

Treasury Board

Annual Report
2007-2008

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Treasury Board

ANNUAL REPORT

2007-2008

CONTENTS

Preface	2
President's Accountability Statement	3
Message from the President of Treasury Board	4
Management's Responsibility for Reporting	6

Operational Overview

Vision/Mission	7
Divisions	7
Organizational Chart	9

Results Analysis

Expense by Core Business	10
Expense by Function	10
Discussion and Analysis of Results	
Core Business One – Spending Management and Planning	11
Core Business Two – Strategic Capital Planning	12
Core Business Three – Accountability in Government	15
Core Business Four – Corporate Internal Audit Services	17
Core Business Five – Oil Sands Sustainable Development Secretariat ...	19
Forward Looking Information	21

Financial Information

Table of Contents	22
Auditor's Report	23
Financial Statements	24

Alphabetical Listing of Entities' Financial Statements in Ministry 2007-08 Annual Report	36
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Government Organization Changes 2008-09	41
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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 20 Ministries.

The annual report of the Government of Alberta released June 24, 2008 contains Ministers' accountability statements, the consolidated financial statements of the Province and the *Measuring Up* report, which compares actual performance results to desired results set out in the government's business plan.

On March 12, 2008, the government announced new ministry structures. Since the 2007-08 fiscal year was substantially completed prior to this announcement, ministry annual reports and financial statements have been prepared as if the restructuring took place on April 1, 2008, to provide proper accountability for the 2007-08 fiscal year against the original business plan.

This annual report of the Ministry of Treasury Board contains the President'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.

President's Accountability Statement

The ministry's annual report for the year ended March 31, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All the government's policy decisions as at September 8, 2008, with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

[Original signed by]

Lloyd Snelgrove
President of Treasury Board

Message from the President of Treasury Board

I am honoured to present Treasury Board's annual report for 2007-08, our second as a ministry. The past year was every bit as ambitious, challenging and productive as our first. Premier Ed Stelmach has set very clear priorities and the ministry has worked to fulfill its roles and responsibilities in helping the government achieve its goals.

Over the past year, Treasury Board focused again on the government priorities of governing with integrity and transparency and managing growth pressures. This involved collaboration with ministries to ensure disciplined spending, accountable financial management, long-term strategic capital planning and the strategic management of growth and development in the oil sands areas.

Alberta's immense resources offer a chance for prosperity for many years to come. The difficulty of predicting natural resource revenues combined with a growing provincial population, labour shortages, building material costs and other cost pressures creates a significant challenge in sustaining spending for infrastructure and for programs like education, health care, and other public services. One role of Treasury Board is to work with ministries to address budget and capital spending challenges, which it does in a number of ways.

In January 2008, Treasury Board's Strategic Capital Planning division was pleased to release the government's first ever *20-Year Strategic Capital Plan*. The plan provides a vision for meeting long-term infrastructure needs and options to fund capital projects, maintain infrastructure and manage cost escalation.

The ministry is also pursuing alternative financing opportunities such as public-private partnerships (P3s) which have already proved successful as a means of providing timely, cost-effective infrastructure for other capital projects.

In the summer of 2007, the Oil Sands Sustainable Development Secretariat was assembled and started formulating the strategic plan to address the opportunities, impacts and issues of moving towards more responsible oil sands development. In addition, we have made excellent progress in responding to the report issued by the Oil Sands Ministerial Strategy Committee: *Investing in Our Future: Responding to the Rapid Growth of Oil Sands Development*, the *Multi-stakeholder Committee Final Report*, and the *Aboriginal Consultation Final Report*. In June 2008, the Community Development Plan was announced to establish the much needed communities in the Fort McMurray region.

Treasury Board ensures Albertans are informed on how the government is addressing its responsibilities to be open and accountable through performance reporting and is the primary contact with ministries for all program budgeting and spending issues. Following the Spring election, Treasury Board helped ensure the transition went smoothly from a business planning perspective as ministries were reorganized.

The ministry consulted on means of improving public performance reporting and revised *Measuring Up*, part of the government annual report, to more clearly show trends and other measures on the general well-being and quality of life of Albertans. The ministry also enhanced its internal audit planning process.

The Blue Book, or *General Revenue Fund, Details of Grants, Supplies, Services, Tangible Capital Assets and Other Payments, by Payee*, was posted online for the first time in January 2008, providing citizens with easy access to information on government spending and activities. We are now preparing to publish Blue Book updates on a quarterly basis. The Ministry continued to provide internal audit services to other ministries and assisted in improving their processes.

I am proud of what this ministry has accomplished. This annual report shows our efforts to take on the challenges that come with a growing and thriving province, to manage spending, and help Alberta reach its tremendous potential.

[Original signed by]

Lloyd Snelgrove
President of Treasury Board

Management's Responsibility for Reporting

The executives of the ministry have the primary responsibility and accountability for the ministry. 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 President of Treasury Board. Under the direction of the President, 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 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 Committee, the Minister of Finance and the President of Treasury Board 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 executives within the ministry.

[Original signed by]

Brian Manning
Deputy Minister of Treasury Board

Operational Overview

Vision

An open, accountable and fiscally responsible government

Mission

The Ministry of Treasury Board, through its leadership, ensures disciplined spending and accountable financial management and policies in the interest of Albertans

Divisions

The Ministry of Treasury Board consists of the department of Treasury Board, which includes five divisions.

Oil Sands Sustainable Development Secretariat

The Oil Sands Sustainable Development Secretariat was created by the Government of Alberta in the summer of 2007 both to address immediate rapid growth issues in the oil sands regions of Alberta and to lead a cross ministerial initiative to create a long term strategic plan for responsible oil sands development. The Secretariat collaborates with ministries, industry, communities and stakeholders to address the social, infrastructure, environmental and economic impacts and opportunities of oil sands development. It acts as a main point of contact for inquiries from the public, industry and stakeholders on the government's plan for managing growth in the oil sands.

Spending Management and Planning

Treasury Board is the primary contact with ministries for all program budgeting and spending issues. The ministry consults with other ministries regarding all new programs and initiatives that have spending implications that need to be considered by government. As part of government's overall budgeting and fiscal planning process, the ministry is responsible for developing ministry spending targets and providing advice and recommendations to the Treasury Board Committee, Cabinet and Cabinet Policy Committees on program spending issues throughout the year.

Strategic Capital Planning

The Strategic Capital Planning division is responsible for leading government's capital planning process, developing and managing the Capital Plan and providing advice and analysis on planning, construction costs and capital spending.

Alternative Capital Financing Office

The Alternative Capital Financing Office is a new area that identifies and analyzes alternatives for building and financing capital projects and negotiates public-private partnerships (P3s) where feasible on behalf of government.

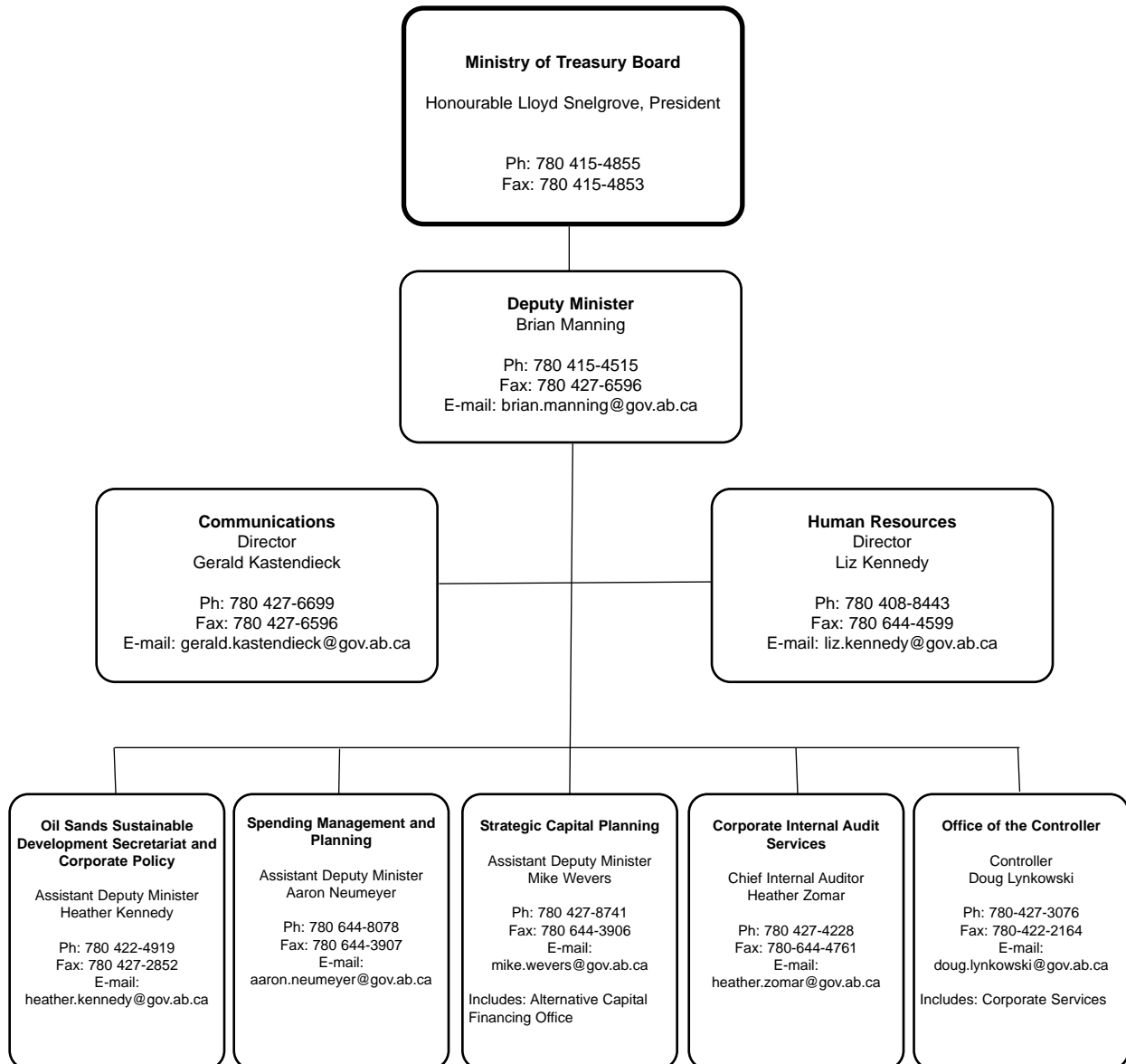
Corporate Internal Audit Services

The Corporate Internal Audit Services division performs internal audits across government on a risk-prioritized basis. This division helps ministries achieve their goals by bringing a systematic, disciplined approach to evaluating and improving risk management, control and governance processes.

Office of the Controller

The Office of the Controller is responsible for government accounting standards, financial reporting, financial management and control policies, performance planning and reporting. It is also responsible for the Government of Alberta Annual Report (Consolidated Financial Statements and Measuring Up). This Division also includes the Senior Financial Officer and Corporate Services area.

Organizational Chart



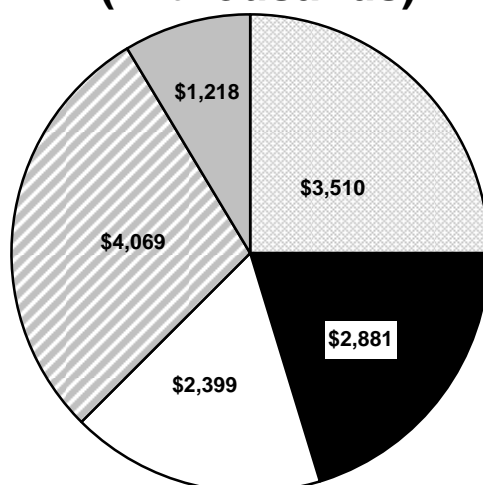
Results Analysis

The Ministry of Treasury Board's financial statements are located on pages 22 to 35. The following table sets out the distribution of total ministry expenses by Core Business:

Expense by Core Businesses	2007-08 Budget	2007-08 Actual	2006-07 Actual
	(in thousands)		
Spending Management and Planning	\$4,396	\$3,510	\$2,543
Strategic Capital Planning	4,755	2,881	1,059
Accountability in Government	3,357	2,399	1,999
Corporate Internal Audit Services	5,232	4,069	2,242
Oil Sands Sustainable Development Secretariat	1,400	1,218	17
Total	\$19,140	\$14,077	\$7,860

Expense by Function	2007-08 Budget	2007-08 Actual	2006-07 Actual
	(in thousands)		
Regional Planning and Development	\$1,100	\$761	\$17
General Government	18,040	13,316	7,843
Total Expense by Function	\$19,140	\$14,077	\$7,860

Core Businesses - 2007-08 Actual (in thousands)



- Spending Management & Planning
 - Accountability in Government
 - Oil Sands Sustainable Development Secretariat
- Strategic Capital Planning
 - Corporate Internal Audit Services

Discussion and Analysis of Results

Core Business One: Spending Management and Planning

GOAL ONE

1

A coordinated and disciplined approach to government spending

Financial Information

(in thousands)

Core Business	2007-08 Budget	2007-08 Actual	2006-07 Actual
Spending Management and Planning	\$4,396	\$3,510	\$2,543

Actual expenses for 2007-08 for this core business were \$886,000 less than budget, a variance of 20 per cent. This is primarily the result of the deferral of position recruitments until accommodation was secured for Treasury Board later in this fiscal year.

Actual expenses for 2007-08 exceeded actual expenses for 2006-07 by approximately 38 per cent (\$967,000 increase). Almost half of this increase is attributed to a full year of Ministry Support Services and Secretariat support allocated to Spending Management and Planning in 2007-08 versus only four months in 2006-07. Also additional positions were recruited in the current fiscal year for this core business; however, not as many as anticipated in the budget.

Progress Report on Strategies

2007-10 Strategies

Outcomes

Strategy 1.1

Provide support, advice and recommendations to the Treasury Board Committee, Cabinet and Cabinet Policy Committees regarding ministry budgets and program spending allocations.

- The Ministry of Treasury Board through the Spending Management and Planning area provided support for all Treasury Board Committee meetings and prepared a significant number of briefings for consideration. Cabinet was provided accurate, concise and timely reports regarding Treasury Board Committee meetings and Cabinet Policy Committee Chairs were supported through the *Budget 2008* review process.

Strategy 1.2

Consult with ministries to identify spending pressures and significant new initiatives, and work with the Ministry of Finance to identify the potential impact on the government's fiscal plan.

- Treasury Board officials worked with all ministries to assist, as appropriate, with the identification of program spending pressures and understanding significant new initiatives. The ministry ensured the Ministry of Finance (now Finance and Enterprise) was aware of program initiatives having major spending implications.

Strategy 1.3

Lead a review of ministry programs to identify opportunities for more effective spending to achieve program objectives.

- Treasury Board led the review of ministry programs. A program review was held in the fall of 2007 with Caucus. All ministries participated in the review process and identified more effective spending opportunities.

Strategy 1.4

Assess the impact of approved capital projects on future ministry program budgets.

- Ministry officials identified and assessed the operating cost implications of proposed and approved capital projects.

Strategy 1.5

Review Business Plan Standards and establish submission requirements for ministries.

- Spending Management and Planning reviewed and updated the Business Plan Standards and provided information to ministries on a timely basis to help ensure consistency in the quality, content and form of ministry business plans.

Performance Measure Results

Since the Ministry of Treasury Board was a newly established Ministry in 2007 a performance measure for Goal 1 was not identified in the 2007-10 Treasury Board Ministry Business Plan.

In the 2008-11 Treasury Board Business Plan a performance measure identified as under development will measure government efficiencies achieved through performance reviews.

Core Business Two: Strategic Capital Planning

GOAL TWO **2** Develop Alberta's Strategic Capital Plan to address capital requirements associated with Alberta's economic growth

Financial Information

(in thousands)

	2007-08 Budget	2007-08 Actual	2006-07 Actual
Core Business			
Strategic Capital Planning	\$4,755	\$2,881	\$1,059

Actual expenses for 2007-08 were approximately \$1.8 million less than budget (39 per cent decrease) and \$1.8 million more than actual in 2006-07 (172 per cent increase). With this investment, Strategic Capital Planning achieved several major initiatives in the current fiscal year, the most prominent of which was the development of *The 20-Year Strategic Capital Plan*. Strategic Capital Planning fulfilled its short term goals without fully expending its budget; however, the implementation of this plan and the launch of additional public-private partnerships in the future will require significant funding.

Progress Report on Strategies

2007-10 Strategies

Outcomes

Strategy 2.1

Coordinate and lead the evaluation and prioritization of capital needs as part of the long-term government Capital Plan. In collaboration with capital program ministries, present recommendations to improve the capital planning process to Treasury Board Committee, Cabinet and Cabinet Policy Committees for approval.

- The *20-year Strategic Capital Plan* was released in January 2008, and focuses on three time spans; short-term, medium-term, and longer-term plans. The Plan will guide future decisions about many capital priorities, including maintenance and renewal, to fulfill the vision of Alberta 2028.
- The 2008-11 Capital Plan was published as part of *Budget 2008*.
- The Ministry of Treasury Board, through the Strategic Capital Planning Division, led:
 - government's capital planning process, including the prioritization of capital projects;
 - negotiations with the federal government regarding the Building Canada Plan to ensure availability of federal infrastructure funding to assist in addressing infrastructure needs in Alberta;
 - along with capital program ministries, the ongoing development of the government's capital planning processes; and
 - identification of the program ministries operating expense needs owing to new capital projects.

Strategy 2.2

Formulate a risk-management process for addressing deferred maintenance and how future operating and maintenance costs are addressed.

- Ministry officials completed the State of the Infrastructure report as an important first step in determining a strategy for addressing maintenance and renewal issues for Alberta's capital assets.
- In consultation with other ministries, Treasury Board officials identified government's most critical capital maintenance issues and successfully obtained maintenance funding under the Surplus Allocation Policy.

Strategy 2.3

Present options to Treasury Board Committee, Cabinet and Cabinet Policy Committees to assist in managing capital inflationary pressures.

- Several strategies were developed as part of the *20-Year Strategic Capital Plan*, to mitigate the effects of cost escalation on infrastructure projects.
- Reviewed and recommended funding allocations to address cost escalation on several major infrastructure projects.
- The ministry established a provision for cost escalation on approved projects as part of *Budget 2008*, part of the immediate strategy to address cost escalation on approved projects.

Strategy 2.4

Develop and implement policies, standards and processes that ensure a disciplined approach to the management and control of capital spending, including the reporting and assessment of price and scope changes and performance results.

- The Deputy Minister of Treasury Board chaired the Deputy Ministers' Capital Planning Committee which made recommendations regarding capital planning process improvements, project review and selection and assessment of capital maintenance and renewal needs.
- Strategic Capital Planning Division coordinated the allocation of infrastructure planning funds to refine project scope and costing for decision makers.

Strategy 2.5

Collaborate with stakeholders and other jurisdictions (eg. British Columbia) to develop opportunities to pursue alternative financing options, such as public-private partnerships, where cost effective and feasible.

- The Alternative Capital Financing Office built on the Memorandum of Understanding signed by the Premiers of Alberta and British Columbia to collaborate on public-private partnership approaches.
- Ministry officials worked with Partnerships British Columbia and other stakeholders to evaluate potential public-private partnership opportunities.
- Work began with other jurisdictions on developing the Canadian public-private partnership market.
- The northwest section of the Anthony Henday ring road in Edmonton continued and the first phase of the Alberta Schools Alternative Procurement project commenced.

Strategy 2.6

Further develop public-private partnerships (P3s) guidelines to provide consistent standards, policies and accountabilities across capital projects.

- The ministry initiated and developed an amendment to the *Fiscal Responsibility Act* to allow public-private partnerships for schools, post-secondary institutions and health facilities.
- The Alternative Capital Financing Office worked with other ministries and supported organizations on public-private partnership procurement process and the approvals process.

Performance Measure Results

Since the Ministry of Treasury Board was a newly established ministry in 2007 a performance measure for Goal 2 was not identified in the 2007-10 Treasury Board ministry Business Plan.

In the 2008-11 Treasury Board Business Plan, the performance measure under development is intended to measure an improved capital planning process. The measure will relate to the development of policies to govern the corporate capital planning process for all ministries and a system for asset management and capital planning.

Core Business Three: Accountability in Government



A coordinated and disciplined approach to the management of government accountability

Financial Information

(in thousands)

Core Business	2007-08 Budget	2007-08 Actual	2006-07 Actual
Accountability in Government	\$3,357	\$2,399	\$1,999

Actual expenses for 2007-08 were \$958,000 less than budget (29 per cent decrease). Similar to Core Business One, this is primarily the result of the deferral of position recruitments until accommodation was secured for Treasury Board later in this fiscal year.

Actual expenses for 2007-08 were \$400,000 more than actual expenses for 2006-07 (20 per cent increase). Almost half of this increase is attributed to a full year of Ministry Support Services allocated to this core business in 2007-08 versus only four months in 2006-07. Additional positions were recruited in the current fiscal year to build on the excellence in government accountability; however, not as many as anticipated in the budget.

Progress Report on Strategies

2007-10 Strategies

Outcomes

Strategy 3.1

Refine the Government of Alberta's financial policies to address current issues.

- An inventory of Government of Alberta financial policies has been developed and various policies updated. The Office of the Controller has been working with ministries on accounting and financial issues as required.

Strategy 3.2

Work with the Public Sector Accounting Board in the implementation of accounting and performance reporting standards and policies to provide improved accountability.

- In 2007, the Public Sector Accounting Board (PSAB) and the Deputy Ministers of Finance across Canada established a Joint Working Group. The support group, of which the Controller is a member, prepared outlines on topics such as the conceptual framework, surplus/deficit reporting and volatility, PSAB governance and outreach, for consideration and discussion by the Working Group.
- In addition, the Office of the Controller commented on various documents, such as Exposure Drafts and Statements of Recommended Practice and is a member of the Financial Instruments Task Force and the Environmental Liabilities Task Force.

Strategy 3.3

Contribute to a governance review that provides recommendations on how the government can improve the transparency, accountability and governance of its agencies, boards and commissions.

- The Office of the Controller provided input during the various phases of the work conducted by the Board Governance Review Task Force, including reviewing the drafts of the *Public Agency Governance Framework*, which was approved by Cabinet as government policy on February 1, 2008. This framework sets out the leading governance practices that apply to government's 250 public agencies.

Strategy 3.4

Participate in the development and introduction of measures to benchmark improvements in the quality of life for all Albertans.

- Project charter being developed for a pilot project to develop measures to benchmark the quality of life of Albertans. Measures for the pilot project would be developed in consultation with Alberta municipalities with the possibility of using these measures throughout the province to compare changes in Albertans quality of life over time and to compare one municipality to another.

Performance Measure Results

A performance measure based on the satisfaction level of the Provincial Audit Committee with the Government of Alberta annual report was identified as under development for Goal 3 in the 2007-10 Treasury Board Ministry Business Plan.

The development of this measure was suspended when in 2008-11, goals three and four of the business plan were combined. The new 2008-11 combined goal titled "Government is financially well managed and accountable" is intended to be measured through the two measures under development and one additional new key performance measure:

1. The Auditor General opinion on Government of Alberta Financial Statements. The target for the three year period is "unqualified".

The performance measures under development are:

2. Percentage of corporate internal audit recommendations accepted. The target for the three year period is "100 per cent".
3. Percentage of corporate internal audit recommendations of significance implemented. The target for the three year period is "100 per cent".

Core Business Four: Corporate Internal Audit Services

GOAL FOUR **4** Objective, risk-based audit services that improve government and programs and services

Financial Information

(in thousands)

Core Business	2007-08 Budget	2007-08 Actual	2006-07 Actual
Corporate Internal Audit Services	\$5,232	\$4,069	\$2,242

Actual expenses for 2007-08 were \$1.2 million less than budget (22 per cent decrease). Although Corporate Internal Audit Services continued to actively recruit throughout 2007-08, the completion of this recruitment was not fully realized in accordance with the budget presentation.

Actual expenses for 2007-08 were approximately \$1.8 million more than actual expenses for 2006-07 (81 per cent increase). This increase is primarily from several significant risk-based audits being performed in 2007-08 consistent with the focus of this area.

Progress Report on Strategies

2007-10 Strategies

Outcomes

Strategy 4.1

Consult with ministries to identify significant risks to the achievement of their program and service goals.

- Corporate Internal Audit Services met with ministry deputy ministers twice in 2007-08 to identify risks to achieving ministry business plan strategic priorities, and to validate risk assessments of common processes.
- Meetings were held with ministry Senior Financial Officers and Human Resource Directors to discuss and identify their issues and risks.
- The results of these meetings and discussions were instrumental in the development of the risk-based audit plan used to accomplish Goal 4.

Strategy 4.2

Provide ministries with a disciplined approach to evaluating and improving the effectiveness, efficiency and economy of their programs and services.

- An external assessment of Corporate Internal Audit Services practices was performed during the year and it determined that the Corporate Internal Audit Services activities are conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing*.
- The Corporate Internal Audit Services undertook an assessment for Internal Controls of Financial Reporting and a self assessment template was developed for all ministries to use.

Strategy 4.3

Examine cross-government issues, providing assurance and advice to the Internal Audit Committee and internal government councils.

- Several cross-government assurance and advisory projects were conducted during the past year and significant results were reported to the Internal Audit Committee and internal government councils.
- Good practices found in ministries were shared with the Deputy Minister Committee and government councils.

Strategy 4.4

Create policies and implement processes that will ensure the development of risk-prioritized audit plans.

- A risk module of audit software is in the process of being implemented. This module, in conjunction with Corporate Internal Audit Services use of a Risk Based Internal Audit Process will ensure that audit plans are focussed on the programs and areas with the greatest risk.

Performance Measure Results

A performance measure based on the satisfaction level of the Internal Audit Committee with products and services provided was identified as under development for Goal 4 in the 2007-10 Treasury Board Ministry Business Plan. However, development of this measure was suspended when in 2008-11 goals three and four of the business plan were combined.

The new 2008-11 combined goal titled "Government is financially well managed and accountable" is intended to be measured by two measures identified as under development and one new key performance measure:

1. The Auditor General opinion on Government of Alberta Financial Statements. The target for the three year period is "unqualified".

The performance measures under development are:

2. Percentage of corporate internal audit recommendations accepted. The target for the three year period is "100 per cent".
3. Percentage of corporate internal audit recommendations of significance implemented. The target for the three year period is "100 per cent".

Core Business Five: Oil Sands Sustainable Development Secretariat

GOAL FIVE

5

Managing growth and development in oil sands areas

Financial Information

(in thousands)

	2007-08 Budget	2007-08 Actual	2006-07 Actual
Core Business			
Oil Sands Sustainable Development Secretariat	\$1,400	\$1,218	\$17

Actual expenses for 2007-08 were only \$182,000 less than budget (13 per cent decrease) demonstrating the launch of this new area in the government as anticipated. Since this core business was launched in 2007-08, comparison to actuals in 2006-07 is not applicable. Actual expenses in 2006-07 were \$17,000.

Progress Report on Strategies

2007-10 Strategies

Outcomes

Strategy 5.1

Lead the development of a work plan to ensure the coordinated implementation of the government's response to the Oil Sands Ministerial Strategy Committee Report.

- All of the recommendations of the Oil Sands Ministerial Report are completed or are well underway, reflecting the committees' commitment to addressing immediate needs for the oil sands regions.

Strategy 5.2

Collaborate with other ministries, industry, communities and other stakeholders to facilitate a common approach to address the social, environmental and economic impacts of the oil sands development.

- The Oil Sands Sustainable Development Secretariat coordinated the development and implementation of a draft integrated oil sands provincial strategy with government, municipalities, communities, industry and other stakeholders. The strategic plan will involve identifying and addressing social, environmental and economic issues and opportunities in the development of the oil sands.
- The recommendations for the *Multi-stakeholder Committee Final Report*, *Aboriginal Consultation Final Report*, and the *Investing in our Future: Responding to the Rapid Growth of Oil Sands Development* coordinated by other ministries are being considered in the development of the strategic plan for oil sands sustainable development.

Strategy 5.3

Manage and direct, in consultation with other government ministries, the

- A Community Development Plan was developed that would see the acceleration of much needed housing development in the Fort McMurray region that includes innovative models.

provincial delivery of infrastructure and services to the Regional Municipality of Wood Buffalo and other oil sands areas.

- The Regional Municipality of Wood Buffalo worked closely with the Oil Sands Sustainable Development Secretariat and other ministries to ensure that the Community Development Plan will meet their needs as well.
- A unit was created in Treasury Board to oversee infrastructure and planning needs in the oil sands regions.
- Stakeholder meetings have been initiated for the Cold Lake and Peace River oil sands areas to address concerns relating to rapid growth impacts and potential impacts and create appropriate plans going forward.

Performance Measure Results

Since the Ministry of Treasury Board was a newly established ministry in 2007 a performance measure for Goal 5 was not identified in the 2007-10 Business Plan.

The performance measure identified in Treasury Board's 2008-11 business plan under development relates to the creation of a work plan for implementing the "Investing in Our Future" report recommendations. The targets are to have the work plan developed in 2008-09, completed in 2009-10 and implemented by 2010-11.

Forward Looking Information

As the Ministry of Treasury Board grows as an organization, management continues to refine its direction and purpose. The new 2008-11 business plan for the ministry reflects these new commitments.

In 2008-11 Treasury Board will work on the following strategic priorities:

- o Implement the *20-year Strategic Capital Plan*
- o Ensure a disciplined approach to the management and control of government operating and capital spending
- o Enhance the capital planning process
- o Modernize and strengthen the business planning and budget development process
- o Create and implement a strategic plan for developing the oil sands regions

Overall, considerable progress has been made in defining the ministry's priorities and goals in the past year. This is an ongoing effort, in the upcoming year the ministry will continue to strengthen and refine its strategic business plan. The outcome of this process will be a clearly unique identity for the ministry as well as one that outlines its role and responsibility in helping the government achieve its goals.

MINISTRY OF TREASURY BOARD

Financial Statements

Year ended March 31, 2008

Auditor's Report	23
Statement of Operations	24
Statement of Financial Position	25
Statement of Cash Flows	26
Notes to the Financial Statements	27
Schedules to the Financial Statements	
1 Expenses – Directly Incurred Detailed by Object	31
2 Comparison of Expenses – Directly Incurred, Equipment Purchases and Statutory Expenses by Element to Authorized Budget	32
3 Salary and Benefits Disclosure	33
4 Related Party Transactions	34
5 Allocated Costs	35



Auditor's Report

To the Members of the Legislative Assembly,

I have audited the statement of financial position of the Ministry of Treasury Board as at March 31, 2008 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, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Edmonton, Alberta
May 16, 2008

[Original signed by]

Fred Dunn FCA
Auditor General

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

MINISTRY OF TREASURY BOARD
Statement of Operations

Year ended March 31, 2008

	2008		2007
	Budget	Actual	Actual
	(Schedule 2)		
	(in thousands)		
Revenues			
Other Revenue	\$ -	\$ 16	\$ -
	-	16	-
Expenses - Directly Incurred (Note 2b and Schedule 2)			
Voted (Schedules 1 and 2)			
Ministry Support Services	1,633	1,708	414
Secretariat of Treasury Board	868	638	267
Oil Sands Sustainable Development Secretariat	1,100	822	17
Corporate Internal Audit Services	4,932	3,721	2,238
Office of the Controller	3,057	2,024	1,909
Spending Management and Planning	3,600	2,829	2,265
Strategic Capital Planning	2,239	1,521	703
Alternative Capital Financing Office	1,711	573	5
	19,140	13,836	7,818
Statutory (Schedules 1 and 2)			
Valuation Adjustments			
Provision for Vacation Pay	-	241	42
	19,140	14,077	7,860
Net Operating Result	\$ (19,140)	\$ (14,061)	\$ (7,860)

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

MINISTRY OF TREASURY BOARD
Statement of Financial Position

As at March 31, 2008

	2008	2007
	(in thousands)	
Assets		
Accounts Receivable	\$ 20	\$ 268
Tangible Capital Assets (Note 4)	76	-
	\$ 96	\$ 268
Liabilities		
Accounts Payable and Accrued Liabilities	\$ 3,166	\$ 1,612
Net Liabilities		
Net Liabilities at Beginning of Year	(1,344)	(1,133)
Net Operating Result	(14,061)	(7,860)
Net Financing Provided from General Revenues	12,335	7,649
Net Liabilities at End of Year	(3,070)	(1,344)
	\$ 96	\$ 268

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

MINISTRY OF TREASURY BOARD
Statement of Cash Flows

Year ended March 31, 2008

	2008	2007
	(in thousands)	
Operating Transactions		
Net Operating Result	\$ (14,061)	\$ (7,860)
Non-cash items included in Net Operating Result		
Amortization (Note 4)	2	-
Valuation Adjustments	241	42
	(13,818)	(7,818)
Decrease (Increase) in Accounts Receivable	248	(268)
Increase in Accounts Payable and Accrued Liabilities	1,313	437
	(12,257)	(7,649)
Capital Transactions		
Acquisition of Tangible Capital Assets (Note 4)	(78)	-
	(78)	-
Financing Transactions		
Net Financing Provided from General Revenues	12,335	7,649
	12,335	7,649
Increase (decrease) in Cash and Cash Equivalents	-	-
Cash and Cash Equivalents, Beginning of Year	-	-
Cash and Cash Equivalents, End of Year	\$ -	\$ -

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

MINISTRY OF TREASURY BOARD

Notes to the Financial Statements

NOTE 1 AUTHORITY AND PURPOSE

The Ministry of Treasury Board operates under the authority of the *Government Organization Act*, Chapter G-10, Revised Statutes of Alberta 2000.

The Ministry of Treasury Board was established to provide a coordinated and disciplined approach to the management of government spending and capital planning. It promotes an open, accountable and fiscally responsible government by ensuring disciplined spending, sound financial policies and practices, and open and accountable financial management and performance reporting.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with Canadian generally accepted accounting principles for the public sector as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. The PSAB financial statements presentation standard for government summary financial statements has been modified to more appropriately reflect the nature of the Ministry.

(a) Reporting Entity

The reporting entity is the Ministry of Treasury Board for which the President of Treasury Board 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 financing provided from (for) 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.

ExpensesDirectly 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 reflect the change in management's estimate of future payments arising from obligations relating to vacation pay.

Note 2 – Summary of Significant Accounting Policies and Reporting Practices (cont'd)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. Accounts receivable reported by the Ministry are unsecured and non-interest bearing.

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 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 fiscal year. The settlement of liabilities will result in sacrifice of economic benefits in the future.

Net Liabilities

Net liabilities represent the difference between the carrying value of assets held by the Ministry and its liabilities.

Valuation of Financial Assets and Liabilities

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.

The fair values of accounts receivable and accounts payable and accrued liabilities are estimated to approximate their carrying values because of the short term nature of these instruments.

NOTE 3 GOVERNMENT REORGANIZATION AND PROGRAM TRANSFERS

Throughout 2007-08, the President of Treasury Board was responsible for two ministries: Service Alberta and Treasury Board. Effective March 12, 2008, the President of Treasury Board's office was dedicated entirely to the Ministry of Treasury Board.

Corporate Human Resources and Air Services were transferred from the Ministry of Service Alberta on March 12, 2008. As the fiscal year was substantially complete and to report on the accountability against the 2007-10 business plans, the financial statements were prepared using the assumption that the restructuring took place on April 1, 2008. Financial statements for the year ended March 31, 2009 will be based on the new structure with the financial statements of prior years restated for comparability.

NOTE 4 TANGIBLE CAPITAL ASSETS

(in thousands)

	<u>Equipment*</u>	<u>2008 Total</u>	<u>2007 Total</u>
Estimated Useful Life	10 years		
Historical Cost			
Beginning of year	\$ -	\$ -	\$ -
Additions	78	78	-
Disposals, including write-downs	-	-	-
	<u>\$ 78</u>	<u>\$ 78</u>	<u>\$ -</u>
Accumulated Amortization			
Beginning of year	-	-	-
Amortization expense	2	2	-
Effect of disposals	-	-	-
	<u>\$ 2</u>	<u>\$ 2</u>	<u>\$ -</u>
Net Book Value at March 31, 2008	<u>\$ 76</u>		<u>\$ -</u>

*Equipment includes furniture.

NOTE 5 CONTRACTUAL OBLIGATIONS

(in thousands)

	<u>2008</u>	<u>2007</u>
Service contracts	\$ 778	\$ 35
Long-Term Leases	<u>324</u>	<u>-</u>
	<u>\$ 1,102</u>	<u>\$ 35</u>

The aggregate amounts payable for the unexpired terms of these contractual obligations are as follows:

	<u>Service Contracts</u>	<u>Long-term Leases</u>	<u>Total</u>
2009	\$ 641	\$ 81	\$ 722
2010	137	81	218
2011	-	81	81
2012	-	81	81
	<u>\$ 778</u>	<u>\$ 324</u>	<u>\$ 1,102</u>

NOTE 6 DEFINED BENEFIT PLANS

(in thousands)

The Ministry participates in the multi-employer 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 \$1,109 for the year ended March 31, 2008 (2007 - \$632).

At December 31, 2007, the Management Employees Pension Plan reported a deficiency of \$84,341 (2006 - \$6,765) and the Public Service Pension Plan reported a deficiency of \$92,070 (2006 surplus - \$153,024). At December 31, 2007, the Supplementary Retirement Plan for Public Service Managers had a surplus of \$1,510 (2006 - \$3,698).

The Ministry also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2008, the Bargaining Unit Plan reported an actuarial deficiency of \$6,319 (2007 surplus - \$153) and the Management, Opted Out and Excluded Plan an actuarial surplus of \$7,874 (2007 - \$10,148). The expense for these two plans is limited to the employer's annual contributions for the year.

NOTE 7 APPROVAL OF FINANCIAL STATEMENTS

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

MINISTRY OF TREASURY BOARD

Schedules to the Financial Statements

Schedule 1

Expenses - Directly Incurred Detailed by Object

Year ended March 31, 2008

	2008		2007
	Budget	Actual	Actual
	(in thousands)		
Voted			
Salaries, Wages and Employee Benefits	\$ 13,155	\$ 9,754	\$ 6,307
Supplies and Services	5,805	3,676	1,274
Supplies and Services from Support Service Arrangements with Related Parties (a)	170	184	87
Financial Transactions and Other (b)	-	220	150
Amortization of Tangible Capital Assets	10	2	-
	<u>\$ 19,140</u>	<u>\$ 13,836</u>	<u>\$ 7,818</u>
Statutory			
Valuation adjustments			
Provision for Vacation Pay	<u>\$ -</u>	<u>\$ 241</u>	<u>\$ 42</u>

(a) The Ministry receives information technology, business services and human resource services from the Ministry of Service Alberta.

(b) Payments to the Associate Minister of Capital Planning, Chair of the Cabinet Policy Committee on Government Services and members of Treasury Board Committee that were not assigned a ministerial post.

**Comparison of Expenses - Directly Incurred, Equipment Purchases and Statutory Expenses
by Element to Authorized Budget**

Year ended March 31, 2008

	2007-2008 Estimates	Authorized Supplementary	2007-2008 Authorized Budget	2007-2008 Actual (a)	Unexpended (Over Expended)
	(in thousands)				
Voted Expense					
Ministry Support Services					
1.0.1 Office of Treasury Board	\$ 803	\$ -	\$ 803	\$ 1,044	\$ (241)
1.0.2 Corporate Services	705	-	705	636	69
1.0.3 Cabinet Policy Committee on Government Services	125	-	125	28	97
	<u>1,633</u>	<u>-</u>	<u>1,633</u>	<u>1,708</u>	<u>(75)</u>
Secretariat of Treasury Board					
2.0.1 Secretariat of Treasury Board	868	-	868	638	230
Oil Sands Sustainable Development Secretariat					
3.0.1 Oil Sands Sustainable Development Secretariat	1,100	-	1,100	822	278
Corporate Internal Audit Services					
4.0.1 Corporate Internal Audit Services	4,932	-	4,932	3,721	1,211
Office of the Controller					
5.0.1 Office of the Controller	3,057	-	3,057	2,024	1,033
Spending Management and Planning					
6.0.1 Spending Management and Planning	3,600	-	3,600	2,829	771
Strategic Capital Planning					
7.0.1 Strategic Capital Planning	2,239	-	2,239	1,521	718
Alternative Capital Financing Office					
8.0.1 Alternative Capital Financing Office	1,711	-	1,711	573	1,138
	<u>\$ 19,140</u>	<u>\$ -</u>	<u>\$ 19,140</u>	<u>\$ 13,836</u>	<u>\$ 5,304</u>
Voted Equipment Purchases					
Corporate Services	\$ 100	\$ -	\$ 100	\$ 78	\$ 22
Voted Expense and Equipment Purchases					
Operating Expense	\$ 19,140	\$ -	\$ 19,140	\$ 13,836	\$ 5,304
Equipment Purchases	100	-	100	78	22
	<u>\$ 19,240</u>	<u>\$ -</u>	<u>\$ 19,240</u>	<u>\$ 13,914</u>	<u>\$ 5,326</u>
Statutory Expenses					
Valuation Adjustments	\$ -	\$ -	\$ -	\$ 241	\$ (241)

(a) Includes achievement bonus amounting to \$701

Salary and Benefits Disclosure**Schedule 3**

Year Ended March 31, 2008

	2008			2007	
	<u>Base Salary</u> ⁽¹⁾	<u>Other Cash Benefits</u> ⁽²⁾	<u>Other Non-cash Benefits</u> ⁽³⁾	<u>Total</u>	<u>Total</u>
Deputy Minister ^{(4) (5)}	\$ 230,520	\$ 58,916	\$ 55,972	\$ 345,408	\$ 76,121
Controller ⁽⁴⁾	157,668	34,096	38,843	230,607	197,990
Executives					
Assistant Deputy Minister – Spending Management and Planning ⁽⁵⁾	153,156	24,473	37,677	215,306	33,713
Assistant Deputy Minister – Strategic Capital Planning ⁽⁵⁾	155,364	24,805	38,437	218,606	45,959
Assistant Deputy Minister – Secretariat of Treasury Board ^{(5) (6)}	87,978	3,012	23,345	114,335	16,155
Chief Internal Auditor	145,500	23,325	35,638	204,463	186,235
Senior Financial Officer ^{(5) (7)}	97,866	6,616	22,845	127,327	38,065

(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, supplementary retirement plans, 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 for a partial year for the Controller and a full year for the Deputy Minister. Prior to receiving an automobile in November 2007, the Controller received a modifier that is reported under Other Cash Benefits.

(5) Position created subsequent to the Government reorganization in December 2006.

(6) Position discontinued on November 24, 2007.

(7) Amounts shown reflect membership on Executive Committee from April 1, 2007 to January 1, 2008.

(8) The Assistant Deputy Minister of Oil Sands Sustainable Development Secretariat is a member of the Ministry's decision making/management group. This individual is not paid a salary but is engaged through a contract for services between the Ministry of Treasury Board and this individual's employer.

Related Party Transactions

Year Ended March 31, 2008

(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, licences 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:

	Other Entities	
	<u>2008</u>	<u>2007</u>
Receivable from related parties	<u>\$ 3</u>	<u>\$ 267</u>
Payable to related parties	<u>\$ 10</u>	<u>\$ -</u>

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.

	Other Entities	
	<u>2008</u>	<u>2007</u>
Revenues		
Other Services – Internal Audits	<u>\$ 1,155</u>	<u>\$ 1,245</u>
Expenses – Incurred by Others		
Accommodation	\$ 774	\$ 215
Legal	594	19
Other Services	189	169
	<u>\$ 1,557</u>	<u>\$ 403</u>

Schedule 5

Allocated Costs

Year Ended March 31, 2008

Program	2008					2007	
	Expenses ⁽¹⁾	Expenses - Incurred by Others			Valuation Adjustments		Expenses
		Accommodation Costs ⁽²⁾	Other Services ⁽³⁾	Legal Services ⁽⁴⁾	Vacation		
					Pay	Expenses	
(in thousands)							
Ministry Support Services ⁽⁵⁾	\$ 1,708	\$ 62	\$ 45	\$ 23	\$ 53	\$ 1,891	\$ 484
Secretariat of Treasury Board ⁽⁵⁾	638	34	7	-	(9)	670	285
Oil Sands Sustainable Development Secretariat ⁽⁵⁾	822	34	7	22	50	935	17
Corporate Internal Audit Services	3,721	171	35	2	1	3,930	2,175
Office of the Controller	2,024	164	33	6	28	2,255	2,031
Spending Management and Planning	2,829	193	39	13	6	3,080	2,455
Strategic Capital Planning ⁽⁵⁾	1,521	75	15	2	64	1,677	811
Alternative Capital Financing Office ⁽⁵⁾	573	41	8	526	48	1,196	5
	<u>\$ 13,836</u>	<u>\$ 774</u>	<u>\$ 189</u>	<u>\$ 594</u>	<u>\$ 241</u>	<u>\$ 15,634</u>	<u>\$ 8,263</u>

1) Expenses - Directly Incurred as per Statement of Operations, excluding valuation adjustments.

2) Costs shown for Accommodation on Schedule 4, allocated by budgeted FTE count.

3) Costs shown for Other Services on Schedule 4.

4) Costs shown for Legal Services on Schedule 4 allocated by number of legal hours provided to each program.

5) Treasury Board, and many of its programs, were established in December 2006. As a result, expenses reported under 2007 represent operations for a partial year.

Alphabetical List of Entities' Financial Statements In Ministry 2007-08 Annual Reports

Entities Included in the Consolidated Government Reporting Entity

Ministry, Department, Fund or Agency

Ministry Annual Report

Access to the Future Fund	Advanced Education and Technology
Agriculture Financial Services Corporation	Agriculture and Food
Alberta Alcohol and Drug Abuse Commission	Health and Wellness
Alberta Cancer Prevention Legacy Fund	Finance
Alberta Capital Finance Authority	Finance
Alberta Energy and Utilities Board ¹	Energy
Alberta Foundation for the Arts	Tourism, Parks, Recreation and Culture
Alberta Gaming and Liquor Commission	Solicitor General and Public Security
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	Tourism, Parks, Recreation and Culture
Alberta Insurance Council	Finance
Alberta Investment Management Corporation ²	Finance
Alberta Local Authorities Pension Plan Corporation	Finance
Alberta Pensions Administration Corporation	Finance
Alberta Petroleum Marketing Commission	Energy
Alberta Research Council Inc.	Advanced Education and Technology
Alberta Risk Management Fund	Finance
Alberta School Foundation Fund	Education
Alberta Securities Commission	Finance
Alberta Social Housing Corporation	Municipal Affairs and Housing
Alberta Sport, Recreation, Parks and Wildlife Foundation	Tourism, Parks, Recreation and Culture
Alberta Treasury Branches	Finance
Alberta Utilities Commission ¹	Energy
ATB Insurance Advisors Inc.	Finance
ATB Investment Management Inc.	Finance
ATB Investment Services Inc.	Finance
ATB Securities 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	
Metis Settlements Child and Family Services Authority	
C-FER Technologies (1999) Inc.	Advanced Education and Technology
Climate Change and Emissions Management Fund ³	Environment

¹ Effective January 1, 2008, the Alberta Energy and Utilities Board was realigned into two separate regulatory bodies: the Alberta Utilities Commission and the Energy Resources Conservation Board.

² Began operations January 1, 2008.

³ Began operations July 1, 2007.

Entities Included in the Consolidated Government Reporting Entity

Ministry, Department, Fund or Agency

Ministry Annual Report

Credit Union Deposit Guarantee Corporation	Finance
Colleges:	Advanced Education and Technology
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	
Department of Advanced Education and Technology	Advanced Education and Technology
Department of Agriculture and Food	Agriculture and Food
Department of Children's Services	Children's Services
Department of Education	Education
Department of Energy	Energy
Department of Finance	Finance
Department of Environment	Environment
Department of Health and Wellness	Health and Wellness
Department of Municipal Affairs and Housing	Municipal Affairs and Housing
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
Department of Tourism, Parks, Recreation and Culture	Tourism, Parks, Recreation and Culture
Energy Resources Conservation Board ¹	Energy
Environmental Protection and Enhancement Fund	Sustainable Resource Development
Gainers Inc.	Finance
Government House Foundation	Tourism, Parks, Recreation and Culture
Historic Resources Fund	Tourism, Parks, Recreation and Culture
Human Rights, Citizenship and Multiculturalism Education Fund	Tourism, Parks, Recreation and Culture
iCORE Inc.	Advanced Education and Technology
Lottery Fund	Solicitor General and Public Security
Ministry of Advanced Education and Technology	Advanced Education and Technology
Ministry of Agriculture and Food	Agriculture and Food
Ministry of Children's Services	Children's Services
Ministry of Education	Education
Ministry of Employment, Immigration and Industry ⁴	Employment, Immigration and Industry
Ministry of Energy	Energy
Ministry of Environment	Environment
Ministry of Executive Council ⁴	Executive Council
Ministry of Finance	Finance
Ministry of Health and Wellness	Health and Wellness
Ministry of Infrastructure and Transportation ⁴	Infrastructure and Transportation
Ministry of International, Intergovernmental and Aboriginal Relations ⁴	International, Intergovernmental and Aboriginal Relations

¹ Effective January 1, 2008, the Alberta Energy and Utilities Board was realigned into two separate regulatory bodies: the Alberta Utilities Commission and the Energy Resources Conservation Board.

⁴ Ministry includes only the departments so separate departmental financial statements are not necessary.

Entities Included in the Consolidated Government Reporting Entity

Ministry, Department, Fund or Agency

Ministry Annual Report

Ministry of Justice ⁴	Justice
Ministry of Municipal Affairs and Housing	Municipal Affairs and Housing
Ministry of Seniors and Community Supports	Seniors and Community Supports
Ministry of Service Alberta ⁴	Service Alberta
Ministry of Solicitor General and Public Security	Solicitor General and Public Security
Ministry of Sustainable Resource Development	Sustainable Resource Development
Ministry of Tourism, Parks, Recreation and Culture	Tourism, Parks, Recreation and Culture
Ministry of the Treasury Board ⁴	Treasury Board
N.A. Properties (1994) Ltd.	Finance
Natural Resources Conservation Board	Sustainable Resource Development
Persons with Developmental Disabilities Community 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 ⁵	Seniors and Community Supports
Provincial Judges and Masters in Chambers Reserve Fund	Finance
Regional Health Authorities and Provincial Health Boards:	Health and Wellness
Alberta Cancer Board	
Alberta Mental Health Board	
Aspen Regional Health Authority	
Calgary Health Region	
Capital Health	
Chinook Regional Health Authority	
David Thompson Regional Health Authority	
East Central Health	
Health Quality Council of Alberta	
Northern Lights Health Region	
Peace Country Health	
Palliser Health Region	
Safety Codes Council	Municipal Affairs and Housing
School Boards and Charter Schools:	Education
Almadina School Society	
Aspen View Regional Division No. 19	
Aurora School Ltd.	
Battle River Regional Division No. 31	
Black Gold Regional Division No. 18	
Boyle Street Education Centre	
Buffalo Trail Public Schools Regional Division No. 28	
Calgary Arts Academy Society	
Calgary Girls' School Society	
Calgary Roman Catholic Separate School District No. 1	
Calgary School District No. 19	
Calgary Science School Society	
Canadian Rockies Regional Division No. 12	
CAPE-Centre for Academic and Personal Excellence Institute	
Chinook's Edge School Division No. 73	
Christ the Redeemer Catholic Separate Regional Division No. 3	

⁴ Ministry includes only the departments so separate departmental financial statements are not necessary.

⁵ Ceased operations June 30, 2006.

Entities Included in the Consolidated Government Reporting Entity

Ministry, Department, Fund or Agency

Ministry Annual Report

Clearview School Division No. 71	Education
East Central Alberta Catholic Separate Schools Regional Division No. 16	
East Central Francophone Education Region No. 3	
Edmonton Catholic Separate School District No. 7	
Edmonton School District No. 7	
Elk Island Catholic Separate Regional Division No. 41	
Elk Island Public Schools Regional Division No. 14	
Evergreen Catholic Separate Regional Division No. 2	
FFCA Charter School Society	
Foothills School Division No. 38	
Fort McMurray Roman Catholic Separate School District No. 32	
Fort McMurray School District No. 2833	
Fort Vermilion School Division No. 52	
Golden Hills School Division No. 75	
Grande Prairie Public School District No. 2357	
Grande Prairie Roman Catholic Separate School District No. 28	
Grande Yellowhead Regional Division No. 35	
Grasslands Regional Division No. 6	
Greater North Central Francophone Education Region No. 2	
Greater Southern Public Francophone Education Region No. 4	
Greater Southern Separate Catholic Francophone Education Region No. 4	
Greater St. Albert Catholic Regional Division No. 29	
High Prairie School Division No. 48	
Holy Family Catholic Regional Division No. 37	
Holy Spirit Roman Catholic Separate Regional Division No. 4	
Horizon School Division No. 67	
Lakeland Roman Catholic Separate School District No. 150	
Lethbridge School District No. 51	
Living Waters Catholic Regional Division No. 42	
Livingstone Range School Division No. 68	
Medicine Hat Catholic Separate Regional Division No. 20	
Medicine Hat School District No. 76	
Moberly Hall School Society	
Mother Earth's Children's Charter School Society	
New Horizons Charter School Society	
Northern Gateway Regional Division No. 10	
Northern Lights School Division No. 69	
Northland School Division No. 61	
Northwest Francophone Education Region No. 1	
Palliser Regional Division No. 26	
Parkland School Division No. 70	
Peace River School Division No. 10	
Peace Wapiti School Division No. 76	
Pembina Hills Regional Division No. 7	
Prairie Land Regional Division No. 25	
Prairie Rose School Division No. 8	
Red Deer Catholic Regional Division No. 39	
Red Deer School District No. 104	
Rocky View School Division No. 41	
St. Albert Protestant Separate School District No. 6	
St. Paul Education Regional Division No. 1	
St. Thomas Aquinas Roman Catholic Separate Regional Division No. 38	
Sturgeon School Division No. 24	

Entities Included in the Consolidated Government Reporting Entity

Ministry, Department, Fund or Agency

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
Supplementary Retirement Plan Reserve Fund
Technical Institutes and The Banff Centre:
Northern Alberta Institute of Technology
Southern Alberta Institute of Technology
The Banff Centre for Continuing Education
Universities:
Athabasca University
The University of Alberta
The University of Calgary
The University of Lethbridge
Victims of Crime Fund
Wild Rose Foundation

Ministry Annual Report

Education

Finance
Advanced Education and Technology

Advanced Education and Technology

Solicitor General and Public Security
Tourism, Parks, Recreation and Culture

Entities Not Included in the Consolidated Government Reporting Entity

Fund or Agency

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

Ministry Annual Report

Advanced Education and Technology
Advanced Education and Technology
Advanced Education and Technology
Education
Municipal Affairs and Housing
Finance
Service Alberta
Service Alberta

Finance
Finance
Finance

Finance
Finance
Municipal Affairs and Housing
Finance
Finance
Employment, Immigration and Industry

Government Organization Changes 2008-09

<i>Ministry</i>	<i>Program/Element/Entity Changes</i>	<i>Previous Location</i>	<i>New Location</i>
Aboriginal Relations	<ul style="list-style-type: none"> - Aboriginal Governance, Consultation and Economic Development - First Nations Development Fund 	<ul style="list-style-type: none"> - Former International, Intergovernmental and Aboriginal Relations - Former Tourism, Parks, Recreation and Culture 	
Advanced Education and Technology	<ul style="list-style-type: none"> - no change 		
Agriculture and Rural Development	<ul style="list-style-type: none"> - Rural Development 	<ul style="list-style-type: none"> - Former Employment, Immigration and Industry 	
Children and Youth Services (formerly Children's Services)	<ul style="list-style-type: none"> - Women's Issues 	<ul style="list-style-type: none"> - Former Employment, Immigration and Industry 	
Culture and Community Spirit	<ul style="list-style-type: none"> - Culture, Community Lottery Grants, Heritage, Human Rights and Citizenship - Alberta Foundation for the Arts - Alberta Historical Resources Foundation - Government House Foundation - Historic Resources Fund - Human Rights, Citizenship and Multiculturalism Education Fund - Wild Rose Foundation - Community and Voluntary Services 	<ul style="list-style-type: none"> - Former Tourism, Parks, Recreation and Culture - Former Municipal Affairs and Housing 	
Education	<ul style="list-style-type: none"> - no change 		
Employment and Immigration	<ul style="list-style-type: none"> - Francophone Secretariat - except Rural Development - except Economic Development - except Northern Alberta Development Council - except Alberta Economic Development Authority - except Women's Issues 	<ul style="list-style-type: none"> - Former Tourism, Parks, Recreation and Culture 	<ul style="list-style-type: none"> - Agriculture and Rural Development - Finance and Enterprise, and International and Intergovernmental Relations - Finance and Enterprise - Children and Youth Services
Energy	<ul style="list-style-type: none"> - no change 		
Environment	<ul style="list-style-type: none"> - no change 		
Executive Council	<ul style="list-style-type: none"> - no change 		
Finance and Enterprise	<ul style="list-style-type: none"> - Regulatory Review Secretariat - Economic Development, except Investment Attraction - Northern Alberta Development Council - Alberta Economic Development Authority 	<ul style="list-style-type: none"> - Service Alberta - Former Employment, Immigration and Industry 	

Government Organization Changes 2008-09

<i>Ministry</i>	<i>Program/Element/Entity Changes</i>	<i>Previous Location</i>	<i>New Location</i>
Health and Wellness	- no change		
Housing and Urban Affairs	- Housing Services - Alberta Social Housing Corporation	- Former Municipal Affairs and Housing	
Infrastructure	- except Provincial Highway Systems and Safety	- Former Infrastructure and Transportation	- Transportation
International and Intergovernmental Relations	- except Aboriginal Governance, Consultation and Economic Development - Investment Attraction	- Former Employment, Immigration and Industry	- Aboriginal Relations
Justice and Attorney General	- no change		
Municipal Affairs	- except Housing Services - except Alberta Social Housing Corporation - except Community and Voluntary Services		- Housing and Urban Affairs - Culture and Community Spirit
Seniors and Community Supports	- no change		
Service Alberta	- except Regulatory Review Secretariat - except Personnel Administration Office - except Aircraft Services		- Finance and Enterprise - Treasury Board
Solicitor General and Public Security	- no change		
Sustainable Resource Development	- no change		
Tourism, Parks and Recreation	- except First Nations Development Fund - except Culture, Community Lottery Grants, Heritage, Human Rights and Citizenship - except Alberta Foundation for the Arts - except Alberta Historical Resources Foundation - except Government House Foundation - except Historic Resources Fund - except Human Rights, Citizenship and Multiculturalism Education Fund - except Wild Rose Foundation - except Francophone Secretariat		- Aboriginal Relations - Culture and Community Spirit - Employment and Immigration

Government Organization Changes 2008-09

<i>Ministry</i>	<i>Program/Element/Entity Changes</i>	<i>Previous Location</i>	<i>New Location</i>
Transportation	- Provincial Highway Systems and Safety	- Former Infrastructure and Transportation	
Treasury Board	- Corporate Human Resources (formerly Personnel Administration Office) - Aircraft Services	- Service Alberta	