ALBERTA ADVANTAGE

Alberta 2003 Budget

Making Alberta Even Better

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Alberta Advantage

The Alberta Advantage means greater opportunities for Albertans and Alberta businesses ...

- · a strong and vibrant economy
- a young, skilled and productive workforce
- · a strong science and technology culture
- a highly entrepreneurial and competitive business community
- the lowest overall tax level of any province in Canada, including no sales
- an efficient and modern infrastructure
- an abundance of natural resources
- a rich, sustainable environment and an outstanding quality of life
- a government committed to less regulation
- a fiscally responsible government

With our low taxes, high employment and growing economy, Alberta is, indeed, "the place to be." Highlighted are some key elements of the Alberta Advantage: the economy, people, taxes, operating costs, quality of life and sound financial management.

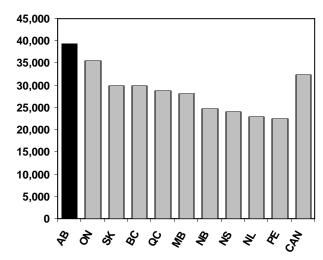
The Economy

STRONG AND DIVERSIFIED

Alberta's economy remains the healthiest in Canada. An abundance of natural advantages has been the foundation of our flourishing economy. Our positive investment climate has allowed Alberta businesses to compete successfully around the world. Our increasingly diversified economy has translated into healthy job performance, even when commodity prices have been unfavourable.

REAL GDP PER CAPITA

1998-2002 Annual Average (dollars per capita)*

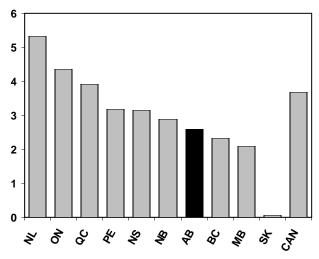


- * 2002 GDP estimated for provinces.

 Source: Statistics Canada, Alberta Finance and the Conference Board of Canada
- Alberta has the highest real gross domestic product per capita among the provinces.
- Since 1998, Alberta's real gross domestic product per capita has averaged 11% higher than second place Ontario.

REAL ECONOMIC GROWTH

1998-2002 Average Annual Growth in GDP (per cent)*

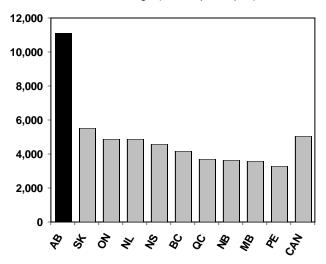


- * 2002 GDP estimated for provinces.

 Source: Statistics Canada, Alberta Finance and the Conference Board of Canada
- Among the Western provinces, Alberta's economic growth rate was the highest over the past five years.
- With gross domestic product at record levels, the Alberta economy has continued to maintain steady growth.

INVESTMENT PER CAPITA

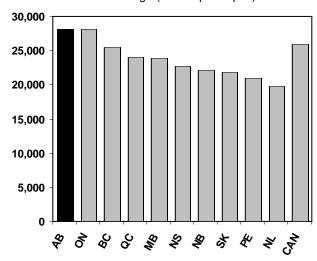
1998-2002 Annual Average (dollars per capita)*



- * 2002 preliminary actual. **Source:** Statistics Canada
- Alberta continues to be far ahead, as it has been for decades, in total private sector investment per person.
- Over the past five years, Alberta's investment per capita has been more than double that of the next highest province, Saskatchewan.

PERSONAL INCOME

1997-2001 Annual Average (dollars per capita)

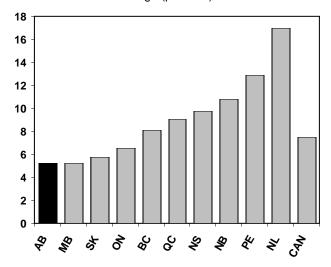


Source: Statistics Canada

- Over the five years ending in 2001 (the most recent data available), Albertans have enjoyed the highest personal income per capita.
- In 2001, Alberta had the highest personal income per capita among provinces, \$757 above second place Ontario.

UNEMPLOYMENT RATE

1998-2002 Annual Average (per cent)

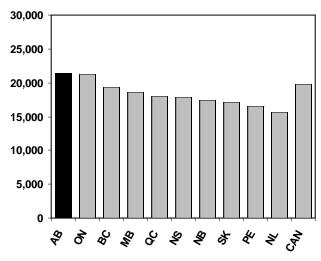


Source: Statistics Canada

- Over the past five years, Alberta's average unemployment rate of 5.2% was tied with Manitoba as being lowest among the provinces, well below the national average of 7.5%.
- In 2002, Alberta's rate of 5.3% was second lowest in Canada, behind Manitoba at 5.2%.

PERSONAL DISPOSABLE INCOME

1997-2001 Annual Average (dollars per capita)*

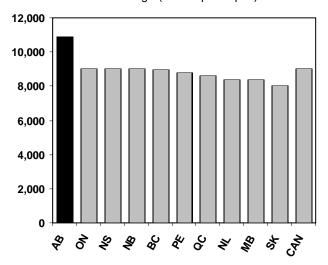


* Personal income less direct taxes. **Source:** Statistics Canada

- Over the five years ending in 2001 (the most recent data available), Alberta was ahead of all other provinces in personal disposable income per capita.
- In 2001, Alberta had the highest personal disposable income per capita among provinces, \$952 above second place Ontario.

RETAIL SALES PER CAPITA

1998-2002 Annual Average (dollars per capita)

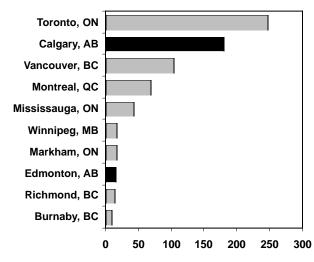


Source: Statistics Canada

Alberta continues to lead all provinces in retail sales per capita.

CORPORATE HEADQUARTERS

Top Ten Head Office Cities, 2002 (number of head offices)*

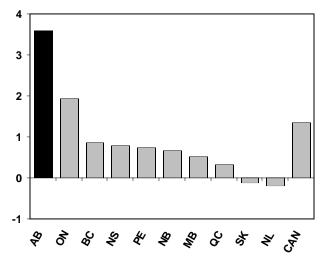


* Top 1000 Canadian companies based on revenue. Source: The Globe and Mail

- Calgary is home to 180 head offices, ranking second highest among all cities in Canada.
- On a per capita basis, Calgary exceeds all other cities, by far.

BUSINESS GROWTH

1998-2002 Annual Average (per cent growth in # of firms)*



Businesses include all incorporated and unincorporated firms, except self-employed and single person firms.

Source: Statistics Canada

- Over the last five years, Alberta's average business growth has been the fastest of any province in Canada.
- In 2002, the number of businesses in Alberta increased by 2.4%. The only other provinces to experience positive growth last year were Ontario and Manitoba, at 0.5% and 0.3%, respectively.

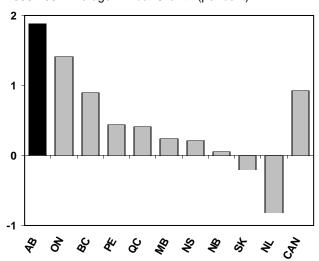
The People

YOUNG, HIGHLY TRAINED AND PRODUCTIVE

In today's knowledge-based economy, the people of Alberta are our province's most important natural resource. Albertans are highly skilled and talented, and among the most educated in the world. It is no wonder that our economy continues to thrive and grow.

POPULATION

1998-2002 Average Annual Growth (per cent)

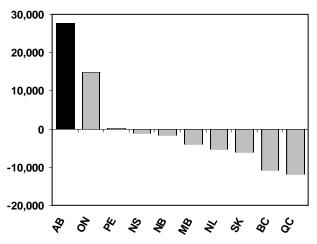


Source: Statistics Canada

- Over the past five years, Alberta's population has grown the fastest among the provinces.
- In 2002, Alberta's population growth of 1.8% also led the provinces.

NET INTERPROVINCIAL MIGRATION

1998-2002 Annual Average (net number of interprovincial migrants)*

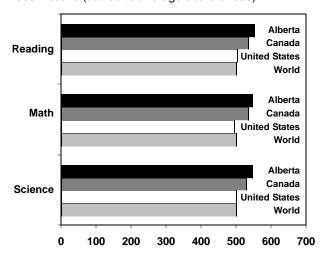


* July 1, 1997 to June 30, 2002. Source: Statistics Canada

- Alberta has the highest number of interprovincial migrants in Canada, by far.
- From July 2001 to June 2002, a net of 26,740 migrants came to Alberta from other provinces, 19,474 more people than second place Ontario.

PERFORMANCE OF STUDENTS AGED 15

2000 Results (scaled to average score of 500)

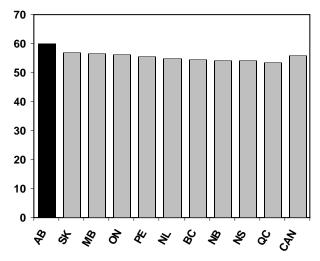


Source: Organisation for Economic Co-operation and Developent (OECD)

- In 2000, the performance of students aged 15 in Alberta was significantly above the Canadian, United States and international averages in reading, mathematics and science.
- Out of 32 countries and the provinces of Canada, Alberta scored the highest in reading.

SHARE OF POPULATION UNDER 40

1998-2002 Annual Average (per cent of total population)

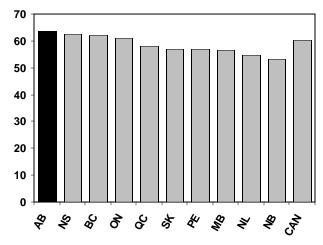


Source: Statistics Canada

- Alberta has the youngest population among the provinces.
- About 60% of Albertans are under the age of 40.

POPULATION AGED 25-64 WITH POST-SECONDARY EDUCATION

1998-2002 Annual Average (per cent of total population)*



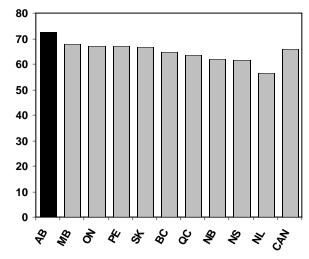
 Includes some post-secondary and completed post-secondary certificates, diplomas, and university degrees.

Source: Statistics Canada

- Alberta has the best educated workforce in Canada.
- Approximately 64% of Alberta's population aged 25 to 64 has post-secondary education.

PARTICIPATION RATE

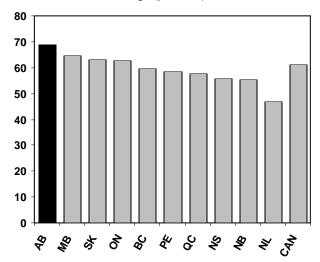
1998-2002 Annual Average (per cent)*



- * The participation rate is the total of those employed plus those looking for work aged 15 and over, divided by the population aged 15 and over. Source: Statistics Canada
- Alberta has the highest labour force participation rate in Canada, 4.6 percentage points higher than second place Manitoba.

EMPLOYMENT TO POPULATION RATIO

1998-2002 Annual Average (per cent)*



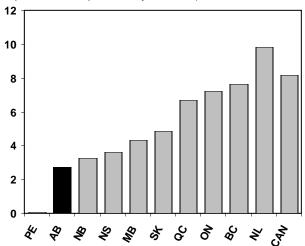
* The employment to population ratio is the total of those employed divided by the population aged 15 and over.

Source: Statistics Canada

 Compared to other provinces, more Albertans are working relative to the size of our working age population, 4.3 percentage points above the second place province, Manitoba.

LABOUR RECORD

1998-2002 Annual Average (person days lost due to disputes/10,000 person days worked)*



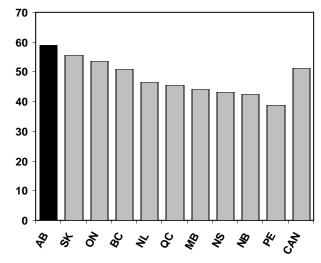
* January to September 2002 preliminary rate.

**Source: Statistics Canada and Human Resources Development Canada

 In terms of person days lost due to labour disputes, Alberta's record is better than all other provinces except Prince Edward Island.

LABOUR PRODUCTIVITY

1998-2002 Annual Average (\$ of real GDP per hour worked)*



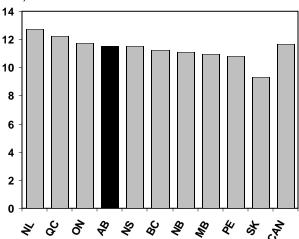
* 2002 GDP estimated for provinces.

Source: Statistics Canada, Alberta Finance and the Conference Board of Canada

 Albertans are the most productive workers in Canada, as measured by real GDP dollars produced per hour worked.

RESEARCH AND DEVELOPMENT EMPLOYMENT

1998-2002 Annual Average (per cent of employed labour force)*



* Occupations in natural and applied sciences, health, and related occupations predominantly involved in R&D activities.
Source: Statistics Canada

Source: Statistics Canada

 The percentage of Alberta's labour force employed in occupations predominantly involved in research and development (R&D) activities ranks fourth among the provinces, and first in Western Canada.

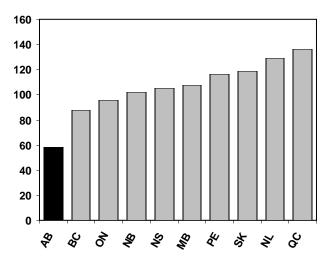
The Lowest Tax Load

LEAVING MORE DOLLARS IN THE POCKETS OF ALBERTANS

Alberta has the lowest overall taxes in Canada. We are the only province with a single-rate personal income tax system and the only province that does not have a retail sales tax.

TOTAL PROVINCIAL AND MUNICIPAL TAX LOAD

2002-03 (per cent of the Canadian average)*

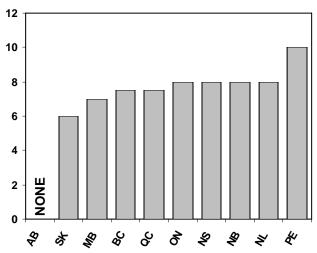


* Equalization payments, 2002-03, 3rd estimate. **Source:** Finance Canada

 Alberta has by far the lowest combined provincial and municipal tax burden among the provinces, at 58% of the national average.

RETAIL SALES TAX RATES

2003 (per cent)*

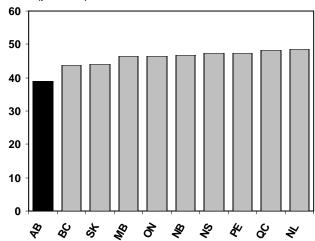


Other provinces' rates known as of March 19, 2003.
 Source: Alberta Finance

· Alberta has no provincial retail sales tax.

COMBINED TOP MARGINAL PERSONAL INCOME TAX RATES

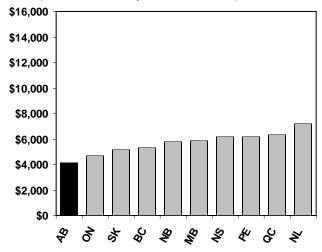
2003 (per cent)*



- Other provinces' rates known as of March 19, 2003.
 Source: Alberta Finance
- Alberta has the lowest top marginal personal income tax rate among the provinces at 39% - 29% federal and 10% provincial.
- In Alberta, top income earners keep 61% of their last dollar earned.

FAMILY EARNING \$60,000

Taxes and Health Care Insurance Premiums 2003 (Two-income family with two children)*

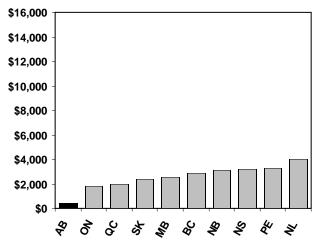


- Other provinces' rates known as of March 19, 2003.
 Source: Alberta Finance
- In Alberta, a typical two-income family earning \$60,000 pays only \$4,124, approximately 30% less in combined taxes and health care insurance premiums than the average of the other provinces.

FAMILY EARNING \$30,000

Taxes and Health Care Insurance Premiums

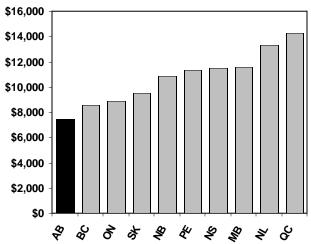
2003 (One-income family with two children)*



- * Other provinces' rates known as of March 19, 2003 **Source:** Alberta Finance
- This graph, and following two, compare provincial income, sales, payroll, fuel and tobacco taxes, and health care insurance premiums payable by a family.
- In Alberta, a typical one-income family earning \$30,000 pays only \$432, approximately 85% less than the average of the other provinces.

FAMILY EARNING \$100,000

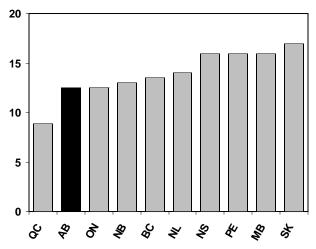
Taxes and Health Care Insurance Premiums 2003 (Two-income family with two children)*



- * Other provinces' rates known as of March 19, 2003 **Source:** Alberta Finance
- In Alberta, a typical two-income family earning \$100,000 pays only \$7,418, approximately 33% less in combined taxes and health care insurance premiums than the average of the other provinces.

PROVINCIAL CORPORATE INCOME TAX RATES

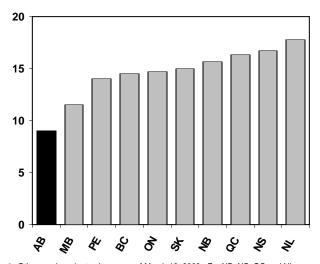
2003 (per cent)*



- * Other provinces' rates known as of March 19, 2003. SK, ON, PE and NL reduce their corporate income tax rates for manufacturing and processing industries. Source: Alberta Finance
- As of April 1, 2003, Alberta is tied for the second lowest general corporate income tax rate in Canada. Alberta's general corporate tax rate will be reduced to 8%, as affordable.
- Alberta businesses also benefit because Alberta has no general sales tax, no capital tax and no payroll tax.

GASOLINE TAX RATES

2003 (cents per litre)*

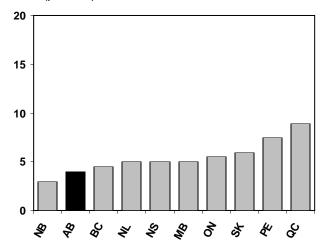


Other provinces' rates known as of March 19, 2003. For NB, NS, QC and NL, provincial sales tax is levied on top of fuel tax. Source: Alberta Finance

At 9.0 cents per litre, Alberta has the lowest gasoline tax rate among the provinces, 2.5 cents per litre below Manitoba, the second lowest province.

PROVINCIAL SMALL BUSINESS CORPORATE **INCOME TAX RATES**

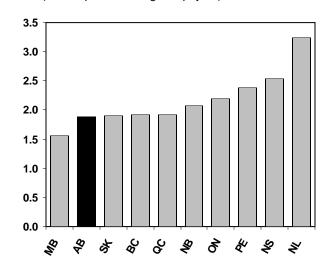
2003 (per cent)*



- Other provinces' rates known as of March 19, 2003 Source: Alberta Finance
- As of April 1, 2003, Alberta's small business corporate income tax rate of 4% is second lowest in Canada.
- Alberta's small business tax rate will be reduced to 3% on April 1, 2004, if affordable.

WORKERS' COMPENSATION PREMIUMS

2003 (dollars per \$100 of gross payroll)*



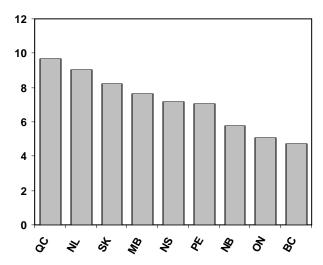
Provisional average assessment rates. Industry composition and administrative costs vary across provinces in rate calculations.

Source: Association of Workers' Compensation Boards of Canada

Alberta's average WCB premium rate is the second lowest among the provinces. Alberta, British Columbia, Saskatchewan, Manitoba and New Brunswick have no unfunded WCB liabilities.

ALBERTA'S TAX ADVANTAGE

2003 (billions of dollars)*



* Other provinces' rates known as of March 19, 2003. **Source:** Alberta Finance

- This graph shows the total additional provincial taxes that individuals and businesses would pay if Alberta had the same personal and corporate taxes as other provinces.
- Albertans would pay over \$4.7 billion more if we had to pay British Columbia's taxes, and over \$9.6 billion more if we had to pay Quebec's taxes.

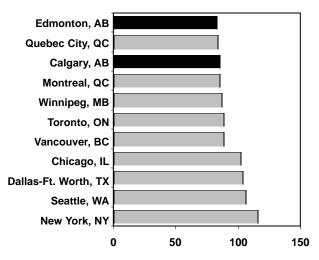
Low Operating Costs

FOR BUSINESSES AND HOUSEHOLDS

When it comes to cost of living, the province of Alberta is an attractive place to live and do business. Costs are more than competitive with the rest of Canada and the United States. In addition, our low taxes, skilled workforce and well-established infrastructure provide further advantages for Albertans and Alberta industries.

BUSINESS COSTS INDEX

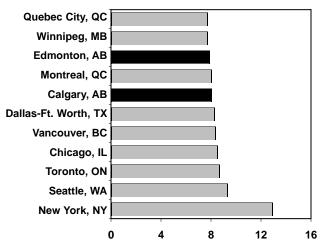
2001 (US=100.0)*



- * Based on 27 cost components. Above comparisons of Canadian cities are only those with a population of 500,000 and greater.
 Source: KPMG
- Based on KPMG's study of business costs in North America, Europe and Japan, Edmonton is the least expensive city in which to do business out of 86 major cities in nine countries.
- An Edmonton business would have an overall 17% cost advantage over the average U.S. city.

INITIAL INVESTMENT COSTS

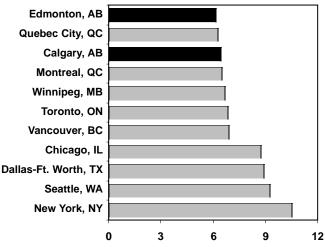
2001 (US\$ millions)*



- Above comparisons of Canadian cities are only those with a population of 500,000 and greater.
 Source: KPMG
- Edmonton and Calgary are ranked in the top five among major cities for lowest initial investment costs, which consist of land acquisition and building construction costs.

ANNUAL LOCATION-SENSITIVE COSTS

2001 (US\$ millions)*



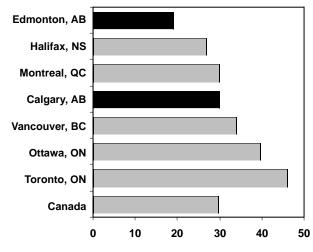
10-year average. Above comparisons of Canadian cities are only those with a population of 500,000 and greater.

Source: KPMG

- Edmonton and Calgary are ranked first and third, respectively, for having the lowest overall annual location-sensitive costs.
- Location-sensitive costs include labour, lease, electricity, transport and telecommunications costs, interest, depreciation, and taxes.

OFFICE RENTAL RATES

2002 (dollars per square foot)*

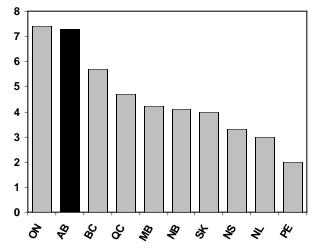


* Total occupancy costs include average net rental rates, taxes and operating costs for typical "Central Class A" offices.
Source: Royal LePage

- Edmonton has the lowest overall office rents among major Canadian cities.
- Calgary rents are lower than those in British Columbia and Ontario.

INVESTMENT CLIMATE

2002 (scale from 0 to 10)

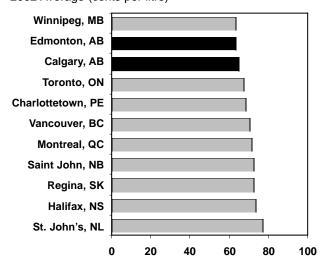


Source: Fraser Institute

- Based on the Fraser Institute's 2002 Survey of Senior Investment Managers, Alberta emerged as a close second for best investment climate in Canada.
- With respect to government policies, Alberta and Ontario led the nation with nearly 87% of respondents indicating that the provinces foster globallycompetitive companies.

GASOLINE PRICES

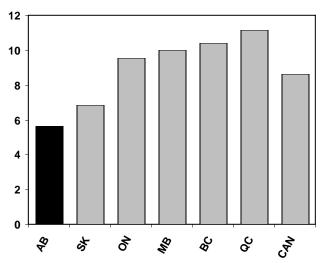
2002 Average (cents per litre)*



- * Regular unleaded gasoline at self service stations, taxes included. **Source**: Statistics Canada
- Edmonton and Calgary are ranked behind only Winnipeg for the lowest gasoline prices in Canada.

NATURAL GAS RATES

2002 Average (dollars/GJ)*

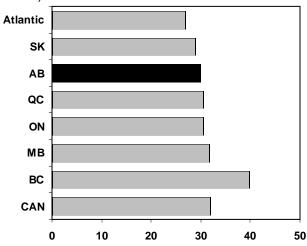


* January to June only. Calculated as sales revenue divided by sales volume. **Source:** Statistics Canada

 Albertans enjoyed the lowest residential natural gas rates in Canada during the first six months of 2002 (the most recent data available).

HOUSING AFFORDABILITY

2002 (home ownership costs as a % of pre-tax household income)*



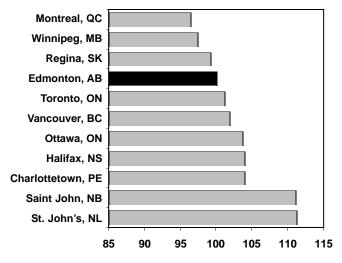
 4th quarter estimate. Home ownership costs include mortgage payments, utilities, and property taxes.

Source: Royal Bank of Canada

- Despite rising house prices in 2002, Alberta remains one of the most affordable places in Canada in which to own a home, due to high household incomes.
- Alberta's home ownership costs take up 29.9% of a typical pre-tax household income.

DAILY LIVING PRICE INDEX

December 2002*

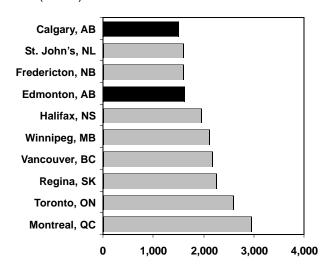


Converted to index of Edmonton = 100. No data available for Calgary.
 Source: Statistics Canada

- Residents in Edmonton pay among the lowest costs for daily living compared to other major Canadian cities. A basket of daily living goods/services that costs \$100 in Edmonton would cost approximately \$111 in St. John's.
- Daily living items include food, household operations, transportation, health/personal care, recreation and tobacco/alcohol products.

NET HOME PROPERTY TAXES

2002 (dollars)*



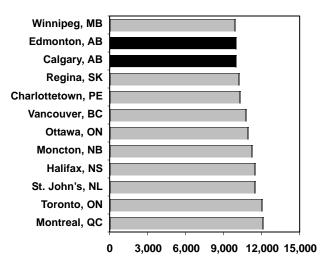
 Includes municipal, regional and school tax, net of homeowner grants or credits for a single family house.

Source: The City of Edmonton

- Property taxes for a typical single family house are lowest in Calgary.
- Edmonton pays less in property taxes than other cities in Western Canada, Ontario and Quebec.

CAR OWNERSHIP COSTS

2003 Annual (dollars)*



^{*} Based on 4-year/96,000 km retention cycle of a 2003 Ford Taurus. Costs include general operating, insurance, depreciation, taxes and licence. Source: Runzheimer Canada

 According to a national survey, Edmonton and Calgary are the second and third least expensive places in Canada to own and operate a car, respectively.

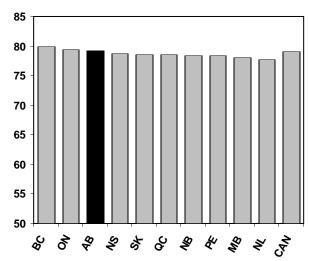
Quality of Life

OUTSTANDING

Each year, thousands of people from the rest of Canada are drawn to this province, well known for its exceptional standard of living. Alberta is a prosperous region, where residents share a rich natural environment, and enjoy our arts, culture and recreation opportunities.

LIFE EXPECTANCY

1999 (years)*

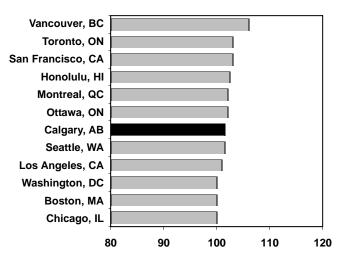


* Average life-span at birth. **Source:** Statistics Canada

- In 1999, Alberta had the third highest life expectancy at birth among provinces.
- Albertans can expect to enjoy a longer life than the average Canadian.

QUALITY OF LIFE INDEX

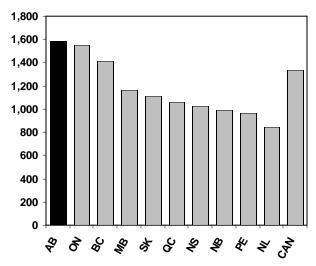
 $2002 (New York = 100.0)^*$



- * 39 criteria based on political, social, economic, cultural, and natural environment; health; education; transportation; recreation; consumer goods; housing; and public services. Edmonton not included in survey.
 Source: William M. Mercer Companies
- Based on an analysis of "Quality of Life", Calgary placed 31 out of 216 major cities in the world, with only 6 North American cities ranking higher.
- For the environmental component, Calgary was ranked number one, as the cleanest city in the world.

EXPENDITURE ON RECREATIONAL ACTIVITIES

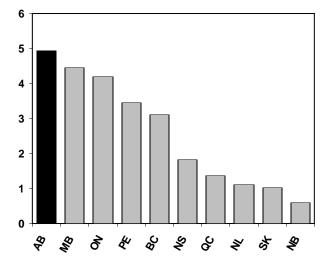
2001 Average Expenditure Per Household (dollars per year)*



- * Expenditure on recreation and entertainment. Source: Statistics Canada
- With the highest average household income among the provinces, Albertans are able to spend the most on sports, performing arts, and other recreational and entertainment activities.

SUPPORT FOR PERFORMING ARTS

2000-01 Private Sector Donations (dollars per capita)*



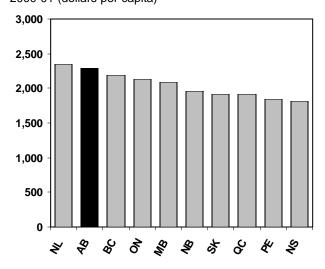
Includes donations and fundraising. Survey based only on professional performing arts companies with budgets of \$100,000 or more.

Source: The Council for Business and the Arts in Canada (CBAC)

As compared to the rest of Canada, Alberta's private sector contributes the most to performing arts, on a per capita basis.

PROVINCIAL HEALTH EXPENDITURE

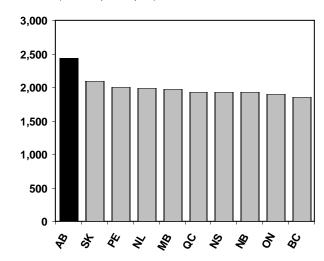
2000-01 (dollars per capita)*



- Adjusted for age and sex, provincial government total health expenditures. Source: Health Canada, CIHI and Alberta Health and Wellness
- In 2000-01, Alberta was ranked second highest in Canada for age-sex adjusted health expenditures per capita.

PROVINCIAL AND LOCAL EDUCATION EXPENDITURE

2001-02 (dollars per capita)*



* Financial Management System Basis, provincial and local government education expenditures.

Source: Statistics Canada

In 2001-02, Alberta had the highest education expenditure on a per capita basis.

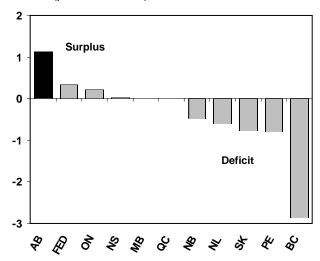
The Alberta Government

STREAMLINED, ACCOUNTABLE AND FISCALLY RESPONSIBLE

The Alberta government is committed to responding to the needs of its citizens, while ensuring a balanced budget. As the only province with more financial assets than liabilities, Alberta continues to attract international attention as the most fiscally responsible government in Canada.

GOVERNMENT SURPLUSES (DEFICITS)

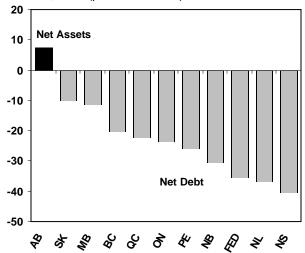
2002-03 (per cent of GDP)*



- * Other governments as of March 19, 2003. **Source:** Alberta Finance
- The Alberta government is committed to living within its means
- Alberta has the highest surplus as a percentage of GDP in 2002-03.

GOVERNMENT NET FINANCIAL ASSETS (DEBT)

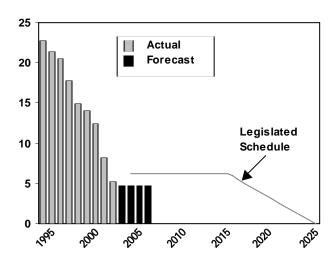
March 31, 2003 (per cent of GDP)*



- Other governments as of March 19, 2003. On a consolidated basis where possible. Excludes pension liabilities.
 Source: Alberta Finance
- Alberta's net debt has been eliminated, with total financial assets exceeding total liabilities.
- At March 31, 2003, Alberta's financial assets are forecast to be \$25.2 billion. Total liabilities (excluding pension obligations) are forecast to be \$13.6 billion, resulting in net assets of about \$11.6 billion.

ALBERTA'S ACCUMULATED DEBT

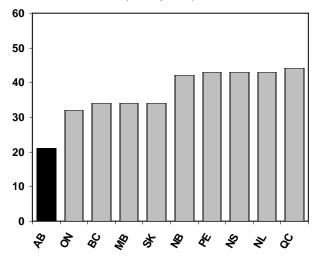
At March 31 (billions of dollars)*



- * Net of cash set aside in the Debt Retirement Account. **Source:** Alberta Finance
- Alberta's accumulated debt is expected to be \$4.8 billion on March 31, 2003.

BORROWING COSTS

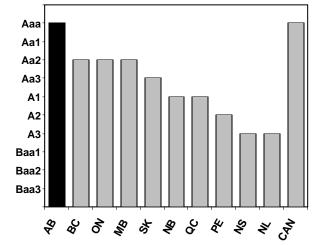
As of March 20, 2003 (basis points)*



- * Interest rates spread relative to 10-year Government of Canada bond rate. A basis point is one-hundredth of a percentage point.
 Source: CIBC World Markets
- Alberta has the lowest interest rate spread relative to 10-year Government of Canada bonds of any province in Canada.
- Alberta's strong fiscal performance and top credit rating have led to lower borrowing costs for the province.

CREDIT RATING

As of March 19, 2003*

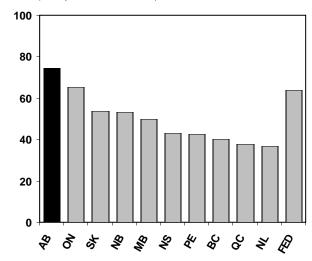


Moody's Canadian domestic dollar debt ratings
 Source: Moody's Investors Services

- Alberta is the top province in Canada for credit worthiness. All major rating agencies (Standard and Poor's, Moody's, and Dominion Bond Rating Service) give Alberta "Triple A", the highest possible rating.
- The high ratings reflect Alberta's strong economic performance, high income levels, low debt burden, and prudent fiscal management.

BUDGET PERFORMANCE INDEX

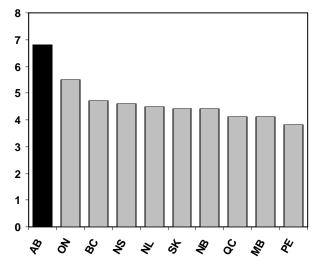
2002 (100-point index scale)*



- Component ratings include levels of, and changes in spending, tax rates, tax revenues, deficits and debt.
- Source: Fraser Institute
- Based on the Fraser Institute's measure of budget performance, Alberta topped all other provinces and the federal government in 2002.
- According to the index, which is based upon the tax and expenditure behaviour of governments, Alberta's performance surpassed second place Ontario by 14%.

ECONOMIC FREEDOM INDEX

2000 (10-point index scale)*



- Component ratings include government operations and regulations, taxation, and labour market regulations.
 Source: Fraser Institute
- Based on the Fraser Institute's measure of economic freedom (which fosters economic growth and prosperity through minimal government regulation and taxation), Alberta rates number one in Canada as a place to do business.
- Alberta surpassed the second highest rated province, Ontario by 24%.