



December 15, 2006

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

Dear Minister Horner:

It is with great pleasure that I welcome you to our new team as Minister of Advanced Education and Technology. The purpose of this letter is to outline the priorities and issues that I expect you to address through your ministry and, more generally, to set out my expectations for your conduct as a member of the team.

Our government, over the years, has done so much to place Alberta in an enviable position in Canada and the world. We owe a debt of gratitude to Premier Klein and to our collective work in putting Alberta in a position from which we can take this province confidently into the future. With your help I want to ensure that we plan for a future in which the true potential of this province is realized.

As a government we must accomplish our goals in a manner which ensures accountability to those who have placed their trust in us – Albertans. Integrity and openness will be at the forefront of how we conduct ourselves and how we accomplish our goals. As I have said many times during the last several months, we do not **own** the right to govern – we **earn** it. We need to be out from behind our desks, listening to what is truly important to Albertans.

As you know, we are undertaking a restructuring of government. This new organization will enable government to better focus on what I heard from Albertans as our priorities over the upcoming years. These priorities are:

1. Govern with integrity and transparency
2. Manage growth pressures
3. Improve Albertans' quality of life
4. Build a stronger Alberta
5. Provide safe and secure communities

As a team, we will be working together on these priorities, but as Minister of Advanced Education and Technology, you will have some very specific priorities which will assist us in achieving our collective goals. I see your specific priorities in your capacity as Minister of Advanced Education and Technology to be the following:

- Build on initiatives to increase access, affordability and quality in the post-secondary education.
- Increase support for community education and literacy programs.
- Lead the establishment of a Value Added and Technology Commercialization Task Force to develop a strategy for technology commercialization and economic diversification with a focus on:
  - exploring ways to encourage growth and productivity in value added sectors,
  - encouraging investment and research in knowledge-based industries,
  - exploring ways to encourage the growth of venture capital in Alberta,
  - developing Centres of Excellence in commercialization, and
  - working with industry to develop new markets for value-added products.

I recognize that as Minister, you have responsibilities beyond addressing the specific priorities noted above and I welcome any other ideas or innovations that you bring forward that will assist in accomplishing our goals. In January, I intend to hold Caucus and Cabinet planning sessions to discuss actions we should take to ensure we achieve the five priorities. Based on input from caucus, we will confirm whether we need to add to or adjust the specific priorities that I have given you and will establish deliverables and timelines for the work ahead.

In closing, I consider this letter and your agreement to work on mutually-agreed upon priorities and objectives, to be a contract between us. Your accomplishment of these objectives will help us to realize our goals and will allow Albertans to measure our performance as a government.

Sincerely yours,

*(original signed)*

Ed Stelmach

