

GOVERNMENT OF ALBERTA



Executive Council

Annual Report

2023-24

Alberta 

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Preface

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Sustainable Fiscal Planning and Reporting Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each ministry.

On June 9, 2023, the government announced new ministry structures. As such, some of the responsibilities of the former Ministry of Trade, Immigration and Multiculturalism were transferred to the Ministry of Executive Council. In January 2024, the Sustainability and Emissions Reductions Innovation Secretariat was created. As such, the environment, social, and governance programming responsibilities of the Ministry of Environment and Protected Areas were transferred to the Ministry of Executive Council, with the budget and actual revenues and expenses transferred to Executive Council as of April 1, 2024. The 2023-24 Annual Report reflects the 2023-26 Ministry Business Plans, the Government of Alberta Strategic Plan, as well as the ministry's activities and accomplishments during the 2023-24 fiscal year, which ended on March 31, 2024.

The Annual Report of the Government of Alberta contains *Budget 2023* Key Results, the audited Consolidated Financial Statements and Performance Results, which compares actual performance results to desired results set out in the government's strategic plan.

This annual report of the Ministry of Executive Council contains the Premier's Accountability Statement, the ministry's Financial Information and Results Analysis, a comparison of actual performance results to desired results set out in the Ministry Business Plan. This ministry annual report also includes:

- the financial statements of entities making up the ministry for which the minister is responsible; and
- other financial information as required by the *Financial Administration Act* and *Sustainable Fiscal Planning and Reporting Act*, as separate reports, to the extent that the ministry has anything to report.

All Ministry Annual Reports should be considered along with the Government of Alberta Annual Report to provide a complete overview of government's commitment to openness, accountability, and fiscal transparency.

Premier's Accountability Statement

The ministry's annual report for the year ended March 31, 2024, was prepared under my direction in accordance with the *Sustainable Fiscal Planning and Reporting Act* and the government's accounting policies. All of the government's policy decisions as at June 6, 2024, with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

[Original signed by]

Honourable Danielle Smith
Premier and Minister of Intergovernmental Relations

Message from the Premier



I am pleased to present Executive Council's Annual Report for the 2023-24 fiscal year.

Executive Council is responsible for the strategic co-ordination of the government's agenda, which is ultimately focused on securing Alberta's future. This includes strengthening health care, delivering affordability relief, standing up for our resources and environment, growing the economy, creating jobs, keeping communities safe, and spending and saving responsibly for this generation and the next.

We want to make our province an even better place to live, for those here today and for all the Albertans of tomorrow.

To do this, we must remain open for business. Well-paying jobs and support for strategic and emerging sectors are crucial to delivering prosperity and growth for everyone. We have a skilled and vibrant workforce and a diversified economy that will secure our place as Canada's economic engine for decades to come.

We are investing in what matters to the people of this province, including health care and community safety. These investments have allowed us to expand policing, increase spaces for addiction recovery, and combat human trafficking. We will continue to ensure our province has thriving communities in which every Albertan can safely access high-quality services.

We are securing Alberta's future by building and maintaining strong relations with other governments in Canada and with international partners. Over the past year, Alberta has had significant victories standing up for our province and protecting provincial rights under the Constitution. This includes the Supreme Court ruling that key elements of the *Impact Assessment Act* infringed on Alberta's jurisdiction.

In the last 12 months, Albertans also experienced devastating wildfires. We have helped thousands of people and families during these difficult times, and we will carry on with preparations for future challenges, to protect lives and livelihoods.

I am thankful for the work of Executive Council staff, as well as the entire public service, for their tireless efforts on behalf of Albertans. With Executive Council's ongoing support, I am confident that Alberta will remain strong and free.

[Original signed by]

Honourable Danielle Smith
Premier and Minister of Intergovernmental Relations

Management's Responsibility for Reporting

The Ministry of Executive Council includes the Office of the Premier, the Office of the Deputy Minister of Executive Council, the Office of the Lieutenant Governor, Intergovernmental Relations, Cabinet Coordination and Ministry Services, the Policy Coordination Office, and the Invest Alberta Corporation.

The executives of the individual entities within the ministry have the primary responsibility and accountability for the respective entities. Collectively, the executives ensure the ministry complies with all relevant legislation, regulations, and policies.

Ministry Business Plans, annual reports, performance results, and the supporting management information are integral to the government's fiscal and strategic plan, annual report, quarterly reports, and other financial and performance reporting.

Responsibility for the integrity and objectivity of the accompanying ministry financial information and performance results for the ministry rests with the Premier. Under the direction of the Premier, I oversee the preparation of the ministry's annual report, which includes the financial information, performance results on all objectives and initiatives identified in the Ministry Business Plan, and performance results for all ministry-supported commitments that were included in the 2023-26 Government of Alberta Strategic Plan. The financial information and performance results, out of necessity, include amounts that are based on estimates and judgments. The financial information is prepared using the government's stated accounting policies, which are based on Canadian public sector accounting standards. The performance measures are prepared in accordance with the following criteria:

- Reliable – information used in applying performance measure methodologies agrees with the underlying source data for the current and prior years' results.
- Understandable – the performance measure methodologies and results are presented clearly.
- Comparable – the methodologies for performance measure preparation are applied consistently for the current and prior years' results.
- Complete – outcomes, performance measures and related targets match those included in the ministry's *Budget 2023*.

As Deputy Minister, in addition to program responsibilities, I am responsible for the ministry's financial administration and reporting functions. The ministry maintains systems of financial management and internal control which consider costs, benefits and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money;
- provide information to manage and report on performance;
- safeguard the assets and properties of the province under ministry administration;
- provide Executive Council, the President of Treasury Board and Minister of Finance, and the Premier the information needed to fulfill their responsibilities; and
- facilitate preparation of Ministry Business Plans and annual reports required under the *Sustainable Fiscal Planning and Reporting Act*.

In fulfilling my responsibilities for the ministry, I have relied, as necessary, on the executives of the individual entities within the ministry.

[Original signed by]

Ray Gilmour
Deputy Minister of Executive Council
June 6, 2024

Results Analysis

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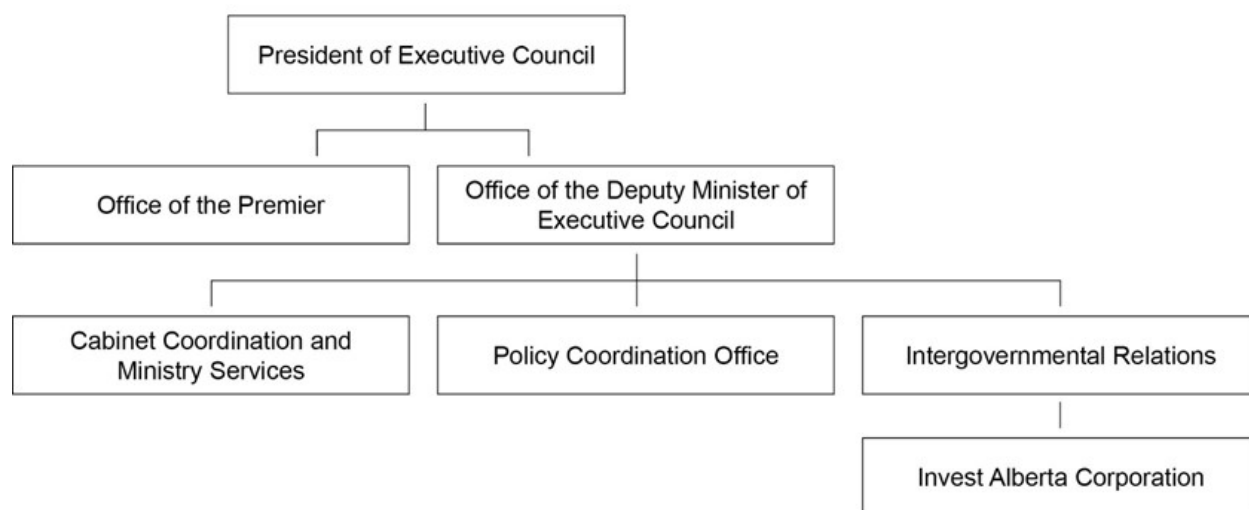
Ministry Overview

In 2023-24, Executive Council supported the implementation of government policy by focusing its efforts on achieving two outcomes:

- Outcome One: Government’s agenda is implemented effectively in coordination with ministries.
- Outcome Two: Alberta’s priorities are advanced across Canada and internationally.

Organizational Structure

Executive Council supports the Premier and Cabinet with strategic planning, coordinated policy development, informed decision-making and interactions with other governments to advance the Alberta government’s agenda.



Operational Overview

Office of the Premier

The Office of the Premier provides both strategic and functional support for the Premier. It includes advisors and planners, specialists in issues management and scheduling, media relations, stakeholder outreach, and legislative liaison staff. The office is led by the Chief of Staff who, attentive to the government caucus, is a crucial link in applying the principle of responsible government to the Ministry of Executive Council.

Deputy Minister’s Office

The Deputy Minister, as Clerk of Executive Council, oversees the ministry in the provision of strategic advice and effective operation of the Cabinet decision-making process. As head of the Alberta Public Service, the Deputy Minister also provides leadership and oversight to the Deputy Minister’s Council and Alberta Public Service staff. The Deputy Minister’s Office supports effective implementation of government’s decisions, including the delivery of strategic and operational priorities, and provides advice to departments.

Office of the Lieutenant Governor

The Ministry of Executive Council provides administrative and functional support to the Office of the Lieutenant Governor to enable the Vice Regal to focus on duties to represent the Sovereign and ensure the smooth functioning of the province's parliamentary system.

Cabinet Coordination and Ministry Services

Cabinet Coordination and Ministry Services is responsible for the day-to-day operations of Executive Council. The division consists of the following major entities:

Cabinet Coordination Office (CCO)

CCO is responsible for the organizational and administrative support to Cabinet and Cabinet committees. CCO provides strategic agenda-setting and development, facilitates information flow to decision-makers, manages records of decision and minutes, and communicates meeting outcomes. CCO works with Ministers' offices, the Premier's Office and the Legislative Counsel Office to support appointments to agencies, boards, commissions and the courts.

Operations and Machinery of Government (OMG)

OMG monitors operations and identifies emerging issues across government. OMG produces situation briefings to support the Premier's office and Deputy Minister's office, leads corporate planning and reporting, and manages strategic projects.

Protocol Office

Protocol supports state, official, working, and private visits to Alberta. By serving as the point of introduction for diplomats and other key visitors, it enhances Alberta's profile on the global stage. The Protocol Office leads domestic ceremonies, such as the swearing-in of Cabinet, the Speech from the Throne, the installation of the Lieutenant Governor and the Alberta Flag Policy. The Protocol Office also manages the conference facilities at Government House in Edmonton and provides secretariat support to the Alberta Order of Excellence, the highest honour the province can bestow on a citizen.

Ministry Services

Ministry Services supports the day-to-day operations of the ministry, including human resources, finance and administration services, management of the ministry's accountabilities under the *Freedom of Information and Protection of Privacy Act*, records management, and information and technology support and services.

Policy Coordination Office

The Policy Coordination Office (PCO) supports the implementation of government's policy and legislative agenda. PCO assists the Premier's office in setting and coordinating the government's annual legislative agenda and working with all ministries to support the development of policy options that align with the government's agenda, including mandate letter and platform tracking. Along with Cabinet Coordination and Ministry Services, PCO supports briefings to the Premier prior to committee and Cabinet meetings. PCO also coordinates the review and approval of government regulations.

PCO provides quality assurance services to ministries so that high-quality decision documents are provided to Cabinet and its committees and provides a cross-government lens to policy proposals. PCO provides secretariat support to Cabinet policy committees, including setting and creating agendas, briefing committee chairs, logistics, developing decision documents, and producing official meeting records and minutes.

Intergovernmental Relations

Intergovernmental Relations (IGR) coordinates Alberta's leadership and participation within the Canadian federation in pursuit of a federal system that best serves the needs of Albertans and Canadians. IGR is responsible for supporting the Premier's intergovernmental agenda, missions, and meetings. This means advancing Alberta's interests at intergovernmental forums, including the Council of the Federation, First Ministers' Meetings, the Western Premiers' Conference, and bilateral meetings with the Prime Minister and other Premiers.

IGR works with ministries to ensure a coordinated and consistent approach to intergovernmental relations. IGR also reviews and approves all of Alberta's intergovernmental agreements to ensure they are consistent with Alberta's goals and objectives. The Internal Trade branch within IGR focuses on showing leadership and collaborating with other provinces to reduce internal trade barriers.

International Relations (IR)

IR advances Alberta's interests and priorities by leading the province's engagement with foreign jurisdictions, providing policy research and analysis on international issues, managing Alberta's network of 16 international offices across four regions, and providing advice and support to other government departments as they undertake international activities.

IR also facilitates incoming and outgoing missions by senior elected officials or representatives, including missions led by the Premier and Members of the Legislative Assembly (MLAs) who are assigned to United States transboundary organizations under the purview of Executive Council.

Sustainability and Emissions Reduction Innovation (SERI) Secretariat

The SERI Secretariat was created in January 2024 to focus on key cross-ministry strategic issues, including sustainable investment strategies, emissions trading systems, voluntary credit markets, and the Government of Alberta's environmental, social, and governance criteria programming.

Invest Alberta Corporation (IAC)

Established in 2020 as a Crown corporation under the *Alberta Investment Attraction Act*, the IAC spearheads investment attraction efforts and attracts investment to grow the province's technology, financial services, aviation and logistics, and tourism sectors. The IAC was transferred to Executive Council in June 2023 and is overseen by a Board of Directors accountable to the President of Executive Council.

Key Highlights

The Ministry of Executive Council focused on accomplishing two outcomes identified in the 2023-26 Ministry Business Plan:

- Outcome One: Government's agenda is implemented effectively in coordination with ministries.
- Outcome Two: Alberta's priorities are advanced across Canada and internationally.

Key highlights and results achieved by the Ministry of Executive Council in 2023-24 include:

- Facilitated timely, effective decision-making at 38 Cabinet policy committee meetings, 18 Legislative Review Committee meetings, and 34 Cabinet meetings.
- Established the Alberta Office in Ottawa in February 2024 to advance the 2023-26 Strategic Plan commitment to secure a fair deal for Alberta within a united Canada. The office will play a key role in establishing relations and advancing Alberta's positions to the federal government.
- Supported 168 interjurisdictional meetings of Ministers and Deputy Ministers and reviewed 242 intergovernmental agreements.
- Reduced internal trade barriers under the Canadian Free Trade Agreement, resulting in Alberta being one of the first jurisdictions to ratify the Second Protocol of Amendment incorporating, among other amendments, non-medical cannabis trade in January 2024.
- Planned seven domestic and international Premier missions, including to the 2023 United Nations Climate Change Conference (COP28) in Dubai to demonstrate Alberta's environmental leadership, to Washington, DC, to promote Alberta's interests with its largest and closest economic partner, and to Ottawa to ensure Albertans' concerns were heard by the federal government.
- Facilitated or contributed to 22 visits by government officials and supported MLA engagement with U.S. transboundary organizations. Notably, Alberta became an associate member to the National Conference of State Legislatures and facilitated seven missions for MLAs to attend United States transboundary meetings.
- Led the development, negotiation, and implementation of key international agreements, including signing a sister province agreement with Lviv, Ukraine, and an energy cooperation agreement with the Ukrainian Ministry of Energy.
- Supported international and Canadian investors in prospecting and establishing their presence in Alberta through over 100 marketing campaigns and 60 investor visits through the Invest Alberta Corporation. Over 1,500 investment opportunities were pursued, contributing to investment commitments of over \$8 billion with the potential to create up to 6,000 jobs.

The Ministry of Executive Council remains committed to regulatory approaches and program delivery that reduce unnecessary government oversight and emphasize outcomes to improve access to government services, attract investment, support innovation and competitiveness, and grow Alberta businesses.

Discussion and Analysis of Results

Actions that support the priorities of the Government of Alberta 2023-26 Strategic Plan

Key Priority One:

Securing Alberta's Future

Objective two: *Attracting investment and growing the economy*

The Government of Alberta continues to seek high-value and high-impact investments to Alberta, driving job creation and economic opportunities for Albertans.

Detailed reporting can be found on pages 16-18.

Key Priority One:

Securing Alberta's Future

Objective four: *Securing a fair deal for Alberta within a united Canada*

The Government of Alberta continues to develop Alberta's economy while remaining resolute in stopping federal attacks on the energy sector. Alberta has worked closely with other provinces and territories regarding federal intrusions that undermine provincial and territorial priorities.

Detailed reporting can be found on pages 14-15.

Key Priority One:

Securing Alberta's Future

Objective six: *Standing up for Alberta's natural resources*

Alberta remains opposed to any initiative that prematurely and incorrectly signals the end of Canada's oil and gas sector. Such moves erode investor confidence and discourage the major investments needed to cut emissions while keeping energy secure, affordable, and reliable for Canadians.

The Government of Alberta is using every tool at its disposal to push back against federal intrusions into provincial jurisdiction. In addition to challenging unconstitutional federal policies in court, Alberta invoked the *Alberta Sovereignty Within a United Canada Act* and tabled a resolution in the Legislative Assembly aimed at contesting the Clean Electricity Regulations.

Detailed reporting can be found on page 15.

Outcome One: Government’s agenda is implemented effectively in coordination with ministries

Key Objectives

1.1 Provide advice and support to ministries to align policy and legislative proposals to support in implementing public policies, programs, and services.

The Policy Coordination Office (PCO) provided advice and support to ministries to ensure alignment of policy and legislative proposals, as well as the implementation of public policies, programs and services. PCO supported government’s agenda by facilitating timely and effective decision-making at Cabinet and Cabinet committees. PCO also provided advice on Cabinet agenda-setting and the efficient operation of Cabinet and Cabinet committees. Results included the following:

- Supported 38 Cabinet Policy Committee meetings, which reviewed 77 strategic, policy, regulatory and legislative items. This included coordination of agendas and decisions documents, briefing committee chairs, and producing meeting records.
- Supported 18 Legislative Review Committee meetings, which reviewed 138 items, including 47 bill items, 61 regulations, and 30 other items including proclamations and other Orders in Council.
- Provided policy advice and support to all government ministries throughout the policy development process.

Operations and Machinery of Government monitored program and project implementation across government to identify and report on emerging operational issues, and provided corporate planning, tracking, and project management support to the ministry.

1.2 Provide advice and information to the Premier and Cabinet to support informed decision-making.

The Cabinet Coordination Office (CCO) supported government’s agenda by facilitating timely and effective decision-making at Cabinet. CCO also provided advice on Cabinet agenda-setting and the efficient operation of Cabinet. Results included the following:

- Coordinated and supported 34 Cabinet meetings and 73 Cabinet committee meetings. These services included briefing the Premier, logistics, developing agendas and decision documents, and producing official records of decision and 68 appointment packages for public agencies, boards, commissions and the courts.
- Worked with ministries, the Legislative Counsel Office, and the Lieutenant Governor’s Office to coordinate the signing of 169 Orders in Council.

Outcome Two: Alberta's priorities are advanced across Canada and internationally

Key Objectives

2.1 Advance Alberta's interests and effectively advocate on the issues that are important to Albertans while building and maintaining strong relationships with federal, provincial, territorial and international governments.

The ministry coordinates Alberta's leadership and participation within the Canadian federation and welcomes heads of state or representatives from other governments. These major intergovernmental meetings provide the Government of Alberta with the opportunity to advance Alberta's interests and key priorities. Key results for 2023-24 include supporting the Council of the Federation meeting in Manitoba in July and Nova Scotia in November, and for the Western Premiers' Conference (WPC) in British Columbia in June. Over 150 international missions were supported by the ministry, strengthening ties in key markets including the United States, the United Arab Emirates, Japan, South Korea, Germany, and the United Kingdom.

Council of the Federation

The Council of the Federation is comprised of all 13 provincial and territorial governments. Its objectives are to promote interprovincial-territorial cooperation, foster meaningful relationships among governments, and demonstrate leadership on issues important to all Canadians.

The 2023 summer meeting was held on July 10-12 in Winnipeg, Manitoba. Premiers discussed health care, public safety, housing needs, economic competitiveness, energy security, and strategic infrastructure.

The 2023 winter meeting was held on November 5-6 in Halifax, Nova Scotia. Premiers had a productive discussion focused on the growing affordability crisis, housing pressures, and strategic infrastructure. Dedicated time was also set aside for a Health Summit where Premiers explored the role innovation plays in improving health care systems, and how they can work collaboratively to address health care challenges in their jurisdiction. Premiers also reiterated their call for the Prime Minister to convene a First Ministers' Meeting on competitiveness and strategic infrastructure.

Western Premiers' Conference

The Western Premiers' Conference is comprised of Premiers from Canada's four western provinces (British Columbia, Alberta, Saskatchewan, and Manitoba) and three territories (Northwest Territories, Yukon, and Nunavut) working together on important issues with a western focus. In June 2023, British Columbia chaired a WPC meeting in Whistler to discuss diversifying and strengthening the shared economy and opportunities to build future prosperity. Western Premiers had productive discussions on shared priorities in strategic infrastructure and corridors, sustainable development, energy security, labour markets and mobility, and community safety.

Multilateral and Bilateral Meetings

Intergovernmental Relations (IGR) supported the Premier, ministers and deputy ministers at 168 multilateral and bilateral meetings and over 40 conferences across Canada and internationally. These meetings advanced Alberta's interests on key issues, including energy, infrastructure, climate change, health care, Indigenous issues, and economic growth contributing to global energy and food security, highlighting Alberta's approach to environmental management, and promoting Alberta's economic interests.

Alberta Office in Ottawa

The Alberta Office in Ottawa opened in February 2024 in alignment with the 2023-26 Strategic Plan commitment to secure a fair deal for Alberta within a united Canada. The office plays a key role in advancing Alberta's priorities and communicating positions to the federal government. The office complements existing relationships and creates a forum in Ottawa where Alberta can advance priority positions, engage with other governments, and monitor federal legislation and initiatives.

International Relations

During 2023-24, International Relations (IR) led or supported more than 45 visits and missions by elected or senior officials to key strategic markets and important political partners. These included the Premier's successful missions to the U.S. (Washington, D.C., and Houston, Texas), the United Arab Emirates for COP28 (Dubai and Abu Dhabi), and Qatar.

The ministry also supported several events including the Global Energy Show and World Petroleum Congress in Calgary, Alberta, which attracted many international visitors and provided several opportunities for the Premier to engage with senior business leaders and government officials.

IR, working in concert with other ministries, led and/or supported the development, negotiation, and implementation of Memoranda of Understanding (MOU) with two oblasts, Ivano-Frankivsk and Lviv, in Ukraine. This resulted in the successful signing of the Alberta-Lviv Agreement on December 19, 2023, and the MOU with the Ukraine Minister of Energy on February 21, 2024.

2.2 Collaborate with other ministries to define a coordinated and consistent intergovernmental approach to policies as they relate to other jurisdictions within Canada.

IGR provides support to other ministries to ensure a consistent and coordinated approach to the advancement of Alberta's priorities among all jurisdictions within Canada. IGR provided support to the Ministries of Justice and Health in their negotiations and advocacy on Alberta's public safety and health priorities, resulting in federal legislative amendments to enhance the bail system and two bilateral health agreements delivering federal investments of \$1.5 billion into ongoing efforts to improve health care access in the province.

IGR worked closely with and supported the Ministries of Justice, Environment and Protected Areas, Energy and Minerals, and other provinces and territories in Alberta's successful legal challenge of the *Impact Assessment Act* (IAA). On October 13, 2023, the Supreme Court of Canada ruled that the IAA was unconstitutional in part and went far beyond the limits of federal jurisdiction. The decision significantly strengthens Alberta's legal position as it continues to push back on federal intrusions into provincial jurisdiction, including electricity generation and natural resource development.

2.3 Collaborate with other ministries on timely and consistent reviews and approvals of intergovernmental agreements.

Under Section 11 of the *Government Organization Act*, the President of Executive Council is responsible for approving all of Alberta's intergovernmental agreements. IGR reviewed 242 agreements between the Government of Alberta and other governments that proceeded to signature, an increase of 96 compared to 2022-23.

2.4 Collaborate with other ministries and jurisdictions to reduce red tape and barriers to internal trade, including reviewing Alberta's exceptions under its trade agreements to reduce red tape and working with other governments to reconcile existing regulatory measures that act as a barrier to trade, and align new regulatory measures.

IGR demonstrated its commitment to dismantling trade barriers by advocating for the federal government and other provinces and territories to review and remove their barriers to trade, including in the alcohol and cannabis sectors.

In December 2022, negotiations to incorporate non-medical cannabis trade under the Canada Free Trade Agreement were successful. Alberta was one of the first jurisdictions to ratify the Second Protocol of Amendment in January 2024.

With the goal of removing barriers and strengthening rules related to international trade and investment for Alberta businesses and those seeking to invest in the province, International Relations continued to work with other ministries on coordinating the Government of Alberta's engagement in international trade agreements and negotiations, including with the United Kingdom, the United States, and with Southeast Asian Nations.

2.5 Build and maintain strong relationships with priority international partners, particularly with national and state-level officials in the United States, to expand and defend Alberta's economic and policy interests.

Engagements were geared toward strengthening relationships with key international partners, including national and state-level officials in the United States. This strategic engagement aimed to expand and safeguard Alberta's economic and policy interests with its largest and closest economic partner.

Overall outreach in the United States included missions to 24 states, including two strategic missions to Washington, D.C., and Houston, Texas, led by Premier Smith. Extensive engagements with United States legislators were held, including meetings with 37 Members of Congress, all to enhance Alberta's visibility and influence on important international stages. A significant achievement occurred when Premier Smith and Colorado Governor Polis signed an energy and environmental agreement in January 2024.

Other international engagement included supporting the Premier's involvement at the World Petroleum Congress in Calgary, which facilitated critical discussions with officials from Nigeria, Saudi Arabia, Korea, Malaysia, Libya, and Indonesia. Significant MOUs were signed with Lviv and the Ukrainian Ministry of Energy, focusing on deepening relations and enhancing energy cooperation in response to geopolitical challenges in Europe. Further, the ministry expanded diplomatic reach by fostering relationships with key markets including Japan, Korea, the Philippines, Ukraine and Germany.

2.6 Support the planning and execution of international and trade missions.

The ministry supported many international missions with key elected and senior officials to strategic locations including the U.S., UAE, Qatar, Japan, South Korea, the United Kingdom and Germany. International Relations also maintained memberships in major U.S. transboundary organizations such as the National Conference of State Legislatures, Council of State Governments (National, Midwest, West), and the Pacific NorthWest Economic Region, facilitating effective representation and advocacy of Alberta's interests by appointed MLAs.

2.7 Promote the free flow of goods, services, and labour mobility across Canada.

IGR led collaboration with other ministries and jurisdictions to reduce red tape and barriers to internal trade, including working closely with British Columbia to allow greater access for Alberta liquor products in British Columbia stores, and actively working with provinces and territories across the country to enhance the direct-to-consumer sale of alcohol.

As of March 31, 2024, Alberta, Saskatchewan and the Canada Food Inspection Agency were nearing completion of Phase 1 of a two-year pilot project in Lloydminster to address the complex regulations that limit the sale of food across provincial borders. Alberta is now looking to replicate this project in other regions.

2.8 Lead the planning and implementation of official visits by foreign dignitaries to Alberta to develop new markets while showcasing the province.

In 2023-24, the Protocol Office supported 10 official visits and working visits from high level diplomats and dignitaries focused on building trade and investment and cultural relationships with the international community.

Notable visitors include the Ambassador of Switzerland, His Royal Highness Prince bin Salman al Saud, the Ambassador of the State of Qatar, the Ambassador of the Republic of the Philippines, the Ambassador of Japan, the Ambassador of the Republic of Kosovo, the Consul General of the State of Israel, the Consul General of the Socialist Republic of Vietnam, the High Commissioner for the Republic of India, and the Ambassador of the Republic of Poland. The success of the Polish Ambassador's visit prompted preparations in March 2024 for an April visit of the President of the Republic of Poland.

The Alberta Protocol Office also hosted the Consular Corps and Other Representatives Briefing in November 2023. This in-person briefing of career Consuls General provided the Premier and Ministers a key opportunity to present Alberta's priorities to the international community.

Performance Measure and Indicator Methodology

Performance Measure 1.a:

Satisfaction of ministries with the services they receive from Executive Council

Prior Years' Results				2023-24 Target	2023-24 Actual
2019-20	2020-21	2021-22	2022-23		
82%	87%	92%	91%	85%	95%

This measure shows the satisfaction of Government of Alberta staff who receive services from the Policy Coordination Office (PCO) and/or the Cabinet Coordination Office (CCO) in Executive Council. Service to ministries is a priority for Executive Council, as ministries work together closely to prepare proposals for Cabinet and Cabinet Committees. This measure does not include the satisfaction of staff who receive services from IGR in Executive Council.

In 2023-24, the targeted result is 85 per cent and the actual result is 95 per cent. The trend has been increasing over time in part due to improved quality of timely planning and policy advice provided to ministries and strengthened relationships with stakeholders.

Source: Satisfaction feedback is gathered through the Executive Council Client Survey, which is an annual internal survey of Executive Council's clients that was last administered between December 11, 2023 and December 22, 2023. Based on a four-point Likert scale, this measure combines the "satisfied" and "very satisfied" results of the questions for a total satisfaction score. Information gathered from ministries about the level of satisfaction with services helps to identify current strengths and areas where services can be improved.

Performance Measure 1.b:

Satisfaction of ministries that the advice and support from Executive Council assists the ministries in advancing the policy and operational mandates of the government

Prior Years' Results				2023-24 Target	2023-24 Actual
2019-20	2020-21	2021-22	2022-23		
72%	77%	89%	88%	85%	92%

This measure shows the effectiveness of PCO and CCO, which support government Ministries to advance the mandate of government. This measure does not include the effectiveness of staff who provide services from IGR in Executive Council.

In 2023-24, the targeted result is 85 per cent and the actual result is 92 per cent. The trend has been increasing over time in part due to improved quality of timely planning and policy advice provided to ministries and strengthened relationships with stakeholders.

Source: Feedback on effectiveness is gathered through the Executive Council Client Survey, which is an annual internal survey of Executive Council's clients that was last administered between December 11, 2023 and December 22, 2023. Based on a four-point Likert scale, this measure combines the "somewhat effective" and "very effective" results of the questions for a total effectiveness score. Information gathered from ministries about the level of effectiveness with services helps to identify current strengths and areas where services can be improved.

Performance Measure 2.a:**Satisfaction of ministries with the services they receive from Executive Council to advance Alberta's interests within Canada**

Prior Years' Results				2023-24 Target	2023-24 Actual
2019-20	2020-21	2021-22	2022-23		
92%	97%	98%	97%	90%	97%

This measure indicates the satisfaction of Government of Alberta staff who receive services from IGR in Executive Council. Service to ministries is a priority for Executive Council. This measure does not include the satisfaction of staff who receive services from PCO or CCO in Executive Council.

In 2023-24, the targeted result is 90 per cent and the actual result is 97 per cent. The trend has remained stable in part due to the high degree of accessibility, provision of useful information and efficiency in service delivery, and strong relationships with stakeholders.

Source: Satisfaction feedback is gathered through the Executive Council Client Survey, which is an annual internal survey of Executive Council's clients that was last administered between December 11, 2023 and December 22, 2023. Based on a four-point Likert scale, this measure combines the "satisfied" and "very satisfied" results of the questions for a total satisfaction score. Information gathered from ministries about the level of satisfaction with services helps to identify current strengths and areas where services can be improved.

**Performance Measure 2.b:
Percentage of intergovernmental agreements reviewed within the designated two-week timeframe**

Prior Years' Results				2023-24 Target	2023-24 Actual
2019-20	2020-21	2021-22	2022-23		
100%	100%	100%	100%	100%	100%

This measure shows the extent to which new or proposed intergovernmental agreements submitted to IGR by other Government of Alberta ministries are reviewed within the designated two-week service standard.

The percentage of intergovernmental agreements reviewed within the designated two-week timeframe has consistently remained 100 per cent since data collection began. Intergovernmental Relations consistently meets its legislative responsibility by working effectively with other ministries.

Source: At the beginning of each month, an email is sent to all divisional employees, asking them to indicate how many new or proposed agreements are reviewed each month, and whether they were reviewed within the ten-day period. To minimize errors, the monthly email is sent to all employees to ensure that they remember to search their records. Then, each branch is responsible for compiling the number for their section. This consolidated number is input into a tracking table.

**Performance Indicator 2.c:
Number of intergovernmental meetings (multilateral and bilateral) supported**

Prior Years' Results				2023-24 Target	2023-24 Actual
2019-20	2020-21	2021-22	2022-23		
94	411	211	146	Not Applicable	168

This indicator shows how many Minister- and Deputy Minister-level bilateral and multilateral meetings were held, demonstrating how often Alberta is participating in intergovernmental meetings that provide an opportunity to advance priorities with other federal, provincial, and territorial governments.

The number of intergovernmental meetings supported has increased from 2022-23. When the period from 2020-21 at the height of the COVID-19 pandemic is removed, the number of meetings supported in 2023-24 exceeds the historical annual average of 140.

This result is affected by several factors, including systemic consistency in the number of meetings held in certain forums, requests for meetings with other governments, and ad-hoc meetings called to respond to new federal measures. The opening of the Alberta Ottawa Office has also led to additional bilateral meetings with federal government ministers in Ottawa.

Source: Data is collected monthly and the final number for the performance measure is calculated at the end of the fiscal year. Each Intergovernmental Officer provides the data and it is reviewed by their managers, executive directors, and the Assistant Deputy Minister.

Financial Information

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Reporting Entity and Method of Consolidation

The financial information is prepared in accordance with government's stated accounting policies, which are based on Canadian Public Sector Accounting Standards.

The reporting entity is the ministry for which the Minister is accountable. The accounts of the ministry, which includes the department of Executive Council and Invest Alberta Corporation, are fully consolidated using the line-by-line method.

Under this method, accounting policies of the consolidated entities are adjusted to conform to government accounting policies, and the results of each line item in their financial statements (revenue, expense, assets and liabilities) are included in government's results. Revenue and expense, capital, investing and financing transactions and related asset and liability balances between the consolidated entities have been eliminated.

A list of the individual entities making up the ministry is shown on the "Management's Responsibility for Reporting" statement included in this annual report.

Ministry Financial Highlights

Statement of Revenues and Expenses (unaudited) Year Ended March 31, 2024

	(\$ thousands)				
	2024		2023	Change from	
	Budget	Actual	Actual	Budget	2023 Actual
	<i>(Restated)</i>		<i>(Restated)</i>		
Revenues					
Investment income	\$ -	\$ 91	\$ 64	\$ 91	\$ 27
Other revenue	8	195	230	187	(35)
Ministry total	8	286	294	278	(8)
Inter-ministry consolidation adjustments	-	(141)	(227)	(141)	86
Adjusted ministry total	8	145	67	137	78
Expenses - directly incurred					
Programs					
Office of the Premier / Executive Council	15,914	13,522	14,125	(2,392)	(603)
Intergovernmental Relations	36,947	34,016	30,870	(2,931)	3,146
Ministry total	52,861	47,538	44,995	(5,323)	2,543
Annual (deficit) surplus	\$ (52,853)	\$ (47,393)	\$ (44,928)	\$ 5,460	\$ (2,465)

Revenue and Expense Highlights

Revenues

(in thousands)

2023-24	2023-24
Actual	Budget
286	8

Revenues for the ministry were \$278 thousand above budget.

- Budgeted revenues for Executive Council are generated through events hosted at Government House.
- Fiscal year 2023-24 revenue is \$286 thousand, \$278 thousand higher than the budget due to \$91 thousand in investment income and \$141 thousand related to the reimbursement of salary expenses, \$53 thousand from prior year refunds (all of which are not budgeted for) and only \$1 thousand from other revenue down from the budgeted \$8 thousand.

Expenses

(in thousands)

2023-24	2023-24
Actual	Budget (restated)
47,538	52,861

Expenses for the ministry were \$5,323 thousand (10 per cent) below restated budget.

- Decrease from restated budget is due to vacancies within positions, lower than anticipated travel expenses, and low other services costs.

Comparison of Year-Over-Year Results

Revenues

(in thousands)

2023-24	2022-23
Actual	Actual (restated)
286	294

Revenues for the ministry were \$8 thousand (3 per cent) lower than in 2022-23.

- Fiscal year 2023-24 revenue is \$286 thousand, \$8 thousand lower than the prior year due to a decrease of \$87 thousand related to the reimbursement of salary expense as the position was filled for only the first two quarters of the fiscal year. This was offset by an increase of \$27 thousand in investment income and an increase of \$52 thousand in refunds of prior year expenses.

Expenses

(in thousands)

2023-24	2022-23
Actual	Actual (restated)
47,538	44,995

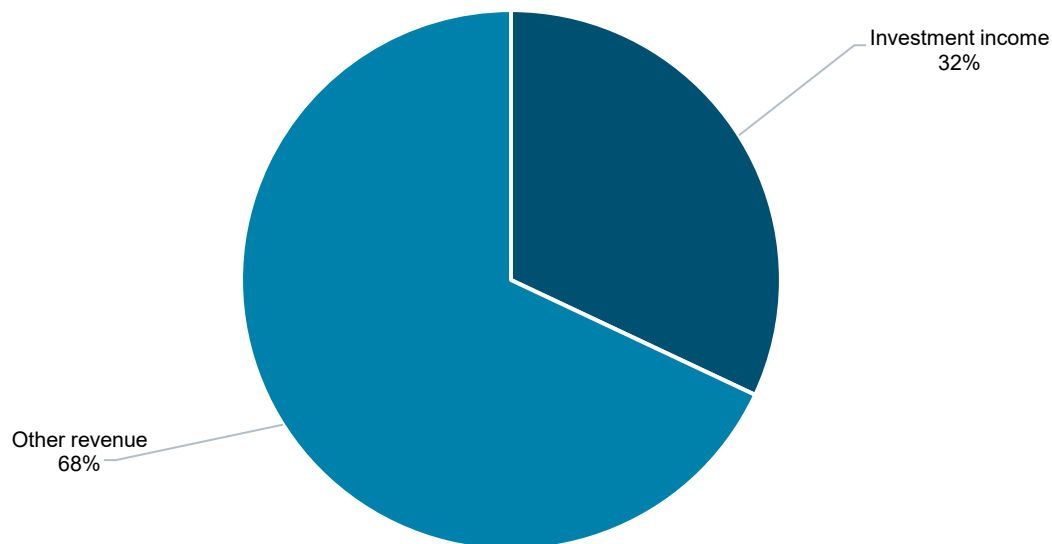
Expenses for the ministry were \$2,543 thousand (6 per cent) higher than in 2022-23.

- Expense increase from prior year is related to higher salary expenses as some prior year vacancies were staffed and an increase in general contracted services.

Breakdown of Revenues (unaudited)

(in thousands)

The following information presents detailed revenue of the ministry. The objective of detailed revenues disclosure is to provide information that is useful in understanding and assessing the financial impact of government's revenue raising and for enhancing legislative control. The total revenue in 2023-24 for Executive Council was \$286. This represents an increase from restated budget of \$278.



Investment income

(\$91 or 32 per cent of total revenue)

- Investment income was not budgeted for, as a result investment income came in at \$91 greater than budget.
- Investment income was \$27 higher than prior year. This was due to the interest rates and balance of investments earning income on.

Other revenue

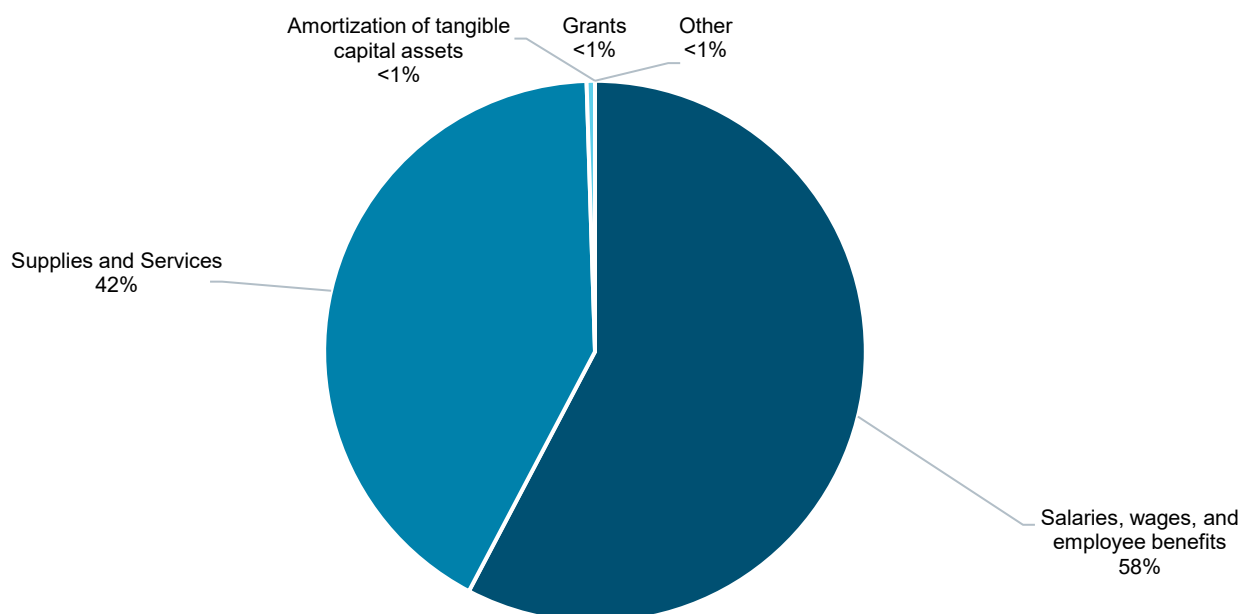
(\$195 or 68 per cent of total revenue)

- Other revenue includes refunds of prior year, reimbursement of salary expenses, and other miscellaneous revenues. Only a portion of the miscellaneous revenues is budgeted for.
- The reimbursement of salary expenses only incurred for a portion of the year compared to the full year in 2022-23, as the position ended.
- Refunds of prior year expenses, which are hard to anticipate, came in above prior year, offsetting the decrease in salary reimbursement received.

Expenses – Directly Incurred Detailed by Object (unaudited)

(in thousands)

The following information presents the expenses of the ministry that were directly incurred by object. The objective of disclosure of expenses by object is to provide information that is useful in evaluating the economic impact of government acquiring or consuming various types of resources. The total expenses in 2023-24 for Executive Council were \$47,538. This represents a decrease from restated budget of \$5,323.



Salaries, wages and employee benefits

(\$27,496 or 58 per cent of total expenses)

- Salaries, wages and employee benefits were \$2,300 lower than restated budget due to vacancies within positions.
- Salaries compared to prior year were higher by \$1,145 mainly as some of the vacancies were filled.

Supplies and Services

(\$19,747 or 42 per cent of total expenses)

- Supplies and Services were lower than restated budget by \$3,203. The variance is primarily related to lower than budgeted advertising, employee travel and other services.
- Supplies and Services were higher than prior year by \$1,800 mainly resulting from increases in contracting services and travel expenses.

Grants, Amortization and Other

(\$295 or <1 per cent of total expenses)

- Amortization and Other were \$20 higher than restated budget. Grants were not budgeted for.
- Grants, Amortization and Other were lower than prior year by \$402 mainly resulting from other expenses.

Financial Statements of Other Reporting Entities

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Invest Alberta Corporation

Financial Statements

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Independent Auditor's Report



To the Board of Directors of the Invest Alberta Corporation

Report on the Financial Statements

Opinion

I have audited the financial statements of the Invest Alberta Corporation (the Corporation), which comprise the statement of financial position as at March 31, 2024, and the statements of operations, change in net debt, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2024, and the results of its operations, its changes in net debt, and its cash flows for the year then ended in accordance with the Canadian public sector accounting standards.

Basis for opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Corporation in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the *Annual Report*, but does not include the financial statements and my auditor's report thereon. The *Annual Report* is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I will perform on this other information, I conclude that there is a material misstatement of this other information, I am required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless an intention exists to liquidate or to cease operations, or there is no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

[Original signed by W. Doug Wylie FCPA, FCMA, ICD.D]

Auditor General

May 31, 2024
Edmonton, Alberta

Statement of Operations

Year ended March 31, 2024

	2024		2023	
	Budget (Note 5)	Actual	Actual	Actual
	<i>(in thousands)</i>			
Revenues				
Government transfers				
Government of Alberta grants	\$ 17,372	\$ 16,773	\$	17,408
Interest income	-	91		64
	<u>17,372</u>	<u>16,864</u>		<u>17,472</u>
Expenses (Note 2(b) and Schedule 1)				
Services	4,834	5,799		5,653
Administration and operating costs	10,786	9,171		8,518
Marketing	1,475	1,672		3,563
Investor Services	235	166		164
Amortization	42	56		44
	<u>17,372</u>	<u>16,864</u>		<u>17,942</u>
Annual operating surplus (deficit)	<u>\$ -</u>	<u>\$ -</u>	<u>\$</u>	<u>(470)</u>
Accumulated surplus at beginning of year			-	470
Accumulated surplus at end of year			<u>\$ -</u>	<u>\$ -</u>

The accompanying notes and schedules are part of these financial statements.

Statement of Financial Position

As at March 31, 2024

	2024	2023
	<i>(in thousands)</i>	
Financial Assets		
Cash (Note 6)	\$ 1,561	\$ 2,505
Accounts receivable	-	38
Advances	11	23
	<u>1,572</u>	<u>2,566</u>
Liabilities		
Accounts payable and other accrued liabilities (Note 7)	1,560	3,068
Unspent deferred contributions (Note 8)	598	322
	<u>2,158</u>	<u>3,390</u>
Net Debt	<u>(586)</u>	<u>(824)</u>
Non-Financial Assets		
Tangible capital assets (Note 9)	38	94
Prepaid expenses	548	730
	<u>586</u>	<u>824</u>
Net Assets	<u>\$ -</u>	<u>\$ -</u>
Net Assets		
Accumulated surplus	<u>\$ -</u>	<u>\$ -</u>

Contingent liabilities (Note 10)
Contractual obligations (Note 11)

The accompanying notes and schedules are part of these financial statements.

[original signed by]

R. Scott Hutcheson
Board of Directors - Chair

[original signed by]

A. Anne McLellan, PC, OC, AOE
Board of Directors - Vice Chair

Statement of Change in Net Debt

Year ended March 31, 2024

	2024		2023
	Budget	Actual	Actual
	<i>(in thousands)</i>		
Annual operating (deficit) surplus	\$ -	\$ -	\$ (470)
Acquisition of tangible capital assets (Note 9)		-	(54)
Amortization of tangible capital assets (Note 9)		56	44
Change in prepaid expenses		182	50
Increase/(Decrease) in net debt		238	(430)
Net debt at beginning of year		(824)	(394)
Net debt at end of year		\$ (586)	\$ (824)

The accompanying notes and schedules are part of these financial statements.

Statement of Cash Flows

Year ended March 31, 2024

	2024	2023
	<i>(in thousands)</i>	
Operating Transactions		
Annual operating surplus (deficit)	\$ -	\$ (470)
Non-cash items included in annual operating surplus (deficit)		
Amortization of tangible capital assets (Note 9)	56	44
	<u>56</u>	<u>(426)</u>
Decrease in accounts receivable	38	147
Decrease/(Increase) in advances	12	(23)
Decrease in prepaid expenses	182	50
(Decrease)/Increase in accounts payable and other accrued liabilities	(1,508)	1,471
Increase/(Decrease) in unspent deferred contributions	276	(7,312)
Cash applied to operating transactions	<u>(944)</u>	<u>(6,093)</u>
Capital Transactions		
Acquisition of tangible capital assets (Note 9)	-	(54)
Cash applied to capital transactions	<u>-</u>	<u>(54)</u>
Decrease in cash	(944)	(6,147)
Cash at beginning of year	2,505	8,652
Cash at end of year	<u>\$ 1,561</u>	<u>\$ 2,505</u>

The accompanying notes and schedules are part of these financial statements.

Notes to the Financial Statements

Year ended March 31, 2024

Note 1 AUTHORITY

Invest Alberta Corporation (IAC) is an agent of the Crown in right of Alberta and was established on July 31, 2020. IAC operates under the authority of the *Alberta Investment Attraction Act*, Chapter A-26.4 of the Statutes of Alberta 2020.

The mandate of IAC is to provide services to address the growing need for job creation and economic diversification through private capital and foreign direct investment (FDI). In a time of heightened global competition for investment, the Government of Alberta developed the Investment and Growth Strategy. This strategy aims to drive Alberta's economy by creating stability, supporting existing jobs, expanding business opportunities, accelerating innovation, and increasing global exports.

IAC is exempt from income taxes under the *Income Tax Act*.

Note 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with Canadian Public Sector Accounting Standards.

(a) Reporting Entity

The reporting entity is IAC, which is part of the Executive Council (Ministry) and for which the President of the Executive Council (Minister) is accountable. The Ministry Annual Report provides a more comprehensive accounting of the financial position and results of the Ministry's operations for which the Minister is accountable.

(b) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recognized as unspent deferred contributions.

Government Transfers

Transfers from all governments are referred to as government transfers.

Government transfers are recognized as deferred contributions if the eligibility criteria for use of the transfer, or the stipulations together with IAC's actions and communications as to the use of the transfer, create a liability. These transfers are recognized as revenue as the stipulations are met and, when applicable, IAC complies with its communicated use of the transfers.

All other government transfers, without stipulations for the use of the transfer, are recognized as revenue when the transfer is authorized and IAC meets the eligibility criteria (if any).

Note 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (Continued)**(b) Basis of Financial Reporting (Continued)**Investment Income

Investment income includes interest income and is recognized as revenue as earned.

Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year are expensed.

Valuation of Financial Assets and Liabilities

IAC's financial assets and liabilities are generally measured as follows:

<u>Financial Statement Component</u>	<u>Measurement</u>
Cash	Cost
Accounts receivable	Lower of cost or net recoverable value
Accounts payable and other accrued liabilities	Cost

The carrying value of these financial assets and liabilities approximates their fair value.

IAC does not have any transactions involving financial instruments that are classified in the fair value category, has not engaged in any significant foreign currency transactions, and has no remeasurement gains and losses; therefore a Statement of Remeasurement Gains and Losses has not been presented.

Financial Assets

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations.

Financial assets are IAC's financial claims on external organizations and individuals, as well as cash at year end.

Cash

Cash comprises of cash on hand and demand deposits.

Accounts Receivable

Accounts receivable are recognized at the lower of cost or net recoverable value. A valuation allowance is recognized when recovery is uncertain.

Note 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (Continued)

(b) Basis of Financial Reporting (Continued)

Advances

Advances includes accountable advances made to employees for pre-approved travel.

Liabilities

Liabilities are present obligations of IAC to external organizations and individuals arising from past transactions or events occurring before the year end, the settlement of which is expected to result in the future sacrifice of economic benefits. They are recognized when there is an appropriate basis of measurement and management can reasonably estimate the amounts.

Foreign Currency Translation

Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at transaction dates. Carrying values of monetary assets and liabilities reflect the exchange rates at the Statement of Financial Position date.

Non-Financial Assets

Non-financial assets are acquired, constructed, or developed assets that do not normally provide resources to discharge existing liabilities, but instead:

- (a) are normally employed to deliver government services;
- (b) may be consumed in the normal course of operations; and
- (c) are not for sale in the normal course of operations.

Non-financial assets include tangible capital assets and prepaid expenses.

Tangible Capital Assets

Tangible capital assets are recognized at cost less accumulated amortization, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets.

The cost, less residual value, of the tangible capital assets, is amortized on straight-line basis over their estimated useful lives as follows:

Computer Hardware and Software	3 Years
Leasehold Improvements	Term of Lease
Equipment	5 Years

Note 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (Continued)**(b) Basis of Financial Reporting (Continued)**

Tangible capital assets are written down when conditions indicate that they no longer contribute to IAC's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the Statement of Operations.

Prepaid Expenses

Prepaid expenses is recognized at cost and amortized based on the terms of the agreement.

Measurement Uncertainty

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount. The provision for doubtful accounts, if required, is recognized based on an assessment of collectability of accounts receivable. Amortization of tangible capital assets is based on the estimated useful lives of tangible capital assets. Accrued liabilities are based on management estimates of expenses incurred but not invoiced to IAC at March 31, 2024.

Note 3 CHANGE IN ACCOUNTING POLICY

Effective April 1, 2023, IAC adopted the PS 3400 Revenue standard. This resulted in no changes to the financial statements.

Note 4 FUTURE CHANGES IN ACCOUNTING STANDARDS

On April 1, 2026, IAC will adopt the following new conceptual framework and accounting standard approved by the Public Sector Accounting Board:

- **The Conceptual Framework for Financial Reporting in the Public Sector**

The Conceptual Framework is the foundation for public sector financial reporting standard setting. It replaces the conceptual aspects of Section PS1000 Financial Statement Concepts and Section PS1100 Financial Statement Objectives. The conceptual framework highlights considerations fundamental for the consistent application of accounting issues in the absence of specific standards.

- **PS 1202 Financial Statement Presentation**

Section PS 1202 sets out general and specific requirements for the presentation of information in general purpose financial statements. The financial statement presentation principles are based on the concepts within the Conceptual Framework.

Note 4 FUTURE CHANGES IN ACCOUNTING STANDARDS (Continued)

Management is currently assessing the impact of the conceptual framework and the standard on the financial statements.

Note 5 BUDGET
(in thousands)

A preliminary business plan with a budgeted net zero surplus was approved by the Board of IAC on March 28, 2023 and the full financial plan was submitted to the President of the Executive Council. The budget reported in the Statement of Operations reflects the original net zero surplus.

Note 6 CASH
(in thousands)

	<u>2024</u>	<u>2023</u>
Cash	\$ 1,561	\$ 2,505
	<u>\$ 1,561</u>	<u>\$ 2,505</u>

Cash consists of funds in operating accounts and deposits with CIBC.

Note 7 ACCOUNTS PAYABLE AND OTHER ACCRUED LIABILITIES
(in thousands)

	<u>2024</u>	<u>2023</u>
Accounts payable	\$ 836	\$ 1,759
Other accrued liabilities	724	1,309
	<u>\$ 1,560</u>	<u>\$ 3,068</u>

Note 8 UNSPENT DEFERRED CONTRIBUTIONS
(in thousands)

	<u>2024</u>	<u>2023</u>
Unspent deferred contributions	\$ 598	\$ 322
	<u>\$ 598</u>	<u>\$ 322</u>

IAC recorded the excess of its grant over amounts expensed, less interest income, as unspent deferred contributions.

Note 9 TANGIBLE CAPITAL ASSETS*(in thousands)*

	2024			Total	2023
	Computer Hardware and Software	Leasehold Improvements	Equipment		
Estimated Useful Life	3 years	Term of lease	5 years		
Historical Cost					
Beginning of year	\$ 118	\$ 54	\$ 9	\$ 181	\$ 127
Additions	-	-	-	-	54
	118	54	9	181	181
Accumulated Amortization					
Beginning of year	79	2	6	87	43
Amortization expense	32	21	3	56	44
	111	23	9	143	87
Net Book Value at March 31, 2024	\$ 7	\$ 31	\$ -	\$ 38	
Net Book Value at March 31, 2023	\$ 39	\$ 52	\$ 3		\$ 94

Note 10 CONTINGENT LIABILITIES

At March 31, 2024, IAC was not named as defendant in any specific legal actions and there are no other known contingent liabilities.

Note 11 CONTRACTUAL OBLIGATIONS*(in thousands)*

Contractual obligations are obligations of IAC to others that will become liabilities in the future when the terms of those contracts or agreements are met.

	2024	2023
Operating leases	\$ 1,890	\$ 2,012
Service contracts	3,459	4,514
	\$ 5,349	\$ 6,526

Note 11 CONTRACTUAL OBLIGATIONS (Continued)

(in thousands)

Estimated payment requirements for each of the next five years and thereafter are as follows:

	Operating Leases	Service Contracts	Total
2024-25	\$ 597	\$ 2,839	\$ 3,436
2025-26	476	357	833
2026-27	352	239	591
2027-28	349	8	357
2028-29	116	8	124
Thereafter	-	8	8
	<u>\$ 1,890</u>	<u>\$ 3,459</u>	<u>\$ 5,349</u>

Note 12 BENEFIT PLANS

(in thousands)

IAC participates in a Registered Retirement Savings Plan (RRSP) program on behalf of employees of IAC. The contributions are calculated based on a fixed percentage of the employee's annual base salary to a maximum of the RRSP contribution limit as specified in the *Income Tax Act (Canada)*. The expense of \$505 included in these financial statements represents the current contributions made on behalf of these employees.

Note 13 FINANCIAL RISK MANAGEMENT

IAC has the following financial instruments: cash, accounts receivable, advances, unspent deferred contributions, accounts payable and other accrued liabilities.

IAC is exposed to a variety of financial risks associated with its use of financial instruments; interest rate risk, liquidity risk, other price risk, credit risk, and foreign currency risk.

(a) Interest rate risk

Interest rate risk is the risk that the rate of return and future cash flows on IAC's cash held in bank accounts will fluctuate because of changes in market interest rates. As IAC holds short-term bank deposits that are interest bearing and accounts payable which are non-interest bearing, IAC is not exposed to significant interest rate risk relating to its financial assets and liabilities.

(b) Liquidity risk

Liquidity risk is the risk that IAC will encounter difficulty in meeting obligations associated with financial liabilities. IAC enters into transactions to purchase goods and services on credit. Liquidity risk is measured by reviewing IAC's future net cash flows for the possibility of negative net cash flow. IAC manages the liquidity risk resulting from its accounts payable obligations by maintaining cash resources in interest bearing bank deposits.

Note 13 FINANCIAL RISK MANAGEMENT (Continued)**(c) Other price risk**

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or foreign currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. IAC's financial instruments are not exposed to changes in market prices.

(d) Credit risk

IAC is not exposed to any significant credit risk from potential non-payment of accounts receivable.

(e) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. IAC's exposure to the risk of changes in foreign exchange rates relates to expense transactions denominated in foreign currency. This risk may include, but is not limited to time delay between transaction and settlement of payment, as well as translation of payments between foreign currencies. IAC does not hold any significant financial assets or liabilities denominated in foreign currency.

Note 14 APPROVAL OF FINANCIAL STATEMENTS

The Board of Directors approved the financial statements on May 31, 2024.

**INVEST ALBERTA CORPORATION
SCHEDULE TO FINANCIAL STATEMENTS
EXPENSES - DETAILED BY OBJECT
YEAR ENDED MARCH 31, 2024**

SCHEDULE 1

	2024		2023	
	Budget	Actual	Actual	
	<i>(in thousands)</i>			
Salaries, wages and employee benefits	\$ 7,802	\$ 6,917	\$	6,594
Supplies, services and payments to consultants	9,528	9,891		11,304
Amortization of tangible capital assets (Note 9)	42	56		44
Total expenses	<u>\$ 17,372</u>	<u>\$ 16,864</u>	<u>\$</u>	<u>17,942</u>

INVEST ALBERTA CORPORATION
SCHEDULE TO FINANCIAL STATEMENTS
SALARY AND BENEFITS DISCLOSURE
YEAR ENDED MARCH 31, 2024
(In thousands)

SCHEDULE 2

	2024			2023	
	Base Salary ⁽¹⁾	Other Cash Benefits ⁽²⁾	Other Non-Cash Benefits ⁽³⁾	Total	Total
Chair of the Board of Directors ⁽⁴⁾	\$ -	\$ 24	\$ -	\$ 24	\$ 24
Members of the Board of Directors ⁽⁴⁾	-	87	-	87	74
Executives					
Chief Executive Officer	250	6	31	287	298
Chief Corporate Development Officer ⁽⁵⁾	50	-	8	58	-
Chief Operating Officer ^{(6) (7) (8)}	218	49	35	302	238
Chief Financial Officer ^{(9) (10)}	70	25	13	108	198
Vice President, Investor Services ⁽⁸⁾	-	-	-	-	26
Vice President, Finance and Administration ⁽¹⁰⁾	-	-	-	-	24
	\$ 588	\$ 191	\$ 87	\$ 866	\$ 882

⁽¹⁾ Base salary includes regular salary.

⁽²⁾ Other cash benefits include vacation payouts, bonuses, honoraria, severance and other lump sum payments. There were no bonuses paid in 2023 or 2024.

⁽³⁾ Other non-cash benefits includes IAC's share of all employee benefits and contributions or payments made on behalf of employees, supplementary retirement plans, health care, dental coverage, and group life insurance.

⁽⁴⁾ The board consists of eleven independent members in 2024 (seven in 2023) including the Chair, whose honorarium is disclosed separately.

⁽⁵⁾ Position was vacated June 26, 2023 and remained vacant at March 31, 2024.

⁽⁶⁾ Included in Other Cash Benefits is \$34 in severance benefits paid as a result of a termination agreement.

⁽⁷⁾ The position was occupied by two individuals at different times during the year. One was employed through October 26, 2023 and the other started November 7, 2023.

⁽⁸⁾ Position title changed from Vice President, Investor Services to Chief Operating Officer May 1, 2022.

⁽⁹⁾ Included in Other Cash Benefits is \$14 in severance benefits paid as a result of a termination agreement.

⁽¹⁰⁾ Position title changed from Vice President, Finance and Administration to Chief Financial Officer May 1, 2022.

**INVEST ALBERTA CORPORATION
SCHEDULE TO FINANCIAL STATEMENTS
RELATED PARTY TRANSACTIONS
YEAR ENDED MARCH 31, 2024**

SCHEDULE 3

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta's Consolidated Financial Statements. Related parties also include key management personnel and close family members of those individuals in IAC.

IAC and its employees paid or collected certain taxes and fees set by regulation for premiums, licences and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this schedule.

At March 31, 2023 and March 31, 2024, there were no related parties transactions associated with:

- Key management personnel and close family members of those individuals in IAC.
- Companies connected to members of IAC's board of directors.

IAC had the following transactions with related parties reported on the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	2024	2023
	<i>(in thousands)</i>	
Revenues		
Grants	\$ 16,773	\$ 17,408
	<u>\$ 16,773</u>	<u>\$ 17,408</u>
Expenses		
Other Services	261	476
	<u>\$ 261</u>	<u>\$ 476</u>
Payable to		
	<u>\$ (10)</u>	<u>\$ (392)</u>
Unspent deferred contribution	<u>\$ 598</u>	<u>\$ 322</u>

Other Financial Information

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Lapse/Encumbrance (unaudited)
Department of Executive Council
Year Ended March 31, 2024
(in thousands)

	Voted Estimate ^{(1) (2)}	Supplementary Estimate	Adjustments	Adjusted Voted Estimate	Voted Actuals ⁽³⁾	Over Expended (Unexpended)
EXPENSE VOTE BY PROGRAM						
Office of the Premier/Executive Council						
1.1 Office of the Premier/Executive Council	\$ 15,282	\$ -	\$ -	\$ 15,282	\$ 12,740	\$ (2,542)
1.2 Office of the Lieutenant Governor	632	-	-	632	594	(38)
	<u>15,914</u>	<u>-</u>	<u>-</u>	<u>15,914</u>	<u>13,334</u>	<u>(2,580)</u>
2.1 Intergovernmental Relations	19,575	-	-	19,575	17,153	(2,422)
2.2 Grant to Invest Alberta Corporation	17,337	-	-	17,337	17,050	(287)
	<u>36,912</u>	<u>-</u>	<u>-</u>	<u>36,912</u>	<u>34,203</u>	<u>(2,709)</u>
Total	52,826	-	-	52,826	47,537	(5,289)
Credit or Recovery Shortfall						-
	<u>\$ 52,826</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 52,826</u>	<u>\$ 47,537</u>	<u>\$ (5,289)</u>
(Lapse)/Encumbrance						<u>\$ (5,289)</u>
CAPITAL INVESTMENT VOTE BY PROGRAM						
1 Office of the Premier/Executive Council	\$ 25	\$ -	\$ -	\$ 25	\$ -	\$ (25)
2 Intergovernmental Relations	-	-	-	-	5	5
	<u>25</u>	<u>-</u>	<u>-</u>	<u>25</u>	<u>5</u>	<u>(20)</u>
Total	25	-	-	25	5	(20)
Credit or Recovery Shortfall						-
	<u>\$ 25</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 25</u>	<u>\$ 5</u>	<u>\$ (20)</u>
(Lapse)/Encumbrance						<u>\$ (20)</u>

Footnotes

- (1) As per "Expense Vote by Program" page 93 of 2023-24 Government Estimates.
- (2) Voted Estimates are restated due to Government re-org as per Order in Council # 157/2023 passed on June 9th, 2023.
- (3) Actuals exclude non-voted amounts such as amortization and valuation adjustments.

Payments Based on Agreements (unaudited)*(in thousands)*

The department has entered into agreements to coordinate services that are proportionately funded by all ministries of the Government of Alberta. The department pays service providers for services rendered under the agreements and apportions the expenses to the ministries. Costs based under these agreements are incurred by the department under authority of Section 25 of the *Financial Administration Act*.

The agreements cover the Canadian Intergovernmental Conference Secretariat costs.

Amounts paid and payable based on agreements are as follows:

	2024	2023
Canadian Intergovernmental Conference Secretariat	\$ 262	\$ 214

Annual Report Extracts and Other Statutory Reports

Section 32 of the *Public Interest Disclosure (Whistleblower Protection) Act* reads:

- 32(1) Every chief officer must prepare a report annually on all disclosures that have been made to the designated officer of the department, public entity or office of the Legislature for which the chief officer is responsible.
- (2) The report under subsection (1) must include the following information:
- (a) the number of disclosures received by the designated officer, the number of disclosures acted on and the number of disclosures not acted on by the designated officer;
 - (b) the number of investigations commenced by the designated officer as a result of disclosures;
 - (c) in the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations made or corrective measures taken in relation to the wrongdoing or the reasons why no corrective measure was taken.
- (3) The report under subsection (1) must be included in the annual report of the department, public entity or office of the Legislature if the annual report is made publicly available.

There were no disclosures of wrongdoing filed with the Public Interest Disclosure Office for Executive Council between April 1, 2023, and March 31, 2024.