



April 3, 2009

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

Dear Minister Horner:

The mandate letter you received last year outlined the priorities you were expected to focus on as Minister of Advanced Education and Technology and member of our Cabinet team. Through your leadership, and the hard work of all our ministries, considerable progress has been made on our ambitious agenda. This letter updates and refocuses the initiatives identified last spring to keep the momentum necessary to ensure Alberta remains the best place to live, work, visit and invest in.

We are moving forward in a time of uncertainty. Our past actions have positioned Alberta well. However, to protect Albertans and keep building our province for the long term we must adapt to changing realities and manage within our fiscal capacity.

Our business plan will continue to set out the actions we will take to deliver on our five priorities over the next year. We will also continue to publicly report on these priorities as a part of our regular business planning cycle, allowing Albertans to measure our progress as a government.

In order to fulfill the commitments we made last spring and to continue to focus on the outcomes of most importance to Albertans, our priorities 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.
4. **Creating Opportunity** - Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run 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 all ministries is necessary to achieve these priorities, as is working within the resources available to your ministry. Your role will be key in supporting these efforts.

You will take the lead to:

- Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy, and

Lead the following initiatives:

- Continue to encourage technology commercialization and increase the Canadian venture capital invested in Alberta; and
- Continue to implement the Roles and Mandates Frameworks for the advanced education system and for publicly funded organizations that support world class research and innovation in Alberta.

In addition, as Minister of Advanced Education and Technology you will work with the Minister of Finance and Enterprise to:

- Review existing economic and fiscal policy and develop direction, principles, priorities and tools to effectively and efficiently address medium-term investment, economic and fiscal issues.

I consider this letter and your agreement to work on these priorities and initiatives, in addition to your 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

