal communities and organizations to enhance their capacities to plan and manage their affairs. The Institute for the Advancement of Aboriginal Women was assisted with the preparation of a business plan to guide the Institute's activities and strengthen its capacity to form partnerships with other stakeholders. Funding was also provided to the Aseniwuche Winewak Nation Society to prepare and provide board development materials for its youth council.

The Ministry initiated two projects with the Métis Nation of Alberta Association. The first project is an administrative needs assessment leading to the development of a sustainable administrative capacity building model for its regional offices. The second project is the development of a strategic planning process, for the association, associated entities and six regional councils to establish clearly defined goals, strategies and performance measures.

The Ministry also provided support for two governance development projects with the Kapawe'no and Sawridge First Nations and the Lesser Slave Lake Indian Regional Council. Both projects focused on the development of improved governance codes. In the case of Lesser Slave Lake, the project also included consideration of how to improve collaboration between the five First Nations who make up the regional council.

In addition to the above targeted capacity building projects, the Ministry worked with the Alberta Native Friendship Centres Association and the 20 Alberta Friendship Centres to strengthen organizational capacity through the development of strategic business plans. In most smaller urban communities, friendship centres are often the primary organization providing Aboriginal people with needed programs and services.

National and Regional Strategies

The Ministry represents Alberta in numerous ongoing processes involving federal, provincial and territorial governments and national Aboriginal organizations. During 2005-06, AAND participated in all of the Canada-Aboriginal Peoples Roundtables sessions as observers.

In November 2005, the Government of Canada hosted a First Ministers Meeting on Aboriginal Issues in Kelowna, British Columbia. AAND worked with International and Intergovernmental Relations to coordinate Alberta's participation. In advance of the First Ministers Meeting, AAND coordinated meetings for the Minister with Alberta First Nation Chiefs and Métis leaders to ensure that the views and perspectives of First Nation and Métis communities in Alberta were represented at the meeting of First Ministers and national Aboriginal leaders.

Aboriginal Centennial Initiative

During 2005-06, the Ministry, with the assistance of the Minister's Aboriginal Festivities Committee and the financial support of Community Development, completed its activities under the Aboriginal Centennial Initiative. The objectives of this initiative were: to ensure Aboriginal people participated meaningfully in the Centennial festivities, to enhance all Albertans' awareness and understanding of Aboriginal culture, and to recognize the contributions of Aboriginal people to the Province of Alberta.

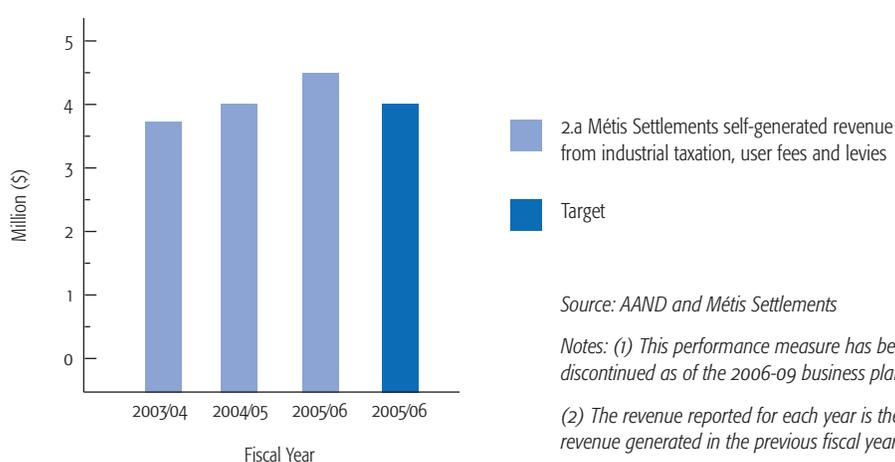
In order to meet those objectives, the Alberta Centennial Legacies Grant program was established. By the end of the Centennial year, the program supported 40 organizations in pursuing centennial celebrations. Among the many successes were the Dreamspeakers Film Festival and Gala, the Métis Settlements' Celebrations, the Blackfoot Crossing Historical Park Unveiling Ceremony and the Aboriginal Education Showcase. Such events provided the opportunity for cross-cultural awareness and ensured that Aboriginal communities across the province had meaningful participation in the centennial.

Towards the end of the Centennial year, on December 13, 2005, the Minister of AAND hosted a Centennial Medal Presentation. Thirty-seven medals were awarded at the event by the Lieutenant Governor of Alberta, the Honourable Norman L. Kwong. This occasion acknowledged the significant contribution of individuals to bettering Aboriginal and northern communities.

Another important outcome of the Aboriginal Centennial Initiative was the development and distribution of a commemorative calendar. Through images and text, the calendar highlighted and paid tribute to Alberta's Aboriginal heritage over the last 100 years.

Performance Measures

Métis Settlements Self-generated Revenue



The total amount of revenue generated by all eight Settlements from industrial taxation, user fees and levies for the 2004-05 reporting year was \$4.04 million, representing a 5% increase over \$3.85 million in 2003-04. For 2005-06, it totaled \$4.48 million, an increase of 11.1%, and exceeding the Ministry target of \$4.09 million.

The increase in Metis Settlement self-generated revenue can be attributed to increased activity in oil and gas development and, therefore, increased taxation and surface access payments and increased levels of user fees and levies.

Progress on Land-related Agreements

Performance Measure	Previous Result (2004-05)	Result (2005-06)	Target (2005-06)
2.b Progress on the negotiation and implementation of land claims and related agreements.			
Agreement-in-principle	0	1	2
Final Agreement	8	6	5
Full Implementation	8	11	11
Total	16	18	18

Source: AAND

Considerable progress was made on land claims and related agreements in 2005-06. Although the number of agreements-in-principle was below target by one, the number of final agreements was above target by one. The overall target of 18 agreements was met, exceeding the previous year's figure of 16.

Capacity Building Initiatives

Performance Measure	Previous Result (2004-05)	Result (2005-06)	Target (2005-06)
2.c Number of capacity building initiatives with Aboriginal communities and organizations.	4	6	6

Source: AAND

Note: This performance measure has been discontinued as of the 2006-09 business plan.

Six capacity building initiatives with Aboriginal communities and organizations were undertaken in 2005-06, meeting the target. These six initiatives included the development of a business plan guide (Institute for the Advancement of Aboriginal Women), an administrative needs assessment (Métis Nation of Alberta Association), a strategic planning process (Métis Nation of Alberta Association), methods to improve governance collaboration and (Lesser Slave Lake Indian Regional Council), the development of governance codes (Kapawe'no/Sawridge First Nations), and board training material (Aseniwuche Winewak Nation Society).

Provide a strategic leadership and coordination role in identifying and addressing northern issues.

GOAL 3:

ADDRESS NORTHERN ISSUES

Northern development activity contributes substantially to the provincial economy, with northern Alberta encompassing the entire oil sands industry, three-quarters of the forestry industry, and a significant share of the provincial crop and livestock production. Significant investment growth is predicted for northern Alberta over the next decade, especially in the oil sands. The Ministry's role is to work with the NADC and other partners to promote northern opportunities and address challenges.

Engagement with Northern Stakeholders

Engagement activities provide opportunities for northern Albertans to express their views on key opportunities and challenges. In 2005-06, the NADC held Key Leaders' Roundtable meetings in Grande Cache, Swan Hills, Athabasca and Calgary, in addition to meetings held throughout the north with municipal, community, business and industry leaders. "Opportunities seminars," focusing on value-added agriculture and ag-tourism, were held in Fairview and Cold Lake.

The NADC communicated priorities and solutions to northern stakeholders. Communiqués, which summarized issues raised at the roundtable meetings, as well as newsletters, were distributed to key leaders of northern communities and organizations. Updates were provided to all northern MLAs. The NADC also provided information to northern municipalities, small businesses and organizations in response to inquiries.

At the Premier's request, a major survey was conducted of municipalities, school divisions, post secondary institutions, regional health authorities, Métis settlements and First Nations to determine local and regional priorities. Top priorities identified were transportation and skilled labour.

Promotion of Northern Development Through Partnerships

The mission of the NADC is to advance northern development through regional partnerships with the private sector and community-based organizations. Specific initiatives by sector are outlined in the table below.

Sector	Initiative
Transportation	<ul style="list-style-type: none"> • Significant progress was made on several transportation initiatives endorsed by the NADC through the Northern Highways Strategy. A pre-feasibility study was completed on the Fort McMurray to Peace River connector road; the La Loche Road connector was approved; the paving of Hwy 881 from Lac La Biche to Fort McMurray was approved and contracts have been issued. In addition, the NADC encouraged agreement between Alberta and British Columbia on Hwy 58 development and advocated for additional paving of Hwy 88. The twinning of Hwy 63 was also approved. • Conducted a study and prepared a report on a public transportation system for the Town of Peace River. Results generated interest from other communities investigating similar initiatives. • Worked with northern stakeholders to support the establishment of a container site at Grande Prairie. A container site was identified and land acquired. Further engineering and economic studies were conducted. • Completed the Watino Rail Bridge Engineering Study. Discussions continue with CN and other stakeholders on the viability of the project. • Worked with northern stakeholders, including the Northwest Territories, on Hay River-Northern Alberta rail line connection. • Monitored northern air transportation issues and lobbied for the retention of air services at the Edmonton City Centre Airport. Connections through City Centre Airport for northern airlines were maintained.

Sector	Initiative
Forestry	<ul style="list-style-type: none"> • In response to concerns raised by the forest industry, NADC prepared a paper on forest management practices. • Held meetings on the closure of the Canfor Mill at Hines Creek and NewPro Mill at Wanham. Local opportunities seminars suggested ways to mitigate the impact. • Provided administrative and organizational support to the Gateway to the Boreal Committee.
Agriculture	<ul style="list-style-type: none"> • Worked with the Peace Agriculture Value-added Working Group and the Alberta Natural Health Ag Network which has identified several products suitable for northern production. • Assisted the Alberta Beef Team with the design and launch of their website.
Tourism Development	<ul style="list-style-type: none"> • Provided ongoing support to Deh Cho group. There was a notable increase in British Columbia municipalities involved in the promotion of this tourism route. • Participated on the steering committee for the Northern Alberta Tourism Research Centre. The tourism centre has been established, a researcher hired, and an initial project on tourism service gaps conducted. • Provided funding for the development of a business plan for the Pipestone Creek Dinosaur Bone Bed Interpretive Facility. A feasibility study was conducted. • Held discussions regarding potential Aboriginal tourism initiatives through the Alberta / Northwest Territories Memorandum of Understanding with Fort Smith tourism contacts. • Presented an update on the Alberta dinosaur project at the Aboriginal and Northern Tourism Conference in Anchorage.

Sector	Initiative
Resources	<ul style="list-style-type: none"> • Produced profiles of conventional oil and oil sands potential in northern municipal districts. • Monitored the development of improved wind energy technology in British Columbia for possibly application in Alberta. • Supported a study on potential of ethanol production. • Met with Economic Development, Environment and other stakeholders to discuss water issues within the region.
Recycling	<ul style="list-style-type: none"> • Worked with Northern CARE (Coordinated Action for Recycling Enterprises) to improve recycling strategies in northern Alberta. Provided support and assistance to northern based projects such as E-waste, northern hazardous waste programs, and the annual workshop.
Economic Development	<ul style="list-style-type: none"> • Worked with regional alliances throughout the year to address common concerns. • Compiled comprehensive profile of northern Alberta's industry and resources. • Conducted a study on northern Alberta housing issues. Met with Minister of Housing, and delivered a presentation which outlined northern concerns.

In addition, NADC led or participated in several inter-jurisdictional initiatives related to northern development. NADC took the lead on the northern transportation infrastructure investment and Northern Awareness projects of the Northern Development Ministers Forum. Promotional material was produced and distributed. NADC was also an active participant in the Knowledge North Working Group and Website Projects. Input was also provided to other priority projects.

Further inter-jurisdictional work included: participating in discussions with the co-chairs and working group of the Alberta / Northwest Territories Memorandum of Understanding for Cooperation and Development, work with the Northwest Corridor Development Corporation to promote the corridor, support for the minister as the North American Vice-Chair of The Northern Forum, participation in a northern tourism conference, and support to the Northern Alberta Reeves and Mayors working group.

The NADC also undertook initiatives to promote the awareness of northern development to all Albertans. For example, NADC worked with Community Futures to increase visibility of NADC in northern communities, updated the opportunity North website and related promotional material, and provided updates on the usage of the SuperNet such as education applications. NADC also presented an art project to promote the Peace Region to economic development organizations, and initiated the development of the "Focus North" website, an initiative under the Northern Awareness Enhancement Campaign.

Support for Initiatives to Increase Skill Levels

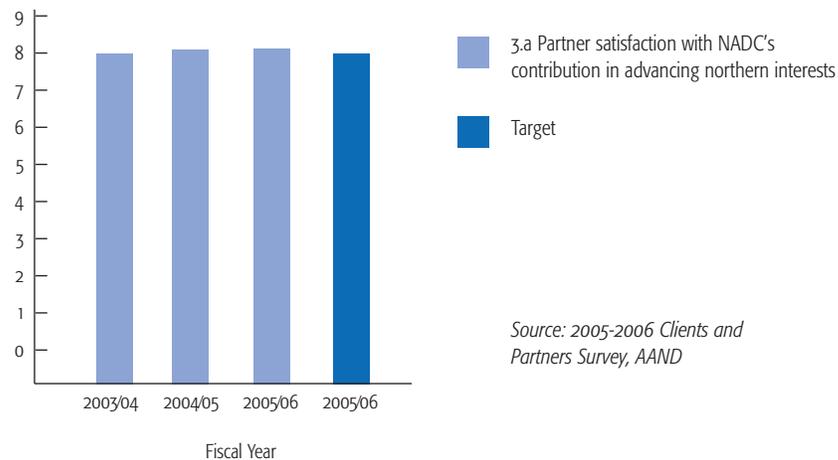
A skilled workforce is critical for sustaining economic development in northern Alberta. The north is experiencing skill shortages in a number of areas, including health care. The Ministry and the NADC worked with northern communities, educational providers, employers, other ministries and other stakeholders to facilitate enhanced education and skill levels and to support recruitment and retention of skilled labour for northern Alberta. Specific initiatives included the following:

- Bursaries were awarded through the NADC Bursary, the Northern Student Supplement, the Bursary Partnerships Program and the NADC Bursary for Medical and Pharmacy Students. (Funding is provided by Advanced Education through student finance programs.)
- Participation in the Northern Alberta Health Care Practicum Placement Pilot Program was promoted. The program assists and encourages health care students to take their practicums in the north.
- High school completion and advancement to post secondary studies through the Northern Links program was promoted. A significant program review resulted in changes to the program. A communications strategy was developed, stakeholders were consulted, and a new process was identified and implemented. Over 170 projects were approved in 2005/2006.

- A brochure to provide information on the programs offered at northern post-secondary institutions was developed.
- Support was provided to Access BSW (Bachelor of Social Work), the Woodland Operations Learning Foundation for the development and delivery of woodlands operation training courses, three pilot projects being conducted for the Youth Apprenticeship Learning Opportunities Project, and a Human Resources Conference held in October 2005.
- Three major reports were prepared related to education and employment trends for the Northern Labour Market Information Clearinghouse.

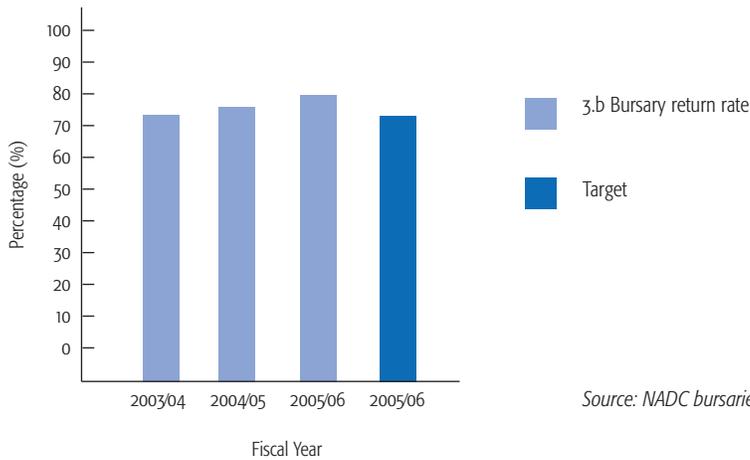
Performance Measures

Partner Satisfaction



Satisfaction with NADC's contribution in advancing northern interests was rated 8.2 out of 10 by the council's partners and stakeholders. This result matched the satisfaction rate of 8.2 in 2004-05 (8.1 in 2003-04), and in 2005-06 was above the target of 8.0.

Bursary Return Rate



Source: NADC bursaries database.

The NADC bursary includes a requirement for students to enter into a reciprocal agreement to work in northern Alberta upon completion of their education. The bursary return rate measures compliance with this obligation. The rate includes both those students who are completing their return services and those who have fulfilled their obligation. Students who do not fulfill their obligation are required to repay any bursaries received. The rate is calculated based on bursaries received by students who graduated in the previous three years.

A very strong economy in northern Alberta contributed to a high bursary return rate of 80% for 2005-06. The rate increased slightly over the 78% return rate in 2004-05 (74% in 2003-04). It was well above the target of 75%. (The bursary return rate is a weighted average, over the past three calendar years, of the percentage of recipients that are either working in northern Alberta or have fulfilled their obligations under the bursary to work in northern Alberta.)

FINANCIAL STATEMENTS

March 31, 2006

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AUDITOR'S REPORT



To the Members of the Legislative Assembly

I have audited the statement of financial position of the Ministry of Aboriginal Affairs and Northern Development as at March 31, 2006 and the statements of operations and cash flows for the year then ended. These financial statements are the responsibility of the Ministry's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Ministry as at March 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Original Signed by Fred J. Dunn, FCA

Auditor General

Edmonton, Alberta

May 19, 2006

The official version of this Report of the Auditor General, and the information the Report covers, is in printed form.

STATEMENT OF OPERATIONS

Year ended March 31, 2006
(in thousands)

	2006 Budget	2006 Actual	2005 Actual
Revenues			
Other Revenue	\$ —	\$ 308	\$ 81
	<u>—</u>	<u>308</u>	<u>81</u>
Expenses – Directly Incurred (Note 2b and Schedule 5)			
Voted (Schedules 1 and 2)			
Aboriginal Affairs	22,292	21,483	17,807
Métis Settlements Appeal Tribunal	942	1,114	966
Northern Development	2,004	2,009	2,000
Métis Settlements Governance	4,086	4,086	4,871
	<u>29,324</u>	<u>28,692</u>	<u>25,644</u>
Statutory (Schedules 1 and 2)			
Métis Settlements Legislation	10,000	10,000	10,000
Valuation Adjustments			
Provision (Decrease) for Vacation Pay	<u>—</u>	<u>107</u>	<u>(8)</u>
	<u>10,000</u>	<u>10,107</u>	<u>9,992</u>
	<u>39,324</u>	<u>38,799</u>	<u>35,636</u>
Net Operating Results	\$ (39,324)	\$ (38,491)	\$ (35,555)

The accompanying notes and schedules are part of these financial statements.

STATEMENT OF FINANCIAL POSITION

As at March 31, 2006
(in thousands)

	2006	2005
ASSETS		
Accounts Receivable (Note 3)	\$ 27	\$ 51
Advances (Note 4)	—	3
Tangible Capital Assets (Note 5)	312	96
	<u>\$ 339</u>	<u>\$ 150</u>
LIABILITIES		
Accounts Payable and Accrued Liabilities (Note 6)	\$ 9,989	\$ 17,995
NET LIABILITIES		
Net Liabilities at Beginning of Year	(17,845)	(17,408)
Net Operating Results	(38,491)	(35,555)
Net Transfer from General Revenues	46,686	35,118
	<u>(9,650)</u>	<u>(17,845)</u>
	<u>\$ 339</u>	<u>\$ 150</u>

The accompanying notes and schedules are part of these financial statements.

STATEMENT OF CASH FLOWS

Year ended March 31, 2006
(in thousands)

	2006	2005
Operating Transactions:		
Net Operating Results	\$ (38,491)	\$ (35,555)
Non-cash items included in Net Operating Results		
Amortization	14	1
Valuation Adjustments	107	(8)
	<u>(38,370)</u>	<u>(35,562)</u>
(Increase) Decrease in Accounts Receivable and Advances	27	(25)
Increase (Decrease) in Accounts Payable and Accrued Liabilities	(8,113)	566
	<u>(46,456)</u>	<u>(35,021)</u>
Capital Transactions:		
Acquisition of Tangible Capital Assets	(230)	(97)
Financing Transactions:		
Net Transfer from General Revenues	46,686	35,118
Change in Cash	—	—
Cash, at Beginning of Year	—	—
Cash, at End of Year	<u>\$ —</u>	<u>\$ —</u>

The accompanying notes and schedules are part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Year ended March 31, 2006

NOTE 1 AUTHORITY AND PURPOSE

The Ministry of Aboriginal Affairs and Northern Development operates under the authority of the Government Organization Act, Chapter G-10, Revised Statutes of Alberta 2000.

The purpose of the Ministry of Aboriginal Affairs and Northern Development is to lead in the development of government wide strategies and policies to improve the well-being and self-reliance of Aboriginal people; to promote development of northern Alberta; and to guide Alberta's relations with Aboriginal and northern governments, communities and organizations and other partners.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

The recommendations of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants are the primary source for the disclosed basis of accounting. These financial statements are prepared in accordance with the following accounting policies that have been established by government for all ministries.

(a) Reporting Entity

The reporting entity is the Ministry of Aboriginal Affairs and Northern Development for which the Minister of Aboriginal Affairs and Northern Development is accountable. The Ministry Annual Report provides a more comprehensive accounting of the financial position and results of the Ministry's operations for which the Minister is accountable.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the Minister of Finance. All cash receipts of departments are deposited into the Fund and all cash disbursements made by departments are paid from the Fund. Net transfer (to) from General Revenues is the difference between all cash receipts and all cash disbursements made.

(b) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual basis of accounting.

Expenses

Directly Incurred

Directly incurred expenses are those costs the Ministry has primary responsibility and accountability for, as reflected in the Government's budget documents.

In addition to program operating expenses such as salaries, supplies, etc., directly incurred expenses also include:

- amortization of tangible capital assets.
- pension costs which comprise the cost of employer contributions for current service of employees during the year.
- valuation adjustments which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay, guarantees and indemnities.
- grants are recognized when authorized and eligibility criteria are met.

Incurred by Others

Services contributed by other entities in support of the Ministry operations are disclosed in Schedule 5.

Assets

Financial assets of the Ministry are limited to financial claims, such as advances to and receivables from other organizations, employees and other individuals. The fair values of the accounts receivable and advances are estimated to approximate their carrying values because of the short term nature of these instruments. Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

Assets acquired by right are not included. Tangible capital assets of the Ministry are recorded at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for capitalizing new systems development is \$100,000 and the threshold for all other tangible capital assets is \$5,000.

Liabilities

Liabilities are recorded to the extent that they represent present obligations as a result of events and transactions occurring prior to the end of the fiscal year. The fair value of accounts payable and accrued liabilities is estimated to approximate their carrying value because of the short term nature of these instruments.

Net Liabilities

Net liabilities represents the difference between the carrying values of assets held by the Ministry and its liabilities.

NOTE 3 ACCOUNTS RECEIVABLES

Accounts receivable are unsecured and non-interest bearing.

NOTE 4 ADVANCES

Advances represent amounts provided to Ministry employees for travel expenses and are non-interest bearing and recoverable on demand.

NOTE 5 TANGIBLE CAPITAL ASSETS

(in thousands)

		2006		2005	
	Estimated Useful Life	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Equipment (a)	10 years	\$ 95	\$ 8	\$ 87	\$ 71
Computer hardware and software	5 years	231	6	225	25
		\$ 326	\$ 14	\$ 312	\$ 96

(a) Equipment includes office equipment and furniture.

NOTE 6 ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

(in thousands)

	2006	2005
Accounts Payable	\$ 145	\$ 1,543
Accrued Liabilities:		
Manpower	379	329
Supplies and Services	8,462 ⁽¹⁾	13,747
Grants	390	1,870
Capital	14	–
Vacation Pay	594	487
Other	5	19
	\$ 9,989	\$ 17,995

⁽¹⁾Includes an obligation to pay \$7,500 over three years remaining of a settlement agreement with a First Nation. The annual payment is \$2,500.

NOTE 7 CONTRACTUAL OBLIGATIONS

As at March 31, 2006, the Ministry has a commitment of \$10 million (2005 - \$20 million) under the *Métis Settlements Accord Implementation Act*. The Act requires payment of \$10 million per year until April 1, 2006.

In 1997 an agreement was signed suspending Sections 7, 8 and schedule 1 of the *Métis Settlements Accord Implementation Act*. These sections outlined future obligations with respect to matching of the amount the Métis Settlements Council collected from eligible sources each year until March 31, 2002, and provided for matching grants in the years from April 1, 2002 to March 31, 2007. As future obligations cannot be determined, these sections of the agreement have been replaced with annual amendments that provide for the current year's allocation.

A Matching Grants Replacement Agreement between the Ministry and the Métis Settlements General Council provides for a commitment of funding to the Métis Settlements General Council of \$4,086,000 (2005 - \$4,086,000).

The Ministry has no remaining commitments (2005 - \$200,000) under protocol agreements and memoranda of understanding with First Nations.

As at March 31, 2006, the Ministry also had service contract commitments totaling \$140,650 (2005 - \$474,500) and grant commitments totaling \$1,243,592 (2005 - \$0).

	Service Contract		Grants		Total
2007	\$	140,650	\$	1,143,592	\$ 1,284,242
2008		—		100,000	100,000
	\$	140,650	\$	1,243,592	\$ 1,384,242

NOTE 8 CONTINGENT LIABILITIES

(in thousands of dollars)

The Province, as represented by the Ministry of Aboriginal Affairs and Northern Development, has a contingent liability in respect of 32 claims (2005 – 34) concerning aboriginal rights, Indian title and treaty rights. In most cases, these claims have been filed jointly and severally against the Province of Alberta and the Government of Canada, and in some cases involve third parties. Of these claims, 19 (2005 – 21) have specified amounts totaling \$124,872,000 (2005 – \$125,247,000) plus a provision for interest and other costs that are not now calculable. The other 13 claims (2005 – 13) have not specified any amounts. At this time, the outcome of these claims cannot be determined. In addition, there are 3 treaty land entitlement claims (2005 – 3 claims) for which Alberta may have an obligation under the Natural Resource Transfer Agreement.

NOTE 9 DEFINED BENEFIT PLANS

(in thousands)

The Ministry participates in the multi-employer pension plans, Management Employees Pension Plan and Public Service Pension Plan. The Ministry also participates in the multi-employer Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of \$684 for the year ended March 31, 2006 (2005 - \$449).

At December 31, 2005, the Management Employees Pension Plan reported a deficiency of \$165,895 (2004 - \$268,101) and the Public Service Pension Plan reported a deficiency of \$187,704 (2004 - \$450,068). At December 31, 2005, the Supplementary Retirement Plan for Public Service Managers had a surplus of \$10,018 (2004 - \$9,404).

The Ministry also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2006, the Bargaining Unit Plan reported an actuarial deficiency of \$8,699 (2005 - \$11,817) and the Management, Opted Out and Excluded Plan an actuarial surplus of \$8,309 (2005 - \$3,208). The expense for these two plans is limited to the employer's annual contributions for the year.

NOTE 10 COMPARATIVE FIGURES

Certain 2005 figures have been reclassified to conform to the 2006 presentation.

NOTE 11 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Senior Financial Officer and the Deputy Minister.

SCHEDULES TO THE FINANCIAL STATEMENTS

SCHEDULE 1

Expenses – Directly Incurred Detailed by Object

Year ended March 31, 2006

(in thousands)

	2006 Budget	2006 Actual	2005 Actual
Voted:			
Grants			
Métis Settlements Governance	\$ 4,086	\$ 4,086	\$ 4,871
Aboriginal Affairs	5,541	9,950	5,492
Northern Development	400	393	398
	<u>10,027</u>	<u>14,429</u>	<u>10,761</u>
Salaries, Wages and Employee Benefits	<u>6,264</u>	<u>7,232</u>	<u>5,417</u>
Supplies and Services	12,303	6,599	9,148
Support Service Arrangements with Related Parties (a)	<u>628</u>	<u>330</u>	<u>244</u>
	12,931	6,929	9,392
Financial Transactions and Other	79	88	73
Amortization of Tangible Capital Assets	<u>23</u>	<u>14</u>	<u>1</u>
	<u>\$ 29,324</u>	<u>\$ 28,692</u>	<u>\$ 25,644</u>
Statutory:			
Grants			
Métis Settlements Legislation	\$ 10,000	\$ 10,000	\$ 10,000
Valuation Adjustments			
Provision (Decrease) for Vacation Pay	<u>–</u>	<u>107</u>	<u>(8)</u>
	<u>\$ 10,000</u>	<u>\$ 10,107</u>	<u>\$ 9,992</u>

- (a) The Ministry receives financial reporting and human resource services from the Ministry of Education. The Ministry also receives information technology services, financial, and administrative services from the Ministry of International and Intergovernmental Relations.

SCHEDULE 2

Comparison of Expenses – Directly Incurred, EIP and Capital Investment and
Statutory Expenses by Element to Authorized Budget
Year ended March 31, 2006

(in thousands)

	2005-2006 Authorized Budget	2005-2006 Actual Expense (a)	Unexpended (Over Expended)
Voted EXP/EIP and Capital Investment			
Aboriginal Affairs			
1.0.1 Minister's Office	\$ 350	\$ 349	\$ 1
1.0.2 Corporate Services			
• Operating Expense	1,836	2,158	(322)
• EIP	25	22	3
1.0.3 Aboriginal Affairs			
• Operating Expense	17,402	18,976	(1,574)
• EIP	100	208	(108)
1.0.4 Protocol Agreements	2,704	–	2,704
	<u>22,417</u>	<u>21,713</u>	<u>704</u>
Métis Settlements Appeal Tribunal			
2.0.1 Métis Settlements Appeal Tribunal	942	1,114	(172)
Northern Development			
3.0.1 Northern Development	2,004	2,009	(5)
Métis Settlement Governance			
4.0.1 Métis Settlements Funding	4,086	4,086	–
	<u>\$ 29,449</u>	<u>\$ 28,922</u>	<u>\$ 527</u>
Operating Expense	29,324	28,692	632
Equipment/Inventory Purchases	125	230	(105)
	<u>29,449</u>	<u>28,922</u>	<u>527</u>
Statutory Expenses:			
Métis Settlements Legislation	\$ 10,000	\$ 10,000	\$ –
Valuation Adjustments			
Provision for Vacation Pay	–	107	(107)
	<u>\$ 10,000</u>	<u>\$ 10,107</u>	<u>\$ (107)</u>

(a) Includes achievement bonus amounting to \$344

SCHEDULE 3

Salary and Benefits Disclosure

Year ended March 31, 2006

	2006				2005
	Base Salary ⁽¹⁾	Other Cash Benefits ⁽²⁾	Other Non-cash Benefits ⁽³⁾	Total	Total
Deputy Minister ⁽⁴⁾	\$ 193,345	\$ 49,831	\$ 41,137	\$ 284,313	\$ 208,352
Executives					
Assistant Deputy Minister - First Nation Métis Relations ⁽⁵⁾	150,129	32,081	35,329	217,539	188,935
Assistant Deputy Minister – Aboriginal Land & Resource Issues	136,679	34,274	31,521	202,474	156,749
Executive Director – Strategic Services	123,288	31,199	28,089	182,576	151,296
Executive Director – Northern Alberta Development Council ⁽⁵⁾	101,212	–	25,401	126,613	138,357
Executive Director – Corporate Services ⁽⁶⁾	101,821	13,558	24,389	139,768	121,283

Total salary and benefits relating to a position are disclosed.

- (1) Base salary includes regular base pay.
- (2) Other cash benefits include bonuses, vacation payouts, overtime, and lump sum payments.
- (3) Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, short and long term disability plans, professional memberships and tuition fees.
- (4) Automobile provided, no dollar amount included in other non-cash benefits.
- (5) The position was occupied by more than one individual through the year.
- (6) The incumbent's services are shared equally with the Ministry of International and Intergovernmental Relations which contributes its own share of the cost of salary and benefits. Full salary and benefits are disclosed in this Schedule.

SCHEDULE 4

Related Party Transactions
Year Ended March 31, 2006

(in thousands)

Related parties are those entities consolidated or accounted for on the modified equity basis in the Province of Alberta's financial statements. Related parties also include management in the Ministry.

The Ministry and its employees paid or collected certain taxes and fees set by regulation for permits, licenses and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this Schedule.

The Ministry had the following transactions with related parties recorded on the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	2006		2005	
Expenses – Directly Incurred				
Supplies and services provided by other ministries	\$	728	\$	545

The above transactions do not include support service arrangement transactions disclosed in Schedule 1.

The Ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not recorded in the financial statements but are disclosed in Schedule 5.

	2006		2005	
Expenses – Incurred by Others				
Accommodation	\$	1,066	\$	1,051
Legal		776		587
Other		16		15
	\$	1,858	\$	1,653

SCHEDULE 5

Allocated Costs

Year ended March 31, 2006

(in thousands)

	2006						2005	
	Expenses – Incurred by Others			Valuation Adjustments				Expenses
	Expenses ⁽ⁱ⁾	Accommodation Costs	Legal Services	Other	Vacation Pay			
Aboriginal Affairs	\$ 21,483	\$ 919	\$ 776	\$ 16	\$ 66	\$ 23,260	\$ 19,192	
Métis Settlements Appeal Tribunal	1,114	64	–	–	–	1,178	1,022	
Northern Development	2,009	83	–	–	41	2,133	2,082	
Métis Settlements Governance	4,086	–	–	–	–	4,086	4,993	
Métis Settlements Legislation	10,000	–	–	–	–	10,000	10,000	
	\$ 38,692	\$ 1,066	\$ 776	\$ 16	\$ 107	\$ 40,657	\$ 37,289	

(i) Expenses – Directly Incurred as per Statement of Operations, excluding valuation adjustments.

OTHER INFORMATION

PERFORMANCE MEASURES METHODOLOGY

Aboriginal Issues Addressed

All ministry business plans for 2006-09 were downloaded from the Alberta Finance website. A search using the key words “Aboriginal”, “First Nation” and/or “Métis” was conducted electronically. When the key word was found the context was reviewed to determine whether an Aboriginal issue was addressed. This resulted in 17 out of 24 ministries addressing Aboriginal issues.

For those ministries that did not reference Aboriginal issues in the business plan, the Aboriginal Policy Initiative Final Report 2005-06, was reviewed to determine whether any of these ministries were addressing Aboriginal issues through their involvement in the API. Two additional ministries were identified. This increased the count to 19 out of 24.

An additional ministry, not included in the above count, contributed on the working committee to a cross-ministry initiative that addressed an Aboriginal issue: The Aboriginal Youth Suicide Prevention Strategy. This increased the count to 20 out of 24.

Contacts for the four remaining ministries were contacted to determine whether their ministry addressed Aboriginal issues at the operational level, which are not referenced in their business plans. Two ministries addressed Aboriginal issues through operational plans or programs targeted toward Aboriginals. Thus the overall count was 22 of 24 or 92%.

Targets Achieved in the Aboriginal Policy Initiative

The purpose of the cross-ministry Aboriginal Policy Initiative (API) is to improve the well-being and self-reliance of Aboriginal people while ensuring that federal roles and responsibilities for Aboriginal peoples are respected. Annual targets are developed by ministries participating on the Interdepartmental API Committee, under the direction of the API Champion and Supporting Deputy Ministers Committee. Of the 17 API targets for 2005-06, 17 were met or exceeded (100%), which exceeds the Ministry business plan target of 90%.

The four API objectives for 2005-06 are outlined below, with targets and results achieved for the year as reported in *Measuring Up 2006*. Data was solicited from each ministry that was a lead on reporting for a target for the API. The lead ministry was responsible for gathering information from other ministries that were involved with their target. Each lead ministry provided the information/data directly to AAND via email. This information was transcribed as provided, unless it was edited for length. Individual ministries are responsible for the accuracy of the information provided.

■ **Objective: Improve the health status and well-being of Aboriginal people.**

Target	Results
Implement 55 new Aboriginal wellness initiatives that promote health and well-being in key Aboriginal issue areas such as: diabetes, HIV, tobacco prevention and reduction, and community-based health care	Achieved: Fifty-five new wellness initiatives addressing community-based primary health care, diabetes prevention, HIV awareness and prevention, tobacco reduction, and substance abuse awareness and prevention were implemented.
Develop a province-wide suicide prevention awareness and education campaign targeting Aboriginal youth	Achieved: As part of the Aboriginal Youth Suicide Prevention Strategy, a social marketing plan was developed for suicide prevention awareness and education activities targeted to Aboriginal youth in the province.
Develop and implement a Provincial Aboriginal Mental Health Framework in collaboration with Aboriginal communities, regional health authorities, provincial ministries and other stakeholders as part of the Provincial Mental Health Plan	Achieved: Aboriginal Mental Health Framework developed. Implementation is underway.
Provide practical training in screening, intervention and referral to service providers in five (5) Aboriginal communities who work with women with substance-use problems in the prevention of FASD	Achieved: Training successfully conducted in six communities: High Level, High Prairie, Wetaskawin, Ft. McMurray, Ft. MacKay and Siksika.
Provide leadership development and recreation programming for youth in 15 Aboriginal communities	Exceeded: Leadership and recreation programming provided to youth in 19 communities by four provincial ministries.

■ **Objective: Support life-long learning opportunities for Aboriginal people and promote appreciation of Aboriginal cultures.**

Target	Results
Increase percentage of Aboriginal Albertans aged 25-34 completing high school and post-secondary programs (establish second year baseline data)	Achieved: Third year baseline data established. Aboriginal Albertans aged 25-34 completed high school: 76% (2005); 73% (2004); and 76% (2003). Three year baseline data average is 75%. For post-secondary rates, third year baseline data established. Aboriginal Albertans aged 25-34 completed post-secondary education: 39% (2005); 41% (2004), and 42% (2003). Three year baseline data average is 41%.
65 learners will progress to years two and three of Aboriginal-specific teacher preparation initiatives	Achieved: A total of 65 learners have progressed to years two and three of Aboriginal-specific teacher training. (Based on September 1 2005 enrollment data.)
Increase Aboriginal registration in apprenticeship programs to 900	Exceeded: Over 1,100 Aboriginal people were registered in apprenticeship programs in 2005-06.
Initiate the establishment of two Parent Link Centres with an Aboriginal focus	Exceeded: Three new Aboriginal Parent Link Centres were established in 2005-06: Bent Arrow Traditional Healing Society in Edmonton, Métis Calgary Family Services, and Native Counselling Services of Alberta with sites in Stony Plain, Wildwood and Wabamum.
Complete a needs assessment for on-reserve public library service	Achieved: Needs assessment commissioned and completed.

■ **Objective: Improve the participation by Aboriginal people in the Alberta economy.**

Target	Results
Make Alberta SuperNet available to all eligible First Nation sites requesting service	Achieved: SuperNet construction completed to 120 sites within 44 First Nations.
With Aboriginal communities, industry, stakeholders and the federal government, implement the Alberta Aboriginal Apprenticeship Project in two locations in southern Alberta	Achieved: Alberta Aboriginal Apprenticeship Project expanded to the southern Alberta cities of Calgary and Lethbridge.
Produce second year of baseline data on off-reserve Aboriginal employment and labour force participation rates from the Aboriginal Labour Force Survey	Achieved: Second year baseline data established. Unemployment Rate: 10.2% (2004); 9% (2005) Employment Rate: 62.6% (2004); 64.2% (2005) Participation Rate: 69.7% (2004); 70.6% (2005)
Report second year of baseline data on completion and employment rates post-intervention under the First Nations Training-to-Employment Program	Achieved: Second year baseline data established. A total of 19 programs reported full program completion for 2005-06. In total, 258 participants began training, 207 (80.2%) graduated from the program, and of those who graduated, 155 (74.9%) are employed.

■ **Objective: Clarify federal/provincial/Aboriginal roles and responsibilities.**

Target	Results
Complete development and begin implementation of the First Nations Consultation Policy and guidelines	Achieved: Government of Alberta's First Nations Consultation Policy on Land Management and Resource Development developed and approved. An interim approach is in place for implementation.
Work with partners in Calgary, Edmonton and Lethbridge to develop and implement urban Aboriginal initiatives	Achieved: Provided support to assist with development and implementation of urban Aboriginal projects within the major urban centres of Calgary, Edmonton and Lethbridge.
Develop a framework to guide Alberta's participation in self-government discussions with First Nations and Canada	Achieved: Framework developed to guide Alberta's participation in self-government discussions. Received Cabinet approval April 11, 2006.

Métis Settlement Self-generated Revenue

This measure documents the amount of revenue generated by Métis Settlements that could be used to support the cost of local governments. Industrial taxation, user fees and levies have been chosen as the basis for calculating self-generated revenue, because these are the standard mechanisms by which other local governments raise revenue.

Métis Settlement Administrators were requested to provide the amount of revenue generated by their Settlements from industrial taxation, user fees and levies for the 2004-2005 fiscal year. Settlement Administrators provided information for the three categories. The information received from each Settlement was inputted into an Excel spreadsheet and a consolidated total generated.

Increases in Métis Settlement self-generated revenues are an important mechanism to offset reductions in funding from government leading up to 2007, when provincial statutory funding ends. This measure is also an indication of economic self-reliance.

Progress on Land-related Agreements

Progress on land claims and related agreements is reviewed at the end of the fiscal year and tallied according to whether they are agreements in principle, final agreements or fully implemented. In 2005-06 there was one agreement in principle, six final agreements, and 11 fully implemented agreements.

An agreement in principle was reached in 2005-06 in negotiations with the Siksika Nation regarding Bassano Dam.

There were eight final agreements at the end of 2004-05, three of which advanced to full implementation in 2005-06 leaving five remaining in the final agreement stage. In 2005-06, a final agreement was reached in negotiations with the federal government and the Athabasca Chipewyan First Nation regarding an exchange of a portion of Indian Reserve 201 for an equal amount of provincial Crown land near Old Fort Point on the south shore of Lake Athabasca. Adding this new final agreement gives a total of six for 2005-06.

There were eight fully implemented at the end of 2004-05. In 2005-06, full implementation of three Settlement Agreements was completed.

- Reserves were set aside for the Smith's Landing First Nation, completing the implementation of a treaty land entitlement settlement.
- The lands transferred to Alberta as part of the Fort McKay land exchange were accepted by Alberta in an Order-in-Council.
- The final parcels of land to be transferred to the federal government to be set aside as reserve land for the Alexander First Nation under a treaty land entitlement settlement were transferred to Canada by Order-in-Council.

These three fully implemented agreements are in addition to the eight fully implemented agreements from 2004-05, giving a total of 11 for 2005-06.

Capacity Building Initiatives

The Ministry approaches governance capacity building as the development and acquisition of knowledge, skills and tools which enable communities or organizations to better plan and manage their own affairs. Support is provided through grants, contracted services or the provision of advice. Whether a particular initiative fits within the conceptual framework of governance capacity building depends on its objectives, which are determined by the community or organization.

For 2005-06, the Ministry undertook six capacity building initiatives.

- Preparation of business plan for the Institute for the Advancement of Aboriginal Women.
- Preparation of a plan to develop and implement governance codes for Kapawe'no/Sawridge First Nations.
- Funding to the Lesser Slave Lake Indian Regional Council to assist the five member First Nations to examine options to improve governance and develop methods to improve collaboration between them.
- Two projects for the Métis Nation of Alberta Association (MNAA). The first project was an administrative needs assessment leading to the development of a sustainable administrative capacity building model for its regional offices to improve services. The second project was the development of a strategic planning process for the MNAA, associated entities and the six regional councils to establish clearly defined goals, strategies and performance measures.
- Assistance to the Aseniwuche Winewak Nation Society to develop and provide training materials for the board of their youth council.

Partner Satisfaction

The Northern Alberta Development Council conducts a clients and partners survey annually, the most recent being April 2006. The results of the survey are intended to help the council evaluate its progress in meeting its goals and to rate the satisfaction of the people who are involved in its activities.

The survey was designed by the NADC staff and consisted of three questions. The NADC provided the survey and a list of all clients, partners and project advisors to an independent party. The independent party conducted the survey at the NADC, Peace River office. Although responses were received mainly through telephone interviews, one was received via e-mail. Survey results are based strictly on respondents' answers.

The table below shows the number and percentage of responses and non-responses:

Response/Non-response	#	%
Responded	110	84.6
Refused	2	1.5
Unavailable – holidays or business	7	5.4
Unable to contact	4	3.1
Wrong Phone Number	7	5.4
Total	130	100.0

The following question in the survey was used for the performance measure:

“Overall and on a scale of 1 through 10, with 1 being very dissatisfied and 10 being very satisfied, how would you rate your satisfaction of the Northern Alberta Development Council’s contribution to advancing northern interests?”

The average rating for this question was 8.2.

Bursary Return Rate

Follow-up is completed on each recipient of an NADC Bursary. This follow-up is completed by the bursary coordinator through correspondence and telephone contact with recipients and the employers of recipients. Information from this follow-up is entered in the bursary database and verified for accuracy.

After all information received by March 31 has been entered into the database by the bursary coordinator, data is extracted from the database through a query. The query pulls data for all the recipients who have completed their studies in the three calendar years preceding and whose status is either: Working North, Obligation Fulfilled, or Default. The bursary return rate for a single year is calculated based on the percentage of recipients who fall under the first two types of status, i.e. either they are working in northern Alberta or have already fulfilled their obligation under the bursary. The percentage for each year is calculated, after which a weighted average is calculated over the past three calendar years. The weights are the percentage of recipients in that year over the total number of recipients for the three year period.

The weighted average bursary return rate for the three calendar years ending in 2005 was 80%.

LAND CLAIM NEGOTIATIONS

Athabasca Chipewyan First Nations Land Exchange

In 2000-01, the Athabasca Chipewyan First Nation (ACFN) presented a formal proposal to Alberta regarding an exchange of land involving a portion of Indian Reserve #201. AAND, with the Ministries of Community Development, Energy and Sustainable Resource Development, negotiated the terms of a land exchange agreement with Canada and the ACFN for a corresponding amount of provincial Crown lands along the shores of Lake Athabasca and Richardson Lake. AAND worked with Energy to address metallic and industrial mineral interests within the proposed exchange lands and with Community Development to address issues concerning historic resources. The ACFN land exchange agreement was approved by Cabinet in the summer of 2004 and executed by Alberta ministers in the summer and fall of 2004. The surrender of a portion of IR #201 was accepted by Privy Council Order P.C. 2005-710 dated May 3, 2005 and the exchange agreement was executed on behalf of the Minister of Indian Affairs and Northern Development on June 16, 2005. Work is currently underway on the survey of the exchange lands as part of the implementation of agreement.

Smith's Landing First Nation Treaty Land Entitlement Claim

Under the terms of the March 31, 2000 agreement respecting settlement of the Smith's Landing treaty land entitlement claim, Alberta agreed to provide not less than 19,000 acres of provincial Crown lands, including mines and minerals, to be set aside as Indian reserve for the use and benefit of the Smith's Landing First Nation. The transfer to Canada of the 19,000 acres of provincial Crown lands and mines and minerals was concluded during the summer of 2004. The lands and mines and minerals were formally set apart as Indian reserves for the use and benefit of the Smith's landing First Nation under Privy Council Order P.C. 2005-1328 dated June 30, 2005.

In addition, the Government of Canada agreed to provide approximately 2,500 acres of land at three sites from within Wood Buffalo National Park. Under paragraph 14 of the *Natural Resources Transfer Act* lands no longer required for park purposes become subject to the administration and control of the province. Accordingly, for Canada to set apart any lands within the Alberta portion of Wood Buffalo National Park as Indian reserve, the Province had to cooperate by agreeing to "reconvey" administration and control of the lands following their excision.

Following the excision by Canada, Alberta transferred the lands and minerals back to Canada under Orders in Council O.C. 341/2005 and O.C. 352/2005 dated July 13, 2005 thereby effectively concluding Alberta's obligations under the March 31, 2000 Canada-Alberta agreement relating to the settlement of the Smith's Landing treaty land entitlement claim (TLE).

Fort McKay First Nation Land Exchange

In the early 1980s, Alberta agreed to enter into discussions with Canada and the Fort McKay First Nation on a possible land exchange involving Indian Reserve #174 and a corresponding amount of provincial Crown land in the Hamlet of Fort MacKay. Although a land exchange agreement was concluded in 1996, the land transfers were delayed pending settlement of the Fort McKay TLE claim. With validation of the Fort McKay TLE claim in 1998, Alberta encouraged the parties to conclude their obligations under the land exchange agreement, on the understanding that the First Nation could select the surrendered reserve as part of a larger block of land under a future TLE settlement. With the concerns of all parties addressed as a result of this understanding, major progress was made on the satisfactory conclusion of this agreement. In 2004-05, AAND worked with Natural Resources Canada and the ministries of Sustainable Resource Development and Energy to draft legal descriptions and prepare the Recommendations for Orders-in-Council. The Ministers of Energy and Sustainable Resource Development brought forward the Recommendations for Orders-in-Council to Cabinet in August 2004. On July 13, 2005, Order in Council O.C. 342/2005 accepted the transfer of lands contained within surrendered Indian Reserve #174. This concluded Alberta's obligation under the 1996 land exchange agreement.

Fort McKay Treaty Land Entitlement Claim

Under the March 31, 2004 agreements respecting the settlement of the Fort McKay treaty land entitlement claim, Alberta agreed to provide not less than 20,000 acres of provincial Crown lands, including mines and minerals to be set aside as Indian reserve for the use and benefit of the Fort McKay First Nation. Of the lands and minerals to be provided by Alberta, approximately 8,300 acres were located in the surface mineable region northeast of Fort McKay. The Fort McKay First Nation had entered into a joint venture relationship with Shell to develop the oil sands deposit as part of the phased development of Shell's Jackpine Project. With the completion of the legal survey, Alberta transferred the lands and mines and minerals comprising

the “oil sands lands” under Orders in Council O.C. 516/2005 and O.C. 526/2005 dated November 15, 2005. It is expected that the surveys respecting the remaining parcels will be completed in the 2006/2007 fiscal year. Provided all third party issues have been satisfactorily addressed, Alberta will initiate transfer of the lands and mines and minerals to Canada.

Alexander Treaty Land Entitlement Claim

Under the October 13, 1998 agreements respecting the settlement of the Alexander treaty land entitlement claim, Alberta agreed to transfer to the federal government not less than 5,140 acres of unoccupied Crown lands, including mines and minerals, to be set apart as Indian reserve for the use and benefit of the Alexander First Nation. To accommodate an existing oil and gas interest within the settlement lands approximately 500 acres were held back from the initial transfer pending the expiry or surrender of the third party interests. With the resolution of the remaining third party interests, Alberta initiated transfer of the remaining portion of the settlement lands, including mines and minerals, under Orders in Council O.C. 478/2005 and 489/2005 dated October 19, 2005. These transfers effectively concluded Alberta’s obligations under the October 13, 1998 Canada-Alberta Agreement respecting the settlement of the Alexander treaty land entitlement claim.

Siksika Bassano Dam Negotiations

The Siksika Bassano Dam claim negotiators are close to completing a final draft of the Settlement Agreement between Alberta, Easter Irrigation District (EID), Siksika First Nation and Canada.

This agreement will provide that Siksika and Canada will release Alberta and EID from all claims for past use and occupation of the Bassano Dam and its adjoining property from its inception (about 1910) until the execution of the agreement. All legal actions against Alberta and the EID resulting from the Bassano Dam land issues will be discontinued. Alberta will obtain secure tenure of the EID dam and headworks for future use.

The negotiators should be in a position to initial the draft settlement agreement by early Fall 2006 followed by a Siksika ratification vote later in the Fall 2006. If ratified as expected, the agreement could be presented to Cabinet early in 2007 for final approval.

ALPHABETICAL LIST OF GOVERNMENT ENTITIES' FINANCIAL STATEMENTS

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	Ministry Annual Report
Access to the Future Fund ¹	Advanced Education
Agriculture Financial Services Corporation	Agriculture, Food and Rural Development
Alberta Alcohol and Drug Abuse Commission	Health and Wellness
Alberta Capital Finance Authority	Finance
Alberta Energy and Utilities Board	Energy
Alberta Foundation for the Arts	Community Development
Alberta Gaming and Liquor Commission	Gaming
Alberta Heritage Foundation for Medical Research Endowment Fund	Finance
Alberta Heritage Savings Trust Fund	Finance
Alberta Heritage Scholarship Fund	Finance
Alberta Heritage Science and Engineering Research Endowment Fund	Finance
Alberta Historical Resources Foundation	Community Development
Alberta Insurance Council	Finance
Alberta Local Authorities Pension Plan Corporation ²	Finance
Alberta Pensions Administration Corporation	Finance
Alberta Petroleum Marketing Commission	Energy
Alberta Research Council Inc.	Innovation and Science
Alberta Risk Management Fund	Finance
Alberta School Foundation Fund	Education
Alberta Science and Research Authority	Innovation and Science
Alberta Securities Commission	Finance
Alberta Social Housing Corporation	Seniors and Community Supports
Alberta Sport, Recreation, Parks and Wildlife Foundation	Community Development
Alberta Treasury Branches	Finance

¹Established July 10, 2005.

²Incorporated December 16, 2005.

Ministry, Department, Fund or Agency	Ministry Annual Report
ATB Investment Management Inc.	Finance
ATB Investment Services Inc.	Finance
ATB Services Inc.	Finance
Child and Family Services Authorities:	Children's Services
Calgary and Area Child and Family Services Authority	
Central Alberta Child and Family Services Authority	
East Central Alberta Child and Family Services Authority	
Edmonton and Area Child and Family Services Authority	
North Central Alberta Child and Family Services Authority	
Northeast Alberta Child and Family Services Authority	
Northwest Alberta Child and Family Services Authority	
Southeast Alberta Child and Family Services Authority	
Southwest Alberta Child and Family Services Authority	
Métis Settlements Child and Family Services Authority	
Credit Union Deposit Guarantee Corporation	Finance
Department of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Department of Advanced Education	Advanced Education
Department of Children's Services	Children's Services
Department of Community Development	Community Development
Department of Education	Education
Department of Energy	Energy
Department of Finance	Finance
Department of Gaming	Gaming
Department of Health and Wellness	Health and Wellness
Department of Innovation and Science	Innovation and Science
Department of Seniors and Community Supports	Seniors and Community Supports
Department of Solicitor General and Public Security	Solicitor General and Public Security
Department of Sustainable Resource Development	Sustainable Resource Development
Environmental Protection and Enhancement Fund	Sustainable Resource Development
Gainers Inc.	Finance

Ministry, Department, Fund or Agency	Ministry Annual Report
Government House Foundation	Community Development
Historic Resources Fund	Community Development
Human Rights, Citizenship and Multiculturalism Education Fund	Community Development
iCORE Inc.	Innovation and Science
Lottery Fund	Gaming
Ministry of Aboriginal Affairs and Northern Development ³	Aboriginal Affairs and Northern Development
Ministry of Advanced Education	Advanced Education
Ministry of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Ministry of Children's Services	Children's Services
Ministry of Community Development	Community Development
Ministry of Economic Development ³	Economic Development
Ministry of Education	Education
Ministry of Energy	Energy
Ministry of Environment ³	Environment
Ministry of Executive Council ³	Executive Council
Ministry of Finance	Finance
Ministry of Gaming	Gaming
Ministry of Government Services ³	Government Services
Ministry of Health and Wellness	Health and Wellness
Ministry of Human Resources and Employment ³	Human Resources and Employment
Ministry of Infrastructure and Transportation ³	Infrastructure and Transportation
Ministry of Innovation and Science	Innovation and Science
Ministry of International and Intergovernmental Relations ³	Intergovernmental International and Relations
Ministry of Justice ³	Justice

³Ministry includes only the departments so separate departmental financial statements are not necessary.

Ministry, Department, Fund or Agency	Ministry Annual Report
Ministry of Municipal Affairs ³	Municipal Affairs
Ministry of Restructuring and Government Efficiency ³	Restructuring and Government Efficiency
Ministry of Seniors and Community Supports	Seniors and Community Supports
Ministry of Solicitor General and Public Security	Solicitor General and Public Security
Ministry of Sustainable Resource Development	Sustainable Resource Development
N.A. Properties (1994) Ltd.	Finance
Natural Resources Conservation Board	Sustainable Resource Development
Persons with Developmental Disabilities Boards:	Seniors and Community Supports
Calgary Region Community Board	
Central Region Community Board	
Edmonton Region Community Board	
Northeast Region Community Board	
Northwest Region Community Board	
South Region Community Board	
Persons with Developmental Disabilities Provincial Board	Seniors and Community Supports
Provincial Judges and Masters in Chambers Reserve Fund	Finance
Safety Codes Council	Municipal Affairs
Supplementary Retirement Plan Reserve Fund	Finance
Victims of Crime Fund	Solicitor General and Public Security
Wild Rose Foundation	Community Development

³Ministry includes only the departments so separate departmental financial statements are not necessary.

ENTITIES NOT INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING

Fund or Agency	Ministry Annual Report
Alberta Foundation for Health Research	Innovation and Science
Alberta Heritage Foundation for Medical Research	Innovation and Science
Alberta Heritage Foundation for Science and Engineering Research	Innovation and Science
Alberta Teachers' Retirement Fund Board	Education
Improvement Districts' Trust Account	Municipal Affairs
Local Authorities Pension Plan	Finance
Long-Term Disability Income Continuance Plan – Bargaining Unit	Human Resources and Employment
Long-Term Disability Income Continuance Plan – Management, Opted Out and Excluded	Human Resources and Employment
Management Employees Pension Plan	Finance
Provincial Judges and Masters in Chambers Pension Plan	Finance
Provincial Judges and Masters in Chambers (Unregistered) Pension Plan	Finance
Public Service Management (Closed Membership) Pension Plan	Finance
Public Service Pension Plan	Finance
Special Areas Trust Account	Municipal Affairs
Special Forces Pension Plan	Finance
Supplementary Retirement Plan for Public Service Managers	Finance
Workers' Compensation Board	Human Resources and Employment
Alberta Foundation for Health Research	Innovation and Science
Alberta Heritage Foundation for Medical Research	Innovation and Science
Alberta Heritage Foundation for Science and Engineering Research	Innovation and Science
Alberta Teachers' Retirement Fund Board	Education
Improvement Districts' Trust Account	Municipal Affairs

SCHOOLS, UNIVERSITIES, COLLEGES AND HOSPITALS INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY ON A MODIFIED EQUITY BASIS⁴

School Boards and Schools	Ministry Annual Report
Almadina School Society	Education
Aspen View Regional Division No. 19	Education
Aurora School Ltd.	Education
Battle River Regional Division No. 31	Education
Black Gold Regional Division No. 18	Education
Boyle Street Education Centre	Education
Buffalo Trail Public Schools Regional Division No. 28	Education
Calgary Arts Academy Society	Education
Calgary Girls' School Society	Education
Calgary Roman Catholic Separate School District No. 1	Education
Calgary School District No. 19	Education
Calgary Science School Society	Education
Canadian Rockies Regional Division No. 12	Education
CAPE-Centre for Academic and Personal Excellence Institute	Education
Chinook's Edge School Division No. 73	Education
Christ the Redeemer Catholic Separate Regional Division No. 3	Education
Clearview School Division No. 71	Education
East Central Alberta Catholic Separate Schools Regional Division No. 16	Education

⁴ The Public Sector Accounting Board of the Canadian Institute of Chartered Accountants has issued standards that require controlled entities to be fully consolidated line-by-line. In a transitional period to March 31, 2008, the Ministry is permitted to use the modified equity method of accounting. Under the modified equity method, the controlled entities' net assets and operating results would be included in one line on the Ministry's consolidated statements of financial position and operations, respectively. The Ministry has not yet included the financial statements of these controlled entities. In the transitional period, the government will assess when and how to include these controlled entities in the Ministry's consolidated financial statements. The financial results of these controlled entities are included in the consolidated financial statements of the Province of Alberta for the year ended March 31, 2006 on a modified equity basis.

School Boards and Schools**Ministry Annual Report**

East Central Francophone Education Region No. 3	Education
Edmonton Catholic Separate School District No. 7	Education
Edmonton School District No. 7	Education
Elk Island Catholic Separate Regional Division No. 41	Education
Elk Island Public Schools Regional Division No. 14	Education
Evergreen Catholic Separate Regional Division No. 2	Education
Foothills School Division No. 38	Education
Fort McMurray Roman Catholic Separate School District No. 32	Education
Fort McMurray School District No. 2833	Education
Fort Vermilion School Division No. 52	Education
Foundations for the Future Charter Academy Charter School Society	Education
Golden Hills School Division No. 75	Education
Grande Prairie Roman Catholic Separate School District No. 28	Education
Grande Prairie Public School District No. 2357	Education
Grande Yellowhead Regional Division No. 35	Education
Grasslands Regional Division No. 6	Education
Greater North Central Francophone Education Region No. 2	Education
Greater Southern Public Francophone Education Region No. 4	Education
Greater Southern Separate Catholic Francophone Education Region No. 4	Education
Greater St. Albert Catholic Regional Division No. 29	Education
High Prairie School Division No. 48	Education
Holy Family Catholic Regional Division No. 37	Education
Holy Spirit Roman Catholic Separate Regional Division No. 4	Education

School Boards and Schools

Sturgeon School Division No. 24
Suzuki Charter School Society
Westmount Charter School Society
Westwind School Division No. 74
Wetaskiwin Regional Division No. 11
Wild Rose School Division No. 66
Wolf Creek School Division No. 72

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Education
Education
Education
Education
Education
Education
Education

Universities

Athabasca University
The University of Alberta
The University of Calgary
The University of Lethbridge

Advanced Education
Advanced Education
Advanced Education
Advanced Education

Colleges

Alberta College of Art and Design
Bow Valley College
Grande Prairie Regional College
Grant MacEwan College
Keyano College
Lakeland College
Lethbridge Community College
Medicine Hat College
Mount Royal College
NorQuest College
Northern Lakes College
Olds College
Portage College
Red Deer College

Advanced Education
Advanced Education

Technical Institutes and The Banff Centre

Northern Alberta Institute of Technology	Advanced Education
Southern Alberta Institute of Technology	Advanced Education
The Banff Centre for Continuing Education	Advanced Education

Regional Health Authorities and Other Health Institutions

Alberta Cancer Board	Health and Wellness
Alberta Mental Health Board	Health and Wellness
Aspen Regional Health Authority	Health and Wellness
Calgary Health Region	Health and Wellness
Capital Health	Health and Wellness
Chinook Regional Health Authority	Health and Wellness
David Thompson Regional Health Authority	Health and Wellness
East Central Health	Health and Wellness
Northern Lights Regional Health Authority	Health and Wellness
Peace Country Health	Health and Wellness
Palliser Health Region	Health and Wellness

