



**Rupert's Island
Institute**
a Métis Centre of Excellence

**Métis Training to Employment
Business Plan**
July 1, 2010 - March 31, 2015



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Part I — Accountability Statement



The Rupertsland Institute and its Métis Training to Employment Program were created under the authority of the MNA Provincial Council in February 2010.

Under the MHRDA, and from 2005-2009, the MNA business plan stated the vision of building “a skilled Métis labour force.” Today’s business plan under Rupertsland Institute, continues that vision, and was prepared in accordance to the terms and conditions of the Métis Human Resources Development Agreement, the fiscal principles of the Treasury Board of Canada, and the mandate of the Métis Nation of Alberta Provincial Council. All Métis Nation of Alberta policy, governance, and fiscal implications were considered in the preparation of this business plan for ASETS 2010.

The employment and training priorities outlined in this document were developed in the context of the Alberta economic environment, the Métis Nation of Alberta’s corporate objectives, and the University of Alberta’s “**dare to discover – dare to deliver**” strategy.

On behalf of the interim Board of Governors for the Rupertsland Institute, we are committed to achieving the planned results stated herein, from July 1, 2010 to March 31, 2015.

A handwritten signature in black ink that reads "Karen Collins". The signature is written in a cursive, flowing style.

Karen Collins – MNA Minister of Training & Economic Development
(Signed on behalf of the Chair of the Rupertsland Institute)

May 21, 2010
Date

Executive Summary

The responsibility for the management and delivery of programs and services under ASETS is delegated to the Métis Training to Employment (MTE) division under the Rupertsland Institute. The MTE is accountable to the Métis Nation of Alberta vicariously through the Rupertsland Institute Board of Governors, and through attendance and workshop presentations to MNA Annual General Assemblies.

The vision of the Rupertsland Institute Board of Governors is to build a skilled Métis labour force. The mission of the MTE program is to assist Métis clients to achieve self-sufficiency through training and employment interventions. The vision and mission are linked to the broader strategic goals of the MNA, which include the achievement of a quality of life for Métis people equivalent to other Albertans.

The MTE mandate under the Rupertsland Institute is to enhance Métis participation in the economy. The MTE program will do this by assisting individuals, particularly women and youth, to prepare for, find and keep employment, and will create labour market programs to meet the needs of industry and Métis clients through employment assistance services and relevant labour market partnerships.

The Rupertsland Institute MTE program delivery structure will encompass a bi-level administrative design with approximately 53 staff located throughout the province under 10 Métis Employment Services sites with a central head office located in Edmonton, Alberta. The head office will provide policy and technical support to “Métis Employment Services” (MES) in the outlying regions. Both central and regional offices will continue to play a key role in project development, program design for client intake, case management of files under the KETO client data system, and reporting to stakeholders and funding agencies.

All MTE programs and services will be delivered to clients through the 10 MES sites located throughout the province. The MES staff will provide basic minimal support and services to all Aboriginal clients including job board information; computer and internet access; level one client assessments; and labour market research.

Métis clients will access a range of employment assistance services at MES centres including pre-employment services, career counselling, job referral, employment assessment, labour market information and financial support as needed. In some cases, MES centres may be cost-shared with First Nations ASETS agreement holders and/or the provincial LMDA under Alberta Employment and Immigration.

Because the majority of non-settlement Métis are urban-based, the Rupertsland Institute MTE delivery structures will require enhanced MES sites in the cities of Edmonton and Calgary.

Back in 2003, the MHRDA multi-level-integrated service delivery structure was designed to meet Métis people’s needs at the local level by establishing a decentralized service delivery system. The Rupertsland Institute will continue to promote this policy and MTE program accountability will be met through regional data collection and its centralized financial data system and program management network.

The Rupertsland Institute will have the tools and capacity to plan and manage MTE activities. This is passed down from, and attributed to the parent organization’s strength in planning, establishing priorities and setting direction while working towards established goals and client targets. The capacity building activities of the Rupertsland Institute will be focused mainly in the areas of staff training and organizational development. To support staff training, the Rupertsland Institute will develop in-house training curriculum as required. This will provide the basis for all training provided to MTE staff, both as orientation and on-going “refresher” courses. All staff will participate in training as required, but specific training programs will vary according to staff position, functions and responsibilities, and as individual circumstance and need arises.

In addition to staff training, the Rupertsland Institute will be involved in multi-year exercises to focus on the broader goals of organizational/operational capacity building and will develop a successor strategy for its managerial and administrative capacity to prepare for staff retirements, turnover, and termination.

With respect to partnerships and private sector initiatives, the Rupertsland Institute will seek out industry partners and Aboriginal organizations to alleviate the Alberta labour supply, as these have contributed to strong relationships in the past. In addition, the MTE program will actively pursue public and private sector partnerships through its industry relations unit. Many of these partnerships will also bring together federal-provincial governments, academic schools, training institutions, the private sector, and other agency partners under various projects and initiatives throughout the province. In particular, the MTE industrial relations unit will seek collaborative, cost-shared partnerships with the oil and gas sector. These partnerships will lead to specific, identifiable outputs that will benefit Métis people through workplace-based training, on-the-job apprenticeships, and other long-term employment.

There have been past efforts within Alberta to build relationships and cooperative partnerships among ASETS (AHRDA) holders through the forum of the “Alberta AHRDA caucus.” The Rupertsland Institute, through its MTE partnerships with other ASETS holders will likely take the form of joint-funded employment centres, as well as collaborative project-based training and employment-specific initiatives. In the case of another division of the Training to Employment Program, the “Métis Centre for Professional Development” and its broader application of the KETO Client Data System and the Persons with Disabilities train-

ing program, will likely provide opportunity for additional relationship building in the future.

Through its regional offices, the Rupertsland Institute MTE program will also form relationships with non-profit organizations and initiatives such as the Alberta Native Friendship Centres, various sector councils, labour unions, non-union entities, Chambers of Commerce, and the Urban Aboriginal Strategy. Good working relationships will also be established with colleges and other academic and training institutions that provide formal training, skills development and education upgrading.

Finally, the Rupertsland Institute will also seek opportunity to participate in partnerships with the federal and provincial governments pursuant to initiatives such as the Aboriginal Skills and Employment Program, Aboriginal Skills

and Training Strategic Investment Fund, the Tradewinds to Success Project, and the Alberta Labour Force Strategy. Furthermore, the Rupertsland Institute MTE program will work closely with regional officials at the Service Canada (HRSDC) Alberta Works locations throughout the province.

In closing, the Rupertsland Institute MTE program will develop sound administrative practice within the fiscal framework of ASETS results-based accountability, extending beyond the realm of the MHRDA by promoting the strategic direction and corporate objectives of the Métis Nation of Alberta, and the University of Alberta's "Dare to discover – Dare to deliver" strategy as it moves to develop effective, accountable governance, positive productive relationships, and the advancement of Métis people.

The AHRDS under the Métis Nation of Alberta

The Métis Nation of Alberta (MNA) was signatory to the Aboriginal Human Resource Development agreement (AHRDA) in 1999 and the subsequent Métis Human Resource Development Agreement (MHRDA) in 2005, under which it created the Labour Market Development (LMD) Program. The LMD program supported the strategic goals of the MNA Provincial Council through employment activities that linked to bilateral and trilateral business plans of the MNA Framework and Tripartite agreements. Collectively this supported the mission of the MNA — which is to pursue the advancement of the socio-economic and cultural well being of the Métis people of Alberta.

In the next section, this document will cover the highlights of the LMD program over the past ten years. The legacy of partnerships, and the spirit of cooperation left behind by the AHRDS will now transition in the years ahead to the reconciliation of Canada with all Aboriginal peoples.

Milestones and Achievements of the MHRDA 1999–2009

From inception, the Labour Market Development program was designed to meet the people's needs at the local level by establishing a community based service delivery structure that maintained policy development, technical support, and financial accountability at the head office level with decentralized client services throughout the province.

This multi-level delivery structure has led to many accomplishments within the LMD program over the years, some of which include:

I. **Standardized service delivery**

Prior to 2004, Employment Assistance Services were offered to Métis in Alberta through community agencies operating under a non-profit society structure and a volunteer board. Quality of service varied throughout the province as each board operated independently, making it difficult to maintain consistency in policy application and operational standards. In 2004, the LMD program created Métis Employment Services and placed direct oversight of EAS services and staff under Regional LMD Managers. Mandated staff training and a quality assurance process respecting compliance with policies and procedures in the LMD Procedure manual were implemented to ensure quality standardized service offerings at all MES locations.

II. **KETO Client Data System**

Under the AHRDA the LMD program used the Connector Database System to record client data and upload intervention results. Concern with lost results and reporting errors lead the LMD program to secure the AroSuite program abandoned by HRSD in 2005. Through staff focus groups, on-going dialogue with Data Gateway, and major programming enhancements, the KETO Client Data System was designed and implemented for the MNA in 2006. On-going training, quality assurance of data, and programming improvements has led to zero data upload errors for the MNA AHRDA over the past seven quarters. Specialized reports in KETO also enable LMD staff to access a rich source of information on client interventions for planning purposes. Demand from other AHRDA's for this user friendly database lead to KETO incorporating as a for profit company in 2008. To date 10 organizations across Canada now use the KETO system to report results.

III. **Financial Data Manager**

In 2004, the LMD program developed a database called Payment Processing System (PPS) which interfaces with ACCPAC to directly deposit payments on a bi-weekly basis to students' bank accounts through an Electronic File Transfer process. Client data is input into PPS at the regional level, and goes through two levels of approval at head office before payments are released. A number of checks and balances are built into the system to ensure deductions and refunds are accounted for and accurate payments are made. The PPS program allows accurate tracking of financial commitments by quarter and fiscal year, and generates financial reports at regional and head office levels as needed. In 2008, the LMD program began to develop Financial Data Manager (FDM) to replace PPS. This program will be integrated into the KETO client data system to ensure one complete data file for each client.

IV. **Youth Achievement Awards**

The LMD program recently held the fifth annual Alberta Aboriginal Achievement Awards which aims to recognize outstanding Aboriginal youth nominated in academic, athletic, cultural, leadership, and other fields. Developed by the MNA/LMD program and partnered with Ottenow Employment and Training, City TV, NAIT and others, the awards promote healthy role models for aboriginal youth.

V. **Mobile Métis Employment Services**

In 2006, the LMD program purchased a wheel chair accessible RV, and equipped it with internet access, client computer workstations, and an employment counselling office. The Mobile MES, baptized the "Coureur-De-Bois," (runner of the woods) is able to provide employment services in any location where the need may arise, and offers services in remote areas of the province not covered by a full time MES office. The Mobile MES has travelled over 200,000 km and provided MES services in every corner of Alberta since its debut.

VI. **Health Sciences Transition Project**

In 2008, LMD staff researched the under representation of Métis in Health Care occupations, a high demand industry sector. It was found that Métis were not pursuing post secondary Health Care Technology diploma programs primarily due to a lack of the academic prerequisites required, an inability to compete in highly oversub-

scribed programs, and a lack of knowledge about some of the emerging health occupations. In response, MNA/LMD, in partnership with NAIT and Capital Health, designed a Health Careers Transition program that combined concentrated upgrading in the sciences with exposure to a cluster of high demand occupations in a hospital setting. Students scoring satisfactory grade levels at the mid-point receive acceptance into a Health Science Technology diploma program of their choice. Four intakes of the Health Sciences Transition program had been completed to date and 95% of graduates have now entered post secondary training in a high demand health care occupation.

VII. **Persons with Disabilities Program**

The Métis Persons with Disabilities program supports a Disability Consultant to work with MES counsellors in developing appropriate action plans for disabled individuals entering training or employment interventions. The program provides funds for specialized functional capacity, academic and other assessments to support Employment Counsellors in assisting the client to select an occupational goal that is appropriate for the disability. Once the client enters the intervention, additional supports such as computers, tutors, or other tools are provided if needed. The Métis Persons with a Disability program was recognized nationally in 2007 as a best practice.

VIII. **Employment Counsellor Training**

Under ASTSIF funding, the LMD program is developing curriculum and an interactive delivery protocol for an Employment Counsellor training program. The curriculum will focus on ethics, counselling techniques, conducting employment assessments, and working with disabled and high need clients. Using the latest technology, staff will participate in training throughout the workday and begin immediately after employment rather than waiting for the next in-class workshop. Interaction with other staff through work groups, monitoring of the progression through the training by the supervisor and the requirement to pass learning tests before moving on, will ensure staff have the skills required to work more effectively with our clients. Once the training is piloted, the program will be offered to other AHRDA'S who wish to participate, and the model will be used to design other training for AHRDA staff, such as a management training curriculum.

IX. **Endowments for Métis Scholars**

According to Census Canada data, 72.4% of Métis individuals do not have any post secondary education. The Métis Endowment Awards program was created by the LMD program to provide funding to the Métis Education Foundation for the purposes of establishing Métis Scholar Bursary Awards at post secondary institutions in Alberta capable of matching the investment. By March of 2009, bursary partnerships have been created at five post secondary institutions including a \$4 million endowment at the U of A; a \$2,140,000 endowment at NAIT; a \$2 million endowment at Grant MacEwan University; a \$1 million endowment at Portage College; and a \$750,000 endowment at NorQuest College. As only the interest is disbursed, the endowments will continue to support Métis students in perpetuity; a good investment for building a "skilled Métis labour force".

MNA Transition to Rupertsland Institute 2010

The Métis Nation of Alberta has a history of turning community programs into institutional development, and in February 2010 made another historic decision to develop and establish an education, training and research institute under the umbrella organization of the Rupertsland Institute.

The Rupertsland Institute will function both as a training and education facility as well as a research and development institution to deal with the gaps in Métis education which are clearly evident from examining the past research and the information from the 2006 Census on Métis demographics.

The mandate given to the Rupertsland Institute is to:

- I. Identify and promote actions that improve education, skills levels and employment opportunities for Métis people.
- II. Manage and deliver programs that enable Métis individuals to pursue an education, enhance their skill level, and to find productive and remunerative occupations and employment.
- III. Engage the Province of Alberta, the Government of Canada, educational institutions, industry and the Métis community in order to promote partnerships that enhance education, skill development and employment opportunities for Métis people.
- IV. Conduct research and produce professional studies that enable a better understanding of Métis identity, the social, economic and cultural conditions of the Métis people, and the measures that will enhance their individual and collective well being within Canadian society.

The Rupertsland Institute will consist of two arms:

- I. The **Service Delivery Arm** which is the Métis Training to Employment program (formerly Labour Market Development), consisting of Métis Employment Services, Corporate Operations, the Métis Centre for Professional Development, and Industry Relations and Marketing.
- II. The **Research and Development** arm which is the Métis Research Institute (affiliated with the University of Alberta)

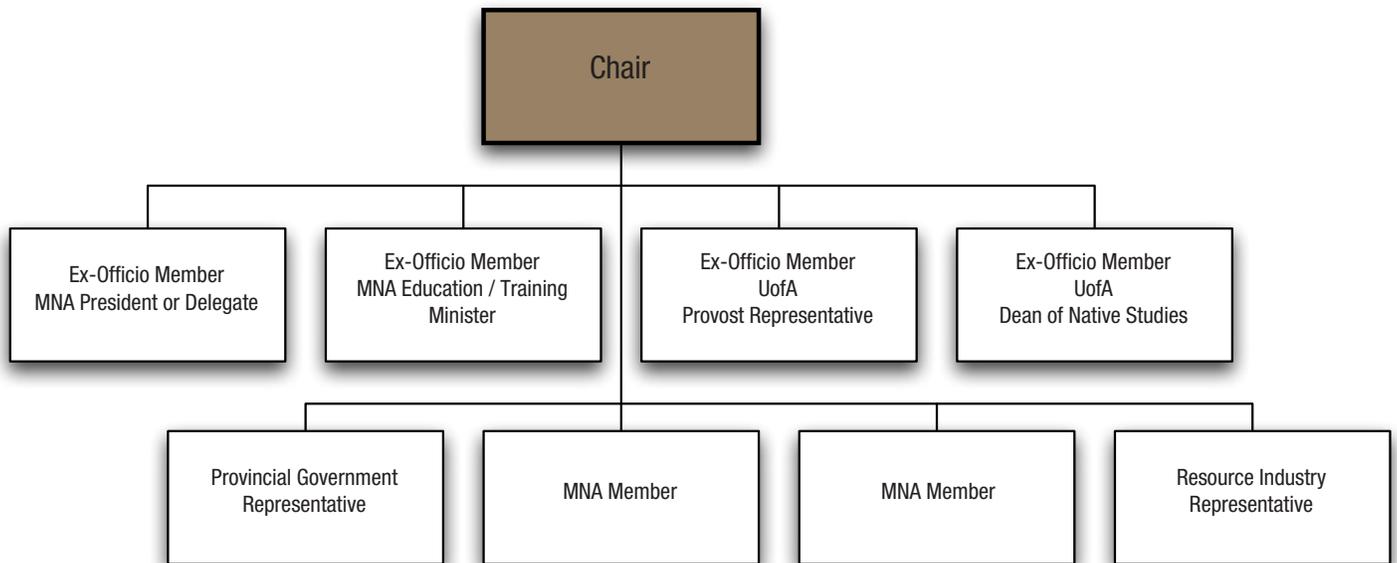
Rupertsland Institute is incorporated as a Non-Profit Section 9 company under the *Alberta Companies Act*, governed by a professional Board of Governors representing the business community, University of Alberta academia, government, industry and the MNA Provincial Council. The Rupertsland Institute will operate under an Interim Board of the MNA Provincial Council Executive until the official board positions are recruited to the governance structure illustrated in this document. Following the Provincial Council motion to create the Rupertsland Institute and move the responsibility for the Training to Employment (formerly LMD) program under this entity, direction was sought and approval was given from Human Resources Development Canada. Rupertsland Institute will now become signatory to the ASETS contribution agreement.

In the past, the Ministry of Training and Economic Development at the MNA played a significant role in setting direction for the MHRDA. This role will now change as this responsibility moves to the Rupertsland Institute Board of Governors, where the Ministry is represented as an ex-Officio member. The Ministry will continue to help set direction for the Rupertsland Institute and will be largely responsible for reporting Rupertsland Institute progress back to MNA Provincial Council, which is the shareholder of this entity.

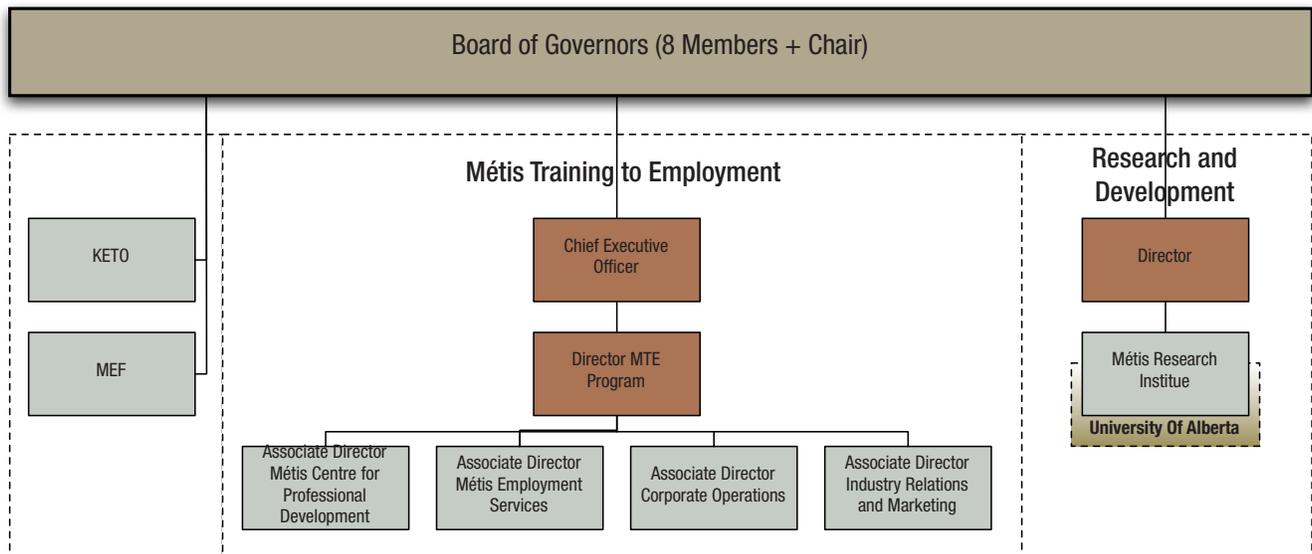
While delivering MTE programs, the MNA Ministry and the Board of the Rupertsland Institute are committed to the tradition of service excellence throughout the Métis community, and will commit to quality assurance for its program by seeking client feedback, conducting operational reviews, and participating in Aboriginal Skills, and Employment Training Strategy evaluations as required to maintain the Business Plan goal of “enhanced program performance.”

Governance Structure

Board of Governors



Administrative Structure



Métis Training to Employment Orientation

The Métis Employment to Training (MTE) program will follow the principles established by MNA under the Labour Market Development (LMD) program and will maintain a commitment to excellence and to enhanced accountability, partnership and demand-driven activities under ASETS. A similar organizational structure will be maintained: one that allows for standardized client delivery through a network of Métis Employment Services (MES) centres, while centralizing financial and administrative accountability at Head Office.

Mandate

- ∞ To assist Métis individuals to prepare for, find and keep employment, thereby resulting in client self-sufficiency and savings to income support programs;
- ∞ To ensure Métis women, Métis youth and Métis persons with disabilities access a fair share of MTE resources as they prepare for, find and keep employment;
- ∞ To create labour market programs that are designed to meet the needs of industry and the Métis community and that are accountable to the Métis Nation and its funding agencies;
- ∞ To create and make available a distinct set and diverse network of Métis employment services comparable to mainstream services and to locate these services as close as possible to the Métis client community; and,
- ∞ To stimulate, mobilize, and encourage industry and other community partners to act in partnership with the Métis Nation of Alberta on labour market related issues and/or activities designed to increase Métis participation in the economy.

Vision

“A Skilled Métis Labour Force”

Mission

“Métis clients will achieve self-sufficiency through training and employment.”

Core Business Investments

- I. **Employment Benefits:** Providing financial assistance to Métis clients so they can gain the skills they need to succeed in the broader labour market.
- II. **Support Measures:** Providing labour market information and other pre-employment service assessments, and referrals for the unemployed and job-ready clients, so they will have the direction and support they need to make successful transitions in the labour market.
- III. **Strategic Leadership:** Pursuing new and innovative ways of delivering labour market programs and services by taking advantage of partnerships and opportunities leading to excellence in business practice, organizational development, and service recognition.
- IV. **Employer/Community Relations:** Developing strategic relationships with Industry, employers, training providers and other partners to address the skills shortages and gaps in order to meet the needs of the current and future work place.

Client Services and Community Expectations

The following comments are derived from a past 2008 province-wide survey, and until further notice, will represent the client points of view with respect to client services:

- ∞ Need to communicate clearly with clients;
- ∞ Need to document only factual information;
- ∞ Professional conduct is absolutely essential;
- ∞ Need to assist clients towards a solution to employment problems;
- ∞ Need to encourage clients to become actively involved in the process;
- ∞ Need to point out potential problems so that clients can understand consequences;
- ∞ Need to provide support throughout the implementation of the Action Plan;
- ∞ Need to coordinate services with other delivery partners;
- ∞ Need to ensure privacy of client information and inform clients of their rights under *Canadian Privacy Legislation*;
- ∞ Need to inform clients why information is being collected and that client information will be shared with HRSDC and other government service providers where necessary; and,
- ∞ Need to obtain clients' written consent to disclose the information to other government agencies as required.

Values and Service Delivery Standards

- ∞ MTE will always maintain professional, client centered services;
- ∞ MTE will always maintain focus on the individual needs of the client;
- ∞ MTE will always provide appropriate client services without unreasonable delay;
- ∞ MTE will always maintain and protect client confidentiality;
- ∞ MTE will always provide a suitable environment to clarify the training needs of the client;
- ∞ MTE will always respect the client's individual right to choose what is best for his or herself;
- ∞ MTE will always tender employment programs and services that are market driven;
- ∞ MTE will always strive to make programs and services culturally appropriate; and,
- ∞ MTE will always ensure equitable access for women, youth and person with disabilities.

Clients, Stakeholders and Partners

Clients

The MTE program identifies the following as its general client base:

- I. All self-identified Métis people described under the 2010 ASETS agreement and who are resident in Alberta;
- II. All self identified Métis people who demonstrate a barrier to employment and who meet the Rupertsland Institute - MTE criteria and eligibility requirements;
- III. All Métis women, youth, and persons with disabilities described under the 2010 ASETS agreement;
- IV. All Métis job-ready clients, including those who are affected either by seasonal, structural, demand-deficient, or frictional unemployment.

Stakeholders

As part of its annual strategic planning session, the MTE program reviews a list of specific and/or anticipated interests/concerns from its community stakeholders. Stakeholders and their interests/concerns are key to project and/or program success, and to that extent, the MTE Unit considers the role and extent each stakeholder plays for a specific project or purpose. The following have been identified as the MTE program stakeholder community:

- I. Métis client community;
- II. MNA members and all other self-identified Métis;
- III. MTE program proponents and local delivery agents;
- IV. Colleges, universities, and training institutions;
- V. MNA governing structures and MNA affiliates;
- VI. Other service providers;
- VII. Small business employer community; and,
- VIII. Industry and the private sector.

Partners

The MTE program will track the number of informative, collaborative and coordinated partnerships that the Rupertsland Institute will establish each year under ASETS from 2010-2015. These partnerships typically reflect cost-shared arrangements with the following:

- I. Federal-provincial-municipal levels of government;
- II. Non-Government Organizations;
- III. All industry sectors as noted under the MTE strategic partnerships strategy;
- IV. Employer community and small business;
- V. Aboriginal organizations, Aboriginal governments, other ASETS agreement holders; and,
- VI. Learning Institutions, as well as Aboriginal learning Institutions.

Roles and Responsibilities

Role of MNA Minister of Training and Economic Development

The MNA Provincial Council member who is given the portfolio for the MTE program is responsible for the political representation of the MTE program to both government/non-government bodies, and to the MNA Provincial Council in terms of advocacy and ceremonial function. The position reports as necessary to the MNA Provincial Council and responds to individual and specific concerns of the community respecting the MTE program. Effective in June 2010, as an ex-officio member of the Rupertsland Institute Board of Governors, the Minister will be responsible for the strategic orientation of the MTE program including the performance of the MTE Business Plan, accountable to MNA Provincial Council.

Role of Head Office

The MTE Head Office is responsible for the overall management of the MTE program. Head office staff design service delivery models and program offerings, and develop functional policy and operational guidelines for the MTE program and MES centres. In addition, Head Office staff seeks, facilitates and promotes the development of partnerships and from time-to-time, introduces labour market initiatives that are provincial in scope.

As a unit, the MTE head office is responsible for:

- ∞ Negotiating the terms and conditions of the ASETS Contribution Agreement;
- ∞ Confirming client/proponent eligibility for program and service access;
- ∞ Recruiting MTE delivery staff and dealing with contracted agents;
- ∞ Developing and managing MTE marketing and communication tools;
- ∞ Strengthening MTE liaisons with the provincial and federal governments;
- ∞ Building and strengthening capacity of the MTE program by developing, coordinating and delivering staff training;
- ∞ Developing quality assurance frameworks for KETO and other program self-assessment;
- ∞ Representing the Métis Nation and the Rupertsland Institute at the levels of Métis National Council and other national forums;
- ∞ Participating in national evaluations conducted by HRSDC (Service Canada);
- ∞ Negotiating annual budgets and targets with HRSDC;
- ∞ Developing all financial and narrative reporting requirements under ASETS;
- ∞ Establishing administrative/procedural linkages with MES offices for the intake and processing of labour market training applications in each of the MNA regions; and
- ∞ Meeting reporting requirements with MNA Provincial Council and the Annual General Assembly.
- ∞ Assigned administrative responsibility over MEF and KETO
- ∞ Marketing strategies for Rupertsland Institute and the MTE program

Role of Regional Managers

Regional MTE Managers will be located in each of the four regions served by the Rupertsland Institute. They are the main link from head office to the regional community and are responsible for:

- ∞ Managing all regional operations and client access sites of Métis Employment Services;
- ∞ Liaising with head office and regional MNA elected officials;
- ∞ Managing and delivering programs and services based on regional budgets, targets, and annual work plans;
- ∞ Developing, implementing, monitoring, and evaluating training projects and local/regional contractual agreements;
- ∞ Establishing regional partnerships as necessary to leverage MTE projects;
- ∞ Performing quality assurance on training requests and reviewing KETO data input related to case management and financial data;
- ∞ Representing MTE at the regional business and cultural level; and
- ∞ Reporting to regional AGMs.

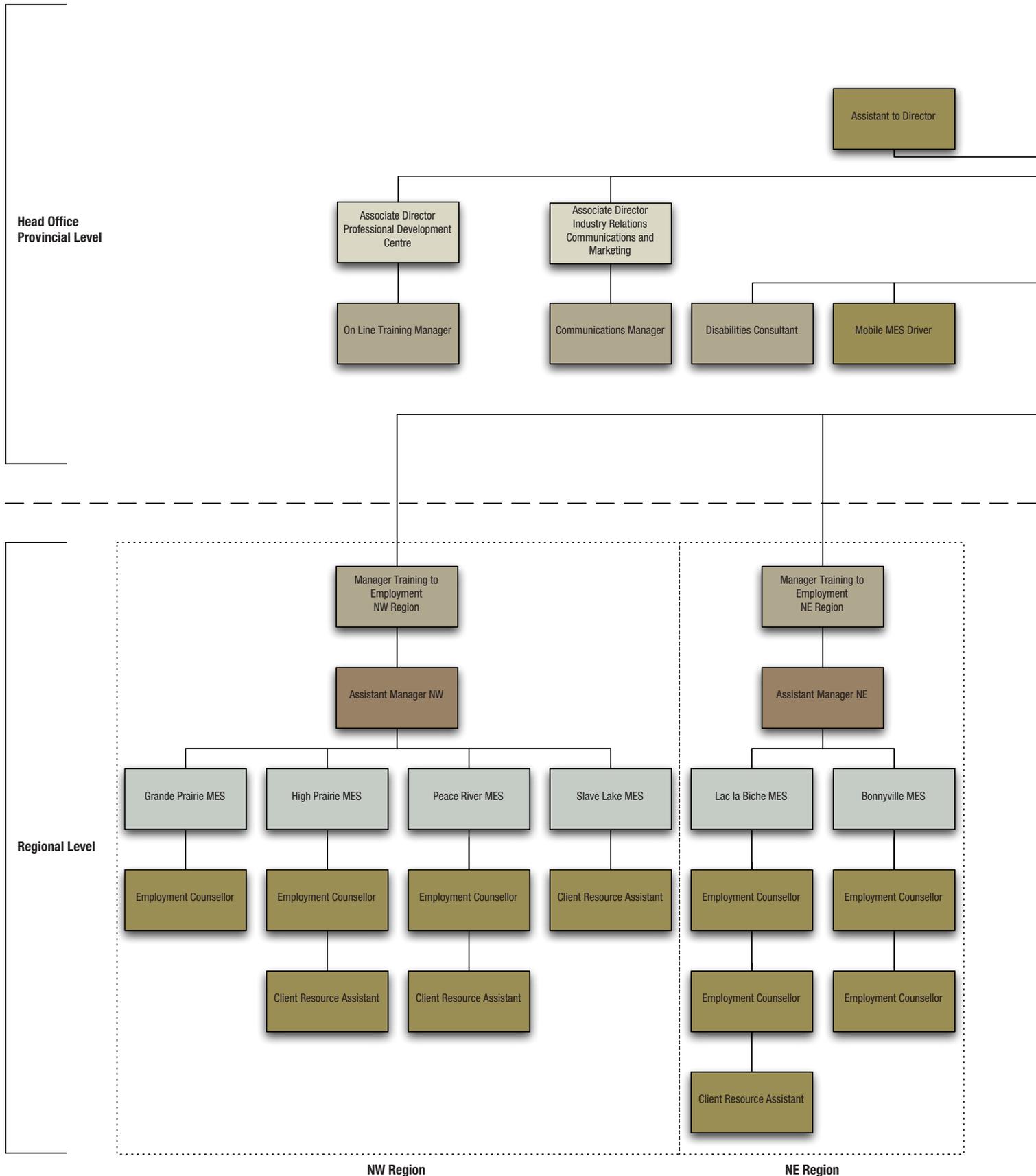
Role of Métis Employment Services

Métis Employment Services staff will operate on the basis of the MTE Service Delivery Standards (found on p. 12) and will ensure a comprehensive range of services are provided to the Métis client community in terms of client intake, employment counselling, employment maintenance and career decision-making. Ultimately, the MES staff will assist clients through the application process and will advocate on behalf of clients to training providers, service institutions and other agencies. All employment services staff will also attend mandatory capacity building training initiatives as required by the MTE program and will participate in periodic operational reviews as appropriate under ASETS.

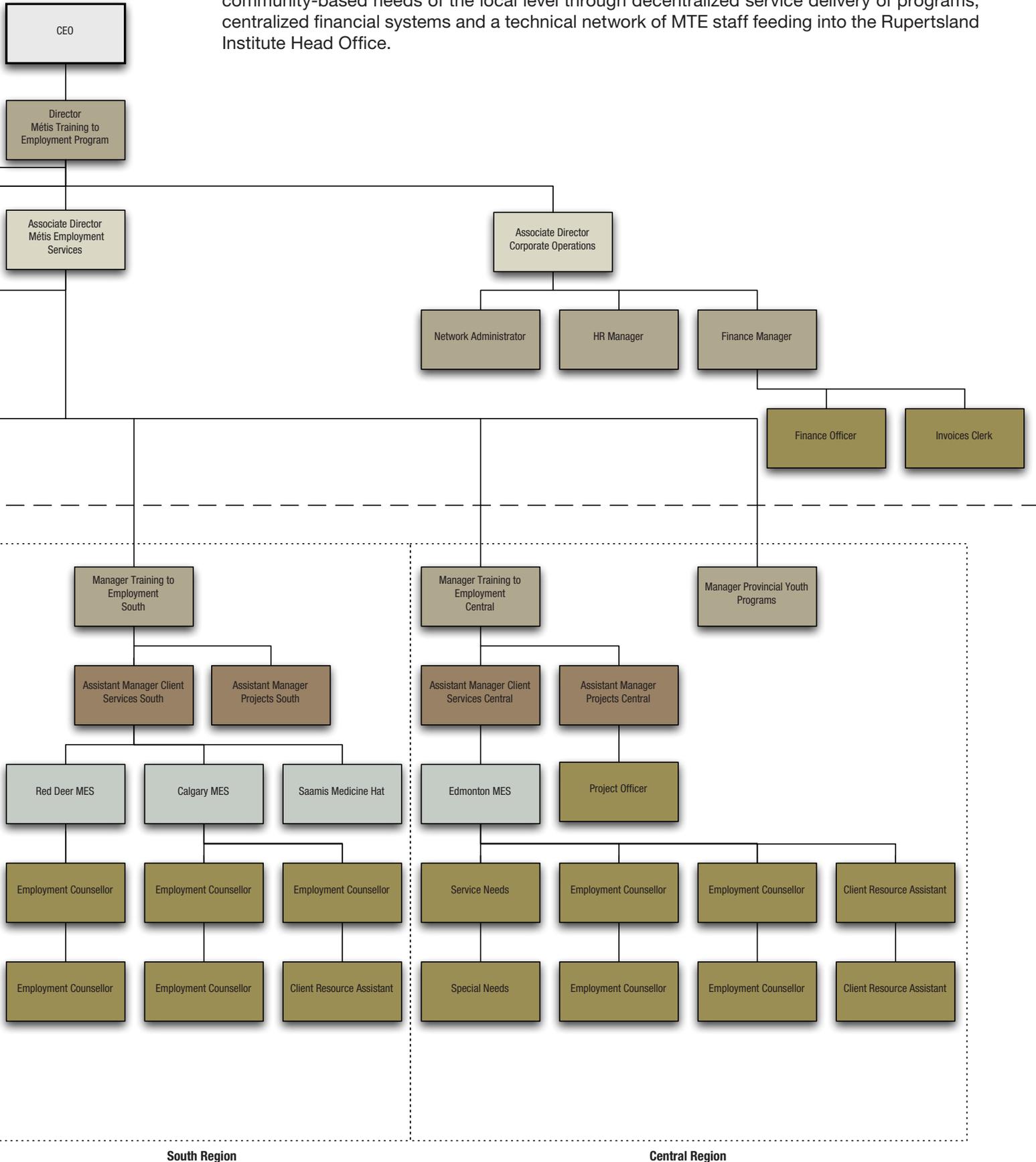
At minimum, services provided by Métis Employment Services will include the following:

- ∞ Conducting intake and assessment of individual clients;
- ∞ Providing employment counselling for job-ready and non-job-ready clients;
- ∞ Establishing job boards, job leads, job search/job finding clubs;
- ∞ Teaching interview techniques and assisting clients with resume writing;
- ∞ Marketing targeted clients to the employer community;
- ∞ Providing computer, photocopy, telephone, Internet and fax services;
- ∞ Providing education and community resource information;
- ∞ Assisting client applications to the MTE programs;
- ∞ Providing assistance under MTE Section III programs as appropriate;
- ∞ Referring clients to other agencies for services outside the MTE mandate; and
- ∞ Working cooperatively with MTE partners as established by the MTE program.

Service Delivery Structure: Métis Training to Employment Program

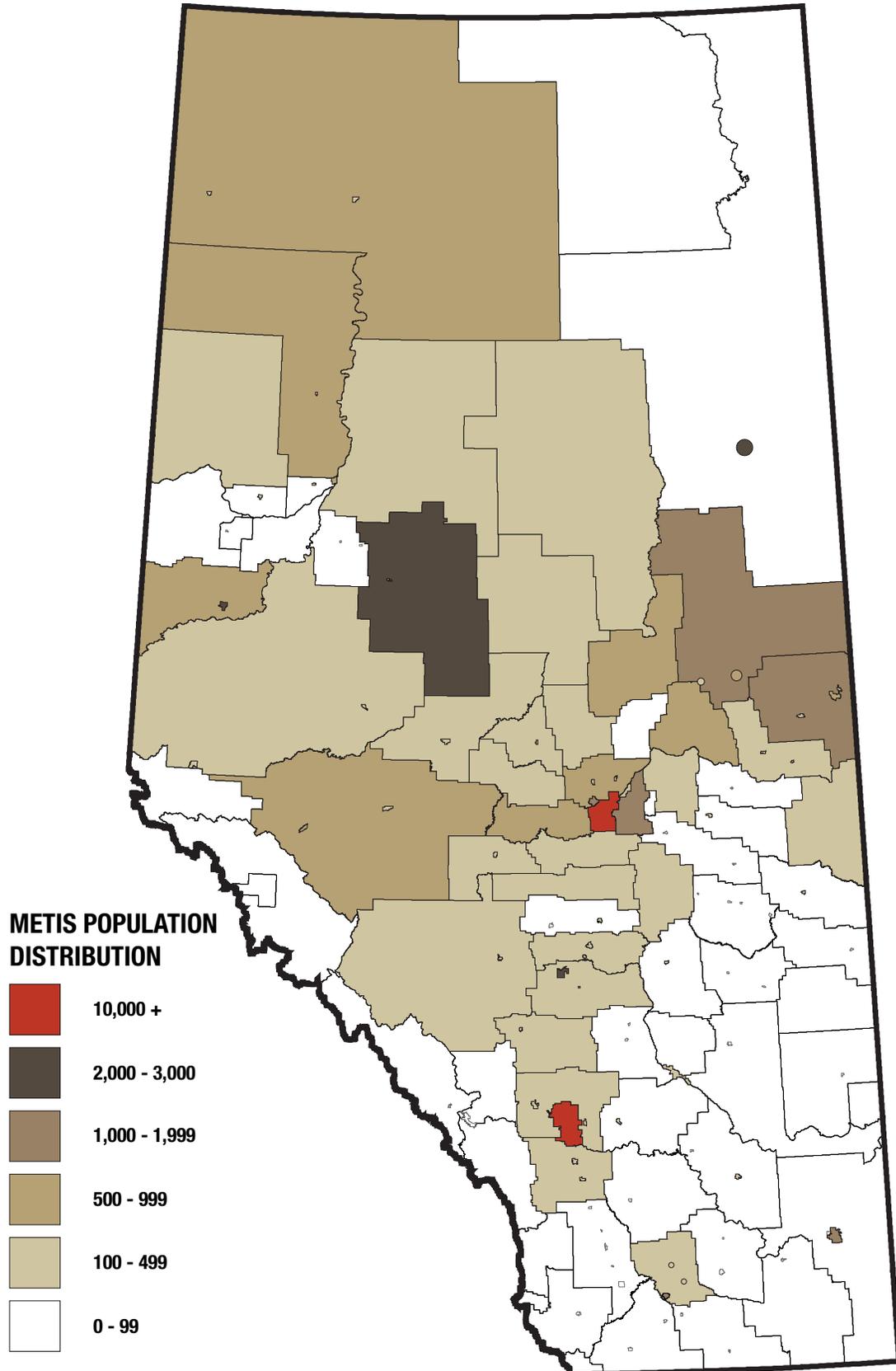


This chart represents the organizational structure of the Métis Training to Employment program including Métis Employment Services, Professional Development Centre, Industry Relations and Marketing, and Corporate Operations, with the head office located in Edmonton, Alberta. The ASETS contribution agreement and MTE program's formative structure are designed to meet community-based needs of the local level through decentralized service delivery of programs, centralized financial systems and a technical network of MTE staff feeding into the Rupertsland Institute Head Office.

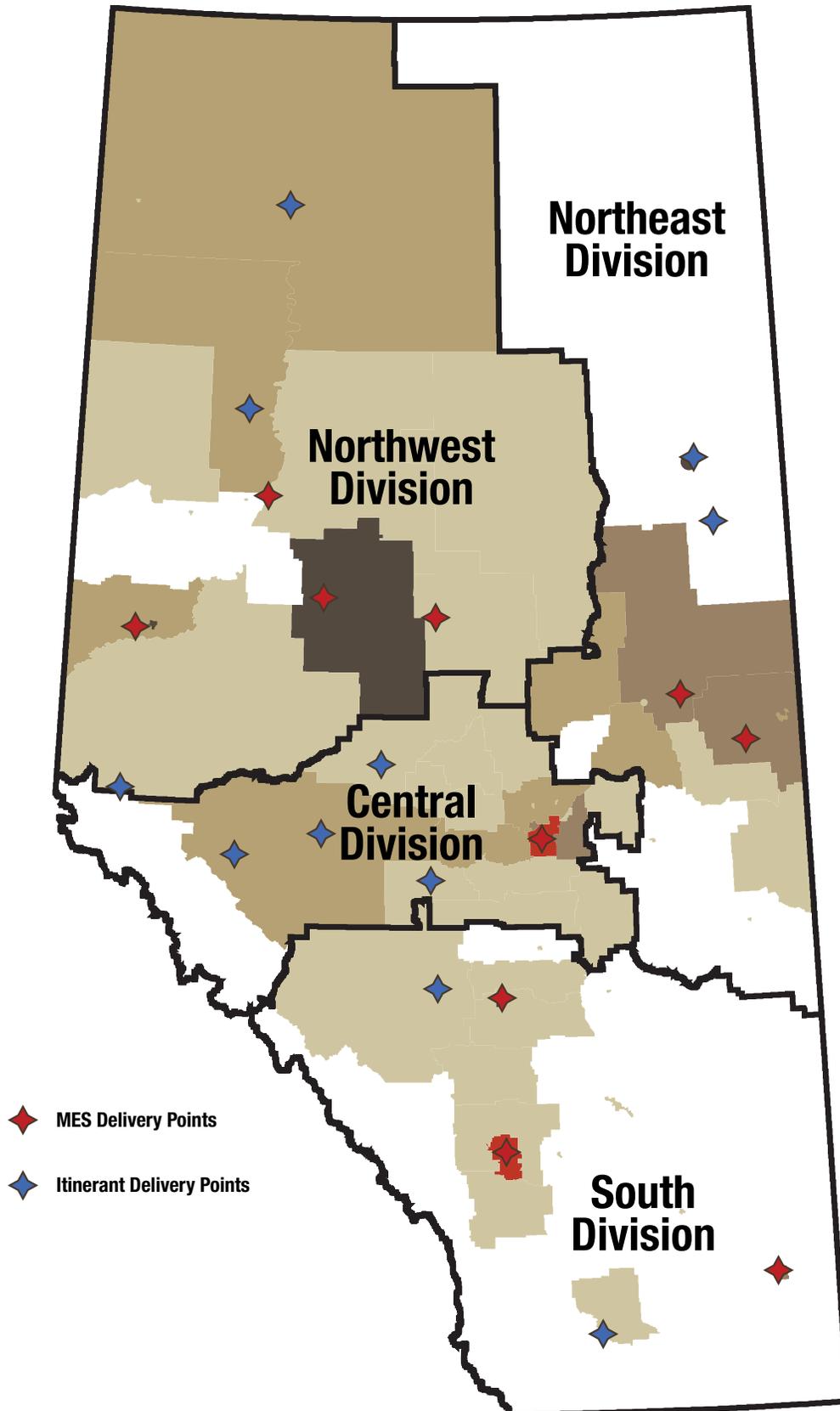


Catchment Area for ASETS Service Delivery

The Métis Training to Employment Program will provide services to the largest Métis population in western Canada, of more than 85,000 Métis residing throughout the Province of Alberta. This includes five cities outside of the Census Metropolitan Areas of Edmonton and Calgary, which are the major urban centres in Alberta. Below is an illustration of the Métis population distribution.



Service Delivery Divisions



Part II — Planning Context

This section provides insight as to where the MTE (LMD) program has been with respect to client services under the last round of AHRDS II. It includes an assessment of strengths and challenges; provides an overview of Métis demographics and client barriers; takes a snapshot of the current economic climate; and concludes with a summary analysis leading to Part II, with includes the goals identified for the MTE program under ASETS 2010.

The Economy and Business Climate

1. Economic Trends

Economic Growth:

Canada and Alberta are both coming out of a recession. According to the final real GDP numbers for 2009, the Canadian economy shrunk 2.6%⁰¹ and the Alberta economy shrunk 2.5%⁰². These figures display the largest annual contraction since the 1980s. In Alberta, this can likely be attributed to the slowdown in the development of oil sands megaprojects, poor conditions for natural gas, a slowdown in residential and commercial construction and poor crop conditions. Nationally the manufacturing sector suffered a major downswing. The main reasons for this are the global recession and the appreciation of Canadian currency against US currency, its major trading partner. For example, in 2002, the Canadian Dollar traded at \$0.63 US, \$0.82 US in 2008 and finished 2009 trading at \$0.95 US.⁰³ The 16% currency appreciation in 2009 made it difficult for Canadian manufacturers to remain competitive with emerging markets like China whose currency is pegged to the US Dollar (making trading easier and more predictable). The strength of the Canadian Dollar and the weak US Dollar will slow national economic growth somewhat, but is not all doom and gloom as both Canada and Alberta are expected to return to economic growth in 2010.

The Alberta economy is expected to grow 2.6%⁰⁴ and the Canadian economy is forecasted to grow at 3.3%⁰⁵ in 2010. Although the forecasted growth only marginally covers the 0% growth in 2008 and the contraction in 2009, it is a positive sign for the province as a whole. The return to economic growth will likely be attributed to increased global demand for commodities and there is an expectation that housing, construction activity, oil and gas drilling, capital expenditures, consumer spending (presently at rock bottom levels) will likely begin to increase. The Government of Alberta is expecting economic growth to continue into the future and is estimating real GDP to be 2.9% in 2011, 3% in 2012 and 3.1% in 2013.⁰⁶

Employment:

In January 2010, the overall unemployment rate for Alberta remained unchanged from the year end figure of 6.6% for 2009. Nationally, the unemployment rate was 8.3% in January 2010.⁰⁷ The following table depicts unemployment rates in Alberta by region over the past 3 years.

Unemployment Rate Alberta Regions	2008	2009	Jan - 2010
Wood Buffalo - Cold Lake	3.5%	5.1%	4.2%
Athabasca - Grande Prairie	4.6%	7.6%	7.9%
Edmonton Region	3.7%	6.6%	6.7%
Red Deer Region	4.1%	7.1%	7.2%
Banff - Jasper - Rocky Mountain House	3.5%	5.2%	6.0%
Calgary Region	3.3%	6.3%	7.3%
Camrose - Drumheller	2.6%	5.1%	4.8%
Lethbridge - Medicine Hat	3.4%	5.5%	6.0%

Source: Government of Alberta Labour Force Statistics January 2010

01 Alberta Budget, 2010-13 Economic Outlook, page 118
 02 Government of Alberta Monthly Economic Review, February 2010
 03 Bank of Canada Exchange Rates (<http://www.bankofcanada.ca/en/rates/exchform.html>)
 04 Alberta Budget, 2010-13 Economic Outlook, page 118
 05 Scotia Capital, Global Economic Forecast, March 3, 2010
 06 Alberta Budget, 2010-13 Economic Outlook
 07 Government of Alberta Labour Force Statistics, January 2010

The latest data on Albertans receiving EI displayed a year over year increase of over 270% to a total of 75,300 as of November 2009.⁰⁸

Average weekly earnings for Albertans increased 3.2% in 2009, and the Government of Alberta is predicting earnings to increase by 3.0% in 2010, 3.0% in 2011, 3.2% in 2012 and 3.2% in 2013.⁰⁹

Consumer Price Index:

The recent consumer price index (CPI) results for Canada released for December 31, 2009 was 0.3%.¹⁰ In the twelve months ended January 2010, the overall year over year increase was 1.3%, the largest year over year increase since November 2008. This can be attributed to the increased price consumers are paying for transportation including increases in the price of passenger vehicles, insurance, and gasoline. In January 2010, on a year over year basis gasoline prices increased 23.9%.¹¹ The Alberta specific CPI increased 0.6% in 2009, with prices in Edmonton increasing 0.8% and Calgary prices increasing 0.2%. The largest categorical reduction of prices in Alberta for 2009 was found to be shelter at -3.7%. The largest categorical increase of prices in Alberta for 2009 was found to be transportation at 3.0%. The government of Alberta is predicting Alberta CPI to be 2.0% in 2010 and 2.1% in 2011, 2012 and 2013.¹²

Housing:

There were 17,744 housing starts in Alberta for the year ending 2009, a 30% decrease from 2008. Compared to a year ago, January 2010 new housing starts have increased 42%.¹³ This percentage increase is not in line with the Government of Alberta forecast of 23,100 for 2010. However, historically low interest rates and improved employment prospects for Albertans may be driving this, but over the medium term it should be expected that housing starts fall in line with the demand created from the establishment of family units in the province. The government of Alberta is expecting housing starts to be fairly level over the next four year term of 23,100 starts for 2010; 24,200 for 2011; 25,400 for 2012; and, 26, 200 for 2013.¹⁴

A note on interest rates, the prime rate in 2007 was 6.10%, 4.73% in 2008 and finished 2009 at 2.25%. The average house price in Canada is \$343,000, and if for the purpose of this example, it happens to be financed at prime (at 2.25%) for a 25 year term and the homeowners have placed 5% down, their monthly payments would be \$1,419. If interest rates were to climb 4% to 6.25% the monthly payment would increase 50% to \$2,133.

Consumer Spending and Bankruptcy:¹⁵

Retail sales in Alberta were \$4.6 billion in November 2009 a 7% decrease from the year prior. Consumer bankruptcies increased by 15.3% between October 2009 and November 2009 and increased 71.3% in November 2009 compared to the total number from November 2008.

Energy:¹⁶

Oil prices have recovered from the closing price of \$42.04US/barrel in 2008 to a closing price of \$74.60US/barrel in 2009. The Government of Alberta is predicting that increased global demand and low global supply will keep oil prices high over the medium term and are forecast to be \$78.74US/barrel in 2010-2011 and be \$89.50US/barrel in 2012-2013.

On the other hand, natural gas prices have continued to slide, the average price was \$3.63/gigajoule in 2009, however the government of Alberta is expecting prices to increase and is forecasting the Alberta Gas Reference price to be \$4.25 in 2010-2011 and \$5.50 by 2012-2013.

Drilling rig activity in January 2010 increased to 9.1% from the year prior by 287 drilling rigs.

The development of upgraders and other industry activity pegged for Alberta's Industrial Heartland came to a sudden stop as a result of the recent global recession and low oil prices. Although Alberta is moving out of its recessionary climate, the development of the Industrial Heartland and the thousands of new jobs associated with this development will not see much activity over the medium term. There were originally 9 upgraders and many other projects earmarked for the Industrial Heartland, but to date only one upgrader remains under construction. The Shell Scotford 2, which is an expansion to the original Shell Scotford upgrader is the only project moving forward. The other upgrader projects have

08 Government of Alberta Monthly Economic Review, February 2010, page 1
 09 Government of Alberta Monthly Economic Review, February 2010, page 4
 10 Consumer Price Index, historical summary (1990 to 2009)
 11 The Daily, Statistics Canada, February 18, 2010
 12 Alberta Budget, 2010-13 Economic Outlook, page 118
 13 Government of Alberta Monthly Economic Review, February 2010, page 6
 14 Alberta Budget, 2010-13 Economic Outlook, page 118
 15 Government of Alberta Monthly Economic Review, February 2010, page 1
 16 Government of Alberta Monthly Economic Review, February 2010, page 20

either been indefinitely delayed, cancelled, or remain in the planning and approval stages, and will not be shovel ready for quite sometime. However, if the economic conditions improve and the energy sector turns around Alberta's Industrial Heartland will once again see a wave of activity that provides the potential for thousands of new jobs. The general consensus is that oil needs to be over \$100US/BBL for the development of new upgraders to be viable.

Tuition:

Although the economic climate in general for Alberta is predicted to improve in 2010, this is not the case for many of Alberta's postsecondary institutions. For example, NAIT and the U of A are both anticipating shortfalls in the coming budget years. NAIT is projecting a \$2.3-million projected shortfall for the budget year 2010-11, which is projected to increase to \$7.5 million by 2012-13. The U of A is anticipating a \$59 million shortfall for 2010. Both institutions are looking at tuition increases to combat this. According to its latest business plan, NAIT is proposing a tuition increase of approximately \$1500 (total average projected to be \$5424) to be implemented over the next 3 years. The increase to tuition fees need prior approval from Alberta Advanced Education and Technology, because they are in excess of the increase permitted under the *Post-Secondary Learning Act* Tuition Fee Regulations. The University of Alberta is also proposing a tuition hike and introducing a non-academic fee of several hundred dollars per student.

2. Alberta Industry Profiles:¹⁷

Alberta Industry Profiles are developed by the Government of Alberta Ministry of Employment and Immigration. The recent data released by the Government of Alberta reports on 18 different industry sectors and analyzes the current and future business environment as well as the human resource profile of each. The information contained in each industry profile provides a snapshot of how many Albertans currently work in each industry, the employment growth by industry between 2009 and 2013, and the number of new jobs that will be created in each industry between 2009 and 2013. The following is a table summarizing the key information found in the different industry profiles.

Alberta Industry Sector	Annual Growth 2009-2013	Number of New Jobs 2009-2013	Percentage of new jobs in Alberta Economy	Percentage of Albertans employed in industry sector
Accommodation & Food Service Industry	2.80%	16,800	11%	5.70%
Agricultural Industry	0.90%	2,600	1.70%	3%
Business Building & Other Support Services	2.70%	8,900	5.80%	3.20%
Construction Industry	-7.9% (2009); 2.2% (2010-2013)	-13,600		10.20%
Educational Services Industry	1.50%	9,500	6.30%	6.30%
Finance, Insurance, Real Estate & Leasing Industry	2.10%	12,200	8.00%	5.50%
Forestry & Logging with Support Activities Industry	-1.6% (2009-2010); 2.6% (2011-2013)	>100		0.02%
Health Care & Social Assistance Industry	2.20%	21,400	14.10%	9.40%
Information, Culture and Recreation Industry	2.60%	9,600	3.60%	9.40%
Manufacturing Industry	1.70%			7.20%
Mining, Oil & Gas Extraction Industry	2.20%	3,000	2.00%	
Other Services Industry	2.10%	10,200	6.70%	4.50%
Professional, Scientific & Technical Services Industry	2.60%	22,000	14.50%	8.20%
Public Administration Industry	1.60%	6,900	4.50%	4.10%
Retail Trade Industry	3.00%	21,900	14.40%	11.40%

17 Alberta Industry Profiles (<http://employment.alberta.ca/BI/2652.html>)

Transportation & Warehousing Industry	1.90%	4,600	3.00%	5.10%
Utilities Industry	2.00%	1,800	1.20%	5.10%
Wholesale Trade Industry	3.50%	16,200	10.70%	5.10%

3. Regional Industry Occupational Demand Outlook 2009-2013¹⁸:

The Regional Occupational Demand Outlook is produced by the Government of Alberta Ministry of Employment and Immigration and was released on July 24, 2009. The report breaks the province of Alberta down into 8 different regions and highlights 140 occupations across 14 different industries and forecasts how they are expected to grow from 2009-2013. The following highlights the top growth occupations in the various regions of Alberta:

Athabasca - Grande Prairie - Peace River Region

- ∞ Teachers and professors - 6.1%
- ∞ Professional occupations in health - 4.6%
- ∞ Nurse supervisors and registered nurses - 4.4%
- ∞ Assisting occupations in support of health services - 4.2%
- ∞ Stationary engineers, power station operators and electrical trades and telecommunications occupations - 4.2%

Banff - Jasper - Rocky Mountain House Region

- ∞ Construction trades – 2.8%
- ∞ Paralegals, social services workers and occupations in education and religion, Judges, lawyers, psychologists, social workers, ministers of religion, and policy and program officers – 2.8%
- ∞ Occupations in travel and accommodation including attendants in recreation and sport – 2.8%
- ∞ Technical and related occupations in health – 2.7%
- ∞ Technical occupations in art, culture, recreation and sport – 2.7%

Calgary Economic Region

- ∞ Occupations in food and beverage service – 5.3%
- ∞ Managers in food service and accommodation – 5.2%
- ∞ Machine operators and related workers in metal and mineral products processing – 5.0%
- ∞ Machine operators and related workers in food, beverage and tobacco processing – 5.0%
- ∞ Chefs and cooks – 4.9%

Camrose - Drumheller Economic Region

- ∞ Professional occupations in art and culture – 3.0%
- ∞ Transportation equipment operators and related workers, excluding labourers – 2.6%
- ∞ Teachers and professors – 2.3%
- ∞ Clerical supervisors – 2.3%
- ∞ Childcare and home support workers – 2%

Edmonton Economic Region

- ∞ Police officers and firefighters – 5.0%
- ∞ Other occupations in protective service – 4.0%
- ∞ Secondary and elementary school teachers and educational counsellors – 3.8%
- ∞ University professors and assistants – 3.8%
- ∞ Managers in health, education, social and community services – 2.8%

Lethbridge - Medicine Hat Region

- ∞ Occupations in protective services – 4.6%
- ∞ Machine operators in manufacturing – 3.0%
- ∞ Assisting occupations in support of health services – 2.9%
- ∞ Nurse supervisors and registered nurses – 2.9%
- ∞ Labourers in processing, manufacturing and utilities – 2.7%

Red Deer Economic Region

- ∞ Occupations in food and beverage service – 10.6%
- ∞ Chefs and cooks – 10%
- ∞ Cashiers – 4.9%
- ∞ Sales and service supervisors – 4.9%
- ∞ Nurse supervisors and registered nurses – 3.8%

Wood Buffalo - Cold Lake Region

- ∞ Occupations in protective services – 3.7%

18 Alberta Regional Occupational Demand Outlook, 2009-2013 (<http://employment.alberta.ca/BI/2762.html>)

- ∞ Construction trades – 2.6%
- ∞ Professional occupations in natural and applied sciences – 2.1%
- ∞ Machine operators in manufacturing Stationary engineers, power station – 1.9%
- ∞ Operators and electrical trades and telecommunications occupations – 1.8%

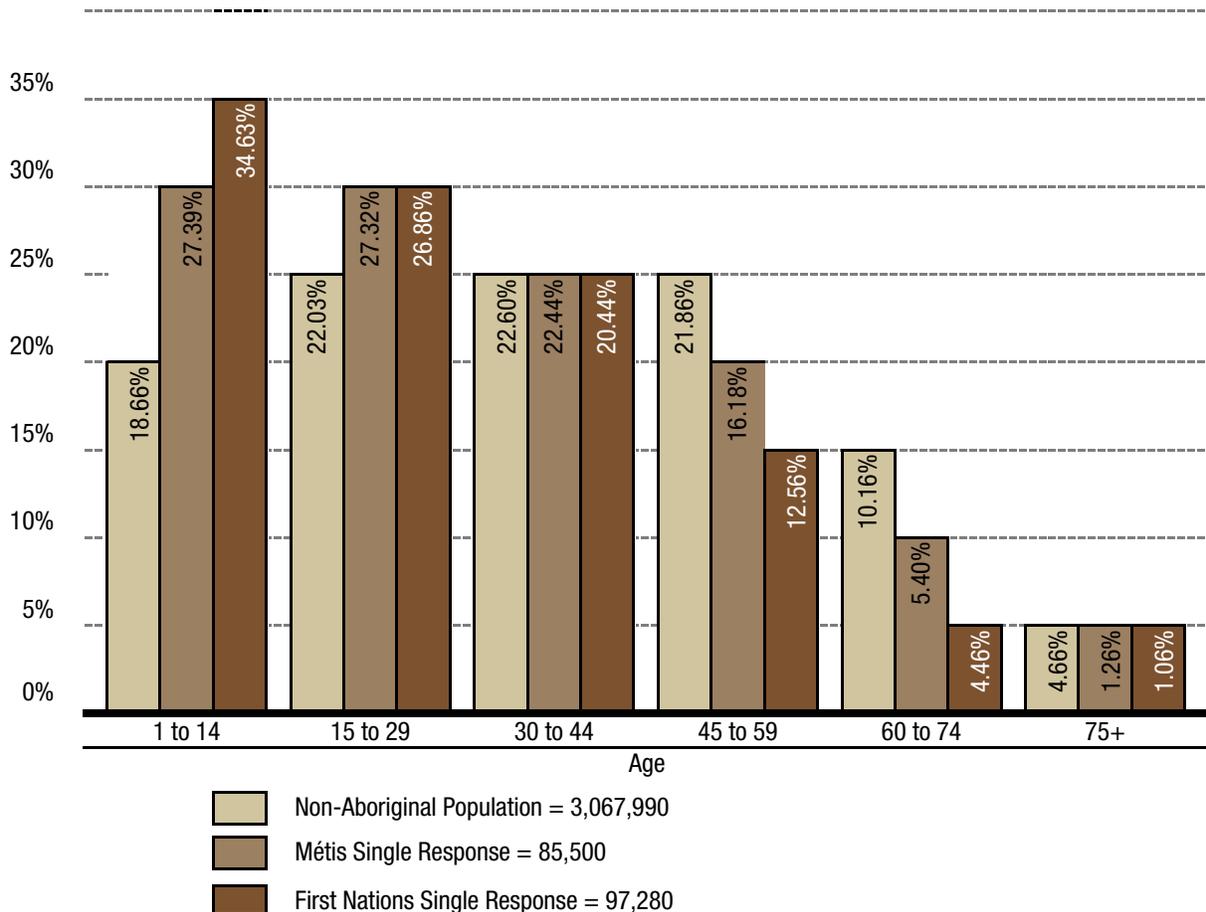
Métis Demographics, Needs and Challenges

The Census Canada 2006, Aboriginal Peoples Survey provided data on the Alberta Aboriginal population characteristics. Comparing this information to similar data for the non-Aboriginal population demonstrates some significant challenges in the ability of Aboriginal people to adequately and fully participate in the Alberta economy. While the labour market characteristics of the Métis people are far closer to those of the First Nations population, there are some distinct differences.

Métis Age Distribution

The Aboriginal population is significantly younger than the non-Aboriginal population as those in the 15 to 44 age group are having more children on average than the non-Aboriginal population. The Aboriginal population after the age of 44 in relation to the non-Aboriginal population is reversed, and decreasing for those in the upper age brackets.

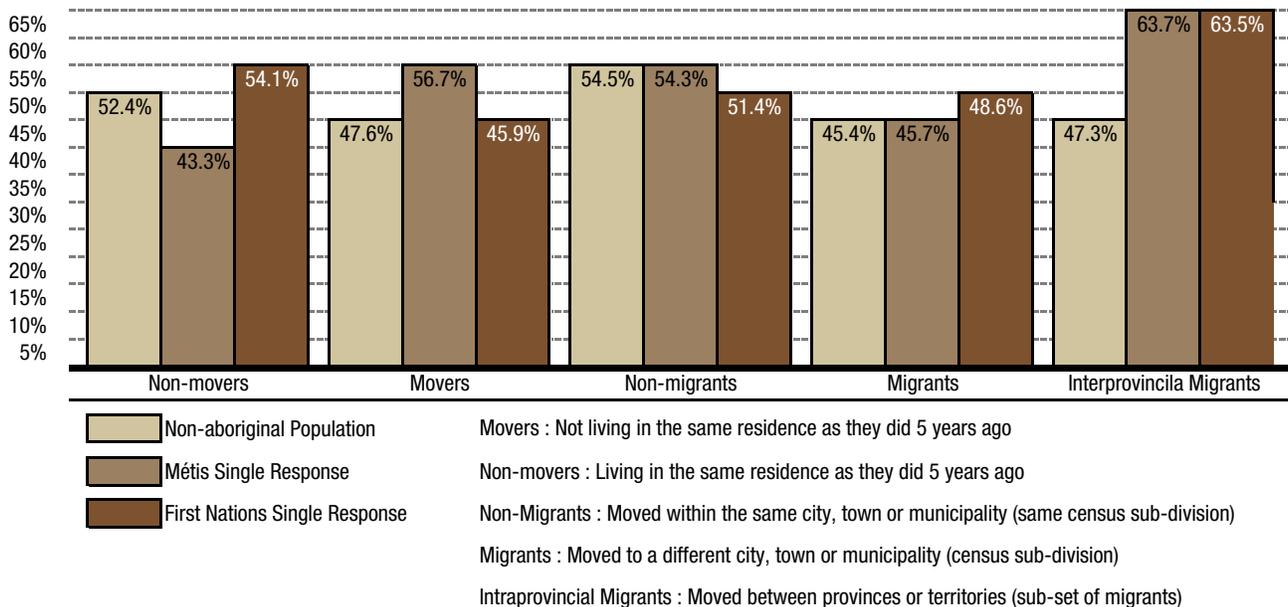
Age Distribution of Alberta Population



Métis Mobility

Métis are far more mobile than the non-Aboriginal or First Nations population. The same Métis client base is more dynamic as the population moves around the province or into Alberta. In the year prior to 2006, 5,270 Métis (27%) moved into Alberta from other provinces. Similar trends are evident in the five year mobility rates.

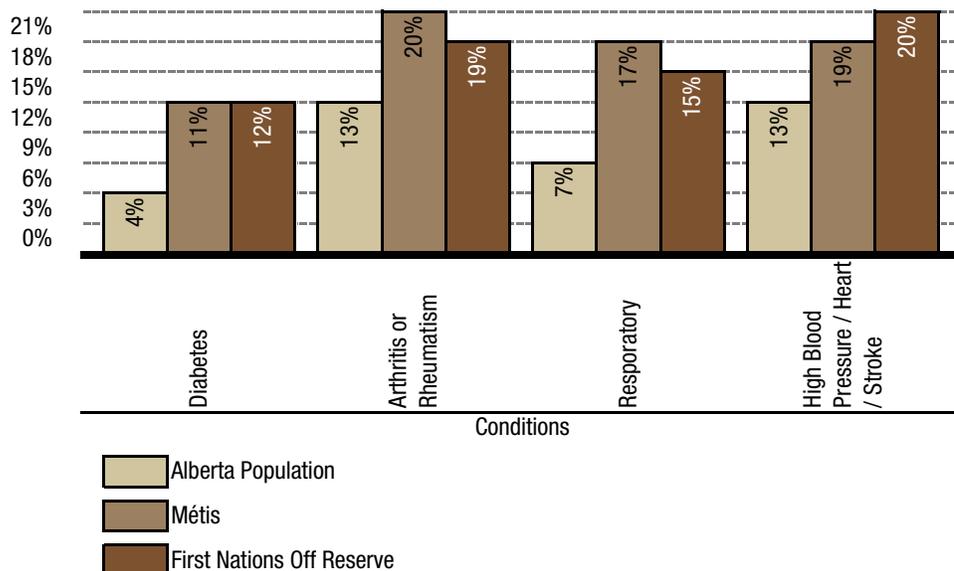
5 Year Mobility - Alberta



Métis Health Indicators

The top four medical conditions affecting Métis individuals show that Métis people on a percentage basis, have an increased incidence of chronic health conditions when compared to the non-Aboriginal population. This results in increased mortality rates and in part explains why fewer Métis people reach advanced old age. 19% of the Métis population experience some sort of activity limitation, which is significantly higher than the non-Aboriginal population. Disability barriers tend to be more prominent in the 30 - 59 age bracket.

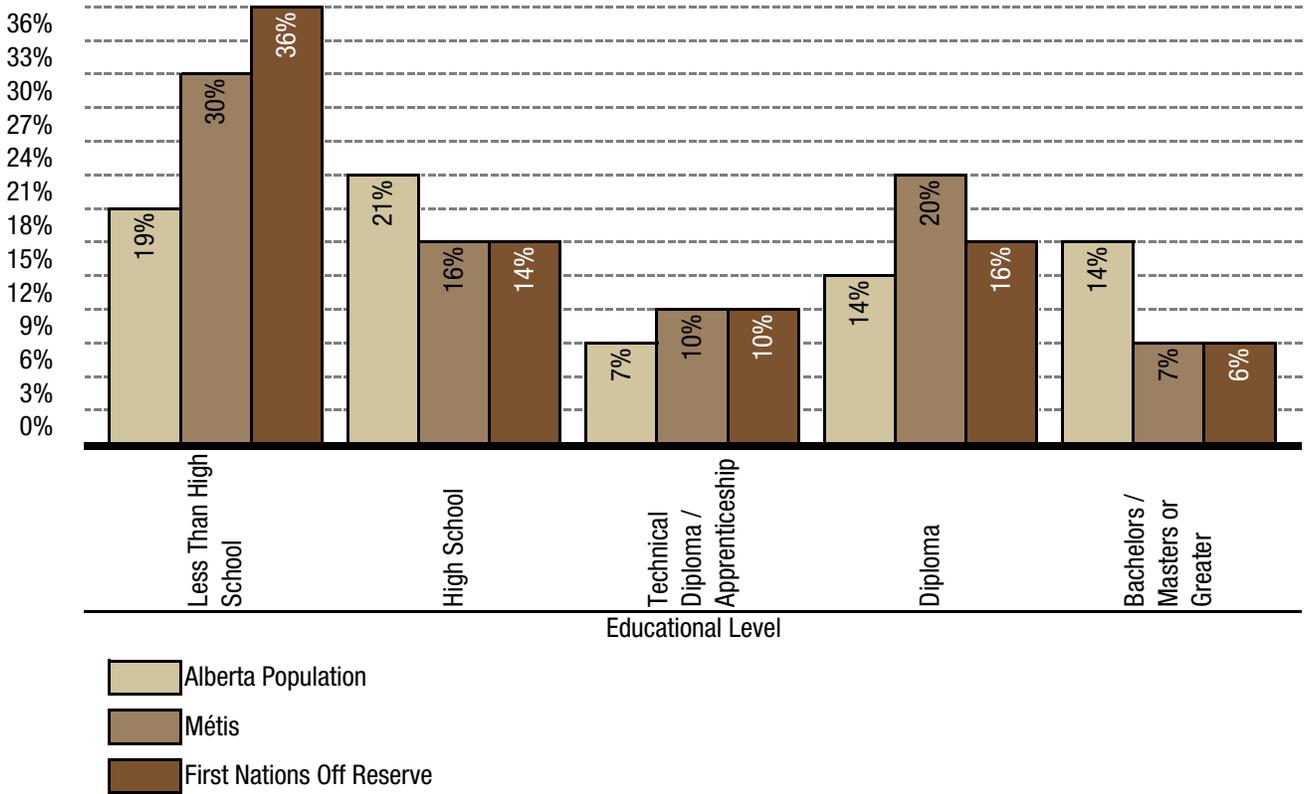
Top Four Aboriginal Health Conditions - Alberta



Métis Educational Attainment

A significantly higher percentage of Métis people have less than a Grade 12 education and have a lower high school completion rate than the non-Aboriginal population. While Métis people are less likely to graduate from high school, those who do graduate tend to complete technical diplomas/trades and diploma programs in higher numbers than the non-Aboriginal population. Completion of university degrees by Métis however is less than half the rate of non-Aboriginal people.

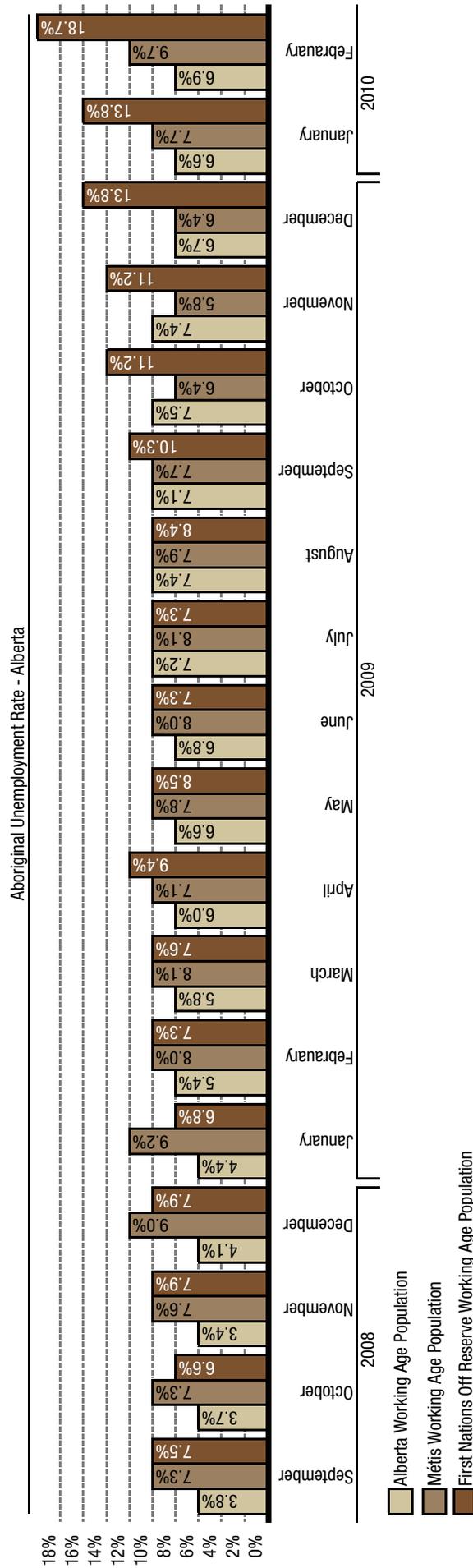
Aboriginal Educational Attainment - Alberta



Métis Unemployment Rates

The graph below demonstrates the unemployment rate from September 2008 to February 2010. At the onset of the recession the Métis population took a harder hit than the non-Aboriginal population in terms of the number of unemployed workers. In the past 6 months, despite a decrease in the unemployment rate overall, the Aboriginal population experienced much higher unemployment rates compared to the beginning of the recession.

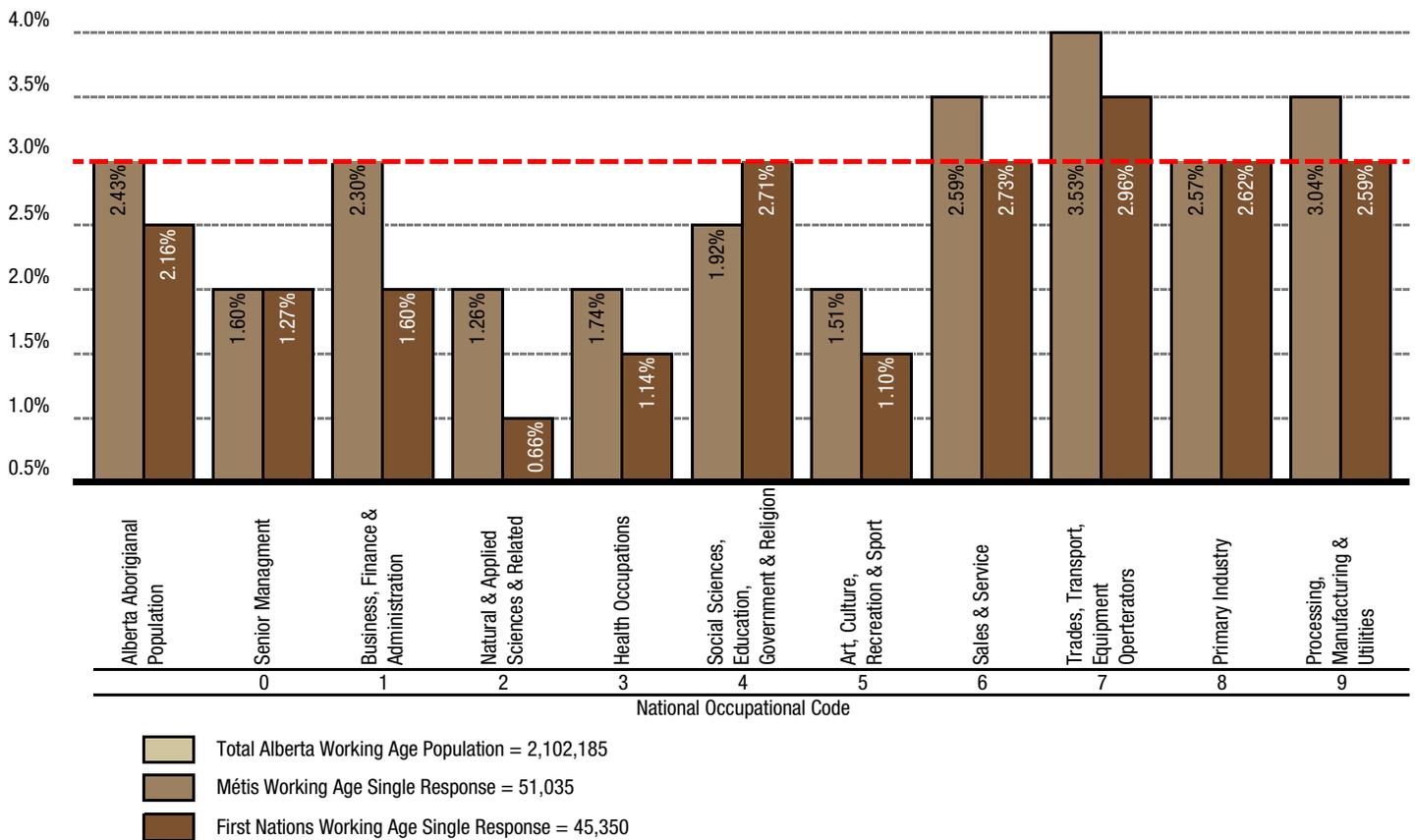
Aboriginal Unemployment Rate - Alberta



Métis Occupational Representation

The graph below indicates the occupational clusters where Métis people are employed. The line through the center of the graph indicates the 2.43% of the total Alberta population who are Métis. The three occupational clusters above the line represent occupations where Métis people are over represented and include Sales and Service; Trades, Technical and Equipment Operators; and Processing, Manufacturing and Utilities. Many occupations in these clusters have a lower educational requirement which is reflective of the lower educational levels of the Métis in comparison to the non-Aboriginal population. The occupations below the line indicate the occupational clusters where Métis are underrepresented and include Senior Management; Natural and Applied Science; Health Occupations; and Art, Culture, Recreation and Sport. These occupations in general require a higher level of education attainment.

Aboriginal Occupational Representation - Alberta



Aboriginal Employment by Occupation

While Métis specific numbers are not available, the overall Aboriginal numbers demonstrate the unemployment rates by occupation. The largest decrease in Aboriginal people employed are in three occupational clusters; Business, Finance and Administrative Occupations; Trades, Transportation, Operators and Related; and Processing, Manufacturing and Utilities. The graph above shows that these are the occupational clusters where Aboriginal people are over represented. Therefore, larger numbers of Aboriginals are being impacted by the downturn in these occupations than in the non-Aboriginal population.

Alberta Aboriginal Off-Reserve Employment by Occupation

	February 2010	January 2010	February 2009
All Occupations	61.3	62.4	60.5
Management Occupations	4.6	4.0	4.0
Business, Finance and Administrative Occupations	8.5	8.3	11.1
Natural and Applied Sciences and Related Occupations	1.7	2.2	1.3
Health Occupations	2.6	2.9	1.6
Social Science, Education, Government and Religion	5.2	5.5	4.3
Occupations in Art, Culture, Recreation and Sport	n/a	n/a	1.4
Sales and Service Occupations	17.5	17.3	15.0
Trades, Transportation, Operators and Related	15.6	16.7	16.3
Occupations Unique to Primary Industry	3.2	3.4	3.4
Unique to Processing, Manufacturing and Utilities	1.3	1.4	2.1

Figures are Per Thousand — Data Source: Statistics Canada, Labour Force Survey

Employment by Industry

The job losses, year over year, are in six interrelated industries: Oil and Gas; Manufacturing; Transportation and Warehousing; Finance, Insurance, Real Estate and Leasing; Management, Administrative and other Support; and Other Services. The overwhelming evidence shows job loss in the energy sector, and its spin off industries, which are not recovering from the recession on pace with other sectors. Oil and gas workers, steel fabrication/pipeline workers, and front end administration for these industries (clerical, landsmen) are being laid off. The areas by industry and occupation where Métis people are over represented by population are therefore those that take a harder hit during adverse conditions.

Alberta Aboriginal People Off-Reserve Employment by Industry

	February 2010	January 2010	February 2009
All Industries	61.3	62.4	60.5
Goods-Producing Sector	17.3	18.4	18.4
Agriculture	n/a	n/a	n/a
Forestry, Fishing, Mining, Oil and Gas	4.1	4.5	7.1
Utilities	n/a	n/a	n/a
Construction	10.3	10.7	7.8
Manufacturing	2.1	2.1	3.1
Services-Producing Sector	44.0	44.0	42.1
Retail and Wholesale Trade	9.5	10.2	8.4
Transportation and Warehousing	3.8	2.7	4.9
Finance, Insurance, Real Estate and Leasing	1.8	1.5	2.6
Professional, Scientific and Technical Services	3.5	3.2	2.6
Management, Administrative and Other Support	1.4	1.1	2.9
Educational Services	3.7	3.9	4.1
Health Care and social Assistance	6.9	7.3	4.1
Information, Culture and Recreation	2.0	2.5	1.2
Accommodation and Food Services	4.9	5.2	4.8
Other Services	2.7	2.5	4.0
Public Administration	3.8	4.0	2.5

Figures are Per Thousand –Data Source: Statistics Canada, Labour Force Survey

Client Needs and Challenges

Since 2004, the MTE program (formerly the LMD program) has been tracking information on Métis clients that approach MES offices in the KETO Client Data System. An analysis of the client files in KETO since it inception (6,547 files) demonstrates the characteristics of the Métis clients approaching MTE for assistance. These are:

- ∞ 53.9% of MES clients are male and 46.1% are female
- ∞ 34.5 % have less than Grade 12, 39.3% have a Grade 12 education level, and 23.7% have some post secondary training
- ∞ 53.1% are unemployed, 28.2% are employed, 6.02% are employed part time, and 1% are self employed
- ∞ 49% of clients are age 15-29 years, 34% of clients are between the ages 30 – 44 years, 17% of clients are over the age of 45 years
- ∞ 21.9% have no driver's license
- ∞ 10% are lone parents

Strengths and Challenges in Métis Training to Employment Operations

Service Delivery Structure

Access to MTE programs and services is provided through a province-wide network of full time MES offices, which corresponds with the geographic distribution of Métis within Alberta. (See map of geographic distribution of Métis and location of MES offices on page 17)

In April 2009, due to a static budget and rising costs, the MTE program, despite efforts to reduce costs and increase efficiency, found it was unable to maintain the 2008 MES structure of 15 offices under the budget allocation. Five full time offices were consequently closed (High Level, Ft McMurray, Hinton, Whitecourt, and Lethbridge) and a reduced offering of part time itinerant services was provided to these communities.

Full time office locations

Ten full time MES offices are currently located in Lac La Biche, Bonnyville, Calgary, Red Deer, Edmonton, Peace River, High Prairie and Slave Lake with two offices leveraged through partnerships in Grande Prairie with The Workforce Place and in Medicine Hat with Saamis Employment and Training Society.

Itinerant Services

Staff from these offices also provide regular itinerant services on a part-time basis to the following communities at this time; High Level, Ft. McMurray, Conklin, Lethbridge, Whitecourt, Grande Cache, Barrhead and Hinton. Employment Counsellors travel with an “office in a suitcase” that contains a cell phone, laptop, printer and mobile internet stick which allows them to provide the labour market information and services available at a full time MES office.

Mobile MES Services

The Mobile MES provides services in remote areas of the province not covered by a full time MES office. At the present time, the Mobile MES provides regular service to Lloydminster, Cold Lake, Rocky Mountain House, Morinville, Westlock, Grande Cache, Edson, Drayton Valley, Wetaskiwin, High Level, Ft. Vermillion, Manning, Red Earth, and Wabasca.

Services Provided at MES Locations

Minimum services

Services provided to Aboriginals at all MES offices, including the Mobile MES, or by a counselor working from an “office in a suitcase” include:

- ∞ Referral to jobs through the job bank or postings from employers or other community agencies
- ∞ Access to computer, printer, telephone, internet and fax services
- ∞ Access to educational information, career planning, community resources, and other labour market information
- ∞ Access to resume and interview assistance
- ∞ Assistance with entrance to, and information on funding for, post secondary and other training programs
- ∞ Level 1 client assessment

Additional services for Métis clients:

- ∞ Access to employment counselling for job ready and non-job ready clients
- ∞ Referral to projects specially designed for Alberta Métis
- ∞ Assistance with application and funding for MTE programs
- ∞ Specialized services for Persons with Disabilities

Employer Services provided at MES offices include:

- ∞ Posting of job ads
- ∞ A skills bank of qualified individuals and referrals to employers
- ∞ Wage incentive programs for employers who provide clients with required career related work experience
- ∞ For those hired from MTE referrals, there may be supports such as work attire, short courses training, and supports for PWD clients if required for the job.

Monitoring and Reporting of Service Delivery

Operational Reviews

MTE has conducted operational reviews on a regular basis throughout the years. The operational review process in the past has been to assemble a team of staff who travel to an MES location to review hard copy and electronic client files, the physical set up and organization of the client resource area, and to determine if MES operations meet the procedures outlined in the MTE procedure manual. This process, while time consuming and costly, provided an opportunity for staff to learn by reviewing their coworkers' activities and then reporting on ways to improve operations.

Quality Assurance

With the development of KETO Client Data System, managers are able to provide on-line review of client files, and to post Bring Forward reminders for staff. The review takes place at three levels, where Counsellors review their own files weekly, the Regional Manager reviews the counsellors' work monthly, and head office staff conduct quality assurance on a regional basis quarterly. This provides more timely and consistent monitoring of service delivery quality.

The MNA/MTE quality assurance process has resulted in zero upload errors in the KETO Client Data System for the past seven quarters. This quality assurance process will continue to be applied during ASETS implementation.

Client Appeal Process

The MTE program has an appeal process, where clients who are denied funding are able to request a review of their file. The appeal process allows a review and decision at up to three levels:

- ∞ The first level of appeal is to the Regional Manager who denied the client's application. The Manager may overturn the decision to deny based on new information provided by the client, or if the decision is upheld the file is then forwarded to the second level of appeal.
- ∞ The second level of appeal is the Director at head office where the file is reviewed to determine if an error was made in applying program criteria when making the decision. The appeal may be overturned at this level if it is determined an error has been made and the client does meet criteria, if upheld, in which case the file is referred to the appeal committee.
- ∞ The third level of appeal is the appeal committee, consisting of a community representative from three of the four MTE regions. The committee will consider the case and make the final decision regarding the file.

In 2009-2010, eight clients made an appeal to the second level, and all were resolved without being referred to the appeal committee.

Métis Training to Employment Programs

An array of MTE programs are offered annually to Métis clients meeting established criteria. (See pages 53-54 Labour Market Programs).

In 2008, MTE (formerly LMD) staff reviewed program offerings and criteria to determine if these programs were meeting identified client needs. As a result of this review, basic criteria was revised to allow employed clients with a demonstrated need to be considered for training/retraining. A need was also identified for apprentice support and for clients who were unable to access full time training in their home community. Under individual sponsorship for the Skill Development program, criteria was therefore adjusted to support clients entering apprenticeship and part time studies.

Funded Program Interventions

856 clients were funded through MTE programs in 2009. An analysis of client files in KETO to date shows that clients have been funded as follows:

- ∞ Métis Skill Development Program -Individual Training Sponsorship - 36.6%
- ∞ Métis Skill Development Program -Project Based Training and Métis Youth Transition projects - 26.3%
- ∞ Métis Employment Supports Program - 7.7%
- ∞ Métis Youth Internship and Summer Student Employment Program - 2.1%
- ∞ Métis Persons with Disabilities Program - Assessment and supports - 1%
- ∞ Métis Targeted Wage Subsidy - 0.5%
- ∞ Métis Entrepreneurial Program - 0.4%

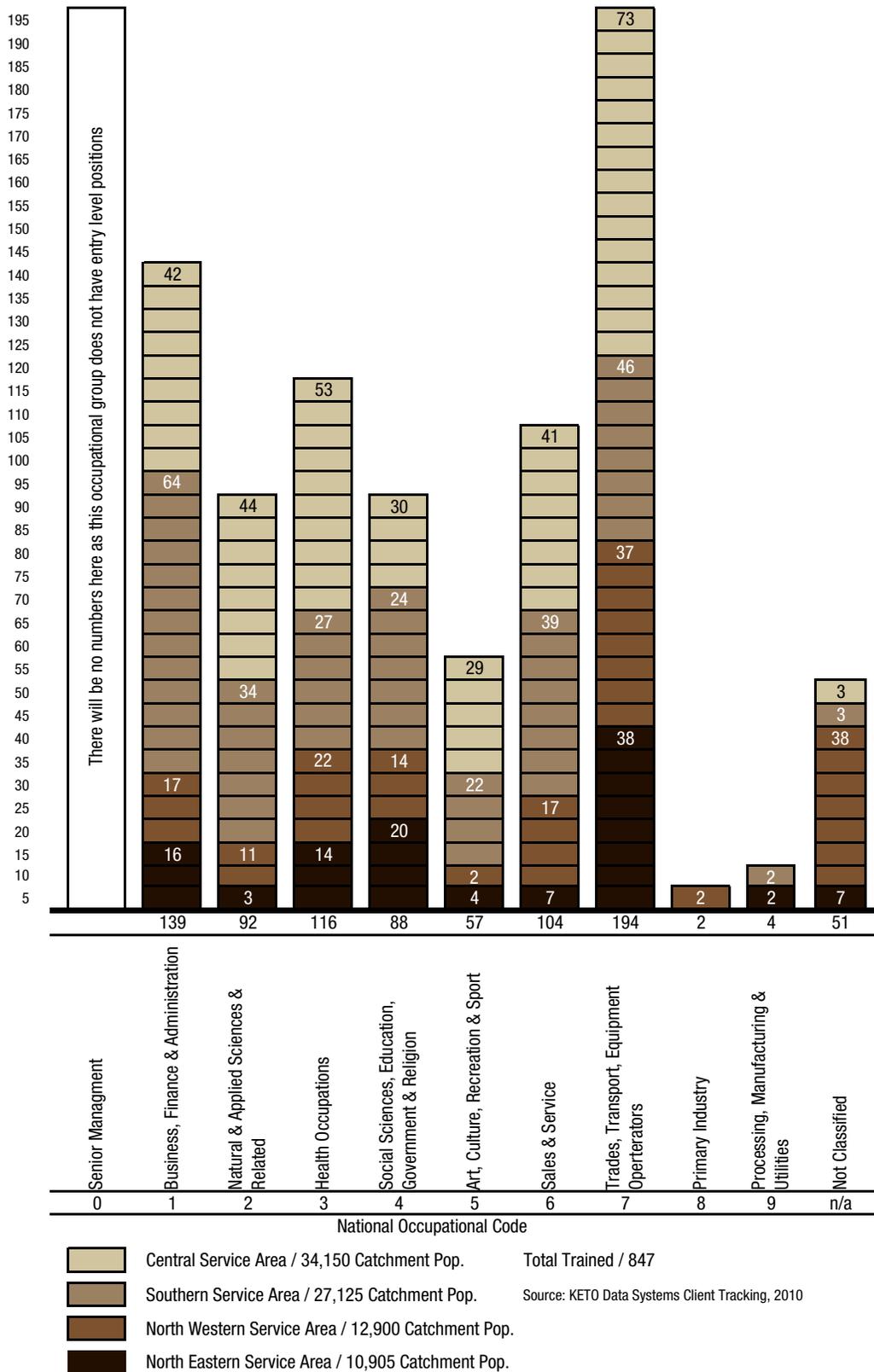
The chart on the following page shows the Occupational Areas where clients were trained by the MTE program

Métis Training to Employment Training Project Development

Under the Métis Skill Development Program, MTE staff design and deliver training projects where there is a demand in the community and there are Métis clients that wish to enter the occupation. Staff began the project development process for 2009-2010 with a planning session that looked at the characteristics of Métis clients in each community with an MES office (14 communities) as well as the economic trends in the area. As a result, the following project priorities were established for 2009-2010: health “professional” careers, “green technology” and youth exposure courses. A decrease in “trades” type projects was recommended due to the downturn in the economy.

With that strategic direction, each project manager conducted extensive labour market research including occupational trend research, industry and stakeholder consultation, and then prepared a project concept and rationale for review by other members of the project team. 42 projects met the established criteria and were approved, however due to funding constraints, proponent difficulties and inability to recruit, 25 projects, 2 Labour Market Research projects, and 2 youth Conferences were delivered during the fiscal year. Projects delivered in 2009-2010:

Alberta Métis Trained by MTE in 2009 - 2010 - Occupational Representation



Métis Training to Employment Training Projects Completed Last Fiscal Year

South Region:

- ∞ Day Home Provider
- ∞ Fast Labour Solutions –safety tickets and employment supports
- ∞ Heavy Equipment Operator
- ∞ Administrative Assistant
- ∞ Wind Turbine Technician
- ∞ Upgrading program at Bow Valley College

Central Region:

- ∞ Trade Winds to Success – Trades program
- ∞ Women Moving Forward
- ∞ Firefighting Career Preparation
- ∞ Administrative Assistant
- ∞ Health Sciences Transition
- ∞ Heavy Equipment Operator for Coal Mining
- ∞ Construction Craft Labourer
- ∞ Study of the Industrial Heartland

NE region:

- ∞ Syncrude Aboriginal Trades Program
- ∞ Life Enhancement and Empowerment Program

NW Region:

- ∞ Health Sciences Transition

Youth career exposure projects delivered in 2009-2010:

South Region:

- ∞ Youth Leadership Camp in Calgary and Lethbridge

Central Region:

- ∞ Kids in the Hall for Youth at Risk
- ∞ Youth Leadership projects in Grande Cache and Barrhead

NE Region:

- ∞ Aboriginal Junior Forest Rangers in Lac La Biche
- ∞ Emergency Response Personnel Summer Camp

NW Region

- ∞ Junior Forest Rangers in Fort Vermillion
- ∞ Aboriginal Student Job Shadow – Grande Prairie
- ∞ Youth Employment and Transition – Slave Lake

Provincial Projects

- ∞ Ghost River Rediscovery Youth Leadership
- ∞ Environmental Career Camp
- ∞ Future Next Exit Conference
- ∞ Alberta Aboriginal Youth Achievement Awards

Métis Endowment Awards Program

Approximately 40% of MTE clients reported in KETO who have a Grade 12 education lack post secondary training. Under the Métis Endowment Awards Program funding is provided to the Métis Education Foundation for the purposes of establishing the Métis Scholar Bursary Awards at post secondary institutions who are able to match the funds. The interest generated by the established endowment is given out annually as bursaries while the principal is kept intact to support student bursaries in perpetuity. The following Métis Scholar bursaries were dispersed this fiscal year:

Post Secondary Institution	Bursaries Dispersed
Grant MacEwan	16
University of Alberta	12
Norquest College	10
NAIT	12
Portage College	17
Total	67

Program Results and Success Rate

An analysis of KETO Client Data system to date shows the following program results for 2009-2010:

- ∞ 83.5% of clients trained completed their training intervention; and
- ∞ 78.6% of clients trained were employed or returned to school within six months of training completion

Marketing MTE Programs and Services

The MTE program has used a variety of methods to advertise and market MTE services and programs over the past year. Since hiring a Marketing Coordinator in 2008, the quantity and professionalism of MTE marketing materials has improved dramatically.

Our greatest marketing strengths are a strong brand, effective (if underutilized) word of mouth recommendations, and a strong on-the-ground knowledge of local communities.

Current Marketing Strategy

Primary marketing tools used by the MTE program over the past year include:

- ∞ Professional posters are created for MES services and MTE projects as needed. Success Story posters profiling the training and employment results for MTE funded clients are created quarterly.
- ∞ Brochures highlighting Services for Individuals, Disability Services, Employer Services, and Youth Employment Programs are now being produced in house, and distributed in the community by MES staff.
- ∞ Targeted Radio Advertising, selected by the station's listener profile, has been used extensively for MTE projects. The partnership with CFCW, with Alberta wide coverage, provides one seven second ad every hour which is useful for general advertising and branding purposes.
- ∞ The MTE website (metisemployment.ca) provides a one-stop shop for all information about MTE programs, MES services, upcoming projects, program application deadlines and provides links to the Métis Scholar bursaries. All marketing initiatives refer back to the website.
- ∞ A Twitter feed to the website allows the Marketing Coordinator to send notification of the location of the Mobile MES, upcoming projects, program application deadlines etc. directly to clients who subscribe.
- ∞ Cable and print ads in newspapers and magazines are frequently used for project advertising.
- ∞ Attending conferences and hosting an Open House are time consuming for staff but provide opportunities for one of the most effective forms of advertising- word of mouth. MES staff attend many local school career fairs and events, and host an open house each year during Métis Week.
- ∞ The Mobile MES is of itself a mobile billboard and commands attention in every community it rolls through. The mobile MES has participated in a number of parades and career fairs and provides the perfect venue for staff to promote MES services.

Client Facing Website - www.metisemployment.ca

One of our most important marketing tools is our web site. In addition to being accessible at all times, and from any location, it is also a wealth of information about MTE projects, programs, and client success stories, as well as vital information such as the location of the Mobile MES. On the site, clients are also kept up to date on the latest developments with regards to new projects, program application deadlines, and provides a link to the Métis Scholar Awards.

The site itself is easy to find, and is one of the top results on a number of search engines when searching for the keywords, "Métis, jobs, or employment". Roughly 200 people visit the site per day, 36.4% of whom are new visitors. 60% of our traffic is directly to the site, while the remaining 40% of traffic is split between search engines and links from other sites.

Labour Market Development | Metis People - Looking for Training or Assistance

Labour Market Development

Looking for training? | For Employers | For Youth | About Us

Contact Us
Bookmark This Page

Get Ahead of the Future

The Mobile MES is coming to YOUR Community

Mobile MES Schedule

Looking for Training?

We help Métis people with services, programs, and information to find a new future.

- Client Services
- Programs
- Project Based Training
- Success Stories

For Employers

Successful businesses rely on trusted staff. Métis Employment Services connects employers with qualified, trained Métis people.

- Services
- Programs
- Partnerships

For Youth

Our Programs provide Métis youth with skill development and real work experience that show what the future may hold.

- Services
- Programs
- Community Connections Projects
- Alberta Aboriginal Youth Achievement Awards

Find out more about LMD

Learn more about Métis Employment Services and the Labour Market Development program in locations throughout Alberta.

- Director's Message
- Labour Market Development
- Métis Employment Services
- Mobile MES
- Contact Us

Métis Nation of Alberta | Contact Us | Employment Opportunities

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Canada

Internal Staff Capacity

The MTE program has a current staff component of 53 plus one staff seconded to the ASTSIF project. Staffing has been downsized from the 60 staff that were in place at the beginning of the AHRDA agreement, due to static administration funding. The program also shares the services of two IT staff, HR Manager, Purchaser, Reception, and Building Management with the other MNA programs.

A strength of the MTE program is that it operates under a centralized finance, policy and MHDRA accountability reporting structure at the head office level and a decentralized service delivery structure at the community level. The program uses technology to effectively manage results reporting through KETO Client Data System and Financial reporting through ACCPAC and the Payment Processing System. In 2004, MTE developed a database called Payment Processing System (PPS) which interfaces with ACCPAC to directly deposit payments on a bi-weekly basis to student's bank accounts through an Electronic File Transfer process. Client data is input into PPS at the regional level, and goes through two levels of approval at head office before payments are released. A number of checks and balances are built into the system to ensure deductions and refunds are accounted for and accurate payments are made. The PPS program has allowed the MTE program to accurately track financial commitments by quarter and fiscal year, and generate financial reports at regional and head office level as needed. Quality control processes ensure financial data integrity, and financial audits have consistently found few concerns with the program's financial accounting. In 2008, the MTE program began to develop Financial Data Manager (FDM) to replace PPS. This program will perform the functions of PPS and more, will be more intuitive, and be integrated into the KETO client data system to ensure one data file for each client funded through the MTE program. FDM will be fully functional for ASETS reporting.

At the community level:

Métis Employment Services staff, consisting of 18 Employment Counsellors, 7 Client Resource Assistants and a Mobile MES driver, provide and will continue to provide the following services:

- ∞ Intake and assessment of clients
- ∞ Employment Counselling and action planning
- ∞ Funding and case management of client interventions
- ∞ Resume, job search, and referral assistance
- ∞ Collection and disseminating of labour market information

At the Regional level

In 2008, MTE restructured regional operations to align more closely with Métis population demographics. Four regions, South, Central, Northwest, Northeast, were established. Staff within a region were assigned to either project or client services responsibilities. Assistant Manager Positions were also created in each region to assist managers with their responsibilities and to provide an opportunity for training and development of future Regional Managers. 12 Regional staff are and will continue to be responsible to:

- ∞ Manage MES services within the region
- ∞ Manage and deliver programs and services based on regional budgets, targets, and annual work plan
- ∞ Develop implement, monitor, and evaluate training projects
- ∞ Establish regional partnerships to leverage MTE funds
- ∞ Provide quality assurance on service delivery, funding requests and data input related to case management and financial data

At the Head Office Level

Fifteen staff at head office have and will continue to have overall program responsibilities, and their work is provincial in scope. As listed below their title, the staff will have the following responsibilities.

The Chief Executive Officer (currently the LMD Director):

- ∞ Liaise between MTE administration and Rupertsland Institute Board;
- ∞ Ensure the overall strategic direction including policy development by the Board of Governors is implemented in the MTE program;
- ∞ Liaise with federal/provincial government and Aboriginal organizations and industry sectors;
- ∞ Represent the program at national forums, develop reports for HRSD, members, and the Rupertsland Institute Board of Governors;
- ∞ Negotiate budget, targets, and the Contribution Agreement with HRSD; and
- ∞ Ensure financial accountability and reporting as per the terms of the ASETS agreement.

**Director – Training and Employment Division
(currently the LMD Associate Director):**

- ∞ Ensure the implementation of the ASETS agreement and the MTE business plan is incorporated into program operations;
- ∞ Develop the procedures required to implement policies and maintain the MTE Procedure Manual; and
- ∞ Monitor quality assurance processes, oversee the management of the human resource requirements of the program, ensure the IT needs of the program are met (KETO and FDM Database, infrastructure and network requirements), and ensure capacity needs of staff are met.

Associate Director - Industry Relations, Communications and Marketing:

- ∞ Develop partnerships with employers; and
- ∞ Market the Training and Employment program to employers.

Associate Director - Métis Employment Services:

- ∞ Provide support and mentoring to Regional Training and Employment Managers;
- ∞ Implement quality control of funding applications, electronic and hard copy client and project files; and
- ∞ Oversee the management of regional funding allocations and target results.

Disability Consultant:

- ∞ Provide specialized expertise and mentoring to MES counselors regarding action planning for PWD clients; and
- ∞ Coordinate specialized assessments and supports to disability clients.

Assistant to the Director:

- ∞ Prepare mail and correspondence;
- ∞ Manage purchases for the MTE program; and
- ∞ Arrange travel and accommodation for staff, and arrange meetings and conferences.

Associate Director – Corporate Operations:

- ∞ Oversee the finance, payroll, Human Resources, IT, and purchasing requirements of Rupertsland Institute. (This responsibility will be added to the duties of an existing staff member.)

Finance Staff (3) :

- ∞ Provide quality control of invoices, coding to the budget, ensure that invoices are paid and entered into the finance system, prepare payroll, prepare financial reports as requested, and are responsible for the annual audit of MTE finances.

**Human Resource Manager
(currently shared with MNA):**

- ∞ Advise on staff recruitment, performance management and other HR matters, ensure personnel policies are met, and administer the staff benefit plan.

Communications Manager:

- ∞ Manage marketing initiatives, prepare external marketing material and internal newsletters, brochures and publications, manage the MTE website.

Desktop Support Administrator (a position shared with MNA, which will now come under MTE):

- ∞ Provide network administration, help desk, manage IT hardware, software and IT systems.

Associate Director – Professional Development Center (new position will be occupied by a current MTE staff) :

- ∞ Oversee the development and delivery of internal staff training;
- ∞ Oversee the development of education courses and external course offerings;
- ∞ Act a liaison to the Métis Education Foundation; and the operations of KETO Inc.

Online Training Manager – Professional Development Center (currently seconded to the ASTSIF project, until March 2011):

- ∞ Oversee development and implementation of on-line training initiatives.

Staff Turnover rate and Reasons for leaving

The turnover rate in 2002- 2010 has significantly decreased, which may in part be related to the economic downturn. Staff, however, do report feeling more satisfied with their employment than during the previous year.

The turnover rate for MTE staff in 2008 was 23/57 positions =40%

- ∞ In 2008, 12 persons quit for another job, one for school, four for medical reasons, one death, one moved, and four for reasons that were not disclosed.

The turnover rate for MTE staff in 2009 (minus position abolishment due to office closures) was 9/51 positions =18%.

- ∞ In 2009, three persons quit for another job, one for school, one for medical reasons and four for reasons that were not disclosed.
- ∞ Workload and level of pay are stated most often as reasons why staff leave to seek other employment.

Turnover Rate by position

The staff turnover rate is most significant in entry level positions.

Position	Number in the position in last 12 months	Turnover rate
Client Resource Assistant	13/7	46%
Employment Counsellor	21/18	14%
Clerical support	5/3	0% – 2 positions abolished
Assistant Regional Manager	8/5	20% – 2 positions reassigned
Regional Manager	8/6	25%
Mobile MES Driver	1	0%
Disability Consultant	2/1	0% – 1 seconded
Team Leader	2/1	50% – 1 left & 1 seconded
Director	2	0%
Finance	3	0%
Communications Manager	1	0%
IT staff	2 shared	0%
HR Manager	1 shared	0%

Years of Service for current staff

54% of MTE staff have three or more years of service.

Position	Less than 1 year	1-2 years	3-5 years	5-10 years	10 + years
Client Resource Assistant	4	1	1	1	
Employment Counsellor	4	4	3	7	
Assistant Manager	3	1	1		
Regional Manager		1	1	4	
Clerical Support		2			
Finance Staff			1	1	1
Specialized Program Staff	1	1	2	2	1
Team Lead and Directors	1				3
Total	15	10	9	15	5

Promotion from Within

Over a two year period, 17 staff were promoted to a higher position within the organization.

Average Age of the Workforce

72% of the MTE staff are under age 50, and 28% are above that age.

Staffing Strengths

- ∞ MTE has a relatively young workforce.
- ∞ There is stability of staff in senior positions.
- ∞ The program has become more professional and stable with staff turnover decreasing over the years.
- ∞ The unit has shown flexibility in organizational design and the ability to restructure as needed to meet challenges.
- ∞ A multi-layered structure provides opportunities to advance within the program.
- ∞ HR policies are well developed and consistently applied. Each position has a current position profile, a standardized recruitment process is generally being followed, six month and annual performance evaluations are consistently completed, and a performance management system has been developed.
- ∞ A standardized training package has been developed for MES staff.
- ∞ The MNA/MTE Finance system is a best practice. Implementation of FDM in early 2010 will increase flexibility in reporting and accuracy of tracking financial commitments.
- ∞ The IT system is shared with MNA and works fairly well; however future needs of the program and the Rupertsland Institute require reevaluation of the IT network and system.
- ∞ MNA/MTE has a dedicated capacity enhancement budget, and develops a capacity plan each year.
- ∞ The MNA benefit plan is rated 4/5 and is seen as an attractor in recruiting new staff.

Capacity Challenges

- ∞ Long term tenure and average age in management positions means vacancies may be occurring at the senior levels of the organization fairly shortly. MNA/MTE lacks a successor strategy for senior positions.
- ∞ Staff turnover, although significantly better this year, has been very high in past years.
- ∞ MNA/MTE has limited resources to provide better pay, perks, and/or retention bonuses that other organizations may use to attract and retain employees. Therefore, MNA/MTE is trying to attract employees on the basis of an organization with training opportunities and a policy of preferential recruitment from within the organization.
- ∞ Although a standardized training package exists for MES staff, timely training is not always available when staff start in a new position. In addition, the disbursement of staff throughout the province and the need for a centralized delivery format means that staff must travel for training which is costly and difficult for some staff.
- ∞ Skill gaps still exist for MES staff even after standardized training.
- ∞ Training plans for positions within the organization, including cross training for other positions, have not been developed.
- ∞ A standardized training package for developing management staff does not exist.
- ∞ Not all staff understand, agree with, or practice the MNA/MTE Performance Management procedures.
- ∞ All current staff are expected to be retained under Rupertsland Institute operations. However, reporting structure, work assignments, and staff management procedures require redevelopment as the implementation of the Rupertsland Institute unfolds.

Partnerships

MTE undertakes the development of a number of partnerships to enhance the delivery of programs and services to Métis clients. Partnership building was formally introduced as a pillar in the Aboriginal Human Resource Development Strategy (AHRDS II) in 2005, and for the first time required AHRDA holders to report on three types of partnerships as described below:

Informative Partnerships

Informative partnerships are for the purpose of sharing information between/among an Aboriginal organization and other entities with the goal of furthering Aboriginal labour market participation. In total, MTE entered into 71 Informative Partnerships in 2009-2010 with schools, government, industry and other community based organizations throughout Alberta. Some examples include:

Partner(s)	Location	Purpose
Canada Career Week Fair Committee	Edmonton	The Committee shares job postings, information sessions and participant information
Alberta Employment and Immigration	Calgary and other areas of Alberta	AEI and MTE discuss upcoming projects, labour market trends and partnership opportunities.
FG Miller High School	Elk Point	MTE and school staff meet regularly to exchange information on clients' needs, labour market opportunities and informing potential clients of MTE services.
Sears Canada	Edmonton	Exchange of information on upcoming projects and employment leads for clients completing the Administration Assistant project.
Aboriginal Information Exchange Committees	Several Locations Throughout Alberta	Meet to share information on upcoming developments, opportunities and trends with as many as 40 organizations per Committee meeting.

Coordinated Partnerships

Coordinated Partnerships are for the purpose of sharing expertise/resources between/among an Aboriginal organization and other entities with the goal of furthering Aboriginal labour market participation. In total, MTE secured 30 Coordinated Partnerships throughout Alberta with government, community organizations, postsecondary institutions and industry. Some examples include:

Partner(s)	Location	Purpose
City of Edmonton	Edmonton	Edmonton Transit provided knowledge and expertise to improve training, and provided job placements for Métis clients in the Transit Outreach program.
Alberta Sustainable Resource Development	Fort Vermillion and Lac La Biche	Alberta Sustainable Resource Development provided expertise and guidance to Métis youth interested in a career in forestry, natural management, wildlife protection and environmental conservation.
Alberta Employment and Immigration	Hinton	AEI provides Métis clients with information on Métis Employment Services, labour market information and provides office space for MTE staff to interview clients.

Conklin Community Association	Conklin	The Conklin Community Association provides Métis clients with information in MTE services and provides in-kind reception service.
Alberta Health Services	Edmonton and other areas	Sharing of trends, upcoming postings, and expertise in the development of training projects designed to improve the access of Métis clients to the health industry.

Collaborative Partnerships

Collaborative Partnerships are for the purpose of sharing funding between/among an Aboriginal organization and other entities with the goal of furthering Aboriginal labour market participation. In total, MTE entered into 45 Collaborative Partnerships around the province and leveraged a total of \$7.9 million in the fiscal year 2009-2010. Some examples include:

Training Project Partnerships

Partner(s)	Location	Purpose	Amount Leveraged	MNA Contribution	Total Cost
Syncrude, AEI, First Nations, Keyano College	Wood Buffalo Area	To train apprentices for full time employment with Syncrude.	1,185,486	100,000	1,285,486/annum
Grande Cache Coal Corp. and AEI	Grande Cache	To train Métis clients in heavy machinery operation to meet entry level operator positions with the mine	260,318	14,500	274,818
Covenant Health Services	Edmonton	To prepare and train Métis clients to enter the health industry as Health Care Aides	141,569	94,207	235,776
Kids in the Hall Bistro (includes a number of partners)	Edmonton	Provides employment skills, career planning, work experience to At-risk Aboriginal Youth between the ages of 16-24	358,050	87,950	446,000
Bow Valley College, Alberta Advanced Education, AEI	Calgary	To provide Aboriginal clients access to self-paced integrated skills training that includes upgrading.	478,000	15,368	493,368

Service Delivery Partnerships

Partner(s)	Location	Purpose	Amount Leveraged	MNA Contribution	Total Cost
AEI, Treaty Seven	Medicine Hat	To provide employment services to Aboriginals in Medicine Hat and surrounding communities	177,989	93,185	271,173
The Job Place	Grande Prairie	To provide employment services in the city of Grande Prairie	101,739	101,739	203,478

Bursary Endowment Partnerships

Partner(s)	Location	Purpose	Amount Leveraged	MNA Contribution	Total Cost
Government of Alberta, Portage College	Northeastern Alberta	To develop bursary programs for Métis students in post secondary programs	500,000	500,000	1,000,000
Government of Alberta, Northern Alberta Institute of Technology,	Edmonton	To develop bursary programs for Métis students in post secondary programs	1,070,000	1,070,000	2,140,000
Government of Alberta, University of Alberta	Edmonton	To develop bursary programs for Métis students in post secondary programs	2,000,000	2,000,000	4,000,000
Government of Alberta, Norquest College	Edmonton	To develop bursary programs for Métis students in post secondary programs	375,000	375,000	750,000
Government of Alberta MacEwan University	Edmonton	To develop bursary programs for Métis students in post secondary programs	1,000,000	1,000,000	2,000,000

Capacity Development Partnerships

Partner(s)	Location	Purpose	Amount Leveraged	MNA Contribution	Total Cost
McBride Career Group; HRSDC	Edmonton/ all of Canada	To develop curriculum for Aboriginal Employment Career Counsellors to increase competencies in working with Aboriginal people with disabilities	35,000	288,900	323,900

Summary Analyses And Implications for the Métis Training to Employment Program:

The Economy and Business Climate

Economic Trends

The Canadian and Alberta economy are coming out of a recession, and the Government of Alberta is forecasting a return to economic growth and a stable positive trend in oil and gas prices, housing starts and inflation from 2010-2013. However, as the Alberta economy returns to productivity and experiences moderate growth, the number of Albertans on EI and those claiming bankruptcy will continue to rise, while the amount of money in circulation continues to decrease as Albertans cut spending. It is obvious that even though the recession is technically over, Albertans in general are still feeling the effects. These effects are obviously compounded in the Aboriginal/Métis community. For example, the unemployment rate for Métis in February 2010 was 10%, which is higher than at any point during the recession.

To make matters more complicated, while the economy is forecasted to improve, the MTE program will face further economic challenges which will have a negative effect on service delivery due to inflationary costs. In theory an annual inflation rate of 2-3% is economically desirable, but for the MTE program, which is expected to operate on 1999 dollars, the higher costs will have a negative impact on the ability to operate at today's cost of doing business and economic climate. For example, \$1 in 1999 will only buy \$0.79 worth of goods and services in 2010. This combined with the growing and young Métis population and expected tuition increases mean MTE will have client demand for programs and services that will be a huge challenge to meet. The economic pinch will be felt particularly in the MTE south division (Red Deer to Calgary) as this area was hit the hardest with layoffs and unemployment.

Alberta Industry Profiles

The Alberta Industry Profile (released September 2009 by the Government of Alberta Ministry of Employment and Immigration) displays areas of expected employment growth. By matching MTE client training with careers in industries that are predicted to display occupational growth, it would better position MTE clients for the potential employment outcomes desired by all ASETS holders.

Industry growth should also be considered when determining which employers MTE will partner with. Using industry growth as a factor in choosing MTE partners will provide two benefits:

- I. Enhanced employment prospects for MTE clients; and
- II. Stronger relationships with industry due to the direct link between their need for employees and the ability of MTE to fill that need.

The following five industry sectors are forecasted to provide the largest number of new jobs in Alberta between 2009 and 2013.

- I. Professional, Technical and Scientific Services – 22,100
- II. Retail Trade Industry – 21,900
- III. Health Care and Social Services – 22,000
- IV. Accommodation and Food Services – 16,800
- V. Whole Sale Trade Industry – 16,200.

The MTE program will need to take these forecasts into consideration when developing projects and relationships with industry.

Regional Industry Occupational Demand Outlook 2009-2013⁰¹:

The Regional Occupational Demand Outlook is produced by the Government of Alberta Ministry of Employment and Immigration and was released on July 24, 2009. The report breaks the province of Alberta into 8 different regions and highlights 140 occupations across 14 different industries and forecasts how they are expected to grow from 2009-2013. While this information is not necessarily relevant for MTE province wide initiatives and planning, it does provide insight that Alberta employment demand is not static, and that micro economies do exist. Regional awareness of demand for specific skills in specific areas creates opportunities for MTE to formulate localized partnerships and training initiatives that will lead to desirable employment outcomes for Métis clients.

Occupational Demand and Supply Outlook 2009-2019:⁰²

The Government of Alberta Ministry of Employment and Immigration recently produced a report titled Occupational Demand and Supply Outlook 2009 – 2019. The report projects supply and demand for approximately 140 different occupations using a ratio of demand/supply to determine future labour imbalances. The report indicates that Alberta’s labour market will grow by an average of 1.5% per year or 349,000 workers over the ten year study period. The report also indicates that only 272,000 workers are expected to join the workforce leaving Alberta with a projected labour shortage of approximately 77,000 workers.

Métis people are the key to the labour supply in Alberta. It should therefore be a priority of MTE to train clients and develop industry partnerships in occupational areas where the Alberta economy is expecting a labour shortage. Métis people are young and mobile and can play a key role in reducing the forthcoming labour shortage. In addition, by providing Métis people with training that is transferable to occupations expected to experience a labour shortage, it strategically positions Métis clients for increased employment success, and overall self-sufficiency.

The Government of Alberta is forecasting that 29 different occupations in Alberta will face a labour shortage from 2009-2019. A ratio of one in this model is considered a perfect match between labour supply and occupational demand, a ratio of less than one is considered excess labour supply and a ratio of greater than one is considered a labour shortage.

On the following pages are graphs of the 29 industry sectors where supply shortages are expected through 2013:

The second graph shows the numbers of MTE clients who have trained in occupations where there is an expected supply shortage to 2010. 153 (18%) of 856 funded applications were in these high demand career areas. Programs will have to consider a closer match between the occupations funded through the program and the anticipated supply shortages as MTE responds to a demand driven strategy under ASETS.

.....
01 Alberta Regional Occupational Demand Outlook, 2009-2013 (<http://employment.alberta.ca/BI/2762.html>)
02 Occupational Demand and Supply Outlook 2009- 2019 (http://www.employment.alberta.ca/documents/LMI/LMI-LMF_occ_demand_supply.pdf)

2009 - 2010 Training Interventions funded by the MTE program that are in occupations expected to be in a Supply Shortage

Occupation	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Facility Operation and Maintenance Managers	7																					
Managers in Art, Culture, Recreation and Sport																						
Managers in Construction and Transportation																						
Managers in Primary Production (except Agriculture)																						
Library, Correspondence and Related Information Clerks																						
Life Science Professionals																						
Civil, Mechanical, Electrical and Chemical Engineers																						
Technical Occupations in Civil, Mechanical and Industrial Engineering																						
Technical Occupations in Computer and Information Systems																						
Physicians, Dentists, and Veterinarians																						
Pharmacists, dietitians and Nutritionists																						
Therapy and Assessment Professionals																						
Nurse Supervisors and Registered Nurses																						
Medical Technologists and Technicians (except Dental)																						
Technical Occupations in Dental Health Care																						
Other Technical Occupations in Health Care (except Dental)																						
Assisting Occupations in Support of Health Care																						
Librarians, Archivists, Conservators, and Curators																						
Technical Occupations in Libraries, Archives, Museums, and Art galleries																						
Creative Designers and Craftspersons																						
Carpenters and Cabinetmakers																						
Stationary Engineers and Power Station and System Operators																						
Automotive Service Technicians																						
Supervisors, Assembly and Fabrication																						
Central Control and Process Operators in Manufacturing and Processing																						
Machin Operators and Related Workers in Chemical, Plastic and Rubber Processing																						

Based upon Alberta's Occupational Demand and Supply Outlook - 2009 to 2019

By matching client training interventions to expected supply shortages in future years, the MTE program can respond effectively to a demand driven strategy.

Métis Demographics

Analysis of the census Canada data (2006) shows the following general characteristics for the Métis population in Alberta.

- ∞ Youth aged 15-29 constitute a high percentage of the Métis population (54.7%).
- ∞ The Métis population is highly mobile (54.7% have moved within the last 5 years).
- ∞ The population is urban based (66.4% live in urban areas defined as Census Metropolitan Areas).
- ∞ There is a significant population with an activity limitation or a disability (22.4%).
- ∞ A significant number of Métis have not completed high school (44%) and the majority do not have any post secondary education (72.4%).
- ∞ Métis are attached to the labour force (74.7%) but a significant number are in entry level employment and seasonal/cyclical occupations that result in periods of unemployment.
- ∞ The average income for Métis was 22.4% less than the non-aboriginal population.

Client Needs and Barriers

The characteristics of clients approaching an MES office for services (defined on page 28) are similar to the general characteristics of the Métis population as described above. Based on these client characteristics, the MTE program will focus on the following client groups under ASETS.

Youth Clients

- ∞ Clients aged 15-29 years constitute the largest group approaching MTE for services (49% of all clients). An analysis of the characteristics of this group indicate a lack of labour force attachment (17.2% are students and 45.8% are unemployed) and a low education level, which makes this client group a priority for MTE assistance.
- ∞ Barriers facing this group include a lack of prerequisites for entry into post secondary (38.1% have less than a Grade 12 education), a lack of career planning, labour market, and occupational knowledge and a need for post secondary training interventions (79.5% have no post secondary education).
- ∞ To meet the needs of the youth client group a two prong approach to client interventions is needed. MTE under ASETS intends to increase the number of transition projects for youth under the Métis Youth Transition Program (see page 54 for a description of this program), which provide upgrading, career exposure, and career planning for an occupational cluster, such as Health Sciences. The second step will be providing further assistance into individual post secondary educational programs under the Métis Skill Development program.

Persons with a Disability

- ∞ Of the clients approaching MTE, 6.7% declare having a disability; however disabilities are not always determined until the client experiences difficulty in a training intervention. In the experience of MTE staff, the failure rate of clients who enter an intervention with an undisclosed disability increases dramatically.
- ∞ The Métis Persons with Disabilities program (page 54) provides specialized assessments and supports for disabled clients, and has been recognized nationally as a best practice. Staff currently handle an average of 140 disability files per year, and the need far surpasses the funding allocated under the MHRDA. The Disability Services program will remain a priority for the MTE program under ASETS.
- ∞ Identifying undisclosed disabilities early in the counselling process is key to success with this client group, and the MTE will therefore place increased emphasis under ASETS for training staff to work with this client group (see Internal Staff Capacity section on page 50).

Clients with Multi-Barriers

In addition to low education levels and disability concerns, many clients approaching MTE also face other barriers that impact finding and retaining employment. These barriers may include a lack of long term planning (waiting until EI runs out), limited exposure to available occupations and choices, child care and parenting issues, a lack of transportation (driver's license and or vehicle), having a criminal record and/or an unwillingness to leave their home community due to concerns about losing family and community support.

These clients are best supported through MTE specialized training projects (under the Métis Skill Development Program page 53) that are developed by MTE staff to meet the needs of this target group. These custom designed projects will provide elements such as upgrading, career planning, work experience, on-going counselling, or life skills in addition to assistance with entry level employment. The priority for MTE project development will be to design projects for segments of this target group, such as the Women Moving Forward project for women in touch with the law, and Kids in the Hall for youth at risk.

Seasonal or Cyclically Employed Workers

Métis people are more vulnerable to higher rates of unemployment due to being disproportionately represented in industries/occupations that are more cyclical in nature such as trades, and equipment operating, manufacturing and primary industry occupations. This is represented in the Occupational Representation and Aboriginal Employment by Occupation and Industry tables shown on page 27-28. To overcome this over-representation in seasonal and cyclical occupations MTE must work with its clients to shift them into employment in industries with more stable long term employment. These industries will become the priority areas for MTE in funding client training as well as interventions.

Activities in this section relate to Goal 2 - Client self-sufficiency.

Strengths and Challenges in Program Operations

The MTE program undertakes periodic program evaluation where operations are reviewed by a team of staff against established MTE policies and procedures. This peer-to-peer review results in recommendations for improvement while serving as a training tool for the staff who participate in the review. The MTE program has also implemented a three step quality assurance process, where staff review their own files weekly, regional managers review the work of the Employment Counsellors quarterly, and Head Office conducts quality assurance annually.

Under goal one of the previous MTE business plan (Client Data Integrity) the MHRDA focused on developing a database that would increase the program reporting capacity and improve the quality and accuracy of information being collected. The KETO Client Data System (KETO) has been in operation since 2006 and contains files for more than 6,500 clients. Training to ensure standardized data input and implementation of the quality assurance process has resulted in timely and consistent monitoring of service delivery quality and zero data upload errors for the past seven quarters.

The ability to generate reports in KETO has improved the ability of MTE to analyze and plan aspects of program delivery. As a result of a recent program review conducted by MTE, operational challenges identified will be addressed under ASETS. On-going program evaluation and a commitment to continuous improvement in program operation is reflected in Goal 5 - Enhanced Program Performance.

Service Delivery Structure

Client intake for access to MTE programs and services is provided through a province-wide network of MES offices that correspond to the geographic distribution of Métis people within Alberta. Ten full time MES offices (two through leveraged partnerships) are currently in operation; part time, itinerant services are provided to seven communities and MTE also operates a Mobile MES with a mandate to provide services to additional remote communities.

In spite of MTE efforts to extend services throughout the province, program evaluation has shown that clients in remote areas continue to experience a barrier to accessing employment services. Budgetary constraints limit frequency of service and the schedule of the mobile unit does not always coincide with client needs. Future access to employment services may be further restricted by the impending retirement of the Mobile MES, as the RV chassis it is built on reaches the end of its useful life in approximately two years.

Under ASETS, the MTE program will expand the current level of minimum services provided to all aboriginals described on page 29, to include assessment under the four employability dimensions, and action plans that result in outcomes, such as self service, referral to other community agencies, or to Service Canada.

The MTE program will attempt to overcome service delivery gaps by adapting the mobile MES schedule to maximize access efficiency, and by replacing the Mobile MES with a more durable one that will be able to withstand more rigorous conditions. MTE will also extend services by increasing partnerships with other agencies to leverage more service delivery locations, and will develop alternative delivery mechanisms such as increased website access, an on-line application process, and webcam counselling services as appropriate.

The MTE program review indicates there is a need to enhance the tracking and reporting mechanisms of interventions other than funded interventions. While all MES offices provide referrals to industry and services for employers, tracking of these activities varies across offices and this may have a detrimental effect in reporting employment outcomes and services provided. Improving reporting and expanding employer services will receive more focus in staff work plans under ASETS.

An effective and efficient service delivery structure is reflected in Goal 1 - Operational and Administrative Excellence.

Métis Training to Employment Programs

An array of training to employment programs are offered annually to Métis clients meeting established criteria. MTE funded a total of 856 clients in 2009. Of these, 305 clients were funded through the Métis Skills Development program, and a further 205 clients through Métis Skills Development Program -Project Based training. Other programs were accessed in small numbers including the Métis Employment Supports program for clients going directly into employment which was used by 7.7% of MTE clients.

MTE does not foresee the development of new programs under ASETS but will work to make the current suite of programs more flexible and responsive to client needs identified in the skills gap section. It is expected that the Métis Skills Development program will maintain its importance under ASETS. To date this program has been able to fund all clients who meet the standard eligibility criteria. Increases in the client population and increasing postsecondary costs linked with a budget that has remained unchanged for the past decade, means that MTE will be able to fund fewer clients in future years. In addition, as indicated by the skills gap research conducted by the MTE program, there is a need to develop longer and more costly programs and projects to support multi-barriered clients and to address the needs of Métis clients requiring upgrading or Essential Skills training prior to other training and employment interventions. The MTE program will need to seek policy direction from the Rupertsland Institute Board of Governors on the difficult choices that will need to be made in future years for matching the skills set of Métis clients with the demands of a constantly evolving economy.

It is always difficult to predict the future needs of the Alberta labour force, but the Government of Alberta has attempted to do so and recently published Occupational Demand projections for 2009-2019. Analysis of the occupations that clients have been trained by MTE in 2009-2010 show that 18% of these have been in occupations considered to be in a supply shortage over the next ten year period. However it is also the case that some clients have been funded in occupations where there is anticipated to be an oversupply. MTE will consider prioritizing training opportunities to closer match anticipated labour market shortages to meet the demand driven strategy required under ASETS.

In preparation for the annual work plan for project based training, MTE has reviewed economic trends, employment opportunities, and client skill gaps to develop project priorities. Project development is a time consuming task requiring the development of partnerships with post secondary institutions, other proponents, and the employer community, as well as assessing the potential to recruit clients with the interest and prerequisites for the occupations being targeted in the project. MTE will limit the number of projects developed in the coming years and will seek partners to develop the basic skills of its clients including Essential Skills and upgrading programs, and projects for multi-barriered clients. Métis Youth Transition program priorities will focus on career exposure activities and transition programs for high demand occupational sectors such as Protective/Emergency Services, Business, Management and Finance and the Engineering Science Technologies.

The Métis Endowment Awards Program provides funding to the Métis Education Foundation for the purposes of establishing Métis Scholar Bursary Awards at post secondary institutions capable of matching the investment. By March 2009, bursary partnerships have been established with five post secondary institutions and 67 bursaries distributed to Métis individuals in post secondary courses. As only the interest is disbursed, the endowment will continue to support Métis students into perpetuity. The MTE program sees this as a good investment for furthering a skilled Métis workforce and will continue transferring funds under ASETS to the Métis Education Foundation with the intent of creating additional endowment agreements.

MTE program priorities are reflected under Goal 2 - Client Self-sufficiency

Marketing Training to Employment Programs and Services

Research has shown that marketing is a key activity in a program that seeks to meet labour market demand in a geographic catchment area that includes the whole province of Alberta. The need to develop and maintain a consistent marketing approach led to the hiring of a Marketing Coordinator in 2008, who has strengthened the branding process through developing a marketing approach that considers the idiosyncrasies of Métis demographics in various communities. The cost to contract ratio is high given the relatively small and widely distributed population.

For 2010-2011 the MTE program will continue with the marketing strategies outlined in the previous section on marketing because they have proven successful in reaching Métis clients. However research by the MTE program indicates that more needs to be done. Despite an increase to the marketing budget and the development of more sophisticated marketing techniques, a significant percentage of Métis clients still state they are unaware of what the MTE program has to offer, and reaching the Métis community has taken place at the detriment of marketing strategies to reach other stakeholders such as employers.

The MTE program will therefore need to develop a suite of marketing strategies designed to reach specific client groups, employers, and others in the Métis community. MTE will continue to look for additional advertising methods and work to improve its on-line presence. Innovative strategies for marketing to youth (such as social media) will be given priority as this is the largest MTE client group. In addition, a consistent standard and requirement for staff engagement in front line marketing activity will be developed.

Increasing the visibility of MES services to reach clients is reflected in Goal 2 -Client Self-Sufficiency, and enhancing the branding and recognition of the MTE program and Rupertsland Institute in Goal 4 Innovation and Strategic Leadership.

Internal Staff Capacity

Providing services to a catchment area the size of the province of Alberta is a challenge at the best of times, but more so as a result of budgetary constraints that have resulted in staff reductions from 60 (at the beginning of the AHRDA) to the current 53 positions. In moving to the Rupertsland Institute, it is anticipated that the MTE staffing component will remain at 53 positions with one seconded position returning to the program, and two positions cost shared with MNA reporting solely to Rupertsland Institute. Position titles and reporting lines will change for some head office staff as outlined in the Rupertsland Institute Organizational chart on page 14-15; however duties will remain largely the same. There are no anticipated changes to the numbers or responsibilities for the regional delivery staff from current operations.

In response to the MHRDA goal of Human Resource Excellence in the previous business plan, the MTE unit worked aggressively to improve employee satisfaction and decrease the turnover rate while maintaining high administrative standards. Research indicates that the turnover rate has decreased from 40% in 2008 to 18% in 2009, and staff satisfaction has increased. Improved program performance is in part due to staff remaining with the organization longer (54% have been with the organization three or more years), and to the practice of training and promoting from within the organization (17 MTE staff have been promoted to a higher position within a two year period).

Under AHRDS, the MTE program has implemented an ongoing program of self-evaluation and improvement that has led to improved organization capacity, which will need to be maintained under ASETS. Developing a succession plan within the organization as senior staff approach retirement and enhancing the training opportunities for staff at each level of the organization will be capacity development priorities.

Completing the development of the Professional Training Program for Employment Counsellors (an ASTSIF project) will demonstrate the effectiveness of using technology to design and deliver staff training. If this model proves successful, it will be used to develop further capacity development initiatives, including a Training Program for Management staff. On line delivery of staff training will reduce the time and resources required for traditional classroom delivery and increase capacity development opportunities.

Moving the MTE under the auspices of the Rupertsland Institute will require redevelopment of the Personnel Procedure Manual and the LMD Procedure Manual and provides an opportunity to review and update staff management policies. MTE will also need to plan for organizational changes to its operational support services including Human Resources, finance, payroll, and IT systems, which are currently shared with MNA.

The development of a professional, well trained, and committed MTE staffing component is reflected in Goal 1 - Operational and Administrative Excellence, and Goal 4 Innovation and Strategic Leadership.

Métis Training to Employment Partnerships

As indicated on pages 40-42, the MTE formed a total of 146 partnerships in the 2009-2010 Fiscal Year with an extensive array of partners extending from government to industry to the non-for-profit sector. Of these, 45 were Collaborative Partnerships where more than \$8 million was leveraged for the purpose of extending employment services throughout the province; reducing the cost of complex, longer and costly skill enhancement interventions; improving access to higher education; or improving information sharing.

The internal scan indicates only minor changes are needed under ASETS to what is already a successful partnership practice. The MTE will reinforce the practice of partnering across the labour market spectrum by creating a new Industry Relations mandate within MTE. The goal would be to identify, develop and implement joint-venture agreements with key stakeholders in the private and public sector, and develop program tools and policies that facilitate partnerships and increase Métis employment and self-employment rates by aligning client skills with labour market demands.

In terms of the priorities for employer partnerships, MTE will consider involvement in the following sectors:

The Green Economy Sector

The next ten years will see a huge movement towards the development of a sustainable green economy, and it is clear that the movement has already started around the world. Aboriginal people with their ties to a traditional lifestyle and relationship with the environment are uniquely aligned to take advantage of the opportunities that will arise from this movement. In addition to the green economy being consistent with the traditional aboriginal values and way of life, the green economy presents a unique training and employment opportunity that Rupertsland Institute is committed to exploring and taking advantage of.

Canada's aging infrastructure will require the replacement of buildings, transportation and municipal operating systems, and all levels of government are forecasting huge expenditures on infrastructure upgrading and redevelopment. There is a profound interest in making these systems more energy efficient as common sense indicates that while systems are being replaced or retrofitted future energy needs and efficiency are also considered.

On a personal level, many people are becoming more interested in integrating ecological concerns into everyday life. Almost all new housing being built this year is incorporating more energy efficient technology to some extent, typically a more energy efficient building envelope and heating system, while "net zero" or homes that produce more than 85% of their energy needs are being built in communities across Canada. With the green movement just taking off and sure to expand further, now is an ideal time to position Métis people so that they are able to take full advantage of the budding employment opportunities associated with this development.

Experts are now needed, and will be needed even more in the next few years in the following areas:

- ∞ Planning and development of sustainable communities
- ∞ Conservation and energy efficiency
- ∞ Passive solar and green building design
- ∞ Alternative energy including solar electricity and heating, wind, biomass and geothermal technology
- ∞ Green transportation technology

Much is uncertain about how the desire for a greener economy will impact jobs in a province heavily dependant on non-renewable energy. It is clear however, that the movement to a green economy is significant and will impact many industrial sectors and occupations. The MTE program will focus on researching emerging technologies and seek out training and partnership opportunities to ensure Metis individuals have access to the future jobs in this sector. An example of MTE program's present involvement to the developing green economy is the Wind Turbine Technician Program that began on March 15th 2010. This program in partnership with the Lethbridge College combines theory and hands-on lab experience, allowing Métis people to obtain the BZEE Wind Turbine Technician Certificate making them employable throughout Canada, and around the world.

Health Sector

The economic scan shows that employment in the health sector is expected to outpace the overall employment growth across the province, reaching 6.1% in the Peace River region. MTE will maintain the partnership with the newly created Health Board and the Métis Health Transition Program, while expanding the role of transition programs to other target

occupations within the health field. MTE will also investigate training projects in health occupations more suitable to clients who have less than grade 12 and are not interested in continuing with academic pursuits, but want to work in the health service field.

Construction Sector

The construction sector is expected to expand at a modest but stable rate over the next 5 years with housing starts back to the pre-recession levels. In addition, as the Oil and Gas field revs up and mega projects come back on line, industrial construction will give way to a forecasted labour shortage by the end of 2013. The expected shortage will provide the MTE an opportunity to continue with trades training, under partnerships with employers offering “employment assured” access to jobs.

The MTE program will also attempt to build relationships with employers who are active in the green economy. This will help ensure that the plumbers, electricians, carpenters, automotive technicians and other tradesman being trained by the MTE program will gain the skills needed for the emerging technologies of the future such as solar installation, energy efficient building techniques, and repairing of electric, biodiesel, hybrid and solar powered transportation. It is essential that MTE is committed to utilizing innovative ideas to help Métis people become trained and employed in this changing economy.

Oil and Gas Sector

The Oil and Gas sector encompasses a wide range of occupations that are pervasive throughout the province. The employment outlook forecasts that the industry will increase production and bring on line projects that had been previously postponed as a result of low prices and financing constraints. Preparing Métis for the upcoming surge will require the MTE program to address the skills gap highlighted in the internal scan.

The skills gap means that Métis often only qualify for entry level positions and are more susceptible to labour market fluctuations. Frequently, clients who have low formal education and who wish to work in the Oil and Gas Industry access the Métis Employment Supports Industrial Certification program. The scan indicates that this is only a remedial fix, often requiring repeat interventions for workers to maintain employment.

Under ASETS, the MTE program will negotiate partnerships with industry, educational institutions and government to adapt curriculum for Métis that target the higher technical occupations within the oil and gas sector such as the stable trades and engineering related occupations. Negotiating Métis economic development ventures in this sector will also increase employment opportunities.

Accommodation and Food Services Sector

This sector is expected to provide 11% of the employment growth between now and 2013. Although it is often associated with low income occupations, some apprenticeship trades and management positions are paid above the mean. Given the relatively low education requirements, accessing employment for Métis in this sector should be relatively easy. Minimal training will be required but MTE should consider including Essential Skills assessment and targeted group training for clients entering employment in this sector. This approach has proven successful in British Columbia, where clients were trained in essential skills for employment as Meat Cutters. Therefore, MTE will identify main industry players and discuss partnerships that assist Métis in accessing skilled employment in this sector.

Essential Skills

The Aboriginal Skills Employment Training Strategy is built on the principles of demand-driven partnership development. To meet industry needs for suitable employees the MTE requires the ability to train clients in the essential skills required for employment with industry.

MTE will consider developing an Essential Skills initiative, which will require a partnership with provincial educational institutions, the provincial government and industry to establish the resources required to develop a training lab and staff able to provide Essential Skills training to Aboriginal clients. An integral aspect of ASETS will be the Strategic Partnership Fund, designed to encourage and enhance partnerships opportunities for Aboriginal organizations. Although the parameters of this program remain undisclosed, it may be a source of funding for an Essential Skills initiative.

Developing and leveraging program operations through partnership Development is reflected under Goal 3-Strategic Partnerships.

Programs and Projected Revenues under ASETS 2010

Programs

Part One – Section I: Programs Similar to Commission’s Employment Benefit

Program Name	Program Description & Objectives
<i>Can be charged against EI Part II funds if EI clients are eligible</i>	
<i>Can be charged against CRF funds if non-EI clients are eligible</i>	
Métis Targeted Wage Subsidy	This program is similar to the Targeted Wage Subsidy Employment Benefits established by the Commission under Part II of the EI Act, to provide wage subsidies to employers to encourage them to hire unemployed individuals.
Métis Entrepreneurial Program	This program is similar to the Self-Employment Employment Benefit established by the Commission under Part II of the EI Act, to help unemployed individuals start their own businesses or become self-employed.
Métis Skills Development	This program is similar to the Skills Development - Employment Benefit established by the Commission under part II of the EI Act, to help unemployed individuals obtain skills ranging from basic to advanced level skills.

Programs

Part One – Section II: Programs Similar to Commission’s Support Measures

Program Name	Program Description & Objectives
<i>Can all be charged against EI Part II budget (if funds available)</i>	
Métis Employment Services	This program is similar to the Employment Assistance Services Support Measures established by the Commission under Part II of the EI Act, to support organizations that provide employment services to the unemployed.
Métis Labour Market Partnerships	This program is similar to the Labour Market partnerships Support Measure established by the Commission under Part II of the EI Act, to support employers, employee or employer associations, community groups and communities in developing and implementing strategies for dealing with labour force adjustments and meeting human resource requirements.

Programs

Part One – Section III: Programs Not Similar to the Commission’s Employment Benefits and Support Measures

Program Name	Program Description & Objectives
<i>Can all be charged against CRF budget (if funds available)</i>	
Métis Employment Supports Program	This program provides support to job-ready clients in terms of mobility to job site, temporary transportation, work clothing and essential tools for job site where necessary.
Métis Endowment Awards Program	This program develops partnerships with post secondary institutions and establishes cost-shared endowments for Métis student awards.

Programs

Part Two: Programs Similar to the Commission's Youth Programs

Program Name	Program Description & Objectives
<i>Can all be charged against the CRF budget (if funds available)</i>	
<i>Note: youth between 15—30 years</i>	
Métis Youth Internship Program	This program supports internships with employers that provide youth with skill enhancement, work experience and entrepreneurial assistance to help them make a successful transition into the labour market.
Métis Youth Transition Program	A program to support the development of opportunities for youth who face barriers to finding employment. The aim is to help young people develop the skills, work exposure and work experience necessary to enter the labour market or return to school.
Métis Youth Summer Student Employment Program	This program helps youth who are students to find summer work through wage subsidies to employers.
Métis Youth LMI Program	This program supports activities that provide youth with labour market information they need to make decisions about their education and careers.

Programs

Part Three: Programs Similar to the Commission's PWD Programs

Program Name	Program Description & Objectives
<i>Can all be charged against EI Part II budget (if funds available)</i>	
Métis Persons with Disabilities Program	This program provides support to Métis Employment Services on client assessment as well as provides employment supports for the client in terms of advocacy, office mobility/access, special accessories or tools for the job site as necessary.

Revenue

Projected MTE Revenues under ASETS Agreement 2010-2015

Fiscal Year	EI Act Section 63	% of total	AHRD Program	% of total	Total Revenue
2010-2011	4,478,516	33%	9,136,752	67%	13,615,268
2011-2012	4,478,516	33%	9,136,752	67%	13,615,268
2012-2013	4,478,516	33%	9,136,752	67%	13,615,268
2013-2014	4,478,516	33%	9,136,752	67%	13,615,268
2014-2015	4,478,516	33%	9,136,752	67%	13,615,268
	22,392,580		45,683,760		68,076,342

Revenue

Projected MTE Program Administration Costs under ASETS 2010-2015

Fiscal Year	EI Budget	EI admin	CRF Budget	CRF admin	Total Admin
2010-2011	4,478,516	671,777	9,136,752	1,370,513	2,042,290
2011-2012	4,478,516	671,777	9,136,752	1,370,513	2,042,290
2012-2013	4,478,516	671,777	9,136,752	1,370,513	2,042,290
2013-2014	4,478,516	671,777	9,136,752	1,370,513	2,042,290
2014-2015	4,478,516	671,777	9,136,752	1,370,513	2,042,290
	5-year total >	3,358,887		6,852,565	

Part III — Métis Training to Employment Business Plan Goals – 2010 to 2015

Goal 1 – Operational and Administrative Excellence

To ensure field operations and administrative practices are consistent with professional quality, integrity, and results-based accountability.

What this means:

- ∞ Program and service mandates are evaluated, revised, and implemented on a periodic basis;
- ∞ Professional attitude and conduct will prevail as the organizational standard;
- ∞ Operational and policy manuals will be updated and implemented with an attitude of continuous improvement throughout the organization;
- ∞ Client and financial data collection is maintained at the highest standard while protecting confidentiality of collected information; and
- ∞ Quality assurance frameworks for employment services and program delivery practices are developed and implemented throughout the Métis Training to Employment staff hierarchy.

Strategies:

- ∞ Ensure client data is complete, accurate, and error-free;
- ∞ Ensure financial data is accurate, meets quality assurance standards and is fairly stated in the external audit;
- ∞ Build human resource functions and services to respond effectively and efficiently to organizational and individual needs of the Rupertsland Institute;
- ∞ Develop capacity building workshops as necessary to address the changing needs of industry and the client community;
- ∞ Ensure that career decision making processes and employment counselling techniques meet EAS industry standards respecting client assistance; and
- ∞ Develop a process to effectively respond to client and community complaints regarding the MTE program.

Performance Measures – Operational and Administrative Excellence – Goal 1

Indicators	2010-11	2011-12	2012-13	2013-14	2014-15
Client information is free of error and data integrity problems.	97%	98%	99%	100%	100%
Finance information is free of data integrity problems.	93%	95%	97%	99%	100%
Client needs are met and do not require appeal process.	90%	92%	94%	96%	98%
Client and community complaints receive response and feedback.	10 days	7 days	4 days	3 days	2 days
Increase in staff morale.	5%	7%	5%	7%	3%
Decrease in staff turnover rates.	18%	14%	12%	10%	10%

Goal 2 – Client Self-sufficiency

To ensure clients receive effective counseling, quality employment assessments, relevant information and training supports that lead to sound decision-making, and a high probability for satisfactory employment outcomes in the future labour market.

What this means:

- ∞ MTE clients receive the training and support necessary to address their employment barriers, and are able to make employment decisions that will lead to labour market self sufficiency;
- ∞ MTE clients attain meaningful and equitable employment;
- ∞ Upon completing training clients are not reliant on external funding to cover the cost of food, shelter, clothing and transportation;
- ∞ Post training, clients are contributing to the overall Canadian tax base; and
- ∞ Clients are not dependant on the MTE program for retraining due to economic cycles or fluctuations.

Strategies:

- ∞ Increase the visibility of MES in the community to ensure all Métis individuals and employers are aware of the employment services available to them;
- ∞ Provide access to MES for Métis clients in remote areas of the province;
- ∞ Provide the training and support required so that Employment Counsellors offer quality employment counselling and assessments to clients;
- ∞ Ensure Employment Counsellors provide clients with clear career and labour market information that is understandable, timely and relevant; and
- ∞ Ensure Métis clients receive access to training and employment interventions that relate to their individual needs and the needs of the future job market.

Performance Measures – Client Self-sufficiency - Goal 2

	Year 1	Year 2	Year 3	Year 4	Year 5
Indicators	2010-11	2011-12	2012-13	2013-14	2014-15
Clients achieving self-sufficient employment outcomes after receiving services.	67%	70%	73%	77%	81%
Increase client capacity in utilizing labour market resources and job search tools.	5%	10%	15%	15%	10%
Client files with quality employment assessments.	70%	75%	80%	85%	90%
Case managed files that meet MTE operational standards.	80%	85%	90%	95%	100%
Number of staff with completed employment counselor training.	60%	65%	70%	75%	80%

Goal 3 – Strategic Partnerships

To develop and leverage program operations and strategic ventures with public and private-sector partnerships leading to positive client transitions in the labour market.

What this means:

- ∞ Key economic sectors will be identified for consideration on training, Métis procurements, and partnership investments;
- ∞ Industry proponents will be apprised and made aware of MTE initiatives and the interests of Rupertsland Institute respecting employment, equitable access to employment, and collaborative partnership opportunities;
- ∞ Government programs, initiatives, and funding opportunities will be identified, negotiated, and accessed to maximize MTE investments in strategic initiatives; and
- ∞ Partnerships with other ASETS agreement holders will be leveraged as necessary to further MTE initiatives.

Strategies:

- ∞ Negotiate and establish employer-based partnerships supporting cost-shared, demand-driven approaches to labour market programming;
- ∞ Identify opportunities for endowment arrangements and/or supplements to existing endowments at post-secondary institutions;
- ∞ Build relationships with Government and Industry to assist MTE to work effectively with clients requiring basic skill sets; and
- ∞ Determine approaches to best deliver employment assistance services and negotiate partnerships where necessary to enhance services.

Performance Measures – Strategic Partnerships – Goal 3

	Year 1	Year 2	Year 3	Year 4	Year 5
Indicators	2010-11	2011-12	2012-13	2013-14	2014-15
Number of collaborative partnerships implemented.	2	10	10	15	15
Number of coordinated partnerships implemented.	10	10	15	15	18
Number of informative partnerships implemented.	10	20	20	25	30
Increase in clients employed through strategic partnerships.	2%	3%	4%	5%	6%
Increase in the number of endowments created with post-secondary institutions.	1	1	1	1	1

Goal 4 – Innovation, and Strategic Leadership

To create, market and develop Métis Training to Employment initiatives that demonstrate a fresh, bold approach to Aboriginal programming.

What this means:

- ∞ Rupertsland Institute will create, develop and market the MTE “brand” and effectively market this program’s connection to the Rupertsland Institute;
- ∞ Rupertsland Institute and the MTE program will employ the most relevant technologies and media to market, deliver, and promote its brand in the market place;
- ∞ Métis Training to Employment will strive for continuous professional improvement from all levels of staff including front line workers to all levels of management and head office staff; and
- ∞ The “Métis Centre for Professional Development” under the Rupertsland Institute will develop and make available to staff and ASETS agreement holders cutting edge training workshops to address institutional and professional needs.

Strategies:

- ∞ Develop and implement branding strategies for the Rupertsland Institute and MTE programs and services and market these to create community awareness and to ensure the client, stakeholders, and employers know where to go for services;
- ∞ Establish the “Métis Centre for Professional Development” and deliver capacity building training/workshops relevant to the needs of MTE and other ASETS agreement holders in Canada;
- ∞ Develop, market and implement on-line professional development training for career and employment counselors, and other staff, under the new ASETS 2010; and
- ∞ Establish essential skills training for the relevant client demographic and deliver on the basis of distance education (on-line) delivery model.

Performance Measures – Innovation and Strategic Leadership - Goal 4

	Year 1	Year 2	Year 3	Year 4	Year 5
Indicator	2010-11	2011-12	2012-13	2013-14	2014-15
Percentage of clients and employers who know where to go for MTE services.	70%	75%	80%	85%	90%
Number of staff who will complete Rupertsland Institute online training programs.	25	30	30	20	15
Clients undertaking essential skills training to upgrade basic skills.	15	15	20	25	15
Percentage of Aboriginal households sampled who are aware of Rupertsland Institute and the MTE program.	25%	40%	60%	80%	100%

Goal 5 – Enhanced Program Performance

To develop the capacity to measure evaluate and change program delivery, and to determine community and stakeholder satisfaction with Métis Training to Employment programs and services.

What this means:

- ∞ MTE will develop self-evaluation tools;
- ∞ MTE will implement efficient, stream-lined, program changes when necessary;
- ∞ MTE will determine community and stakeholder satisfaction; and
- ∞ MTE will participate in MNC and HRSDC national initiatives relevant to the Rupertsland Institute.

Strategies:

- ∞ Build the capacity for self-evaluation and for on-going strategic planning processes to better respond to the changing needs of the client community;
- ∞ Develop and implement self-evaluation tools and operational reviews;
- ∞ Develop and measure client satisfaction through client surveys;
- ∞ Participate in external HRSDC evaluation processes;
- ∞ Ensure MTE program participation at the national level;
- ∞ Engage community stakeholders under MTE evaluation processes; and
- ∞ Engage in national initiatives like ASEP, and ASTSIF when necessary.

Performance Measures – Enhanced Program Performance – Goal 5

	Year 1	Year 2	Year 3	Year 4	Year 5
Indicator	2010-11	2011-12	2012-13	2013-14	2014-15
Written evaluation standards are developed and implemented.	n/a	yes	yes	yes	yes
National initiatives(ASEP, ASTSIF, etc.) are engaged.	1	1	1		
Rupertsland Institute participates in ASETS national evaluation.	n/a	yes	n/a	yes	yes
MHRDA Working Group is engaged annually.	3 times				
Community stakeholders are engaged in MTE evaluation.	n/a	yes	n/a	yes	yes

Appendix I

Métis Nation of Alberta Background

Level One

- ∞ At a broad based philosophical level dealing with the politics of representing Métis people at the high levels of intergovernmental affairs and the business of government;

Level Two

- ∞ At a senior policy level respecting the use of authority under the MNA Provincial Council, where this governing body sets the terms of strategic direction, financial/administrative control and global orientation as seen through the people's vision and mission and 3-year elected mandates;

Level Three

- ∞ At a sub-regional level where six regional councils are allocated political responsibility within a geographic region of the province, and where each regional council is comprised of an elected President, Vice President and representation from Métis Local Councils established within that region, to focus on the regional business of the Métis Nation; and

Level Four

- ∞ At a service delivery level where regional/provincial sectors or MNA affiliates carry out program and service delivery mandates, one of which is the MTE program which will administer the Métis Human Resources Development Agreement between the Rupertsland Institute and the Government of Canada.

MNA Strategic Orientation

MNA Mandate

The Métis Nation of Alberta (MNA) Provincial Council as the government of the Métis people in Alberta, has the mandate to represent the interests of Métis people and Métis citizens in Alberta.

Vision Statement

A strong Métis Nation embracing Métis rights.

Mission Statement

To pursue the advancement of the socio-economic and cultural well-being of the Métis people of Alberta.

Guiding Principles

- ∞ We believe in the national definition of Métis.
- ∞ We believe we are continuing to build the foundation for future generations.
- ∞ We believe in fairness and respect for all people.
- ∞ We believe in the need to work in unity and harmony.
- ∞ We believe in Métis participation in building our Nation.
- ∞ We believe in encouraging and assisting Métis people to achieve their goals.
- ∞ We believe in honesty, integrity and professionalism.
- ∞ We believe we will achieve Métis self-government.
- ∞ We believe in our Métis rights as recognized and affirmed in Section 35 of the Canadian Constitution.

MNA Provincial Council Strategic Goals

The MNA Provincial Council has developed a number of goals for the Métis Nation of Alberta. Three of these goals have led to the creation of the Rupertsland Institute and will continue to point and set the direction for the Rupertsland Institute Board of Governors as follows:

1) Effective and Accountable Governance

To establish a Métis Nation of Alberta governance system that is democratic, open, transparent, and accountable to meet the needs and aspirations of Métis people of Alberta.

2) Positive and Productive Relationships

To establish relationships with all orders of government on a government-to-government basis, with devolution of funding and other resources, as appropriate, under each federal, provincial and municipal government department to support Métis aspirations and self-governance.

3) Advancement of Métis People

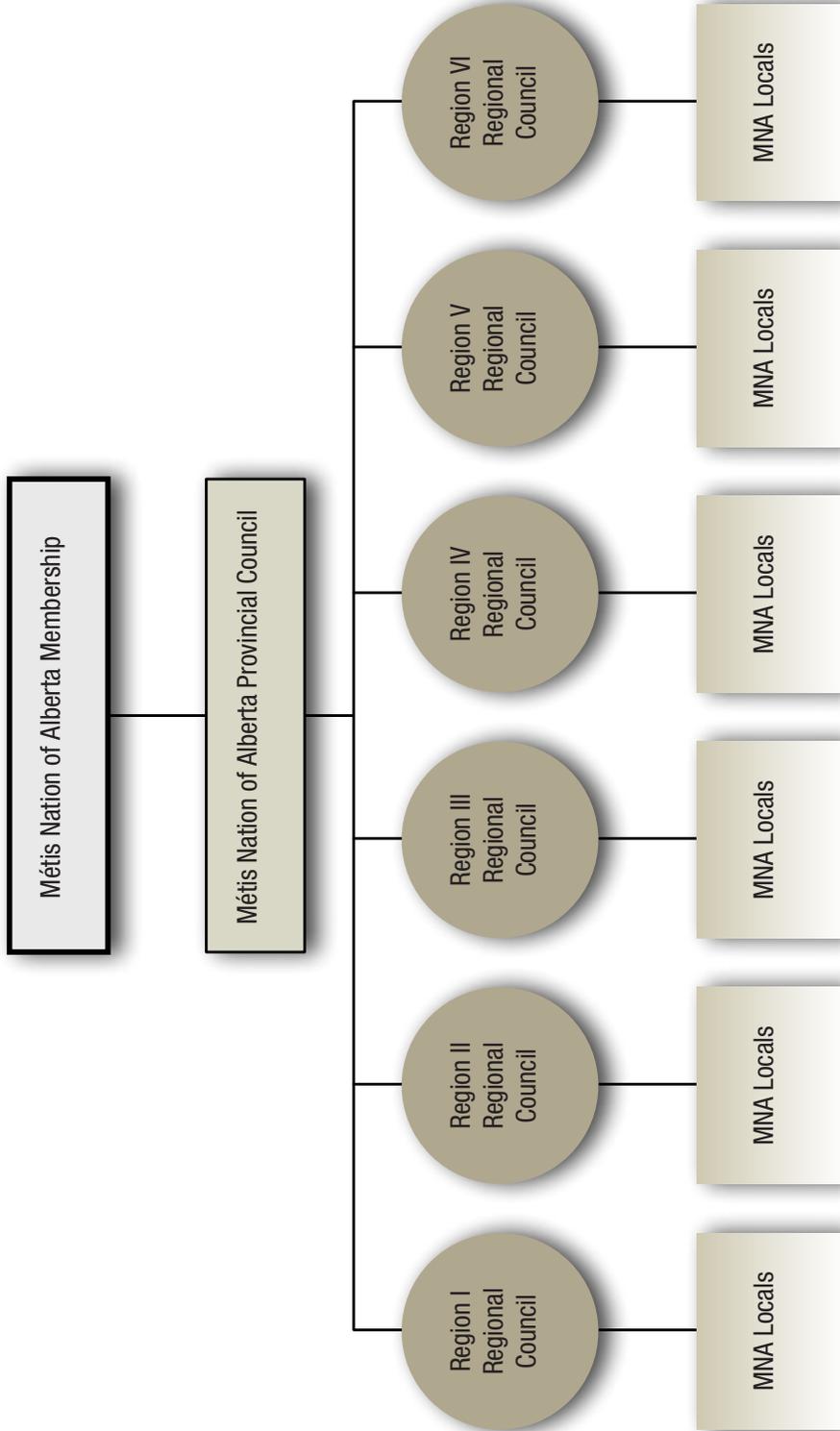
To maintain, preserve, protect and promote the Métis culture, language and heritage in Alberta and to achieve a quality of life for Métis people equivalent to other Albertans.

Métis Nation of Alberta Governance

As a political organization, the primary function of the MNA is to represent the interests of Métis people at all levels of inter-governmental affairs under federal and provincial governments. Its 14 member elected provincial council is composed of an Executive body (Provincial President, Vice-President, Secretary and Treasurer) six regional Presidents, and six vice-Presidents who preside over six Regional Councils consisting of Métis Local representation from each specific region.

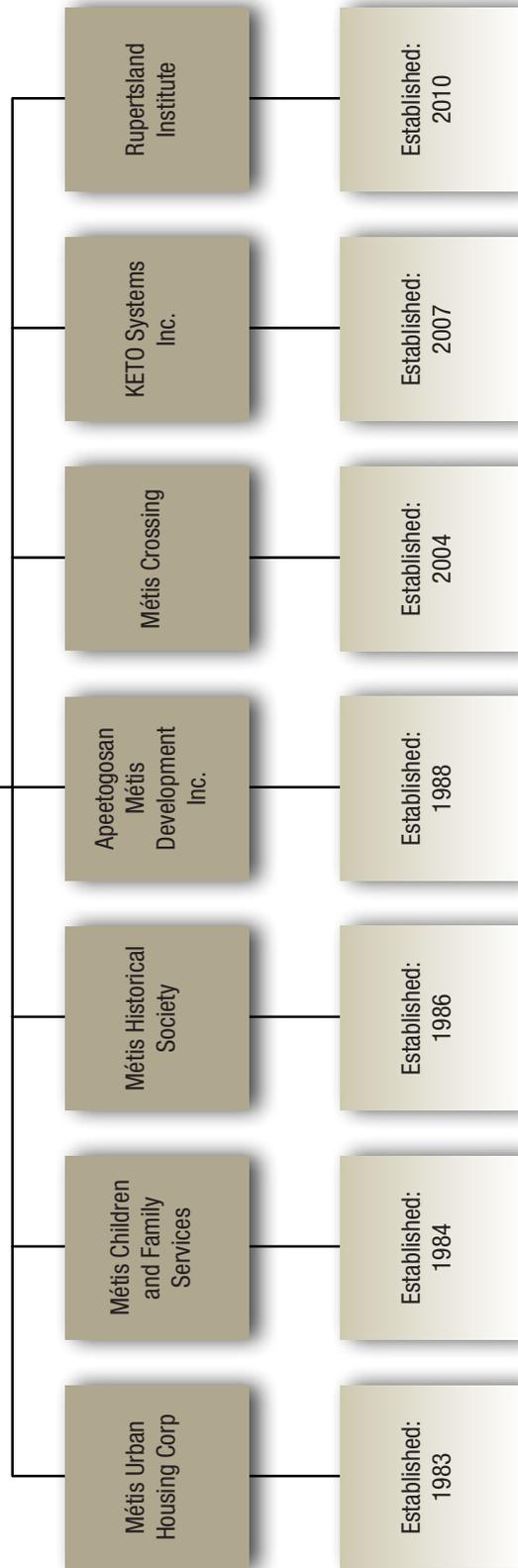
Appendix I

Métis Nation of Alberta Governance



Appendix II

Métis Nation of Alberta Affiliates



Appendix III

Provincial Council Resolution to Establish Rupertsland Institute

February 26, 2010



WHEREAS, the Métis Nation of Alberta (MNA) Provincial Council as the government of the Métis people in Alberta, has the mandate to represent the interests of Métis people and Métis Citizens in Alberta; and,

WHEREAS, the Métis people of Alberta know that self-government is exercised by having its own institutions; and,

WHEREAS, in 1998, the MNA Provincial Council passed a motion to establish a Métis Education Institute; and,

WHEREAS, the MNA President has consistently brought forward at Annual General Assembly reports and updates on the steps taken to establish a Métis institute of higher learning; and,

WHEREAS, education is a prima face condition for the development of a well-rounded, successful population; and,

WHEREAS, the Métis Nation of Alberta along with Métis Settlements General Council and Treaties 6, 7, & 8, are signatories to the Education Partnership Council signed in October 2009 by the Alberta Government Ministers of Education, Advanced Education and Aboriginal Relations to help guide the future direction of education in Alberta and move towards eliminating the gap in educational achievement between Aboriginal and non-Aboriginal learners; and,

WHEREAS, the Métis Nation of Alberta has a legacy of creating institutions that through affiliation remain accountable to the Métis Nation of Alberta; and that the Rupertsland Institute will continue to express this legacy;

THEREFORE, BE IT RESOLVED THAT, the Métis Nation of Alberta create and establish a Métis Centre of Excellence as an institution of training, research and learning to address the policy and institutional deficit in the area of Métis education and training, and to address the gap in Métis-specific academic research; and,

BE IT FURTHER RESOLVED THAT, the Métis Centre of Excellence will be affiliated with the University of Alberta; and,

BE IT FURTHER RESOLVED THAT, the Métis Centre of Excellence will become the premiere instrument for analyzing discussing and developing policy of interest to Métis people in Alberta; and,

FURTHER BE IT RESOLVED, the MNA Minister of Training and Economic Development will move ahead with the work that is necessary to establish a Rupertsland Institute and work closely with the MNA-UofA Working Group to ensure the development and creation of appropriate structures and partnerships; and,

FURTHER BE IT RESOLVED, that the Minister of Training and Economic Development will make the appropriate arrangement to make the Métis Centre of Excellence a signatory to the new ASETS agreement, inclusive of all operations; and,

FURTHER BE IT RESOLVED, that the MNA Minister of Training and Economic Development will update Provincial Council of the Métis Nation of Alberta on the progress made in establishing the Métis Centre of Excellence at every Provincial Council meeting, or as often as required.

Moved: Karen Collins

Second: Homer Poitras

Motion: Carried



Appendix IV MNA Provincial Council Motion – Rupertsland Institute

April 29, 2010

WHEREAS, in 1670, King Charles II of England granted the Hudson Bay Company a large portion of North American territory, which he called “Rupert’s Land” in honor of his cousin Prince Rupert;

AND WHEREAS, this land grant comprised the entire Hudson Bay drainage system, descending from the Rocky Mountain watersheds, which in geographical terms, included northern Québec and Ontario north of the Laurentian watershed, all of Manitoba, most of Saskatchewan, southern Alberta, and a portion of the Northwest Territories, and Nunavut;

AND WHEREAS, the Métis people held a long-standing relationship and history with the Hudson Bay Company, and the 200-year Fur Trade;

AND WHEREAS, the Hudson Bay Company and the Métis Fur Traders operated both inside and outside the boundaries of Rupertsland territory dating backing to 1670 and into the late 1800s;

AND WHEREAS, Métis nationalism began to set in, and Métis nationhood grew from within the traditional territory of Rupertsland, and in particular from the Red River settlement area;

AND WHEREAS, the Métis Nation under Louis Riel was instrumental in bringing Manitoba into Confederation in 1870, which ended the land grant to the Hudson Bay and the territory known as Rupertsland;

AND WHEREAS, the Métis Nation of Alberta has passed a resolution to create a Métis Centre of Excellence which will now include a Métis Research Institute;

AND WHEREAS, the Métis Nation has a stake, and the Métis Research Institute will have an interest in Canadian history surrounding the historical and contemporary Métis Nation homeland, including the traditional territory called Rupertsland;

THEREFORE, BE IT RESOLVED THAT, the MNA Provincial Council approves “Rupertsland Institute” as the name that will be used to oversee the development of a Métis Centre of Excellence;

AND FURTHER BE IT RESOLVED THAT, the MNA shall incorporate this name under provincial registry with an appropriate set of bylaws approved by Provincial Council so Rupertsland Institute can begin to conduct its business by June 30th 2010.

Moved: Karen Collins

Second: Muriel Stanley-Venne

Motion: Carried

Appendix V Metis Education Foundation

Created in January 1991, the Métis Education Foundation (MEF) is a non-profit affiliate of the Metis Nation of Alberta. It has charitable status for the purpose of addressing the funding issues faced by Métis students enrolled in institutions of higher learning. The Foundation's Board which is the MNA Executive (President, Vice-President, Secretary, and Treasurer) works towards the establishment of scholarships, bursaries, incentive awards, and emergency assistance for students, and, to carry out other activities as deemed necessary or relevant to meeting the funding needs of Métis students.

MEF Objectives:

- ∞ To encourage and promote full participation and attendance of Métis students at post-secondary institutions by addressing the existing gaps in funding for all disciplines of study directly linked to the labour market;
- ∞ To acknowledge and support the educational attainment of students in elementary and secondary education by providing incentive awards related to criteria such as academic achievement, financial need, work-related experience, involvement in school or community organizations, and a record of service or leadership in Métis community affairs;
- ∞ To encourage and support educational attainment by providing short term, one-time emergency type of assistance for students in post-secondary education;
- ∞ To promote with the Alberta Students Finance Board, a graduate remission program specifically for Métis students; and,
- ∞ To engage in other activities that further education and training efforts of Métis students.

Since 2008, the MEF has focused on creating endowments, bursaries, and scholarships for Metis learners with financial need. Along with government and other sources, the largest financial contributor to MEF has been the MNA Labour Market Development program, which has provided contributions of \$4,945,000 during the era of AHRDS II. The MNA Provincial Council saw this as a great investment because the funds were matched by post-secondary institutions 'dollar for dollar' through Alberta's Access to the Future Fund. The matching contributions arrangement has created endowments with five post-secondary institutions totaling \$9,890,000 thus far. Awards are based on the interest earned from these investments which are then dispersed annually as bursaries while the original principle is perpetually retained to create award programs for Metis students for a very long time.

The MEF is structured as a charitable foundation, with its own Board of Directors and no staff. It maintains a separate bank account and undergoes an annual financial audit. While the Labour Market Development program has been responsible for MEF investment activities, little administrative support is required. The MNA Provincial Council has also recognized that the MEF is aligned with the overall objectives of the Rupertsland Institute. Providing that its charitable status can be maintained, it is anticipated that the MEF will eventually move under the direction of the Rupertsland Institute Board of Governors.

Appendix VI KETO Client Data Systems Inc.

As a client management system, KETO Client Data System Inc. was incorporated by the Métis Nation of Alberta as a for profit entity in 2005. Following KETO's registration the Labour Market Development program secured the ARO-Suite database abandoned by HRSDC in 2005. Through staff focus groups, on-going dialogue with HRSDC Data Gateway staff, and major programming enhancements, the KETO Client Data System was designed and implemented by the MNA AHRDA in 2006.

Shortly after incorporation, the MNA was approached by an Ontario AHRDA for access to KETO for its own data management. Since then, the MNA has sought ways to recover the cost of providing KETO and supports for KETO, and thus became incorporated as an affiliate of the Metis Nation of Alberta; structured as a for profit company under a Board of Directors. KETO now has its own bank account, two permanent staff, and pays its own rent and administrative costs.

The objective of Keto Inc is to develop and improve systems that support AHRDA activities. It is anticipated that revenues at best will match expenditures, and if any eventual profits are realized these will be used to develop other client data management activities.

Today, KETO provides services to more than ten (10) AHRDAs representing Metis, First Nations, and Inuit agreement holders residing in Ontario, Saskatchewan, Northwest Territories and Alberta.

The MNA Labour Market Development program currently operates as a customer of KETO Inc., paying licensing and support fees at a rate similar to other customers. The labour market staff interacts closely with KETO staff throughout training, support and development activities, however all formal marketing and administrative work is performed by the staff of KETO Inc. Under ASETS 2010, it is expected that a similar relationship between the Rupertsland Institute’s Métis Training to Employment program and KETO Inc will remain the same.

Once again, the MNA Provincial Council saw the correlation and importance of the KETO Client Data System linkages to the Métis Training to Employment program, and has anticipated that this affiliate will move under the administration of the Rupertsland Institute Board of Governors, and will be located separately, but in close proximity to, the Métis Training to Employment program.

Appendix VII Acronyms

Abbreviation	Expanded
AHRDA	Aboriginal Human Resources Development Agreement
AHRDS	Aboriginal Human Resources Development Strategy
ASETS	Aboriginal Skills Employment Training Strategy
ASEP	Aboriginal Skills and Employment Program
ASTSIF	Aboriginal Skills and Training Strategic Investment Fund
CRF	Consolidated Revenue Funds
EAS	Employment Assistance Services
EBSM	Employment Benefits and Support Measures
EI	Employment Insurance (Act)
FDM	Financial Data Manager
HR	Human Resources
HRSDC	Human Resources & Skills Development Canada
KETO	KETO Client Data Systems (Inc.)
LMD	Labour Market Development
LMI	Labour Market Information
MCE	Métis Centre of Excellence
MEF	Métis Education Foundation
MES	Métis Employment Services
MHRDA	Métis Human Resources Development Agreement
MNA	Métis Nation of Alberta
MTE	Métis Training to Employment
NARAM	National Aboriginal Resources Allocation Model
PPS	Payment Processing System
PWD	Persons with Disabilities

