



Premier of Alberta

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February 2, 2010

The Honourable Doug Horner  
Minister of Advanced Education and Technology  
324 Legislature Building  
10800 – 97 Avenue  
Edmonton, Alberta  
T5K 2B6

Dear Minister Horner:

Over the past few years we have accomplished a great deal. Much of what was committed to in the Premier's mandate letters has been delivered and has become part of the core business of government. It is now time to move forward with focused action that further supports our return to prosperity and creates a strong foundation for continued economic strength. With your help, and that of all Albertans, we can realize an Alberta with:

1. The strongest financial position of all provinces.
2. The most innovative and competitive economy in North America.
3. The best performing public health care system in Canada.
4. The most advanced infrastructure in North America.

These are challenging times as Alberta emerges from the most significant global economic crisis in over half a century. Our government must continue to be adaptable and resilient in response to changing conditions. I believe Alberta's future is bright. The thoughtful choices we have made and the significant actions we have taken ensure that our best days are yet to come.

In addition to the mandate initiatives, it will be equally important that you work closely with your ministry's partners and stakeholders in developing and delivering on the strategic priorities and core businesses in your Ministry Business Plan. In today's environment, delivering the right programs in the right way is more important than ever and, along with a growing economy, this will see us "back in the black" in three years.

To achieve our goals, our priorities for the coming year remain:

1. **Resourceful. Responsible** - Ensure Alberta's energy resources are developed in an environmentally sustainable way.
2. **A Healthy Approach** - Increase access to quality health care and improve the efficiency and effectiveness of health care service delivery.
3. **Strong Communities** - Promote strong and vibrant communities and reduce crime so Albertans feel safe.

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Alberta

Freedom To Create. Spirit To Achieve.

4. **Creating Opportunity** - Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run competitiveness and sustainability of Alberta's economy.
5. **Building Tomorrow** - Provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.

Cooperation and coordination among ministries is essential as we focus on achieving our goals, as is getting the highest value from the resources provided to your ministry. Your role will be key in supporting these efforts.

To enhance value-added activity, increase innovation and build a skilled workforce to improve the long-run competitiveness and sustainability of Alberta's economy, you will:

Work with ministry partners to:

- Promote innovation and value-added economic development to create highly skilled and sustainable jobs for Albertans, encourage economic diversification, and strengthen the province's fiscal resiliency.

Under this initiative your role is to:

- Enhance economic diversification and build a knowledge-driven future by identifying focused priority sectors and further opportunities to encourage commercialization where Alberta can secure and maintain a competitive advantage.

I consider this letter and your agreement to work on these priorities and initiatives, in addition to the core businesses in your ministry business plan, to be a contract between us. Your contributions and our commitment as a government, combined with Albertans' spirit to achieve, will help us create an even stronger Alberta.

Sincerely yours,

Ed Stelmach  
Premier

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