

**Employee Training
In
Northern Alberta**

Prepared for the
Northern Labour Market Information Clearinghouse

Prepared by:
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Introduction:

Corporate training has the potential to become a lucrative source of income for public colleges. Most public colleges have come to realize that they have the foundation infrastructure to offer facilities, resources and content expertise to employers within their catchment areas. In an effort to attain contracts for corporate training many public colleges now have separate divisions that specialize in offering such services to employers. The benefit to the college frequently equates to off-setting operational costs, being able to invest in capital resources, and capping tuition fees for their public credit programs.

Northern Alberta is a resource rich region. Corporations from a variety of industries such as oil, gas, forestry, and agriculture have invested in the development of these resources and the labor force within the region. Most of these employers provide training to their employees. All too often however, the contract for this training is awarded to providers from outside the northern region. The following report has two key purposes: 1) to identify the employee training needs of the employers within the northern region, and 2) to identify who is providing this training. The research project was conducted on behalf of the Labor Market Information Clearinghouse – Northern Alberta Development Council. The Labor Market Information Clearinghouse is supported through a partnership of four public colleges in Northern Alberta. These colleges are Grande Prairie Regional College, Keyano College, Northern Lakes College, and Portage College. The information collected is intended to provide the partner colleges with linkages to corporate training markets.

Methodology:

An *Employee Training Survey* (see Appendix) was designed and distributed to 307 companies and institutions that spanned across the catchment areas of the four partner colleges. Respondents were informed that they would not be identified in the report unless they requested to be contacted by the respective partner college. Information was collected through a combination of email, fax, and telephone interviews. Participants were selected to reflect diversity across employers (see Appendix for distribution list).

Survey Demographics:

Figure 1 presents the breakdown of the total number of surveys distributed across the four catchment areas of the partner colleges and the total number of respondents from each of the catchment areas.

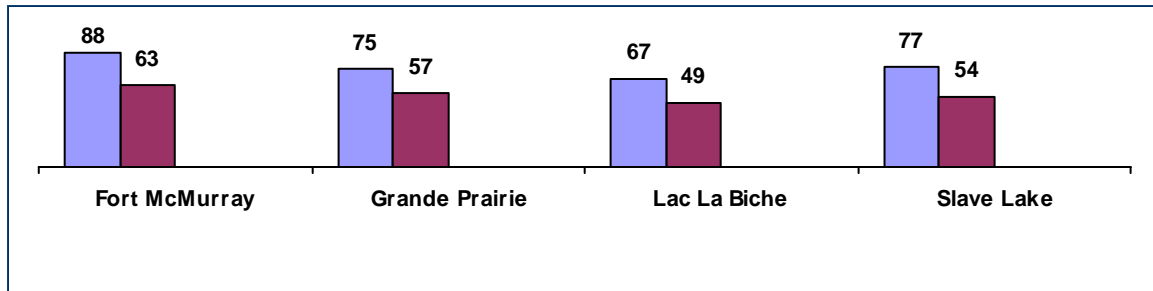


Figure 1: Total number of surveys distributed (N = 307) and total number of respondents across the four catchment areas of the partner colleges (n = 223).

Two hundred and twenty three (223) employers responded to the survey, representing a response rate of 73%. Figure 2 presents a breakdown of the 223 returned surveys categorized by employer type. Aboriginal Service includes tribal councils. Private Service includes medical, legal, financial services, and real estate services. Public Service includes school boards, hospitals, and municipal governments. Industry includes oil, gas, and forestry companies. Large industry is defined as more than 50 employees.

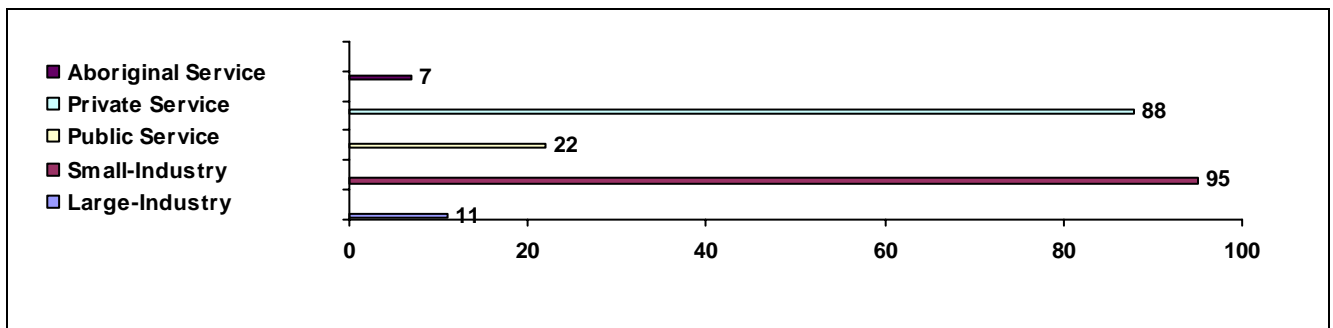


Figure 2: Total number of returned surveys by employer type; n = 223.

Of the 223 responses received 28 employers elected the option to decline to complete the survey and 31 employers indicated they did not provide training to employees. Extracting the returned surveys that: 1) declined to complete and/or 2) indicated no training provided, resulted in a total of 164 completed *Employee Training Surveys*.

Findings:

Completed Employee Training Surveys = 164

Question #1: Does your organization provide training that is:																
Mandatory Only = 19%	Optional Only = 15%	Both = 66%														
Question #2: See Next Section																
Question #3a: Does your organization have preferred training providers?																
Yes = 69%	No = 31%															
Question #3b: Percent of respondents indicating reasons for preference of training providers?																
<table border="1"> <caption>Reasons for preference of training providers</caption> <thead> <tr> <th>Reason</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Cost</td> <td>38%</td> </tr> <tr> <td>Expertise</td> <td>80%</td> </tr> <tr> <td>Resources</td> <td>48%</td> </tr> <tr> <td>Local</td> <td>15%</td> </tr> <tr> <td>Other</td> <td>8%</td> </tr> </tbody> </table>					Reason	Percentage	Cost	38%	Expertise	80%	Resources	48%	Local	15%	Other	8%
Reason	Percentage															
Cost	38%															
Expertise	80%															
Resources	48%															
Local	15%															
Other	8%															
Question #4a: Does your organization have a budget designated for training?																
Yes = 43% (# = 71)	No = 57%															
Question #4b: If "Yes", what is the approximate amount of the designated budget?																
<15,000	\$15,000 – 25,000	\$25,000 – 45,000	>\$45,000	Not answered												
51%	13%	6%	4%	26%												
Question #5: Who is responsible in your organization for determining training ...																
Manager / Supervisor = 45%	Committee = 27%	Employee = 6%	Not answered = 22%													
Question #6: Is the training offered to your employees typically:																
In-Groups = 21%	Individual Requests = 38%	Both = 37%	Not Answered = 4%													
Question #7: Does your organization provide any of the following to facilitate training:																
Time-Off	Flex	Tuition	Fees	Payment	Travel	Other = 10%										
93%	67%	58%	42%	3%	95%	Child Care / Prof. Dues										
Question #8: Does your organization have a preferred delivery model? YES= 53% (# = 87)																
On-site = 45%	Off-site = 29%	Mobile = 57%	E-Learn = 6%	Correspond = 15%	Video = 4%											
Question #9: Percent of organizations indicating special considerations:																
Yes = 40% (# = 63)																
<table border="1"> <caption>Special considerations</caption> <thead> <tr> <th>Special Consideration</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Shift Workers</td> <td>56%</td> </tr> <tr> <td>Seasonal</td> <td>95%</td> </tr> <tr> <td>24/7 Operational</td> <td>39%</td> </tr> </tbody> </table>					Special Consideration	Percentage	Shift Workers	56%	Seasonal	95%	24/7 Operational	39%				
Special Consideration	Percentage															
Shift Workers	56%															
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24/7 Operational	39%															
Question # 10: See Next Section																

Survey Question #2:

Responses to Question #2 of the *Employee Training Survey* were widely varied. This doesn't come as a surprise considering the participants reflected a wide range of employer types.

Reviewing the information collected resulted in five major themes as noted below.

2a) Please provide a list of the training topics typically provided by your organization.

a) **Professional Certifications / Refreshers**

Required by industry that must be delivered by industry person and/or professional association; (eg... CGA, Journeyman, Social Worker, Lawyer).

b) **Safety Tickets**

First Aid, TDG, WHIMIS, HS2 Alive, Confined Spaces

c) **Technical - job-specific**

Propane usage, boom truck, curriculum development, alarm installation, locksmithing, pressure valves, ATV driving,

d) **Software Applications**

Especially industry specific software used by the legal and health services.

e) **Leadership, supervisory, management skills.**

Of the 164 surveys completed 54 respondents indicated offering this topic to employees (33%).

2b) Has your organization identified a need for new or enhanced skills for employees?

Yes = 77 of 164 (47%)

If "Yes", please list training / topics. Most frequently occurring responses:

Leadership = 42%, Customer Services = 31%, Supervisory Skills = 29%,

Legal Issues = 18%, Assessment / Conflict Skills = 16%

Survey Question #3:

3a) Preferred Training Providers - Most frequently occurring responses:

Professional Associations (eg ...medical, legal, financial)

Local College (computer software, safety, part-time courses)

NAIT / SAIT - Apprenticeship

PITS

Alberta Government (eg ..Learning, Community Development, Health and Wellness, Municipal Affairs)

North Island College – mobile units from Vancouver

Pacific Institute – Leadership, Management, and Personal Lifestyle skills

Human Development Consultants – Job focused training kits for the oil & gas industry

Corporate Coaching & Training Services – mentor training, supervisory skills

Product Training Provided by companies, (eg ... mechanical, installation)..

3b) If the above training is not currently provided by one of the partner colleges, would your organization consider requesting the above training through your partner college?

If “Yes”, would you like for this information to be forwarded to your partner college?

Organization Name	Contact Person	Industry	Catchment Area
High Prairie School Division #48	Laura Poloz	Education	Slave Lake
Complete Insurance	Lawrence Hewlett	Financial	Grande Prairie
Tolko Industries	Butch Eden	Forestry	Slave Lake
Remote Wireline	Mike	Oil & Gas	Slave Lake
High Prairie Vet Clinic	Dr. Sheryll Hudye	Medical	Slave Lake
Lac La Biche Regional Economic Development	Kal Polturak	Private Service	Lac La Biche
Thickwood Dental	Lyanne Connors	Medical	Fort McMurray
PLS Security	Mike Hallett	Locksmiths	Fort McMurray

10) Would you be willing to permit your partner college to review your survey? *

** Employee Training Surveys available through NADC – Labor Market Information Clearinghouse*

Organization Name	Catchment Area
High Prairie School Division #48	Slave Lake
Complete Insurance	Grande Prairie
Tolko Industries	Slave Lake
Remote Wireline	Slave Lake
High Prairie Vet Clinic	Slave Lake
Lac La Biche Regional Economic Development	Lac La Biche
Thickwood Dental	Fort McMurray
PLS Security	Fort McMurray
Morrison Medical Clinic	Fort McMurray
First Alert Locating Ltd.	Grande Prairie
Suncor Energy	Fort McMurray

Analysis:

A review of the information collected from the *Employee Training Surveys* shows some surprising results. First, relative to the response rates by employer type (Figure 2) the majority of the information collected came from private services (eg ... medical, dental, financial, veterinary) and small industry (eg .. plumbing & heating, electrical, surveyors). This high response rate may reflect a higher than average need in these groups for employee training that is often not met due to the difficulties of organizing such training on-site for a small number of employees. Not surprisingly these two groups also showed a higher response rate for using professional associations and an individual training model.

Secondly, the majority of declines to participate came from public services and large industry. The most common comment received from the public services was that they were not permitted to participate in unapproved surveys due to FOIP concerns. Four of the large industries that declined to participate indicated that the company had in-house training departments and/or experts and was not seeking third party trainers.

The third unexpected outcome from the information collected pertains to the most frequently noted reason given for preferring a training provider. As shown in the graph of Question #3b: Percent of respondents indicating reasons for preference of training providers. – “Cost” received a substantially lower rating as compared to “Expertise” in selecting a training provider. The partner colleges may want to reflect upon this point. It is the researcher’s opinion that even though the partner colleges can provide facilities and resources at a cheap rate they are not necessarily seen as the content “experts” by industry. Employers have preference for trainers who “work” in the industry or are seen as the “experts” relative to the training requested.

The fourth and final point drawn from the information collected is the low number of respondents that wanted to discuss training options with their partner college. The most common training use noted of the local college by respondents was for basic computer software and safety courses. The vast majority of respondents did not view their local college as the preferred choice for “expert”, or “industry specialty” training.

Recommendations:

Assuming the partner colleges are not content with offering largely computer and safety training through their corporate training divisions, it is recommended by the researcher that the colleges create new strategies to tap into the potential markets within their catchment areas.

- 1) Do not market your Corporate Training Division as content experts. This is negative marketing as industry / employers already know that you are not the experts for the majority of the training they are seeking.
- 2) Emphasize your strengths of classroom space, audio/video equipment, residence options, training labs/shops, and flexibility of schedules. The biggest factor a college has going for it relative to a private training company is that the college has access to a huge amount of infrastructure and resources.
- 3) Partner with professional associations to become the designate location for training, certification exams, and /or test invigilating.
- 4) Partner with professional associations and private consultants to endorse their training in your area. For example, offering a *Certificate of Completion* through the Corporate Training Division would not only increase the offerings the college could market but could also enhance the credibility and marketing potential of a private trainer.
- 5) If you are going to market in-house training programs to employers ensure you recruit a facilitator that is viewed as an “expert” by the industry. This may cost more in the short term but will create dividends with regards to increasing credibility and repeat contracts.
- 6) The untapped market is in the small business sector (services and industry). These are the companies that fall through the cracks that larger corporate trainers overlook; yet they are the largest combined employers within the northern region.
- 7) Coordination of employee training is a value-added service that the colleges could expand. As most companies indicated they do not have a designated training coordinator, this service could be offered as a “one phone call service” to the college representative that would organize the training requested.

APPENDIX

Employee Training Survey

The following survey is being distributed on behalf of the Northern Alberta Development Council - Labor Market Information Clearinghouse. The Labor Market Information Clearinghouse is supported through a partnership of 4 public colleges. These partner colleges are Grande Prairie Regional College, Keyano College, Northern Lakes College, and Portage College.

The purpose of this survey is twofold:

- 1) to ensure the partner college within your region is aware of your training needs;
- 2) to assist you in accessing training services through your partner college.

The information collected through this survey will be summarized and forwarded to the partner colleges through the Labor Market Information Clearinghouse. No individual respondent will be identified within the report.

Does your organization agree to participate in this survey? Agree___ Decline___*

If your organization agrees to participate in this survey, please complete the following information.

Organization Name: _____ Location: _____

Industry / Service: _____

Public or Private: _____ Number of Employees: _____

Training Coordinator / Organization Contact _____

Does your organization provide training to employees?

___Yes Please continue to complete survey.

___No* Thank-you for your feedback. Would you like your partner college to contact you to discuss training opportunities available? Yes___ No ___

*** If your organization declines to participate or does not provide training to employees, please return first page only.**

Researcher – Joan Aylward Heffernan
July 2004

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1) Does your organization provide training that is:

Mandatory (eg ... industry compliances)___ Optional (eg...leadership) ___ Both ___

2) Please provide a list of the training topics typically provided by your organization.

#1 _____ #2 _____

#3 _____ #4 _____

#5 _____ #6 _____

Has your organization identified a need for new or enhanced skills for employees?

If “Yes”, please list training / topics: _____

3) Does your organization have preferred training providers? Yes___ No___

If “Yes”, please indicate the preferred training provider(s) and the reason(s) for your preference.

Preferred Training Provider(s)					
Training Provider #1 Topic:	Cost	Expertise	Resources	Local	Other? _____
Training Provider #2 Topic:	Cost	Expertise	Resources	Local	Other? _____
Training Provider #3 Topic:	Cost	Expertise	Resources	Local	Other? _____
<p>If the above training is not currently provided by one of the partner colleges, would your organization consider requesting the above training through your partner college?</p> <p>If “Yes”, would you like for this information to be forwarded to your partner college? Yes___ No___</p>					

Employee Training Survey Page 3 of 3

4) Does your organization have a budget designated for training? Yes___ No___

If "Yes", what is the approximate amount of the designated budget? \$_____

5) Who is responsible in your organization for determining what training is required and when it will be delivered?

6) Is the training offered to your employees typically:

___ In groups ___ By individual requests ___ A combination of both

7) Does your organization provide any of the following to facilitate training:

(Please check all that apply)

Time-off___ Flexible schedules___ Tuitions___ Conference Fees___

Payment for Training___ Travel Expenses___ Other?_____

8) Does your organization have a preferred delivery model for training? Yes___ No___

If "Yes", please check all that apply.

On-site___ Off-site___ Mobile Units___ E-Learning___ Correspondence___ Video-conference___

Other?_____

9) Does your organization have any of the following special considerations:

Shift Workers___ Seasonal ___ 24 / 7 Operational___ Other?:_____

10) Would you be willing to permit your partner college to review your survey? Yes___ No___

Thank-you for your input!

Fort McMurray Area

1. Air Mikisew Ltd
2. Alberta Permit Pro
3. AL-CON Steel
4. ALCOR Management Ltd
5. Athabasca Tribal Council
6. Avatar North Construction
7. B & K Refrigeration Air Condit
8. Babco Electric & Engineering Ltd.
9. Bartan Machine & Welding
10. BC Bearing Engineers Ltd.
11. Best Canadian Motor Inns
12. BGE Service & Supply Ltd
13. Birchwood Autobody
14. Borealis Fabrication
15. Boser Vision Care
16. Bottern, Susan - Law Office
17. Bredon Electrical Systems Ltd
18. Bridgeport Inn
19. Canadian Helicopters Ltd
20. Car-Ber Testing Alberta Inc
21. Casman Construction
22. Century 21 Dynamic Realty
23. Cessco Fabrication and Engineering
24. Chemco Electrical Contractors
25. Clearwater Welding and Fabrication
26. Communications, Energy and Paperworkers Union
27. Consun Contracting
28. Convergent Technologies
29. Cumulative Environmental Management
30. DB Kidd Transport Services
31. Demers Contracting Services
32. Dynacare Kasper Medical Laboratories
33. E Construction Ltd
34. EMCO Waterworks Ltd
35. Esso-D Erskine Petroleum Ltd
36. Fort McMurray Real Estate Board
37. FM No. 468 First Nation
38. Fort McMurray Today
39. FM - CJOK
40. Fort McMurray - Chamber of Comm
41. FM Regional Business Development
42. Northern Lights School Division
43. GIW / KSB Mining Group
44. Global Heat Transfer Ltd.
45. Golosky Trucking & Contracting
46. Gorsalitz Law Office
47. Gregg Distributors
48. Harold Smith Travel Ltd
49. High North Foods - Wholesale
50. Hopper, M DR. - Optometrist
51. Jacobs Catalytic Ltd
52. Japan Canada Oil Sands Ltd.
53. KYX-98 FM
54. Lemax Machine & Welding
55. Liam Construction
56. Manchester Chivers Insurance
57. Morrison Medical Clinic
58. McKenzie Welding and Fabrication
59. McMurray Aviation
60. McMurray Glass
61. McMurray Imperial Enterprises
62. McMurray Resources Research
63. Metro Gordy Trucking Ltd.
64. Mortgage Centre/ Sky Financial
65. MSI Energy Services Ltd
66. National Oilwell - Canada Ltd
67. Neegan Development Corporation
68. Nistawoyou Friendship Centre
69. Noremac Industrial Coatings
70. North Star Ford Sales
71. Northstar Energy Corporation
72. Oil Sands Industrial Lodge
73. Pastew Place Detox Centre
74. PLS Security
75. PW Medical Clinic
76. REmax - Fort McMurray
77. Shell Canada Ltd
78. Shumka Craig & Moore Adjusters
79. Sparkman Transportation
80. Suncor Energy
81. Syncrude
82. Thickwood Dental Center
83. Travel Lodge
84. Usher Canada Ltd
85. Westburne Industrial
86. Westwood Physical Therapy
87. WFG Securities of Canada
88. Willis Canada

Grande Prairie Area

1. A-1 CATS
2. A-1 Crane and Bridge Rentals
3. A-1 License and Registry
4. ADDAC - Regional
5. Advantage Relocation Systems
6. Alberta Lands Inc
7. Alberta Motor Association

8. Alberta SPCA
9. Albrico Services Ltd
10. Albright Regrigeration
11. All Clean Fluid and Filtration
12. All West Surveys Ltd
13. Alpine Pumpjack Services
14. AMEC - Drafting
15. ARON Services Ltd
16. Artesian Realty and Insurance
17. Artic Welding
18. Artisitc Advertising Ltd.
19. Babco Oilfield Hauling Ltd
20. Baldwin Appraisals
21. Baron Oilfield Supply Ltd.
22. Unified Valve Ltd.
23. Westland Oilfield Services
24. Beairsto Stewart Weir Engineer
25. Beaver Drilling
26. Bel MK Engineering Ltd
27. Beltone Hearing Center
28. BER-MAC - Electrical Instrument
29. Best Western Grande Prairie
30. Big Country FM Radio
31. Brandl VE Construction
32. Builders Electric Company Ltd.
33. Canadian Helicopters
34. Canadian Natural Resources
35. CANFOR
36. Canstar Environmental Services
37. Carter Lock and Horrigan - Law
38. CEDA Reactor Ltd
39. Cenalta Plumbing and Heating
40. Central Alberta Finance
41. CFRN-TV
42. City of Grande Prairie
43. Competition Wireline Services
44. Complete Insurance Services
45. Conn-Track Distributors
46. Country Pump Out Ltd
47. Craig Powell - CA
48. Cunningham Brothers Drilling
49. Dawdy, Graham - Optometrist
50. Dust Master
51. Firemaster Oilfield Services
52. First Alert Locating Ltd
53. FMC Technologies Canada
54. Grande Prairie Golf and Country Club

55. Grande Prairie Health and Home
56. Grande Prairie Inn
57. HL Powell Trucking
58. IGA Northside
59. Inspectrum Testing Inc.
60. Kakwa Employmnet Center
61. Kodiak Construction
62. Mistahia Health Region
63. Neudorf Trencing Ltd.
64. Northern Doors
65. Northgate Electical
66. Orbit Hydraulics
67. Outdoor Images
68. Peace Wapiti School Board
69. Pembina Pipeline
70. Prism Glass and Paint
71. Quality Hotel
72. RECO Trenching
73. Rislely Steel Services
74. Team Pipeline Ltd.
75. The Co-operators

Lac La Biche Area

1. Adrian Hope Silver Birch
2. Albersun Pipe Lines
3. Cadieux Brothers Transport
4. Cadieux Oilfield Services
5. Calnash Trucking Ltd
6. Cen.21 - Lakeland Real Estate
7. Choi's Tags
8. Chwedoruk rucking
9. Collins Trucking
10. Cresent IDA Drugs
11. Dymen Holdings
12. EDCON Power Tong Services
13. Fountain Tire
14. Fyith, Annace - Dentist
15. Gardiner Karbani Audy - CA
16. Holzman, P. - Dentist
17. JDR Business Services
18. Lac La Biche - Economic Development
19. La Biche Inn
20. Lac La Biche - IGA
21. Lac la Biche Glass and Mirror
22. Lac la Biche – EMS
23. Lac La Biche Post
24. Lac La Biche Registry
25. Lac La Biche Stationers Ltd

26. Lac La Biche Tank Trucks
27. Lakeland Denture Clinic
28. Lakeland County
29. Lakeland Oilfield Services
30. Lindsay Medical Clinic
31. M & J CATS LTD.
32. Marczak's Auto Repair
33. NEC Contractors
34. Oasis Sales and Service
35. OK Industries
36. OPSCO Energy Industries
37. Paul - Light Electric Ltd.
38. Pelican Hotel
39. Petro- Canada Bulk
40. Regional Community Development
41. RELY-ON
42. REmax - Lac La Biche
43. Royal LaPage
44. Rustler Trucking
45. RYL, Walter - CA
46. S & M CATS Ltd
47. Sanjel Corporation
48. Select Energy Systems
49. Signmasters
50. Stephane's Mobile Repair Ltd
51. Stewart Sales and Rentals
52. Sunset Autoworks
53. Swamp CATS Ltd.
54. Syntech Enerflex
55. Talisman Energy
56. Tarrabain Chrysler
57. Ted's Automotive
58. The Print Shop
59. Tigger's Truck Parts and Rigging
60. Town of Lac La Biche
61. Trans West Insurance
62. Trans-Canada Pipelines
63. Twintel Communications
64. U-KAAN Travel
65. West & Associates Insurance
66. WM J. Cadzow Health Centre
67. Zero Tolerance Valve Inc.

Slave Lake Area

1. A& G Grant Construction
2. Aardvark Auto Center
3. AB Eben Distributors
4. Alpine Pumpjack Services
5. Ay-Flo Oil Ltd

6. BearTrax Pumpjack Services
7. Big Stone Cree Nation
8. Beaver First Nation
9. CCS Energy Services
10. Central Plumbing & Heating
11. Century 21 - Northern Realty
12. CKWA Radio
13. Concord Well Servicing
14. Dene Tha' First Nation
15. D Janzen Holdings
16. Delta Helicopters
17. Deuce Disposal
18. Direct Current
19. D'Lanne Electro Controls
20. EMES Electric
21. Everall Construction
22. First Windsheild & Glass
23. High Prairie Medical Clinic
24. Grizzly Electric and Instrumentation
25. High Prairie School District # 48
26. High Prairie Veterinary Service
27. HI-Mark Oilfeild Services
28. Imperial Distributors
29. JAG Instrument Services
30. Kallanpally Dental Clinic
31. Lakeside Leader
32. Lokken, Philip - Lawyer
33. Lubicon Lake Indian Nation
34. Loon River First Nation
35. Little Red River Cree Nation
36. Lesser Slave Lake Regional Tribal
37. MD of Lesser Slave River
38. Motorman Parts & Services
39. Nelson Lumber
40. Native Counseling Services
41. Northland School Division
42. North Point Plumbing & Heating
43. Northwest Inn
44. North Peace Tribal Council
45. Remax Realty - Slave Lake
46. Remote Helicopters
47. Remote Wireline Services
48. Rent-a-Wreck
49. Rocky Mountain Energy Services
50. Ruecker & Ruecker - CGA
51. Sawridge Band
52. Sanjel Corporation
53. Scope Printing and Publishing

54. Select Filtration Systems
55. SL Ford Sales
56. Slave Lake Communications
57. Slave Lake Eye Care
58. Slave Lake Hot Shot Services
59. Slave Lake Pulp Corporation
60. Slave Lake Realty
61. Slave Lake Registries
62. Slave Lake Specialities
63. Sniper Satellite and Com.
64. Specialities Valve Inc.
65. Spilak's Tank Truck Service
66. Spruce Land Developments LTD
67. Stan's Trucking
68. Star Oil & Gas
69. Strugeon Lake Cree Nation
70. Sucker Creek First Nation
71. Swan River First Nation
72. Tolko – High Prairie
73. Town of Slave Lake
74. Woodland Cree
75. Western Cree Tribal Council
76. Tribal Chiefs - Child & Family
77. Tall Cree First Nation