

International and Intergovernmental Relations

Annual Report
2012-2013

Alberta 

International and Intergovernmental Relations

Annual Report 2012-2013

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Preface

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 18 ministries.

The annual report of the Government of Alberta contains ministers' accountability statements, the consolidated financial statements of the province and the *Measuring Up* report, which compares actual performance results to desired results set out in the government's strategic plan.

On May 8, 2012, the government announced new ministry structures. The 2012-13 ministry annual reports and financial statements have been prepared based on the new ministry structure.

This annual report of the Ministry of International and Intergovernmental Relations contains the minister's accountability statement, the audited financial statements of the ministry and a comparison of actual performance results to desired results set out in the ministry business plan. This ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Government Accountability Act*, either as separate reports or as a part of the financial statements, to the extent that the ministry has anything to report.

Minister's Accountability Statement

The ministry's annual report for the year ended March 31, 2013 was prepared under my direction in accordance with the Government Accountability Act and the government's accounting policies. All of the government's policy decisions as at June 10, 2013 with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

[ORIGINAL SIGNED BY]

Honourable Cal Dallas

Minister of International and Intergovernmental Relations

Message from the Minister of International and Intergovernmental Relations



International and Intergovernmental Relations (IIR) is vital to achieving the Premier's mandate of expanding market access and ensuring Alberta's continued prosperity in a rapidly changing global economy. As Minister, it is my pleasure to present our annual report, which highlights the department's activities and achievements in 2012-13.

The ministry's ongoing work reflects our government's Building Alberta Plan, which:

- Invests in families and communities, including the new roads, schools and health facilities our growing province needs;
- Ensures we live within our means, by challenging every dollar the government spends and making sure every program continues to deliver real results for people; and,
- Builds new markets for all our resources so we get the fairest price and we protect the jobs and prosperity Albertans depend on.

IIR is putting the Building Alberta Plan into action by playing a key role in advancing Alberta's interests both nationally and internationally. My ministry's responsibilities are broad. They include leading government-wide initiatives that enhance Alberta's domestic and global ties, building relationships with governments across Canada and around the world, expanding our export markets and promoting the province as a stable, advantageous place for foreign investment.

With growing public interest in Alberta's energy resources, IIR has also continued its strong advocacy work promoting the province as a secure, environmentally responsible provider of energy. To this end, we undertook work on renewing our International Strategy which is the government's roadmap to increase market access and ensure Alberta remains front-and-centre in an increasingly competitive global economy. Alberta's International Strategy was released in May 2013.

Strengthening relationships with key contacts, including Members of Parliament, foreign diplomats and other influential decision-makers is a cornerstone of IIR's work. To facilitate intergovernmental collaboration domestically and around the globe, the ministry opened an office in the nation's capital this year, appointing Alan L. Ross as Alberta's Representative to Ottawa. The department also appointed David Manning as Alberta's new envoy to Washington, D.C. Both appointees are important proponents of Alberta's position on significant issues such as expanded market access for Alberta's exports.

In the past year, we continued our engagement with government officials and major stakeholders within Canada and key international partners to advance Alberta's interests. The outreach included an IIR mission to five European cities to correct misinformation about the oil sands and to convey Alberta's position that the implementation of the European Union's Fuel Quality Directive should evaluate all crudes equally based on scientific, verifiable data and not penalize Alberta's openness and transparency.

The Ministry of IIR also coordinated or participated in numerous other advocacy activities in 2012-13, including the Western Premiers' Conference, a Council of the Federation mission to China highlighting trade and investment opportunities, Premier Alison Redford's mission to London, missions to South Korea, the United Arab Emirates, Bahrain and Kuwait, and the Pacific NorthWest Economic Region (PNWER) annual summit.

To enhance accountability and transparency, in 2012-13 IIR developed new performance measures that will be unrolled beginning in 2014. These new tracking procedures will present a clearer picture of how well the ministry is meeting its objectives. They also dovetail with the Alberta government's new results-based budgeting process which reflects what Albertans have told us: that they want tax dollars spent on programs and services that deliver results.

As we look to the future, IIR will continue to showcase Alberta's strengths – as both an exporter offering a wide variety of quality products and as a prime location for investment. By reaching out to the world, we can ensure a bright future for Albertans.

[ORIGINAL SIGNED BY]

Cal Dallas

Minister of International and Intergovernmental Relations

Management's Responsibility for Reporting

The executives within the ministry have the primary responsibility and accountability for the ministry. 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 financial statements and performance results for the ministry rests with the Minister of International and Intergovernmental Relations. Under the direction of the Minister, I oversee the preparation of the ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with Canadian public sector accounting standards. The performance measures are prepared in accordance with the following criteria:

- **Reliability - information used in applying performance measure methodologies agrees with underlying source data for the current and prior years' results.**
- **Understandability and comparability – current results are presented clearly in accordance with the stated methodology and are comparable with previous results.**
- **Completeness - goals, performance measures and related targets match those included in the Ministry's Budget 2012.**

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 give consideration to 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 Minister of International and Intergovernmental Relations information needed to fulfil their responsibilities; and**
- **facilitate preparation of ministry business plans and annual reports required under the *Government Accountability Act*.**

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

[ORIGINAL SIGNED BY]

Lorne Harvey

Acting Deputy Minister

International and Intergovernmental Relations

June 10, 2013

RESULTS ANALYSIS

Ministry Overview

On May 8, 2012, the government announced cabinet restructuring. As a result, the Ministry of Intergovernmental, International and Aboriginal Relations was restructured. The ministry's responsibilities for Aboriginal relations became part of the newly established "Ministry of Aboriginal Relations." The ministry's responsibilities for the Francophone Secretariat were transferred to the Ministry of Culture, and responsibilities for the Cabinet Policy Committee on Energy were transferred to Executive Council. The ministry is now renamed as the "Ministry of International and Intergovernmental Relations."

Mission

International and Intergovernmental Relations' mission is to advance Alberta's interests by leading government-wide strategies that capitalize on Alberta's regional, national and global relationships and opportunities. Its core businesses are international relations and intergovernmental relations.

Organizational Structure

The ministry consists of two operational divisions and two supporting divisions. The responsibilities of the ministry component entities are as follows:

Ministry Divisions

International Relations

To seize the opportunities offered by changing global economic dynamics, Alberta and Albertans need to be attuned to the world and engaged in the international community. International and Intergovernmental Relations is focused on increasing our province's visibility and enhancing our connections around the world, with well-coordinated actions that advance Alberta's interests. By reaching out beyond our borders we can achieve increased opportunity for Albertans at home and abroad.

The International Relations division works with other Alberta ministries to ensure a coordinated Alberta approach to international relations, advancing both strategic economic and intergovernmental priorities and promoting Alberta's interests in the development of Canada's foreign policy.

The ministry manages the Alberta International Office program, which presently consists of 10 offices located in Beijing, Hong Kong, Shanghai, Taipei, Tokyo, Seoul, Mexico City, Munich, London and Washington, D.C. The Alberta International Offices play a key role in promoting Alberta's international interests, including trade promotion, investment attraction, environmental and energy advocacy and other international interests in their respective geographic regions. While all offices are responsible for these activities, the focus for each office varies to meet the opportunities and Alberta's priorities within the region. An overview of the work of the international offices can be found in the annual Alberta International Offices Activity Report at <http://www.international.alberta.ca>.

Intergovernmental Relations

Intergovernmental Relations division works with other Alberta ministries to ensure a coordinated and consistent provincial approach to intergovernmental relations. The division is responsible for advancing Alberta's interests at intergovernmental forums, including meetings of the Council of the Federation, the New West Partnership or the Western Premiers' Conference, and meetings with the prime minister or other premiers. In addition, the division reviews and approves all Alberta intergovernmental agreements to ensure they are consistent with Alberta's goals and objectives.

The Trade Policy branch within Intergovernmental Relations is responsible for the negotiation of domestic trade and investment agreements, and leads Alberta's participation with the federal government in the negotiation of international trade and investment agreements.

Intergovernmental Relations also maintains the Alberta Ottawa Office, working to build relations and communicate key positions to the federal government and other decision-makers in the National Capital Region.

Corporate Services

Corporate Services division provides the essential corporate services and infrastructure for the planning and implementation of ministry activities in the following areas: finance, administration, corporate planning, human resource services, information management, information technology and freedom of information and protection of privacy. Corporate Services division also provides shared services to the Ministry of Aboriginal Relations.

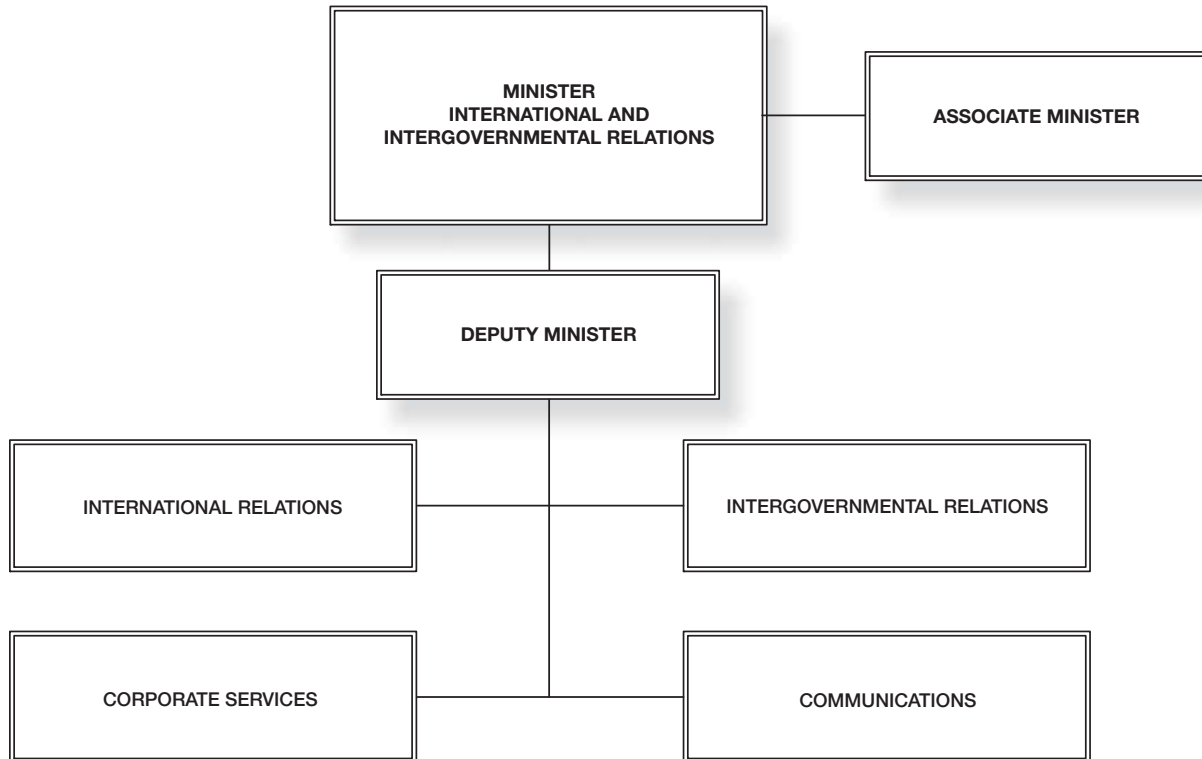
Communications

Communication branch provides professional communication services, advice, planning, implementation and support to communicate ministry and government direction, policy and programs to Albertans, the media and other governments and stakeholders.

NOTE 1: As per the stipulations of the Treasury Board and Finance Ministry Annual Report Standards 2012-13 guide, each ministry's annual report is based on the respective ministry's 2012-15 business plan, as presented in Budget 2012. Therefore, the listed goals for the Ministry of International and Intergovernmental Relations are based on goals one and two from the 2012-15 business plan of the former Ministry of Intergovernmental, International and Aboriginal Relations.

Ministry of International and Intergovernmental Relations Organization Structure

(For the fiscal year ended March 31, 2013)



Review Engagement Report (Auditor General's Report)



To the Members of the Legislative Assembly

I have reviewed the performance measure identified as reviewed by the Office of the Auditor General in the Ministry of International and Intergovernmental Relations' Annual Report 2012-2013. The reviewed performance measure is the responsibility of the ministry and is prepared based on the following criteria:

- Reliability – Information used in applying performance measure methodology agrees with underlying source data for the current and prior years' results.
- Understandability – The performance measure methodology and results are presented clearly.
- Comparability – The methodology for performance measure preparation is applied consistently for the current and prior years' results.
- Completeness – The goal, performance measure and related target match those included in the ministry's budget 2012.

My review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to me by the ministry.

A review does not constitute an audit and, consequently, I do not express an audit opinion on the performance measure. Further, my review was not designed to assess the relevance and sufficiency of the reviewed performance measure in demonstrating ministry progress towards the related goal.

Based on my review, nothing has come to my attention that causes me to believe that the performance measure identified as reviewed by Office of the Auditor General in the ministry's Annual Report 2012-2013 is not, in all material respects, presented in accordance with the criteria of reliability, understandability, comparability and completeness as described above.

[ORIGINAL SIGNED BY MERWAN N. SAHER, FCA]

Auditor General

April 17, 2013

Edmonton, Alberta

Performance measure reviewed by the Office of the Auditor General is noted with an asterisk (*) on the Performance Measures Summary Table.

Performance Measures Summary Table

GOALS/ PERFORMANCE MEASURE(S)		PRIOR YEAR'S RESULTS				TARGET	CURRENT ACTUAL
1. Goal: Alberta is a leader in advancing coordinated economic and intergovernmental relationships							
1.a	Percentage of clients satisfied with services to coordinate and advance Alberta's interests *	n/a	n/a	n/a	88%	89%	85%
		2007-08	2008-09	2009-10	2010-11		2011-12
1.b	Percentage of clients satisfied with services to build strategic and economic relationships	n/a	n/a	n/a	93%	94%	90%
		2007-08	2008-09	2009-10	2010-11		2011-12
2. Goal: Albertans secure greater access to Canadian and global markets, including coordinated trade promotion and investment activities							
2.a	Percentage of clients satisfied with services to compete in global markets and within Canada	n/a	n/a	n/a	87%	88%	87%
		2007-08	2008-09	2009-10	2010-11		2011-12
2.b	Percentage of clients satisfied with the services of the international offices (biennial survey)	n/a	n/a	n/a	77%	n/a	n/a

* Indicates performance measure has been reviewed by the Office of the Auditor General.

The performance measure indicated with an asterisk was selected for review by ministry management based on the following criteria established by government:

- Enduring measures that best represent the goal,
- Measures for which new data is available, and
- Measures that have well established methodology.

Note: There is limited historical data for the client survey performance measures as International and Intergovernmental Relations adopted new performance measures in 2010-11 that are first being reported on in an annual report this year.

Discussion and Analysis of Results

Goal: Alberta is a leader in advancing coordinated economic and intergovernmental relationships

The ministry leads the coordination of Alberta's policies and activities as they relate to other governments within Canada and internationally. It works towards developing cooperative approaches on issues of mutual importance with its partners and clients to address challenges and enhance opportunities. Through its network of international offices, the ministry helps Alberta businesses, educators, researchers and cultural promoters connect with their counterparts around the world. The ministry also coordinates Alberta's participation and leadership within the Canadian federation to ensure that the federal system continues to serve the evolving needs of Albertans and Canadians.

quickfact...

In 2012-13, the Government of Alberta signed 226 international and intergovernmental agreements.¹

Implement Alberta's International Strategy, including the negotiation of "externships" – competitive placements for talented Albertans in international organizations, foundations, multilateral institutions and the private sector.

Alberta's International Strategy was developed and will guide the activities of the government internationally. The strategy was launched in May 2013.

Alberta Premier Alison Redford reached agreements in September 2012 with two leading business development organizations based in China that will strengthen Alberta-China relations while providing exciting international work opportunities for Alberta graduates. China National Petroleum Corporation-Alberta Petroleum Centre (CAPC) and Canada China Business Council (CCBC) have signed agreements with the Alberta Abroad externship program that will see the China-based organizations move forward on becoming host organizations. Alberta Abroad will provide talented young Albertans with the opportunity to work in international organizations through short-term work opportunities called externships.

Engage in strategic advocacy activities with decision-makers within Canada and internationally to demonstrate that Alberta is a secure, reliable and responsible energy provider.

Alan L. Ross was appointed Alberta's Representative to Ottawa on February 1, 2013. Alberta's Ottawa Office will serve to promote the province and enhance our strong relationship with the federal government. The Ottawa Office opening on March 18, 2013 emphasized the importance of Alberta's economy to the national economy, and the significance of market access to continued economic success. The opening brought together Premier Redford and International and Intergovernmental Relations Minister Cal Dallas with political leaders from the federal government and the international corps located in the National Capital Region, ensuring the message was delivered to both domestic and international decision-makers.

The focus of the Ottawa Office will be to assist the Government of Alberta in strengthening relations and communicating the Alberta message to key contacts in the National Capital Region. The Office complements the existing relationships among ministers and deputy ministers, and engages in activities that:

- help advance current priority issues and advocate Alberta's position on these issues;
- strengthen relationships with key contacts, including Members of Parliament, key staff members, senior officials, foreign diplomats, academic institutions, media and others; and,
- communicate the positive work being done in the province.

Advocating for expanded market access for Alberta's oil is a major focus for the new Alberta envoy appointed to Washington, D.C. David Manning was appointed Alberta's envoy to Washington, D.C., on February 1, 2013.

During the 2012-13 fiscal year, IIR facilitated 31 study visits to the oil sands, 19 of these were from the U.S.

These visits are a critical means of demonstrating the environmental stewardship of Alberta's natural resources, as well as reinforcing the economic and energy security aspects of such an enormous energy resource.

Study visits target a broad cross section of elected officials, policy-makers, policy influencers, academics and journalists. Notable visits included a think-tank study visit that included representatives from the Center for American Progress, Carnegie Endowment for International Peace and the Brookings Institution; North Dakota Senator John Hoeven; Colorado Governor John Hickenlooper; and several Democratic Members of the U.S. House of Representatives, including New York Representative Eliot Engel, who is currently the Ranking Member for the House Committee on Foreign Relations.

Alberta's goal of becoming a preferred international energy supplier was the highlight of a keynote address by Minister Dallas to the Canadian American Business Council (CABC), June 7, 2012 in Washington, D.C. Minister Dallas was invited to speak at the CABC's annual spring forum to talk about Alberta's interest in forging stronger international relations and co-operation with the U.S. and China. As part of his presentation, Minister Dallas talked about opportunities available beyond oil and gas, including trade and investment expansion into Asia and other markets.

quickfact...

2012 was the second best year for Alberta exports on record. Alberta exported a total of \$94.8 billion worth of goods in 2012, up 1.7 per cent from \$93.2 billion worth of goods in 2011.²

Alberta House was a hub of activity and the site of international business development at the 2012 Global Petroleum Show in Calgary, June 12-14. The Government of Alberta provided private meeting spaces for Alberta companies and international delegates as part of the province's 2,400-sq. ft. exhibit at one of the most prestigious oil and gas shows in the world.

New to the 2012 show was the International Energy Marketplace. Alberta House joined other governing bodies, regional economic development authorities, regulatory agencies and industry associations in the marketplace to encourage business development. Alberta House also offered an interactive public exhibition promoting Alberta's innovation by showcasing state-of-the-art technology and industry developments to key players.

Between January 17 and January 25, 2013, Minister Dallas travelled to five European Union (EU) cities: Dublin, Prague, Munich, Budapest and Rome to deliver Alberta advocacy messaging. The primary driver for the mission was ensuring that Alberta conveyed our position on the implementation measures of the proposed Fuel Quality Directive (FQD) in the EU. The meetings were also a platform to reiterate Alberta's commitment to a lower carbon economy, highlighting investments in renewable energy and Carbon Capture & Storage (CCS) and a world class regulatory system for energy development.

The ministry also supported a similar European advocacy mission for Honourable Diana McQueen, Minister of Environment and Sustainable Resource Development, from January 14-25, 2013. Minister McQueen's program included meetings in six European Union cities: Berlin, Madrid, Lisbon, Paris, Brussels and The Hague.

Support the implementation of the Asia Advisory Council Act.

Honourable Teresa Woo-Paw, Associate Minister of International and Intergovernmental Relations, took on a leadership role in advancing Alberta's interests in Asia as chair of the Alberta government's Asia Advisory Council. The newly-appointed Asia Advisory Council's mandate is to assist Alberta to enhance our economic and cultural relations with Asia - a critical part of the province's plan to expand market access to ensure continued prosperity for the province's export-based economy.

In the winter of 2013, the council set about meeting its mandate of providing ongoing strategic advice on pursuing new market opportunities and supporting market entry for Alberta exporters, as well as promoting Alberta as an attractive destination for international investment. The council will also provide advice on facilitating improved communication and partnership between the Government of Alberta, industry, academia and cultural organizations.

The Asia Advisory Council met with industry representatives from sectors including energy, forestry, agriculture and education in Calgary, January 29 to February 1, 2013, to discuss Alberta's Asia-specific initiatives. The council also met with the Managing Directors of Alberta's International Offices in Asia to discuss the offices' current activities as part of its information-gathering process. The Asia Advisory Council wrapped up three days of meetings with a discussion with Premier Redford. The council's efforts complement work led by Premier Redford to bolster new market access, trade and investment with key markets around the world. Accessing new markets remains Alberta's most critical economic priority.

Advisory Council Chair Associate Minister Woo-Paw met with intergovernmental contacts soon after the council was named, undertaking outreach to establish relations in Vancouver and Ottawa. In Ottawa, Associate Minister Woo-Paw participated in a roundtable dialogue with the Association

of Southeast Asian Nations (ASEAN) Ambassadors (comprised of Ambassadors for Brunei, Indonesia, Malaysia, Myanmar, Philippines, Thailand, and Vietnam), as well as a meeting with the Australian High Commission.

As a result of this first face-to-face meeting and dialogue with Alberta stakeholders, the Council set out three goals related to advising Government and guiding the focus of discussion and activity. These objectives are designed to:

- enhance public awareness of the importance of expanding market access to Asia;
- help government and industry set hard targets for trade and investment, fine-tune strategies to create more opportunities for Alberta's small- and medium-sized enterprises doing business in Asia and for Alberta students to study abroad; and,
- complement the Government of Alberta's advocacy efforts to create new access to Asian markets.

quickfact...

In 2012, exports to the Asia-Pacific grew 3 per cent to a total of \$7.9 billion.²

Provide policy advice, strategic analysis and support to the Premier and other elected officials, to advance Alberta's position at major international and intergovernmental meetings.

Premier's Missions

Edmonton – May 2012

Western Premiers highlighted the importance of pursuing policies and programs that support economic growth at the Western Premiers' Conference in Edmonton, May 28-29. The two-day conference also focused on the crucial importance of Western Canada's energy sector, including the discussion around the need for a Canadian Energy Strategy. Strengthening communities and better engaging our not-for-profit sector were also discussed at the conference. The Western Premiers' Conference is an annual event that brings together the Premiers of Canada's four western provinces and three territories to advance western priorities on mutual areas of interest affecting the seven member jurisdictions.

Spring 2012 marked the eighth time Alberta has hosted the Western Premiers' Conference. Alberta last hosted the event last in 2005 when it co-hosted with Saskatchewan during both provinces' centennial celebrations.

Virginia – May/June 2012

Premier Redford focused on economic policy development and international relations when she met with key decision-makers at an international forum May 31 to June 3 in Chantilly, Virginia. Premier Redford's mission was part of a more aggressive push to engage with world decision-makers and influencers on Alberta's interest in expanding international business relations.

Cle Elum, Washington – June 2012

Promoting Alberta as a leader in responsible energy development and providing Alberta's perspective on key governance issues were Premier Redford's priorities when she attended the Western Governors' Association meeting June 9-12 in Cle Elum, Washington.

Premier Redford was joined by Minister Dallas. Premier Redford and Minister Dallas met with U.S. governors to discuss key policy and governance issues affecting the West. Topics included natural resources, the environment, human services, economic development, intergovernmental relations and international relations.

Asia – June 2012

Premier Redford delivered a keynote address at an international investment conference to promote Alberta's interests in meetings with business and government officials during her mission to Asia, June 24-30. The Premier also addressed a gathering of the Canada China Business Council and visited a Calgary Stampede promotion by the China Youth Travel Service.

London – July 2012

The ministry developed and managed Premier Redford's four-day business program during her mission to London in July-August 2012. During this mission, Premier Redford spoke to and met with hundreds of key organizations, international media and thought-leaders in order to increase investment and open new markets and opportunities for the province's energy, tourism and cultural industries and to advocate for Alberta on the world stage. Specific outcomes included: reinforcing Alberta's advancements in renewable energy and commitment to environmentally responsible and sustainable resource development to 57 energy business leaders and policy-makers through a keynote speech at the Canadian Energy Luncheon, participating in media interviews with key European business publications to deliver trade, investment and advocacy messaging, and delivering Alberta trade and investment messaging through a keynote address to 130 business leaders at a Canada-UK Chamber of Commerce business luncheon.

Council of the Federation Summer Meeting – July 2012

The summer meeting of the Council of the Federation focused on renewing pursuits through the Fiscal Arrangements Working Group and the Health Care Innovation Working Group and continuing endeavours on the Canadian Energy Strategy. Premiers advanced efforts on all these files and agreed to hold a fall meeting on the state of the economy.

Council of the Federation Mission to Asia – September 2012

Premier Redford joined her fellow Premiers on the Council of Federation-led program of senior level government and business outreach activities to China September 2012. Premier Redford participated in joint meetings and activities with other Premiers, and bilateral meetings with governments and businesses in China. Premier Redford and her New West Partnership colleagues Premiers Clark and Wall also hosted a reception during the World Economic Forum (WEF) Annual Meeting of New Champions. The WEF attracts approximately 1,500 of the world's top business executives and government leaders.

Premiers' Meeting on the Economy – November 2012

Premier Redford joined with Premiers from across the country to discuss the global economy, demonstrating continued leadership to ensure Canada remains strong in a highly uncertain, competitive global economy. Premiers discussed the need for collaborative dialogue to foster economic growth, including skills training, immigration and trade and investment policy.

Western Governors' Association 2012 Winter Meeting in Arizona – December 2012

Premier Redford emphasized the mutual benefit a strong energy relationship has on economies on both sides of the border when she met with U.S. leaders at the Western Governors' Association 2012 winter meeting in Scottsdale, Arizona, December 1-2.

Chicago – December 2012

Premier Redford traveled to Toronto and Chicago, from December 14-17, to help lead a Premiers' working group on improved fiscal relations with the federal government and to strengthen relations with the U.S. region that is the top destination for Alberta's energy exports.

In Chicago, Premier Redford met with a diverse set of stakeholders and delivered remarks at a Chicago Council on Global Affairs meeting. The Premier also met with the Consul General of Canada in Chicago, local business leaders, organized labour groups and the Deputy Mayor of Chicago, Steve Koch.

During her discussions in Chicago, Premier Redford also outlined Alberta's commitment to responsible energy production and efforts to expand trade and investment with the region.

Washington, D.C. – February 2013

Premier Redford traveled to Washington, D.C., from February 22-24, to attend the National Governors Association (NGA) Winter Meeting. This meeting provided an opportunity to meet with U.S. state governors, promote market access for Alberta and highlight Alberta's continued commitments to serve as an environmentally responsible supplier of energy to the U.S.

During the mission, Premier Redford met with top U.S. legislators, including the Governors of Montana, Maryland, Wisconsin, Oregon, Maine, Mississippi, Arkansas, Delaware, Illinois, Iowa, Missouri, New Hampshire, North Dakota, Oklahoma and Wyoming. Discussions included developing energy resources in an environmentally responsible way, leading-edge policies to address the issue of climate change and shared goals of jobs, growth and economic security in North America.

quickfact...

In 2012, the U.S. consumed \$81.9 billion worth of Alberta's goods, or 86 per cent of Alberta's total exports.²

Ministers' Missions**Asia – June 2012**

Minister Dallas promoted and highlighted Alberta's trade and investment opportunities during an international mission to China and South Korea from June 19-25. He also joined Premier Redford as part of a provincial delegation at the Euromoney Canada-China Investors Forum in Beijing, China, June 25-30.

Highlights of the Minister's mission include several key meetings with private sector organizations and government officials to help promote economic development-related activities, as well as cross-cultural awareness and cooperation in areas such as energy, culture, education, technology and tourism.

The Pacific North West Economic Region (PNWER) Annual Summit – July 2012

Minister Dallas led a delegation that included the Minister of Environment and Sustainable Resource Development, Diana McQueen, the Associate Minister of Finance, Kyle Fawcett, and MLAs Alana DeLong, Len Webber and Donna Kennedy-Glans to Saskatoon, Saskatchewan, to participate in the PNWER Annual Summit from July 15-19.

The meeting, attended by about 500 delegates, provided the delegation with an opportunity to promote Alberta's issues and objectives across a number of sectors, including renewable energy, health care, energy, agriculture, transportation, trade policy, economic development and the environment. During the Summit, additional meetings were held with legislators from all of the U.S. PNWER jurisdictions (Oregon, Washington, Alaska, Montana and Idaho). The meetings provided a forum to underscore Alberta's commitment to environmentally responsible development of the oil sands and U.S. energy security.

Las Vegas - August 2012

Alberta expertise and innovation were front and centre when Minister Dallas met with aerospace product and service buyers and suppliers in Las Vegas, Nevada. Minister Dallas presented Alberta's credentials as a leading player in the unmanned vehicle systems industry and as an attractive location for aerospace and defence investment, in meetings August 7-9. Alberta's aerospace and defence industry contributes \$1.3 billion in revenue annually to the provincial economy. The province is home to about 70 companies, organizations, agencies and military and educational institutions involved in research, development and manufacturing of unmanned vehicles.

Europe – September 2012

Energy advocacy and promoting Alberta opportunities were on the agenda when Minister Dallas undertook a mission in Germany and Italy from September 14-21. He met with existing and potential investors and state government officials while in those countries to discuss new and existing investment as well as new prospects for trade and economic cooperation. The Minister also increased awareness around Alberta's commitment to environmentally responsible energy development.

Middle East – November 2012

Minister Dallas headed to the United Arab Emirates, Bahrain and Kuwait to strengthen Alberta's international connections and explore opportunities for cooperation and investment in the oil, gas and agricultural sectors. As in Alberta, the energy industry is the cornerstone of Middle Eastern economies. The energy sector continues to grow and expand in response to increasing global energy needs. Minister Dallas addressed members of the Dubai business community and met with government ministers and business leaders, such as the Abu Dhabi Chamber of Commerce and heads of state-owned oil companies. Dubai is the financial hub of the Middle East and a key source

of, and destination for, investment. In Bahrain, Minister Dallas met with the Deputy Prime Minister of Economic and Business Development and other senior ministers and industry leaders to discuss opportunities for Alberta companies in Bahrain and the potential for Bahraini investment in Alberta. In Kuwait, he met the Minister of Oil and several industry representatives to explore areas for future partnerships.

Europe – January 2013

Maintaining and enhancing market access for Alberta's products and services, as well as sharing an ongoing commitment to strong, fair and transparent environmental policy, were the key messages as two ministers embarked on an advocacy, trade and investment mission to Europe. Minister Dallas and Environment and Sustainable Resource Development Minister McQueen traveled separately to targeted European capitals to share information about Alberta's ongoing commitment to world-leading responsible energy development, while highlighting the province's fertile and responsible investment climate.

Associate Minister's Mission

Asia – September 2012

Associate Minister Teresa Woo-Paw undertook a mission to China September 9-17 to support Premier Redford's engagement at the World Economic Forum in Tianjin, China, as well as to promote and advance the Alberta Abroad externship program with strategic potential host organizations. The Associate Minister also represented Alberta at a New West Partnership agri-food stakeholder luncheon to support the agri-food interests of Alberta businesses in Hong Kong and broader Asia.

MLA Missions on the Behalf of the Minister

CSG-Midwest, Cleveland – July 2012

Mike Allen, MLA for Fort McMurray-Wood Buffalo, highlighted Alberta's role in U.S. energy security and our position as an important trading partner to the U.S. Midwest when he attended the Council of State Governments (CSG) Midwest annual meeting July 15-18 in Cleveland, Ohio. Cross-border energy trade and advances in energy technologies were some of the topics discussed when MLA Allen represented Alberta at the meeting of the organization's energy committee on July 15. The day also included a meeting of the Midwest-Canada relations committee, which focused on cross-border trade and strengthening relations between Canada and the U.S. Midwest.

Bowhay Institute for Legislative Leadership Development – August 2012

Shining the spotlight on Alberta's energy, while continuing to build relationships in the U.S. Midwest, was MLA Allen's priority when he traveled to Madison, Wisconsin, August 9-15. MLA Allen represented Alberta at the 18th annual Bowhay Institute for Legislative Leadership Development. The institute brought together 37 U.S. lawmakers and MLAs from the CSG Midwest's 11 member states and three affiliate provinces. The five-day program saw MLA Allen join Midwestern legislators in professional development seminars, leadership training, roundtables and policy sessions on a variety of topics, including economic development, public policy and forces shaping Canada's energy and trade relationship with the U.S.

Canadian Border Trade Alliance – September 2012

Highlighting Alberta's role in U.S. energy security and our position as an important trading partner to the U.S. was MLA Bridget Pastoor's focus when she represented Alberta at the Canadian/American Border Trade Alliance (Can/Am BTA) Conference that was held September 23-25 in Washington, D.C. Pastoor, MLA for Lethbridge-East, participated in various sessions, including custom and border protection and cross-border energy trade. She also delivered Alberta's perspective on the importance of the oil sands to the U.S. Can/Am BTA is a bi-national organization dedicated to improving the safe and efficient flow of people, goods and services across the Canada/U.S. border. Members of the Can/Am BTA include Canadian and U.S. business, private and public sector organizations and individuals involved in U.S./Canadian border trade and tourism.

Pacific NorthWest Economic Region Economic Leadership Forum - November 2012

Alberta took part in discussions on energy development and the economy at a gathering of Canadian and U.S. regional economic and government decision-makers in Coeur D'Alene, Idaho, from November 14-17. Alana DeLong, MLA for Calgary-Bow, traveled to the PNWER Economic Leadership Forum as Alberta's Chair of the PNWER delegate council. MLA DeLong was joined by Len Webber, MLA for Calgary-Foothills. The Alberta MLAs also used working sessions on energy regulation and environmental management to reinforce Premier Redford's commitment and actions to make Alberta a world leader in responsible energy development.

CSG - November/December 2012

Promoting market access opportunities and advocating Alberta's position on energy and environmental issues were MLA Dave Quest's focus when elected officials gathered at the 2012 CSG - National Conference in Austin, Texas. Quest, MLA for Strathcona-Sherwood Park, represented Alberta at the annual conference, November 30 to December 3. He participated in various sessions that included energy, agriculture, education and technology discussions. MLA Quest met with delegates and U.S. legislators and continued Alberta's work to reinforce our strong support for greater economic cooperation with the U.S. and to promote trade and investment priorities. He also built on previous work to highlight the importance of the Canada-U.S. energy relationship to the economic prosperity of U.S. states, and emphasized Alberta's actions and commitment towards responsible environmental management.

Pacific NorthWest Economic Region - January 2013

Discussions about cross-border energy and agricultural relationships were front and centre as Alberta participated in a mission to three U.S. state capitals as part of a PNWER legislature tour. Alana DeLong, MLA for Calgary-Bow, represented Alberta in Helena, Montana, January 14-15, Olympia, Washington, January 15-16 and Boise, Idaho, January 17-18, as government and private sector leaders from the region's provinces and states worked to strengthen economic ties.

Alberta's important economic and energy relationship with the U.S. was the focus of discussions when Richard Starke, MLA for Vermilion-Lloydminster, attended the PNWER meetings in Juneau, Alaska, January 21-23. Over the last few years, ties between Alberta and Alaska have been reinvigorated as Alaska seeks to develop our vast natural resources. These meetings provided a forum within PNWER for the Arctic jurisdictions of Alaska, Yukon, and Northwest Territories to share information, discuss issues of mutual concern and identify areas for collaboration.

Ports-to-Plains - February 2013

The Alberta government promoted the province's strong energy sector, agriculture industry and economic opportunities at two forums in Austin, Texas. MLA Dave Quest represented the province at the 2013 Ports-to-Plains Alliance board of directors meeting February 17 and then attended the Texas Transportation Forum from February 17-19.

Meetings in Alberta***CSG West, Edmonton - July 2012***

More than 300 participants, including legislators from 13 Western states, Western Canada and Mexico, gathered in Edmonton July 20-23 to share ideas and best practices at the 65th Annual Meeting of the Council of State Governments - WEST (CSG-WEST). The four-day event included professional development opportunities, speakers from Canada and the U.S., as well as discussions on policy issues such as fiscal responsibility and trade. A highlight of the meeting was Alberta-hosted site tours for legislators that showcased Alberta innovation and environmental responsibility. Tours included the Alberta Industrial Heartland, the Edmonton Waste Management Centre of Excellence, Capital Power's Genesee 3 Supercritical Power Facility, the University of Alberta Hospital and the Shell Quest Carbon Capture and Storage project.

Ports-to-Plains - October 2012

The Ports-to-Plains Alliance 2012 Annual meeting was held in Medicine Hat from October 2-4. The meeting provided Alberta with an opportunity to showcase both the oil sands and the Medicine Hat region and to demonstrate that Alberta is a secure and environmentally responsible energy partner for the U.S. A number of Alberta legislators and corporations participated as keynote speakers and as panel presenters at the meeting. The event achieved the highest attendance on record, with 221 participants. Prior to the start of the meeting, Ports-to-Plains officials participated in an oil sands site visit to Fort McMurray on October 1.

**Implement and expand the New West Partnership with
British Columbia and Saskatchewan.**

The governments of Alberta, British Columbia and Saskatchewan celebrated the two-year anniversary and implementation date of the New West Partnership. Signed in April 2010, the New West Partnership represents an unprecedented agreement between the three provinces to lower interprovincial trade barriers and harmonize regulations, making it easier for businesses and consumers to benefit from economic growth. The agreement's two-year anniversary, in July 2012, marked the implementation of a host of growth-friendly initiatives, including commitments to pursue international co-operation, innovation and joint government purchasing.

Specifically, businesses across Western Canada will find it easier to operate throughout the region under New West Partnership rules that took effect July 1. Under the agreement, businesses registering as a corporation no longer need to register separately in each of the three jurisdictions, as extra-provincial registration is facilitated by the home province.

Corporations are asked to provide additional information to their home province to have their extra-provincial registration take effect in the remaining jurisdictions. No additional fees are required for extra-provincial registration in the two other provinces. The partnership removes the need for corporations to file their annual filing requirement in all three provinces. Instead, corporations are now able to file once in their home province.

quickfact...

Alberta exported 22 per cent of Canada's total exports in 2012.²

Reducing red tape and creating a more open and competitive marketplace with British Columbia and Saskatchewan helps

Alberta businesses expand their markets and attract new clients. These actions help secure Alberta's economic prosperity.

As part of a coordinated Government of Alberta outreach to Asian markets and the New West Partnership, IIR officials participated in a trade mission to China September 17-25, 2012, along with Alberta Agriculture and Rural Development, and the provinces of British Columbia and Saskatchewan.

Work with the Government of Canada to maximize the use of the immigration system to contribute to the building and strengthening of Alberta's labour force.

Training and employing Albertans and Canadians will always be this government's priority, but Alberta is working with the federal government to articulate the need for more economic class immigrants, with the right skills and at the right time, to help meet our labour market needs.

The federal government is making a number of significant changes to the immigration system that will affect the selection and support of Alberta's immigrants. For the past year, the federal government has been working with provinces and territories to explore the creation of a new, "just-in-time" model for economic immigration, known as the Expression of Interest model, where employers and /or governments will be able to select skilled workers from a pool of qualified applicants.

The federal changes have the potential to make the immigration system more responsive to Alberta's needs; however, this can only occur if Alberta is included as an equal partner in developing and implementing the changes. IIR continues to work with counterparts in the ministries of Enterprise and Advanced Education and Human Services to ensure the federal government's policies reflect Alberta's priorities.

The federal government's Temporary Foreign Worker (TFW) Program allows eligible foreign workers to work in Canada for an authorized period of time. To hire a TFW, employers must have an approved Labour Market Opinion (LMO) from Human Resources and Skills Development Canada (HRSDC) confirming that they are unable to find a suitable Canadian citizen or permanent resident to fill the job and that the entry of a TFW will not have a negative impact on the Canadian labour market.

On July 16, 2012, Canada and Alberta jointly announced the expansion of Alberta's LMO exemption pilot project. The project, previously limited to steamfitters/pipefitters, allows certain TFWs to come to Alberta on a work permit without the employer requiring an LMO and to move freely between

employers once they have met Alberta's certification requirements for their occupation. In addition to steamfitters/pipefitters, the expanded pilot includes six new occupations: carpenter, estimator, heavy duty mechanic, ironworker, millwright and welder. The occupations were identified through careful labour market analysis and input from industry, including labour unions. While all qualified foreign workers can apply, U.S workers are intended to be primary targets for the pilot.

Alberta employers have begun to utilize the expanded pilot. From the implementation date to November 16, 2012, there were 511 work permits issued under the pilot, including 240 permits issued to workers from the United States.

In collaboration with other ministries, ensure a coordinated and consistent approach to key intergovernmental objectives and to intergovernmental agreements.

In 2012-13, IIR reviewed over 350 intergovernmental agreements between the Government of Alberta and other governments. A total of 226 agreements proceeded to signature 15 of which were with international partners. Over two hundred agreements were signed to promote cooperation and collaboration between Alberta and other governments in Canada, and to fund important interjurisdictional activities.

IIR also worked with partners in other ministries to promote effective engagement by Alberta in intergovernmental forums. IIR led or supported efforts in the following intergovernmental forums:

- Council of the Federation Premiers' meetings, Deputy Ministers' meetings and officials' meetings, and meetings of the working groups on the Canadian Energy Strategy, Aboriginal Affairs, Fiscal Arrangements and Health Care Innovation;
- New West Partnership forums, including the New West Partnership Trade Agreement officials group;
- Activities through the Pacific Northwest Economic Region labour forums;
- Various sectoral meetings of Ministers, Deputy Ministers, and/or officials responsible for agriculture, the Canadian Francophonie, education, emergency management, energy policy, the environment, finance policy, health, immigration, international trade, internal trade, justice and public safety, labour markets, local government, securities, seniors, social services, sports and recreation, the status of women, and tourism. Many of these forums include a provincial-territorial only component and a component that involves the federal government.

Goal: Albertans secure greater access to Canadian and global markets, including coordinated trade promotion and investment attraction activities

The ministry, with the support of its network of international offices, leads initiatives to promote the export of value-added products and professional services to target markets. It also promotes investment attraction to facilitate the growth, diversification and competitiveness of Alberta's economy. The ministry also enhances opportunities for Albertans through the negotiation, implementation and ongoing management of trade agreements that promote the free flow of goods, services, people and investment within Canada and internationally.

Work with the Ministers of Agriculture and Rural Development, Energy and Environment and Sustainable Resource Development to expand market access, attract investment and make Alberta a preferred global supplier agricultural, energy and forestry products and services.

IIR chairs the interdepartmental Trade Policy Committee, an information-sharing body that keeps departments informed of developments in trade policy.

Bio World Congress in Industrial Biotechnology and Bioprocessing 2012, Orlando, Florida – April 29-May 2, 2012

The congress was attended by more than 1,300 representatives from about 300 companies, agencies and institutions. It provided an intensive, data rich environment for assessing the current state and developing trends of the global bioindustrial sector. In its fifth year of participation in the World Congress as a coordinated cross organizational unit, the BioAB Team included representation from five companies, two ministries, two Alberta Innovates corporations, one university, three interested organizations, and one community.

Mission to Ciudad del Carmen, Mexico City, and Villahermosa, Mexico – May 21-25, 2012

IIR collaborated with Alberta Enterprise and Advanced Education and the Canadian Heavy Oil Association (CHOA) to deliver heavy oil technical workshops with 10 Alberta companies in three cities across Mexico.

Mission to Mexico City and Poza Rica, Mexico – May 28-29, 2012

IIR collaborated with Alberta Enterprise and Advanced Education and the Canadian Society for Unconventional Resources (CSUR) to deliver a workshop in two Mexican cities on Fundamentals of Shale Gas Exploration and Development: Critical Elements for Success.

Asia Canada Unconventional Resources Forum – July 11, 2012

IIR, along with Alberta Energy, hosted the “Asia Canada Unconventional Resources Forum” on July 11 in Calgary. Minister Dallas delivered the keynote address to the 130 participants from Canada and abroad. Several representatives from the National Energy Administration in China attended the forum and used the opportunity to engage in an organized group discussion with Alberta Energy and the Alberta China Office. The initiative included invitations to the provinces of British Columbia and Saskatchewan.

Mission to Mexico City, Mexico – September 9-14, 2012

IIR coordinated a trade mission of 12 Alberta companies to participate in the Mexican Petroleum Congress and promote Alberta’s expertise in oil and gas equipment and services to Mexican companies.

World Heavy Oil Congress 2012 – September 10-13, 2012

The Government of Alberta co-founded the first World Heavy Oil Congress (WHOC) event, along with the China National Petroleum Corporation and dmg world media (dmg) in 2006. IIR coordinated the Government of Alberta presence in cooperation, both operationally and financially,

with the ministries of Enterprise and Advanced Education, Environment and Sustainable Resource Development and Energy. Key to the Alberta mission was an Alberta Showcase event on the first day of the WHOC.

Foreign Direct Investment Attraction Mission to Europe – September 17-21, 2012

With the assistance of Enterprise and Advanced Education, IIR promoted foreign direct investment opportunities to companies in Bavaria, Germany, as well as those in Milan and Rome, Italy. There were 36 attendees in Bavaria and 46 in Milan. In Rome, IIR presented to more than 100 people, with both Minister Dallas and Andrea Meloni, the Italian Ambassador to Canada, linked in via video conference. Five Italian companies with operations in Alberta provided testimonials. IIR is actively engaged with a number of companies as a result.

quickfact...

Alberta's exports to Mexico, Canada's other *North American Free Trade Agreement* partner and Alberta's fourth largest export destination, increased 3.6 per cent to \$970.1 million in 2012.²

Banff Venture Forum – October 4-5, 2012

IIR hosted over 40 venture capital firms, 32 presenting companies and 350 delegates. The Forum is designed to showcase the hottest hi-tech companies from across North America, offer insight into key issues within the industry, provide a premium networking opportunity and give companies a chance to learn from world-class professionals in the investment community. Featuring companies across three streams, Information Technology, Energy Technology and Life Sciences Technology, the Banff Venture Forum provides emerging technology companies with unparalleled visibility and an opportunity to present to leading private equity and venture capital investors from across North America.

Mission to Bogota, Colombia – October 29 to November 2, 2012

IIR organized a trade mission of 30 Alberta companies that participated in Expo Oil & Gas Colombia and promoted Alberta's expertise in oil and gas equipment and services to Colombian businesses.

Mission to Lima, Peru – November 5-7, 2012

IIR coordinated a trade mission of 23 Alberta companies to promote Alberta's expertise in oil and gas equipment and services to Peruvian companies. A number of companies now have representation in Peru to market and distribute their products.

Greenbuild – November 2012

In cooperation with the Department of Foreign Affairs and International Trade, the Canadian Consulate San Francisco, the Canada Green Building Council and Alberta Enterprise and Advanced Education, IIR executed an Alberta trade development and investment attraction mission to Greenbuild. Presented by the U.S. Green Building Council, Greenbuild is a key trade event dedicated exclusively to the sustainable green building industry. With close to 30,000 delegates from the U.S. and various international markets, along with 1,000 exhibitors, Alberta's mission to Greenbuild provided a focused opportunity to elevate industry awareness of our sustainable building products and technologies sector and facilitate market access on a global scale.

A key component of Alberta's sustainable building products strategy, this trade and investment attraction mission supported the export development efforts of more than 20 Alberta building product exporters, through the Alberta Associate exhibitor program. The mission built and expanded industry relationships with key U.S. and international stakeholders, explored business development opportunities, showcased Alberta's sustainable building sector capabilities and promoted Alberta as an attractive destination for investment.

Japan Trade Program – November 2012

In November 2012, IIR contributed to a trade program organized by the Canadian Consulate in Japan on wood products, green building products and clean technology primarily focused on the reconstruction efforts in Japan.

International Builders Show – January 2013

IIR partnered with Enterprise and Advanced Education and the Canadian Consulate in Los Angeles to lead an Alberta building products trade development and investment attraction mission to the International Builders Show (IBS). Regarded as the largest building industry show of its kind in the world, the show, held in Las Vegas, Nevada, attracted more than 50,000 delegates from about 100 countries.

Alberta's participation at this U.S.-based trade event promoted the export of Alberta building products and related technologies to key U.S. and international markets, as well as promoted investment attraction to Alberta. More than 40 Alberta companies participated in the Alberta Associate Exhibitor Program which featured value-added programming, including a company business-to-business matchmaker seminar, a business networking event, production of the Alberta IBS 2013 Company Directory and an Alberta building products showcase in the Canada Pavilion.

Mission to Poland and Ukraine – February 16-24, 2013

IIR and Enterprise and Advanced Education partnered with Calgary Economic Development to take a mission of 14 organizations from Alberta to Poland to learn about the current business opportunities in Poland's emerging shale gas industry. The Alberta ministries continued onward with 12 companies and conducted meetings with Ukrainian companies and government agencies for early discussions on the development of the countries' shale gas reserves.

Foreign Direct Investment Attraction Mission to Europe – February 2013

With the support of Enterprise and Advanced Education, IIR was able to conduct an investment showcase to a receptive audience in Stockholm, Sweden. More than 25 companies across multiple sectors attended the event.

Investment Attraction Mission to the Arabian Gulf – March 4-18, 2013

Partnering with Agriculture and Rural Development, Enterprise and Advanced Education, Energy and Tourism, IIR led a delegation of seven private sector companies and investment houses to Bahrain, Saudi Arabia, United Arab Emirates and Qatar. The group met with representatives of Sovereign Wealth Funds as well as private investors, and participated in an investment conference in Bahrain.

Americana 2013 – March 19-21, 2013

IIR partnered with Energy and Environment and Sustainable Resource Development to coordinate an Alberta presence at the Americana 2013 international environmental conference and tradeshow in Montreal, Quebec. Alberta's participation, which included representatives from Alberta Innovates: Energy and Environment Solutions, showcased Alberta's approach to integrated resource management and our environmental and clean technology industry to both domestic and international partners.

With other Alberta government ministries, IIR coordinated 58 international incoming missions. These were important opportunities to emphasize Alberta's market access priorities and highlight Alberta's leadership and innovation, particularly in environmental stewardship, and technological innovation to reduce the effects of energy industry development.

China National Petroleum Corporation-Alberta Petroleum Centre (CAPC) Board Meeting – March 2013

The 5th session of the 4th CAPC board meeting took place in March 2013. The discussion included expanding the strategic outcomes and focus of the CAPC board, with a particular emphasis on how this platform may be able to further assist Alberta companies enter the China marketplace.

Lead the negotiations and implementation of national, regional and international agreements.

IIR leads Alberta's engagement in international trade negotiations. IIR is working closely with the federal government in free trade negotiations with the European Union (EU), Japan, India, South Korea, Ukraine, Morocco, Singapore, the Trans-Pacific Partnership (TPP) countries (the U.S., Australia, New Zealand, Singapore, Malaysia, Vietnam, Chile, Peru, and Brunei), the Central American countries (El Salvador, Guatemala, and Nicaragua), the Dominican Republic and the Caribbean Community. IIR is monitoring the possibility of free trade negotiations with a number of countries or regional groups. These include the MERCOSUR countries (Brazil, Argentina, Uruguay and Paraguay), and Thailand. Also, Canada and China recently engaged in a bilateral study of the areas where their economies are complementary and there is a potential for further growth.

Alberta is working closely with the federal government to ensure the province is represented in negotiations when they affect areas under provincial jurisdiction. Two major agreements for Alberta are the Canada-EU Comprehensive Economic and Trade Agreement (CETA) and the TPP.

Canada and the EU have been negotiating CETA since 2009. There were nine rounds of formal CETA negotiations, ending in October 2011. IIR is supporting ongoing informal and issue-specific negotiations and endorses the goal of concluding negotiations in 2013.

Canada officially joined the TPP on October 9, 2012. It was a full participant in the most recent negotiating rounds, held in Auckland, New Zealand, (December 2012) and in Singapore (March 2013). Alberta strongly supports Canada's participation in the TPP negotiations and sent representatives from IIR to the rounds in Auckland and Singapore. TPP members represent a market of more than 658 million people and a GDP of \$20.5 trillion, equivalent to more than a quarter of the world economy.

Developing the Canadian Energy Strategy through the Council of the Federation underscores the importance of resource development to the national economy. Governments across the country are considering the interconnected nature of resource development.

Premier Redford and His Highness the Aga Khan signed an Agreement of Cooperation to expand collaboration in health sciences, education, the environment, forestry and natural resources management, culture, and private sector and economic development. The agreement was signed

quickfact...

Alberta's exports to Latin America and the Caribbean (excluding Mexico) increased 33 per cent, from \$904.9 million in 2011 to \$938.5 million in 2012.²

on behalf of the Government of Alberta and the Ismaili Imam. The agreement, signed at Government House, notes that the Province and the Imam share a commitment to confronting persistent, varied and large-scale material poverty, recognizing it as one of the great challenges facing the global community. It further stipulates that Alberta and the Aga Khan Development Network will collaborate and learn from each other in

fields of mutual interest, so as to further their common goal of equitable human advancement and social justice, based on the principles of mutual benefit and reciprocity.

IIR met, with Alberta Agriculture and Rural Development, Alberta Enterprise and Advanced Education and Alberta Environment and Sustainable Resource Development, with the Jalisco Sister State Coordinator from the Foreign Affairs Office of the Office of the Governor of Jalisco in August 2012 for updates on the departments' respective MOUs and activities with partners in Jalisco. In September 2012, IIR conducted a reciprocal visit to Jalisco to meet with the Secretariat of Rural Development (SEDER), the Board of Science and Technology of the State of Jalisco (COECYTJAL), the Jalisco Value Added Centre, the Secretariat of Education, and the Alberta Education Centre to discuss successes and challenges of the MOUs and activities under the Alberta-Jalisco Twinning partnership.

Represent Alberta's interests in disputes that promote the liberalization of trade, investment and labour mobility.

Alberta initiated a dispute against British Columbia's interpretation of the labour mobility provisions of the Trade, Investment and Labour Mobility Agreement (TILMA). The dispute involves an individual who was certified by the Alberta College of Social Workers and subsequently denied certification by the British Columbia College of Social Workers. As a consequence, Alberta initiated proceedings under Part IV (Dispute Resolution Proceedings) of the Agreement. The dispute panel's ruling can be found on the TILMA website (www.tilma.ca).

Expand and enhance trade opportunities through the New West Partnership.

The Governments of British Columbia and Saskatchewan presented at The Asian Canadian Unconventional Resources Forum co-hosted by IIR on July 11, 2012. This allowed the Alberta Government to work collaboratively with the provinces and to demonstrate to an international audience that the western provinces are interested in international trade and investment opportunities.

IIR's leadership on the New West Partnership Trade Agreement (NWPTA) with British Columbia and Saskatchewan has positively influenced the reduction of trade barriers across Canada. The success of these agreements has been a catalyst for significant improvements to the pan-Canadian Agreement on Internal Trade in the areas of labour mobility, dispute resolution and agriculture. IIR continues to work with other provincial governments and the federal government on new initiatives to further improve the provisions of this agreement.

Effective July 1, 2012, the procurements of Saskatchewan's Crown corporations were opened up under the NWPTA, thus providing Alberta suppliers with access to this multi-billion dollar market for the first time.

The three NWPTA provinces continue to reconcile regulations that apply to the transportation sector. Early successes from this work include increasing the steering axle weight limit for single and tandem drive tractors. These efforts may become the basis for streamlining transportation regulations across Canada.

IIR continues to meet with officials from B.C. and Saskatchewan to advance work on the NWPTA toward its full implementation date of July 1, 2013.

IIR also meets regularly with both public and private stakeholders to ensure that all of Alberta's interests are addressed in the direct negotiations with other provinces and the federal government as well as in the implementation of Alberta's commitments under these agreements.

¹ Alberta International and Intergovernmental Relations Inventory of Intergovernmental Agreements, May 13, 2013.

² Statistics Canada via World Trade Atlas, retrieved 05/13/2013.

Ministry Expense by Function

TABLE 1 » MINISTRY EXPENSE BY FUNCTION

For the year ended March 31, 2013

(IN THOUSANDS)

	2012-13	2012-13	2011-12
	BUDGET	ACTUAL	ACTUAL RESTATED
Agriculture, Resource Management and Economic Development	\$ 25,093	\$ 18,086	\$ 13,939
General Government	10,909	10,371	9,141
Ministry Expenses	\$ 36,002	\$ 28,457	\$ 23,080

The consolidated budgets and financial statements of the Government of Alberta classify government expenses by function. An expense function is defined as a classification that identifies the principal purpose for which an expense is incurred, rather than the activity involved. For budget purposes, expenses are allocated to ten functions: Health; Education; Human Support Services and Housing; Agriculture, Resource Management and Economic Development; Regional Planning and Development; Protection of Persons and Property; Transportation; Communications and Utilities; Environment; Recreation and Culture; and, General Government.

The ministry's expenses fall under two functions:

- Agriculture, Resource Management and Economic Development, which includes a wide array of ministry services related to the development and promotion of the Alberta economy, such as trade promotion, investment attraction and administration of Alberta's international offices; and,
- General Government, comprising expenses pertaining to Alberta's formal relations with the federal government, other provinces and foreign governments.

The table above is a comparison of the ministry's 2012-13 actual expenses to the 2012-13 budget and 2011-12 actual expenses.

The actual expense for 2012-13 was \$ 28.5 million which resulted in a surplus of \$7.5 million. The surplus is made up of delays in starting up the Externship program, Asia Advisory Council and opening of the Ottawa office, and operational savings at Alberta's International Offices including delays in opening a second office in the United States (\$3.16 million), deferral of the Ambassador program (\$2.35 million), lower than anticipated manpower costs due to vacancies in various divisions during the fiscal year (\$2.2 million), offset by increased spending on international missions (\$0.5 million).

The actual expense for 2012-13 exceeded the actual expense for 2011-12 by \$5.4 million. The most significant increase (\$3.6 million) was a result of staffing transitions as a result of the ministry reorganization, positions being occupied for the entire year in 2012-13 and efforts to fill vacancies, particularly in the International Relations Division. Increased expenses (\$1 million) resulted from introduction of an Associate Minister, addition of the Alberta Office in Ottawa, addition of the Asia Advisory Council, and start-up of the Externship Program. An additional \$0.5 million was spent supporting missions undertaken to expand Alberta's market access throughout Canada and the world. Finally, additional costs (\$0.3 million) were incurred to update the ministry's information technology platforms and websites.

FINANCIAL INFORMATION

Ministry of International and Intergovernmental Relations

FINANCIAL STATEMENTS

For the year ended March 31, 2013

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Independent Auditor's Report

To the Members of the Legislative Assembly

Report on the Financial Statements

I have audited the accompanying financial statements of the Ministry of International and Intergovernmental Relations, which comprise the statement of financial position as at March 31, 2013, and the statements of operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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 financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ministry of International and Intergovernmental Relations as at March 31, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

[ORIGINAL SIGNED BY MERWAN N. SAHER, FCA]

Auditor General

June 5, 2013

Edmonton, Alberta

Financial Statements

STATEMENT OF OPERATIONS

Year ended March 31, 2013

(IN THOUSANDS)

	2013		2012
	BUDGET	ACTUAL	ACTUAL RESTATE (NOTE 3)
Revenues (SCHEDULE 1)			
Other Revenue	\$ 240	\$ 272	\$ 466
	<u>240</u>	<u>272</u>	<u>\$ 466</u>
Expenses - Directly Incurred (NOTE 2b AND SCHEDULE 8)			
Programs (SCHEDULES 3 AND 5)			
Ministry Support Services	5,083	5,656	4,263
Intergovernmental Relations	6,718	4,703	3,949
International Relations	24,201	18,098	14,868
	<u>36,002</u>	<u>28,457</u>	<u>23,080</u>
Net Operating Results	<u>\$ (35,762)</u>	<u>\$ (28,185)</u>	<u>\$ (22,614)</u>

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

STATEMENT OF FINANCIAL POSITION

As at March 31, 2013

(IN THOUSANDS)

	2013	2012
		RESTATED (NOTE 3)
ASSETS		
Cash and Cash Equivalents	\$ 1,930	\$ 1,932
Accounts Receivable (NOTE 4)	79	36
Advances (NOTE 5)	521	527
Tangible Capital Assets (NOTE 6)	161	145
	<u>\$ 2,691</u>	<u>\$ 2,640</u>
LIABILITIES		
Accounts Payable and Accrued Liabilities	<u>\$ 4,473</u>	<u>\$ 2,916</u>
NET LIABILITIES		
Net Liabilities at Beginning of Year	(276)	(878)
Net Operating Results	(28,185)	(22,614)
Net Financing Provided from General Revenues	<u>26,679</u>	<u>23,216</u>
Net Liabilities at End of Year	<u>(1,782)</u>	<u>(276)</u>
	<u>\$ 2,691</u>	<u>\$ 2,640</u>

Contractual obligations. (NOTE 8)

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

STATEMENT OF CASH FLOWS

Year ended March 31, 2013

(IN THOUSANDS)

	2013	2012 RESTATED (NOTE 3)
Operating Transactions		
Net Operating Results	\$ (28,185)	\$ (22,614)
Non-cash items included in Net Operating Results		
Amortization	26	29
	<hr/>	<hr/>
	(28,159)	(22,585)
(Increase) Decrease in Accounts Receivable	(43)	42
Increase (Decrease) in Accounts Payable and Accrued Liabilities	1,557	(1,058)
	<hr/>	<hr/>
Cash Applied to Operating Transactions	(26,645)	(23,601)
Capital Transactions		
Acquisition of Tangible Capital Assets	(42)	(18)
Investing Transactions		
Decrease in Advances	6	397
Financing Transactions		
Net Financing Provided from General Revenues	26,679	23,216
	<hr/>	<hr/>
Decrease in Cash and Cash Equivalents	(2)	(6)
Cash and Cash Equivalents at Beginning of Year	1,932	1,938
	<hr/>	<hr/>
Cash and Cash Equivalents at End of Year	<u>\$ 1,930</u>	<u>\$ 1,932</u>

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

NOTES TO THE FINANCIAL STATEMENTS

NOTE 1 AUTHORITY AND PURPOSE

The Ministry of International and Intergovernmental Relations operates under the authority of the *Government Organization Act*, Chapter G-10, Revised Statutes of Alberta 2000.

The purpose of the ministry is to lead government-wide policies, strategies and partnerships with other Canadian and foreign governments as well as industry, to capitalize on Alberta's regional, national and global relationships and opportunities.

The ministry fulfills this role by focusing on the following two goals:

- Alberta is a leader in advancing coordinated economic and intergovernmental relationships.
- Albertans secure greater access to Canadian and global markets, including coordinated trade promotion and investment attraction activities.

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 the Ministry of International and Intergovernmental Relations, for which the Minister of International and Intergovernmental Relations 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.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the President of Treasury Board and Minister of Finance. All cash receipts of the ministry are deposited into the Fund and all cash disbursements made by the ministry are paid from the Fund. Net Financing Provided from General Revenues is the difference between all cash receipts and all cash disbursements made.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)

(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 recorded as deferred revenue.

CREDIT OR RECOVERY

Credit or Recovery initiatives provide a basis for authorizing spending. Credits or Recoveries are shown in the details of the Government Estimates for a supply vote. If budgeted revenues are not fully realized, spending is reduced by an equivalent amount. If actual credit or recovery amounts exceed budget, the ministry may, with the approval of the Treasury Board Committee, use the excess to fund additional expenses of the program. Schedule 2 discloses information on the ministry's credit or recovery initiatives.

Expenses

DIRECTLY INCURRED

Directly incurred expenses are those costs for which the ministry has primary responsibility and accountability, as reflected in the Government's budget documents.

In addition to program operating expenses such as salaries, supplies, etc., directly incurred expenses also include:

- amortization of tangible capital assets,
- pension costs, which are the cost of employer contributions for current service of employees during the year, and
- valuation adjustments, which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay, guarantees and indemnities.

INCURRED BY OTHERS

Services contributed by other entities in support of the ministry's operations are not recognized, and are disclosed in Schedule 7 and allocated to programs in Schedule 8.

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 of the ministry are limited to financial claims, such as advances to and receivables from other organizations, employees and other individuals. Assets acquired by right are not included. Tangible capital assets of the ministry are recorded at historical cost and amortized

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)

on a straight-line basis over the estimated useful lives of the assets. The threshold for all other tangible capital assets is \$5,000.

Cash consists of deposits held with Financial Institutions.

Amortization is only charged if the tangible capital asset is use.

Liabilities

Liabilities are recorded to the extent that they represent present obligations as a result of events and transactions occurring prior to the end of the fiscal year. The settlement of liabilities will result in the sacrifice of economic benefits in the future.

Net Liabilities

Net liabilities represent the difference between the carrying value of assets held by the ministry and its liabilities.

Canadian Public Sector Accounting Standards require a “net debt” presentation for the statement of financial position in the summary financial statements of governments. Net debt presentation reports the difference between financial assets and liabilities as “net debt” or “net financial assets” as an indicator of the future revenues required to pay for past transactions and events. The ministry operates within the government reporting entity, and does not finance all its expenditures by independently raising revenues. Accordingly, these financial statements do not report a net debt indicator.

Measurement Uncertainty

(in thousands)

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount.

Accounts payable and accrued liabilities include estimates based on employment standards and regulations for international office staffs in the amount of \$711 (2012: \$686) that are subject to measurement.

The ministry’s liability could change substantially in the future, if factors considered by management in establishing the estimates were to change significantly.

Foreign Currency Transactions

The ministry uses the temporal method to translate foreign currency transactions as follows:

- monetary items are translated at the rate of exchange in effect at the balance sheet date; and
- expense items and non-monetary items are translated at the rate of exchange in effect in the period they occur.

NOTE 3 GOVERNMENT REORGANIZATION, PRIOR PERIOD RESTATEMENT

(in thousands)

Government Reorganization

As a result of cabinet restructuring announced May 8, 2012, the Ministry of Intergovernmental, International, and Aboriginal Relations became two separate Ministries. Responsibilities for Aboriginal Relations became part of the newly established "Ministry of Aboriginal Relations". Francophone Secretariat was transferred to the Ministry of Culture. The ministry is now renamed as "Ministry of International and Intergovernmental Relations".

Prior Period Restatement

Comparatives for 2012 have been restated as if the ministry had always been assigned with its current responsibilities.

Net assets (liabilities) on March 31, 2011 are made up as follows:

Net assets (liabilities) as previously reported by the Ministry of Intergovernmental, International and Aboriginal Relations at March 31, 2011.	\$ (39,239)
Transfer of Francophone Secretariat to The Ministry of Culture	(1,051)
Transfer of Aboriginal Relations programs to the Ministry of Aboriginal Relations	39,412
	<hr/>
Net assets (liabilities) at April 1, 2011	<u>\$ (878)</u>

Net Operating Results at March 31, 2012 are made up as follows:

Net Operating Results, as previously reported by the Ministry of Intergovernmental, International and Aboriginal Relations at March 31, 2012	\$ (167,036)
Transfer of Francophone Secretariat to The Ministry of Culture	540
Transfer of Net Operating Results for Ministry of Aboriginal Relations	143,882
	<hr/>
Restated Net Operating results at March 31, 2012	<u>\$ (22,614)</u>

NOTE 4 ACCOUNTS RECEIVABLE

(in thousands)

	2013			2012
	GROSS AMOUNT	ALLOWANCE FOR DOUBTFUL ACCOUNTS	NET REALIZABLE VALUE	Restated Note (3) NET REALIZABLE VALUE
Accounts Receivable	<u>\$ 79</u>	<u>\$ -</u>	<u>\$ 79</u>	<u>\$ 36</u>

Accounts receivable are unsecured and non-interest bearing.

NOTE 5 ADVANCES
(in thousands)

	2013	2012 Restated Note (3)
	NET REALIZABLE VALUE	NET REALIZABLE VALUE
Advances	\$ 521	\$ 527

Advances are primarily for operational use for the co-located international offices.

NOTE 6 TANGIBLE CAPITAL ASSETS
(in thousands)

	2013		2012
	EQUIPMENT ^(a)	COMPUTER HARDWARE AND SOFTWARE	TOTAL RESTATED (NOTE 3)
Estimated Useful Life	5 - 15 years	2 -10 years	
Historical Cost			
Beginning of year	\$ 810	\$ 116	\$ 926
Additions	-	42	18
Disposals, including write-down	-	-	(69)
	\$ 810	\$ 158	\$ 926
Accumulated Amortization			
Beginning of year	\$ 682	\$ 99	\$ 781
Amortization expense	23	3	29
Effect of disposals	-	-	(69)
	\$ 705	\$ 102	\$ 781
Net book value at March 31, 2013	\$ 105	\$ 56	\$ 161
Net book value at March 31, 2012	\$ 128	\$ 17	\$ 145

^(a) Equipment includes office equipment and furniture.

NOTE 7 OVER EXPENDITURE OF AUTHORIZED SPENDING

(in thousands)

The ministry's total of capital investment exceeded the authorized voted capital investment by \$17 for the year ended March 31, 2013. As required by the *Financial Administration Act*, this amount must be charged against the voted appropriation for the year ending March 31, 2014. See Schedule 5 to the financial statements.

NOTE 8 CONTRACTUAL OBLIGATIONS

(in thousands)

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

	2013	2012
		RESTATED (NOTE 3)
Service Contracts	\$ 1,523	\$ 248
	\$ 1,523	\$ 248

All ministry contractual obligations expire by March 31, 2014.

NOTE 9 BENEFIT PLANS

(in thousands)

The ministry participates in the multi-employer pension plans: Management Employees Pension Plan and Public Service Pension Plan. The ministry also participates in the multi-employer Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of \$2,105 for the year ended March 31, 2013 (2012 restated - \$2,474). Ministries are not responsible for future funding of the plan deficit other than through contribution increases.

At December 31, 2012, the Management Employees Pension Plan reported a deficiency of \$303,423 (2011 – deficiency \$517,726), the Public Service Pension Plan reported a deficiency of \$1,645,141 (2011 – deficiency \$1,790,383), and the Supplementary Retirement Plan for Public Service Managers had a deficiency of \$51,870 (2011 – deficiency \$53,489).

The ministry also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2013, the Bargaining Unit Plan reported an actuarial surplus of \$51,717 (2012 – surplus \$9,136) and the Management, Opted Out and Excluded Plan an actuarial surplus of \$18,327 (2012 – surplus \$10,454). The expense for these two plans is limited to the employer's annual contributions for the year.

NOTE 10 COMPARATIVE FIGURES

Certain 2012 figures have been reclassified to conform to the 2013 presentation.

NOTE 11 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Senior Financial Officer and the Acting Deputy Minister.

SCHEDULES TO THE FINANCIAL STATEMENTS

SCHEDULE 1

Revenues

Year ended March 31, 2013

(IN THOUSANDS)

	2013		2012
	BUDGET	ACTUAL	ACTUAL RESTATE (NOTE 3)
Other Revenue			
Refund of Expenditure	\$ 15	\$ 6	\$ 80
Revenues from Agreements (SCHEDULE 2)	225	266	388
Other	-	-	(2)
Total Revenues	<u>\$ 240</u>	<u>\$ 272</u>	<u>\$ 466</u>

SCHEDULE 2

Credit or Recovery

Year ended March 31, 2013

(IN THOUSANDS)

	2013		
	AUTHORIZED	ACTUAL	(SHORTFALL)/ EXCESS
International Trade Shows	\$ 225	\$ 266	\$ 41
	<u>\$ 225</u>	<u>\$ 266</u>	<u>\$ 41</u>

SCHEDULE 3

Expenses - Directly Incurred Detailed by Object

Year ended March 31, 2013

(IN THOUSANDS)

	2013		2012
	BUDGET	ACTUAL	ACTUAL RESTATE (NOTE 3)
Salaries, Wages and Employee Benefits	\$ 24,838	\$ 20,927	\$ 17,923
Supplies and Services	9,091	9,693	7,117
Grants	4,065	74	59
Financial Transactions and Other	127	99	82
Amortization of Tangible Capital Assets	109	26	29
	<u>38,230</u>	<u>30,819</u>	<u>25,210</u>
Less Recovery from Support Service Agreements with Related Parties ^(a)	(2,228)	(2,362)	(2,312)
	<u>\$ 36,002</u>	<u>\$ 28,457</u>	<u>\$ 22,898</u>

^(a) The Ministry of International and Intergovernmental Relations provides Information Management Technology, Freedom of Information and Protection of Privacy, Finance, Administration, and Human Resource Services for the Ministry of Aboriginal Relations.

Severance and termination payments amounting to \$344 for eligible executive management positions are included in salaries, wages and employee benefits and supplies and services.

SCHEDULE 4

Lapse/Encumbrance

Year ended March 31, 2013

(IN THOUSANDS)

	VOTED ESTIMATE ⁽¹⁾	ADJUSTMENTS ⁽²⁾	SUPPLEMENTARY ESTIMATE ⁽³⁾	ADJUSTED VOTED ESTIMATE	ACTUAL ⁽⁴⁾	UNEXPENDED (OVER EXPENDED)
Program - Operating						
1.0 Ministry Support Services						
1.0.1 Minister's Office	\$ 456	\$ -	\$ -	\$ 456	\$ 455	\$ 1
1.0.2 Associate Minister's Office	-	-	-	-	263	(263)
1.0.3 Deputy Minister's Office	601	-	-	601	591	10
1.0.4 Communications	386	-	-	386	375	11
1.0.5 Corporate Services	3,506	-	-	3,506	3,889	(383)
	<u>\$ 4,949</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,949</u>	<u>\$ 5,573</u>	<u>\$ (624)</u>
2.0 Intergovernmental Relations						
	<u>\$ 6,718</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,718</u>	<u>\$ 4,698</u>	<u>\$ 2,020</u>
3.0 International Relations						
3.0.1 International Relations	\$ 15,969	\$ -	\$ -	\$ 15,969	\$ 11,804	\$ 4,165
3.0.2 International Offices	8,232	-	-	8,232	6,245	1,987
	<u>\$ 24,201</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 24,201</u>	<u>\$ 18,049</u>	<u>\$ 6,152</u>
Total	<u>\$ 35,865</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 35,868</u>	<u>\$ 28,320</u>	<u>\$ 7,548</u>
Lapse/(Encumbrance)						<u>\$ 7,548</u>
Program - Capital Investments						
1.0 Ministry Support Services						
1.0.5 Corporate Services	\$ 25	\$ -	\$ -	\$ 25	\$ 42	\$ (17)
Total	<u>\$ 25</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 25</u>	<u>\$ 42</u>	<u>\$ (17)</u>
Lapse/(Encumbrance)						<u>\$ (17)</u>

⁽¹⁾ 2012-13 Government Estimates Restated for Reorganization pages of the 2012-13 Supplementary Supply Estimates.

⁽²⁾ Adjustments include encumbrances, capital carry forward amounts and credit or recovery increases approved by Treasury Board and credit and recovery shortfalls. An encumbrance is incurred when, on a vote by vote basis, the total of actual disbursements in the prior year exceed the total adjusted estimate. All calculated encumbrances from the prior year are reflected as an adjustment to the reduce corresponding Voted Estimate in the current year.

⁽³⁾ Per the Supplementary Supply Estimates approved on March 5, 2013.

⁽⁴⁾ Actuals exclude non-voted amounts such as amortization and valuation adjustments.

SCHEDULE 5

Comparison of Actual and Budget

Year ended March 31, 2013

(IN THOUSANDS)

	ESTIMATE ⁽¹⁾	ACTUAL VOTED	ACTUAL NOT VOTED ⁽²⁾	ACTUAL TOTAL	DIFFERENCE
EXPENSES					
Expense by Program					
1.0 Ministry Support Services					
1.0.1 Minister's Office	\$ 456	\$ 455	\$ 29	\$ 484	\$ (28)
1.0.2 Associate Minister's Office	-	263	25	288	(288)
1.0.3 Deputy Minister's Office	601	591	(41)	550	51
1.0.4 Communications	386	375	(6)	369	17
1.0.5 Corporate Services	3,640	3,889	76	3,965	(325)
	<u>\$ 5,083</u>	<u>\$ 5,573</u>	<u>\$ 83</u>	<u>\$ 5,656</u>	<u>\$ (573)</u>
2.0 Intergovernmental Relations	<u>\$ 6,718</u>	<u>\$ 4,698</u>	<u>\$ 5</u>	<u>\$ 4,703</u>	<u>\$ 2,015</u>
3.0 International Relations					
3.0.1 International Relations	\$ 15,969	\$ 11,804	\$ 17	\$ 11,821	\$ 4,148
3.0.2 International Offices	8,232	6,245	32	6,277	1,955
	<u>\$ 24,201</u>	<u>\$ 18,049</u>	<u>\$ 49</u>	<u>\$ 18,098</u>	<u>\$ 6,103</u>
Total	<u>\$ 36,002</u>	<u>\$ 28,320</u>	<u>\$ 137</u>	<u>\$ 28,457</u>	<u>\$ 7,545</u>
Expense by Fiscal Plan Category					
Operating Expense	\$ 35,893	\$ 28,320	\$ 111	\$ 28,431	\$ 7,462
Amortization of Tangible Capital Assets	109	-	26	26	83
Total	<u>\$ 36,002</u>	<u>\$ 28,320</u>	<u>\$ 137</u>	<u>\$ 28,457</u>	<u>\$ 7,545</u>
Capital Investment by Program					
1.0.5 Corporate Services	\$ 25	\$ 42	\$ -	\$ 42	\$ (17)
Total	<u>\$ 25</u>	<u>\$ 42</u>	<u>\$ -</u>	<u>\$ 42</u>	<u>\$ (17)</u>

⁽¹⁾ As per page 2 to page 5 of the 2012-13 Supplementary Supply Estimates.

⁽²⁾ These amounts are not included in any supply vote either because no cash disbursement is required or because the Legislative Assembly has already provided funding authority pursuant to a statute other than an appropriation act.

SCHEDULE 6

Salary and Benefits Disclosure

Year Ended March 31, 2013

	2013			2012	
	BASE SALARY ⁽¹⁾	OTHER CASH BENEFITS ⁽²⁾	OTHER NON-CASH BENEFITS ⁽³⁾	TOTAL	TOTAL RESTATED ⁽⁴⁾
Deputy Minister ⁽⁵⁾	\$ 274,105	\$ -	\$ 87,208	\$ 361,313	\$ 348,061
Minister, Counsellor - United States ⁽⁶⁾	130,173	20,038	18,529	168,740	129,544
Alberta Representative in Asia ⁽⁷⁾	289,310	51,247	152,209	492,766	158,769
Alberta Representative in Ottawa ⁽⁸⁾	43,224	6,919	7,724	57,867	-
Executives					
Assistant Deputy Minister - Intergovernmental Relations	192,152	15,520	55,714	263,386	251,844
Assistant Deputy Minister - International Relations ⁽⁹⁾	191,444	61,410	48,556	301,410	216,690
Assistant Deputy Minister - Corporate Services ⁽¹⁰⁾	189,005	-	53,911	242,916	227,060

Total salary and benefits relating to a position are disclosed.

Schedule prepared in accordance with Treasury Board Directive 12/98 as amended (the Directive).

⁽¹⁾ Base salary includes pensionable base pay.

⁽²⁾ Other cash benefits include vacation payouts and lump sum payments. There were no bonuses paid in 2013.

⁽³⁾ Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, supplementary retirement plans, health care, dental coverage, health spending account, group life insurance, short and long term disability plans, professional memberships and tuition fees, including tuition fees for dependent children residing with internationally posted employees.

⁽⁴⁾ The ministry was established as a result of restructuring one government ministry into two announced on May 8, 2012. Comparatives for 2012 have been restated as if the Departments have always been assigned with their current responsibilities.

⁽⁵⁾ Automobile provided, no dollar amount included in other non-cash benefits.

⁽⁶⁾ The position was vacant between July 21, 2012 and January 31, 2013 and was occupied by two individuals when occupied. Full salary and benefits are disclosed in this Schedule.

⁽⁷⁾ Position was created December 2, 2011.

⁽⁸⁾ This is a new position and the incumbent was appointed to this position January 31, 2013.

⁽⁹⁾ The position was occupied by two individuals at different times. Full Salary and benefits are disclosed in this schedule.

⁽¹⁰⁾ The incumbent's services are shared with the Ministry of Aboriginal Relations, which contributes its own share of the cost of salary and benefits. Full salary and benefits are disclosed in this Schedule.

SCHEDULE 7

Related Party Transactions

Year Ended March 31, 2013

(IN THOUSANDS)

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta's financial statements. Related parties also include key management personnel in the ministry.

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

	2013	2012
Expenses – Directly Incurred		
Supplies and services provided by other ministries	\$ 306	\$ 80
Payable to other ministries	\$ -	\$ 4

The above transactions do not include support service arrangement transactions disclosed in Schedule 3.

The ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not recorded in the financial statements but are disclosed in Schedule 8.

	2013	2012
Expenses – Incurred by Others:		
Accommodation	\$ 2,378	\$ 1,753
Legal services	194	196
Air transportation	233	104
Business services & other	988	801
	<u>\$ 3,793</u>	<u>\$ 2,854</u>

SCHEDULE 8

Allocated Costs

Year Ended March 31, 2013

(IN THOUSANDS)

PROGRAM	2013						2012
	EXPENSES-INCURRED BY OTHERS						TOTAL EXPENSES RESTATED (NOTE 3)
	EXPENSES ⁽¹⁾	ACCOM- MODATION COSTS ⁽²⁾	LEGAL SERVICES ⁽³⁾	AIR TRANS- PORTATION ⁽⁴⁾	BUSINESS SERVICES & OTHER ⁽⁵⁾	TOTAL EXPENSES	TOTAL EXPENSES RESTATED (NOTE 3)
Ministry Support Services	\$ 5,656	\$ 636	\$ 45	\$ -	\$ 265	\$ 6,602	\$ 4,910
Intergovernmental Relations	4,703	509	121	117	211	\$ 5,661	4,633
International Relations	18,098	1,233	28	116	512	\$19,987	16,391
	<u>\$28,457</u>	<u>\$2,378</u>	<u>\$ 194</u>	<u>\$ 233</u>	<u>\$ 988</u>	<u>\$32,250</u>	<u>\$25,934</u>

⁽¹⁾ Expenses - Directly Incurred as per Statement of Operations.

⁽²⁾ Costs shown for Accommodation on Schedule 7, allocated by full time equivalent.

⁽³⁾ Costs shown for Legal Services on Schedule 7, allocated by estimated costs incurred by each program.

⁽⁴⁾ Air transportation costs based on 50/50 split.

⁽⁵⁾ Other costs include Service Alberta and Treasury Board and Finance expenses not billed.

OTHER INFORMATION

Performance Measures Methodology

Client Satisfaction Survey

Performance Measures 1.a, 1.b, and 2.a *Percentage of clients satisfied with services to coordinate and advance Alberta's interests (1.a), Percentage of clients satisfied with services to build strategic and economic relationships (1.b), Percentage of clients satisfied with services to compete in global markets and within Canada (2.a).*

Client satisfaction is a key measure of the ministry's performance. A "client" is defined as anyone receiving services from the ministry. Both internal (provincial government) and external (non-provincial government) clients are surveyed. Clients of the International Offices are surveyed in a separate biennial survey (performance measure 2.b).

The 2011-12 survey was conducted between October 12 to November 2, 2012, by Resinnova, an independent consultant. A total of 722 invitations to complete an online survey were sent, with 24 e-mail addresses found to be inaccurate, for an adjusted total number of 598 invitations. A total of 286 clients completed the survey for an overall response rate of 40 per cent.

Performance measures 1.a, 1.b, and 2.a are based on three indexes that were developed to capture client satisfaction with ministry services. The indexes are based on questions relating to client satisfaction with the following service areas:

PERFORMANCE MEASURE 1.a:

Percentage of clients satisfied with services to coordinate and advance Alberta's interests

The provision of strategic advice and direction on intergovernmental strategies

The development and coordination of Alberta's international strategies, advocacy initiatives, and relationships

Support for the development and negotiation of intergovernmental agreements

The development and review of international agreements

PERFORMANCE MEASURE 1.b:

Percentage of clients satisfied with services to build strategic and economic relationships

Support for Alberta's participation in intergovernmental meetings of First Ministers, Premiers, and Cabinets

Services of the Alberta Washington Office

The organization of, or support for, incoming international visits or missions

Support for in-market programs such as seminars, workshops, trade shows and trade missions overseas

Planning, coordination and/or advice for missions undertaken by the Premier and Ministers

Identification of, and introduction to, key contacts and networks

PERFORMANCE MEASURE 2.a:

Percentage of clients satisfied with services to compete in global markets and within Canada

Advice on international business and cultural practices

Provision of market information and intelligence

The development and advancement of Alberta positions in trade and investment negotiations

The analysis and interpretation of trade agreements

The implementation and management of trade agreements, including dispute resolution

IMPORTANT NOTE: The ministry introduced new goals in its 2013-16 Ministry Business Plan. As a result, all of the ministry performance measures identified in this report will be replaced by new client satisfaction performance measures.

Inventory of International and Intergovernmental Agreements

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
1/7/2011	Alberta-Canada: Farm Credit Canada, "Contribution Agreement for Best Practices Mission to British Columbia"	Agriculture and Rural Development
1/7/2011	Alberta-Canada-United States-United Kingdom-Australia-New Zealand: "Memorandum of Understanding - Genome Canada Project: Whole Genome Selection through Genome Wide Imputation in Beef Cattle"	Agriculture and Rural Development
1/2/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Collaborating Institutions Agreement - Examination of Various Pea Flours"	Agriculture and Rural Development
21/2/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Letter of Occupation, Supernet Lethbridge Research Centre"	Agriculture and Rural Development
21/2/2012	Alberta-Canada-All Provinces: "Growing Forward 2 - F/P/T Multilateral Framework Agreement"	Agriculture and Rural Development
31/3/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Amendment - CIA-ESN Fertilizer Technology Development"	Agriculture and Rural Development
31/3/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Amendment to the Collaborating Institutions Agreement for Environmentally Smart Nitrogen Technology Development"	Agriculture and Rural Development
1/4/2012	Alberta-Saskatchewan: Agriculture, "Letter of Understanding between Alberta and Saskatchewan for the Screening of Elk and Deer Tissue Samples"	Agriculture and Rural Development
1/4/2012	Alberta-Yukon: Department of Energy, Mines and Resources, "Letter of Understanding"	Agriculture and Rural Development
10/4/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Feed Quality Evaluations Near Infrared Reflectance Spectroscopy-Collaborating Institutions Amendment - 2007C001R"	Agriculture and Rural Development
1/5/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Early Post-Mortem Determination of Carcass Fat and Marbling Composition in a Population of Hogs Fed Corn Distillers Dried Grains with Solubles"	Agriculture and Rural Development
25/7/2012	Alberta-Canada: Agriculture and Agri-Food Canada: "Notice of Change for Collaborating Institutions Agreement"	Agriculture and Rural Development
1/8/2012	Alberta-Canada: Consulate General of Canada, Mumbai, "Business Mission Agreement"	Agriculture and Rural Development
1/8/2012	Alberta-Canada: Farm Credit Canada, "Contribution Agreement between Alberta Agriculture and Rural Development and Farm Credit Canada"	Agriculture and Rural Development

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
3/8/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Application for Space and Participation Agreement - Trade booth rental for SIAL Paris 2012"	Agriculture and Rural Development
1/9/2012	Alberta-Canada: Consulate General of Canada, Chandigarh, "Specified Purpose Account Agreement - Alberta's Contribution on Mission to Agro Tech 2012 in India"	Agriculture and Rural Development
1/9/2012	Alberta-Canada: Consulate General of Canada, Hong Kong, "Specified Purpose Account Agreement - Alberta's Contribution to Canadian Food Promotions Mission in Hong Kong - September 2012"	Agriculture and Rural Development
15/9/2012	Alberta-BC-Saskatchewan: "NWP Agriculture Ministerial Mission to Asia"	Agriculture and Rural Development
1/10/2012	Alberta-Canada: "Memorandum of Understanding - National Microbiological Baseline Study in Broiler Chicken - Retail Sample Collection"	Agriculture and Rural Development
5/11/2012	Alberta-Canada: Canadian Beef Cattle Research, Market Development and Promotion Agency, "Project Investment Agreement for the Canada Beef Inc. Annual Forum"	Agriculture and Rural Development
18/12/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Collaborating Institutions Agreement - Early Post-Mortem Determination of Carcass Fat and Marbling Composition in a Population of Hogs Fed Corn Distillers Dried Grains with Solubles"	Agriculture and Rural Development
11/2/2013	Alberta-Canada: Department of Foreign Affairs and International Trade, "Special Projects Agreement"	Agriculture and Rural Development
26/3/2013	Alberta-Canada: Agriculture and Agri-Food Canada, "Amending Agreement"	Agriculture and Rural Development
17/4/2013	Alberta-Canada: Agriculture and Agri-Food Canada "A Bilateral Agreement to Implement Growing Forward 2"	Agriculture and Rural Development
1/9/2011	Alberta-Canada: Agriculture and Agri-Food Canada, "Automated and Early Detection of Bovine Respiratory Disease Complex Investment Agreement"	Agriculture and Rural Development
13/2/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Investment Agreement – Optimizing Pork Quality Through Integrated Management Strategies"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/3/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Amendment for Omega-3 Fatty Acid Deposition in Beef Cows"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/3/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Investment Agreement Regarding Prevalence of Campylobacteriosis in Southern Alberta"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
5/3/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "2011 Canada-Alberta Salmonella Enteritidis Initiative"	Agriculture and Rural Development
7/3/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Enzyme Additives to Improve Nutritive Value of Preserved Grasses"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
23/3/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Amendment – Prevalence and Characterization of Methicillin-Resistant Staphylococcus Aureus (MRSA)"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
30/3/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Investment Agreement – Genetic Improvement of White Prairie Clover"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
30/3/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Recovery, Enumeration and Characterization of Pathogens from Retail Meats"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/4/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Diagnosis of Parasites in Livestock using Nanobody Antigen Capture Investment Agreement"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/4/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Minimizing the Risk of Subacute Ruminal Acidosis in Feedlot Cattle"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/5/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Evaluation of Novel Processing and Packaging Technologies to Improve Competitiveness of the Canadian Bison Industry"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
7/5/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Research Towards Third Generation Silage Inoculants"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
10/7/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Amendment – Behaviour of Listeria Under Conditions Representative of Meat Processing Plants"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
31/10/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Project Investment Agreement for the Future of Food in Healthcare Conference"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
1/1/2013	Alberta-Canada: Agriculture and Agri-Food Canada, "Occurrence, Characterization and Risk Factors Associated with Lameness within Alberta Feedlots"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/2/2013	Alberta-Canada: Agriculture and Agri-Food Canada, "Investment Agreement – Effective Alternatives to Antimicrobial Growth Promoters for Livestock Production"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/4/2012	Alberta-Canada: Agriculture and Agri-Food Canada, "Investment Agreement for Research into Dry Bean Cultivars for Alberta"	Alberta Innovates – Bio Solutions
31/8/2012	Alberta-Canada: Canadian Institute of Health Research, "Renewal to Joint Funding Agreement – Partnerships for Health System Improvement"	Alberta Innovates – Health Solutions
10/10/2012	Alberta-Canada: Canadian Institute of Health Research, "Memorandum of Understanding for the Evidence-Informed Healthcare Renewal Portal"	Alberta Innovates – Health Solutions
6/2/2013	Alberta-Quebec-Manitoba-New Brunswick-Newfoundland and Labrador-Nova Scotia-Ontario-Saskatchewan: "Cost Sharing Formula Adjustment"	Alberta Innovates – Health Solutions
13/3/2013	Alberta-Quebec-Manitoba-New Brunswick-Newfoundland and Labrador-Nova Scotia-Ontario-Saskatchewan: "Memorandum of Understanding Between Members of NAPHRO"	Alberta Innovates – Health Solutions
31/3/2012	Alberta-Canada: National Research Council of Canada, "nanoWorks Collaborative Research Grant Agreement – Jet-Lube of Canada"	Alberta Innovates - Technology Futures
1/4/2012	Alberta-Canada: Consulate General of Canada, San Francisco, "Specified Purpose Agreement"	Alberta Innovates - Technology Futures
1/4/2012	Alberta-Manitoba: Manitoba Food and Development Centre, "Fee-for-Service Agreement"	Alberta Innovates - Technology Futures
1/5/2012	Alberta-Nunavut: Department of Community and Government Services, "Fuel Sample Analysis and Reporting Contract"	Alberta Innovates - Technology Futures
3/5/2012	Alberta-Manitoba: Department of Agriculture, Food and Rural Initiatives, "Service Contract for Field Trials of the 'TM Agricultural' Soil Supplement"	Alberta Innovates - Technology Futures
29/6/2012	Alberta-Canada: Department of National Defence, "Call-up Against a Standing Offer – Pre-Clinical Toxicological Assessment"	Alberta Innovates - Technology Futures
29/6/2012	Alberta-Canada: Department of National Defence, "Call-up Against a Standing Offer – Toxic Dose Range Assessment"	Alberta Innovates - Technology Futures
29/6/2012	Alberta-Canada: Department of National Defence, "Call-up Against a Standing Offer – Toxicological Assessment"	Alberta Innovates - Technology Futures

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16/7/2012	Alberta-Canada: Natural Resources Canada, "Consulting Services Agreement for Geochemical Software Training"	Alberta Innovates - Technology Futures
16/8/2012	Alberta-Northwest Territories: Department of Environment and National Resources, "Contract for Services – Wood and Ash Testing"	Alberta Innovates - Technology Futures
17/8/2012	Alberta-Canada: Health Canada, "Standing Offer Agreement"	Alberta Innovates - Technology Futures
1/9/2012	Alberta-Canada: National Research Council of Canada, "nanoWorks Collaborative Research Grant Agreement – Katch Kan Ltd."	Alberta Innovates - Technology Futures
6/9/2012	Alberta-Canada: Natural Resources Canada, "Service Agreement for Groundwater Testing"	Alberta Innovates - Technology Futures
30/11/2012	Alberta-Canada: Health Canada, "Application for Renewal of Controlled Drugs and Substances Dealer's License"	Alberta Innovates - Technology Futures
13/2/2013	Alberta-Canada: Department of National Defence, "Call-up Against a Standing Offer"	Alberta Innovates - Technology Futures
25/2/2013	Alberta-Canada: Environment Canada, "Short-Form Service Contract"	Alberta Innovates - Technology Futures
5/6/2012	Alberta-Canada: Canadian Museum of Civilization, "Outgoing Loan Agreement - Queen's Rent Elk Hide"	Culture
4/9/2012	Alberta-Norway: The Royal Norwegian Embassy, "Cold Recall: Reflections of a Polar Explorer Exhibit"	Culture
18/9/2012	Alberta-Ontario: Royal Ontario Museum, "Loan Agreement regarding the Seeds in Disguise Exhibit"	Culture
15/12/2012	Alberta-Canada: Heritage Canada, "Memorandum of Agreement Concerning the Development and Implementation of a Process to Gather and Disseminate Information on Financial Supports for the Conservation of Historic Places in Canada"	Culture
18/3/2013	Alberta-Canada: Heritage Canada, "Memorandum of Understanding Concerning the Development and Implementation of a Process to Gather and Disseminate Information on Financial Supports for the Conservation of Historic Places in Canada"	Culture
8/8/2012	Alberta-Ukraine: Lviv Oblast State, "Agreement for a Special Language Advisor and Special Project Officer-Ukraine"	Education
5/9/2012	Alberta-Japan: Hokkaido, "Renewal - Memorandum of Understanding between Alberta Education and the Hokkaido Board of Education and Participating School Boards in Alberta for the REX (Regional and Educational Exchanges for Mutual Understanding) Teacher Program"	Education

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1/10/2012	Alberta-France: Ministry of National Education, "Declaration of Intent between the Minister of National Education of the French Republic and the Minister of Education of the Province of Alberta (Canada)"	Education
30/10/2012	Alberta-Mexico: State of Jalisco, "Framework Agreement Between Alberta and Jalisco for Developing Increased Cooperation in Education (K-12 Education)"	Education
28/2/2013	Alberta-Canada: Heritage Canada, "Complementary Funding: Canada-Alberta Agreement on Minority Language Education and Second Language Instruction (2012-2013)"	Education
11/9/2012	Alberta-Canada-British Columbia-Saskatchewan-Manitoba-Ontario-Quebec-New Brunswick-Nova Scotia-Prince Edward Island-Newfoundland and Labrador-Yukon-Northwest Territories-Nunavut: "The Fourth Intergovernmental Geoscience Accord"	Energy – Energy Resources Conservation Board
1/7/2010	Alberta-Saskatchewan: Advanced Education, Employment and Immigration, "Interprovincial Agreement for Occupational Therapy Program"	Enterprise and Advanced Education
1/8/2011	Alberta-Northwest Territories: Education, Culture and Employment, "Memorandum of Understanding for Apprenticeship Training Seats"	Enterprise and Advanced Education
20/7/2012	Alberta-Finland: Finnish Funding Agency for Technology and Innovation, "Memorandum of Understanding - Technology Design and Commercialization"	Enterprise and Advanced Education
22/8/2012	Alberta-Canada: Department of National Defence, "Agreement for Non-Defence Use of Real Property"	Enterprise and Advanced Education
24/9/2012	Alberta-Canada: Consulate General of Canada, Mumbai, "Business Mission Agreement"	Enterprise and Advanced Education
4/12/2012	Alberta-Canada: Statistics Canada, "Letter of Agreement - Survey of Innovation and Business Strategy"	Enterprise and Advanced Education
15/1/2013	Alberta-Canada: Human Resources and Skills Development Canada, "Letter of Understanding Regarding the Sharing of Information Related to Private Vocational Training Institutions in Alberta"	Enterprise and Advanced Education
18/1/2012	Alberta-Saskatchewan: Environment Saskatchewan, "Amendment to the Memorandum of Understanding Regarding the Control and Management of Mountain Pine Beetle"	Environment and Sustainable Resource Development
1/2/2012	Alberta-Canada: Parks Canada, "Letter of Agreement between Sustainable Resource Development and Parks Canada for the Genetic Conservation and Restoration of Alberta Populations of Whitebark and Limber Pine"	Environment and Sustainable Resource Development
1/3/2012	Alberta-Canada: Natural Resources Canada, "Memorandum of Understanding for the Remeasurement of the National Forest Inventory"	Environment and Sustainable Resource Development

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1/3/2012	Alberta-Montana-Saskatchewan: Montana Fish and Wildlife-Environment Saskatchewan, "Memorandum of Understanding for the Northern Sage Brush Steppe Initiative among Three Members of the Western Association of Fish and Wildlife Agencies"	Environment and Sustainable Resource Development
12/4/2012	Alberta-Canada: Natural Resources Canada: "Letter of Agreement"	Environment and Sustainable Resource Development
4/5/2012	Alberta-Canada: Natural Resources Canada, "Letter of Agreement for the Support of the Canadian Council on Geomatics (CCOG) and CCOG Secretariat Operations"	Environment and Sustainable Resource Development
21/8/2012	Alberta-Canada: Health Canada, "Memorandum of Agreement for Services"	Environment and Sustainable Resource Development
9/9/2012	Alberta-Saskatchewan: Environment Saskatchewan, "Amendment to the Memorandum of Understanding Regarding the Control and Management of Mountain Pine Beetle"	Environment and Sustainable Resource Development
5/10/2012	Alberta-Canada: Environment Canada, "Schedule D (Estimates) Projected Contributions by Parties Canada-Alberta Agreement on Hydrometric Monitoring"	Environment and Sustainable Resource Development
8/10/2012	Alberta-Canada: Natural Resources Canada, "Contribution Agreement for the National Fire Smart Workshop"	Environment and Sustainable Resource Development
10/10/2012	Alberta-Canada-All Provinces: Environment Canada, "Renewal - Memorandum of Understanding - Canada-Wide National Air Pollution Surveillance Program"	Environment and Sustainable Resource Development
10/10/2012	Alberta-Saskatchewan-Manitoba: Environment Saskatchewan-Manitoba Conservation and Water Stewardship, "Cost-Sharing Agreement for the Introductions and Transfer of Aquatic Animals Renewal Task Group"	Environment and Sustainable Resource Development
1/11/2012	Alberta-China: Jiangsu Province, "Memorandum of Understanding with Jiangsu Province"	Environment and Sustainable Resource Development
1/11/2012	Alberta-China: Zhejiang Province, "Memorandum of Understanding with Zhejiang Province"	Environment and Sustainable Resource Development
30/9/2011	Alberta-Canada: Royal Canadian Mounted Police, "Alberta Health and Wellness (AHW) and Royal Canadian Mounted Police (RCMP) Amending Agreement #2"	Health
1/11/2011	Alberta-Canada: Health Canada, "Memorandum of Agreement on the Toll-Free Quitline Numbers on Tobacco Packaging Initiative"	Health

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1/4/2012	Alberta-Saskatchewan: Saskatchewan Ministry of Health, "Lloydminster On-Call Services Grant Agreement"	Health
1/9/2012	Alberta-Manitoba: Healthy Child Manitoba, "'Growing Up Ok!' Copyright Agreement"	Health
1/10/2012	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding for the Royal Canadian Mounted Police Enrolment Program"	Health
1/10/2012	Alberta-Canada: Statistics Canada, "Licence Agreement for Free Public Use Microdata Files - Canadian Tobacco Use Monitoring Survey (CTUMS)"	Health
1/10/2012	Alberta-Canada: Statistics Canada, "Licence Agreement for Free Public Use Microdata Files - Households and the Environment Survey (HES)"	Health
1/4/2013	Alberta-Saskatchewan: Healthy Eating & Active Living (HEAL) Copyright Agreement	Health
5/4/2013	Alberta-Saskatchewan: Letter of Understanding on Biomonitoring Data Sharing	Health
9/4/2013	Alberta-Manitoba: Healthy Child Manitoba, "'Growing Up OK!' Amending Agreement"	Health
1/4/2011	Alberta-Canada: Aboriginal Affairs and Northern Development Canada, "July 2012 Siksika Child, Youth and Family Enhancement Master Agreement Extension"	Human Services
1/10/2011	Alberta-Canada: Aboriginal Affairs and Northern Development Canada, "October 2011 Siksika Child, Youth and Family Enhancement Master Agreement Extension"	Human Services
10/11/2011	Alberta-Canada: Human Resources and Skills Development Canada, "Labour Market Development Agreement - Joint Labour Market Information Strategy"	Human Services
1/4/2012	Alberta-Canada: Aboriginal Affairs and Northern Development Canada, "April 2012 Siksika Child, Youth and Family Enhancement Master Agreement Extension"	Human Services
13/4/2012	Alberta-British Columbia: Community Living British Columbia, "Information Sharing Agreement"	Human Services
13/4/2012	Alberta-Canada: Aboriginal Affairs and Northern Development Canada, "April 2012 Yellowhead Tribal Services / Canada / Alberta Amending and Extension Agreement"	Human Services
13/4/2012	Alberta-Canada: Status of Women Canada, "Letter of Agreement Between Status of Women Canada and Alberta Human Services"	Human Services
1/6/2012	Alberta-Canada: Canada Revenue Agency, "Memorandum of Understanding for the Provision of Taxpayer Information for those Taxpayers Under the Care of the Public Trustee of Alberta"	Human Services

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18/10/2012	Alberta-Canada: Health Canada, Consumer and Clinical Radiation Protection Bureau, "Memorandum of Understanding - Scientific and Technical Collaboration and Collection of Computed Tomography (CT) Diagnostic Imaging Data"	Human Services
26/10/2012	Alberta-Canada: Statistics Canada, "Licence Agreement for Public Use Microdata Files"	Human Services
28/12/2012	Alberta-Canada: Canada Revenue Agency, "Memorandum of Understanding for Income Verification Programs - Child Care Subsidy"	Human Services
27/02/2013	Alberta-Canada: Memorandum of Understanding for the Transfer of Funds Associated with the Directors of Child Welfare Working Group	Human Services
1/3/2013	Alberta-Canada: Aboriginal Affairs and Northern Development Canada, "2013 Child, Youth and Family Enhancement Agreement"	Human Services
4/3/2013	Alberta-Ontario: Ministry of Children and Youth Services, "Memorandum of Understanding"	Human Services
1/4/2012	Alberta-Canada: Public Works and Government Services Canada, "Agreement on Language Services"	International and Intergovernmental Relations
30/4/2012	Alberta-British Columbia-Saskatchewan: "Western Canada Co-located International Office and Resource Sharing Agreement (Renewal) - Shanghai, China"	International and Intergovernmental Relations
1/4/2010	Alberta-Canada: Justice Canada, "Funding Agreement: Enhanced French Language Training 2010-2013"	Justice and Solicitor General
1/4/2011	Alberta-Canada: Justice Canada, "Project Funding Agreement for Enhancement of Services to Victims of Crime in Alberta."	Justice and Solicitor General
13/1/2012	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding for Secondment of an Alcohol Toxicologist"	Justice and Solicitor General
1/3/2012	Alberta-Canada: Canadian Broadcasting Corporation, "Lease Agreement for the Use of Space on Telecommunications Towers for the First Responders Radio Project"	Justice and Solicitor General
1/4/2012	Alberta-Canada: Canada Border Services Agency, "Amendment to the Agreement Respecting Detention of Persons Detained Under the Immigration and Refugee Protection Act"	Justice and Solicitor General
1/4/2012	Alberta-Canada: Justice Canada, "Contribution Agreement for Transfer Payment for Operation of the Edmonton Drug Treatment and Restoration Court"	Justice and Solicitor General
1/4/2012	Alberta-Canada: Justice Canada, "Family Justice Project 2012-2013 Funding Agreement (Supporting Families Fund)"	Justice and Solicitor General

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1/4/2012	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Three to the Community Tripartite Agreement for the Provision of Policing Services to the Stoney Nakoda First Nation"	Justice and Solicitor General
1/5/2012	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Memorandum of Understanding Concerning the Provision of Personal Information for the Purposes of Developing Research within Federal Corrections"	Justice and Solicitor General
7/6/2012	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding between Fish and Wildlife Enforcement Branch and the Canadian Police Information Centre (CPIC)"	Justice and Solicitor General
12/6/2012	Alberta-Canada: Canada Revenue Agency, "Memorandum of Understanding for the Administration of Consolidated Direct Deposit"	Justice and Solicitor General
29/8/2012	Alberta-Canada: Royal Canadian Mounted Police, Forty-one [41] "Letters of Agreement Concerning the Secondment of Supernumerary Special Constables"	Justice and Solicitor General
25/9/2012	Alberta-Saskatchewan: Saskatchewan Ministry of Justice, "Memorandum of Understanding Concerning the Use of Videoconferencing for Court Proceedings - Extension of Agreement"	Justice and Solicitor General
27/9/2012	Alberta-Canada: Canadian International Development Agency, "Amendment to Ukraine Juvenile Justice Reform Agreement"	Justice and Solicitor General
17/10/2012	Alberta-Canada: Canadian International Development Agency, "Consulting and Professional Services Contract - Amendment 4"	Justice and Solicitor General
30/11/2012	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding – Community Peace Officers"	Justice and Solicitor General
19/12/2012	Alberta-Canada-Yukon: "Memorandum of Understanding on the Investigation of Serious Incidents Involving the Territorial Police Service"	Justice and Solicitor General
1/1/2013	Alberta-Canada: Royal Canadian Mounted Police, "Gaming Investigation Team Working Agreement"	Justice and Solicitor General
13/2/2013	Alberta-Canada: Canadian Security Intelligence Service, "Secondment Agreement between the Canadian Security Intelligence Service (CSIS) and the Alberta Security and Strategic Intelligence Support Team (ASSIST)"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number One to the Community Tripartite Agreement for the Provision of Policing Services to the Woodland Cree First Nation"	Justice and Solicitor General

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14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number One to the Community Tripartite Agreement for the Provision of Policing Services to the Whitefish Lake - Reserve #128 (Goldfish Lake) First Nation"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Three to the Community Tripartite Agreement for the Provision of Policing Services to the Enoch Cree First Nation"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Three to the Community Tripartite Agreement for the Provision of Policing Services to the Ermineskin Tribe, Montana First Nation and Samson Cree Nation"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Four to the Community Tripartite Agreement"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Four to the Community Tripartite Agreement for the Provision of Policing Services to the Duncan's First Nation"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Four to the Community Tripartite Agreement for the Provision of Policing Services to the Sturgeon Lake Cree Nation"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Four to the Framework Agreement for the Continuation of the RCMP Aboriginal Community Constable Program (ACCP)"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Four to the Transitional Tripartite Agreement"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Six to the Transitional Tripartite Agreement"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Seven to the RCMP FNCS Framework Agreement"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Nine to the Agreement for the Continuance of Effective Policing on the Tsuu T'ina Nation Territory"	Justice and Solicitor General
14/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amendment Number Eleven to the 2004-2009 Blood Tribe Agreement"	Justice and Solicitor General

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8/4/2013	Alberta-Canada: Justice Canada, "Agreement Respecting Adult and Youth Criminal Legal Aid, Immigration and Refugee Legal Aid and Court-Ordered Counsel in Federal Prosecutions"	Justice and Solicitor General
2/3/2012	Alberta-Canada: Royal Canadian Mounted Police, "Amber Alert Memorandum of Understanding"	Justice and Solicitor General
1/4/2011	Alberta-Canada: Aboriginal Affairs and Northern Development Canada, "2011-13 Multi-Year Comprehensive Funding Arrangement Extension"	Municipal Affairs – Alberta Emergency Management Agency
1/6/2012	Alberta-British Columbia-Manitoba-New Brunswick-Newfoundland and Labrador-Northwest Territories-Nova Scotia-Nunavut-Ontario-Quebec-Saskatchewan-Yukon-Prince Edward Island: The provincial and Territorial Emergency Management Organizations in Canada, CCEMO Secretariat Memorandum of Understanding	Municipal Affairs – Alberta Emergency Management Agency
1/4/2012	Alberta-Canada: Industry Canada, "BizPal Intergovernmental Letter of Agreement"	Service Alberta
1/7/2012	Alberta-British Columbia-Saskatchewan: "New West Partnership Trade Agreement Registrar's Agreement"	Service Alberta
5/9/2012	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Registries On-Line Electronic Access Agreement - Alberta Corporate Property Registry Electronic System"	Service Alberta
5/9/2012	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Registries On-Line Electronic Access Agreement - Alberta Property Registry Electronic System"	Service Alberta
12/9/2012	Alberta-Canada: Canadian International Development Agency, "Registries On-Line Electronic Access Agreement - RCMP CORES"	Service Alberta
12/9/2012	Alberta-Canada: Royal Canadian Mounted Police, "Registries On-Line Electronic Access Agreement - RCMP APPRES"	Service Alberta
12/4/2013	Alberta-Canada: Royal Mounted Police "Amending Agreement"	Service Alberta
3/8/2012	Alberta-Canada: Public Safety and Emergency Preparedness Canada, "Amending Agreement for Access to Information as Required by the Access to Motor Vehicle Information Regulation"	Service Alberta – Registrar of Motor Vehicle Services
1/3/2012	Alberta-Canada: Canadian Tourism Commission, "Collaborative Research Agreement - Global Tourism Watch Year Six (2012)"	Tourism, Parks and Recreation
1/4/2012	Alberta-China: "Agreement for a Friendship Sport Exchange between the Provinces of Alberta and Heilongjiang"	Tourism, Parks and Recreation
1/4/2012	Alberta-Japan: "Agreement for a Friendship Sport Exchange between the Provinces of Alberta and Hokkaido"	Tourism, Parks and Recreation

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1/4/2012	Alberta-South Korea: "Agreement for a Friendship Sport Exchange between the Provinces of Alberta and Gangwon"	Tourism, Parks and Recreation
1/11/2012	Alberta-Canada: Statistics Canada, "General Services Agreement"	Tourism, Parks and Recreation
29/2/2012	Alberta-Saskatchewan-Manitoba, "Vancouver Fraser Port Authority Board of Directors Appointment Memorandum of Understanding"	Transportation
31/3/2012	Alberta-Canada: Western Economic Diversification, "Municipal Rural Infrastructure Fund (MRIF) Amending Agreement No. 3"	Transportation
4/4/2012	Alberta-Isle of Man, Ministry of Infrastructure, "Memorandum of Understanding Concerning Reciprocal Recognition and Exchange of Driver Licences between Alberta and the Isle of Man"	Transportation
11/10/2012	Alberta-Canada: Transport Canada, "Data License Arrangement"	Transportation
12/10/2012	Alberta-Canada: Transport Canada, "License Agreement – Western Canada Freight Transportation Systems Analytical Framework"	Transportation
7/3/2013	Alberta-Canada: PPP Canada Inc., "The P3 Canada Fund Financial Agreement"	Transportation
11/6/2012	Alberta-Canada: Statistics Canada, "Letter of Agreement"	Treasury Board and Finance
9/9/2012	Alberta-Canada: Statistics Canada, "Licence Agreement for Public Use Microdata Files"	Treasury Board and Finance
18/10/2012	Alberta-Canada: Statistics Canada, "Licence Agreement for Public Use Microdata Files – Canadian Community Health Survey"	Treasury Board and Finance
1/3/2013	Alberta-Canada: Royal Canadian Mounted Police, Memorandum of Understanding"	Treasury Board and Finance – Alberta Gaming and Liquor Commission
25/7/2012	Alberta-United States: Financial Industry Regulatory Authority, "International Information Sharing Memorandum of Understanding between Alberta Securities Commission (ASC) and U.S. Financial Industry Regulatory Authority, Inc. (FINRA)"	Treasury Board and Finance – Alberta Securities Commission
2/4/2013	Alberta-British Columbia-Ontario-Quebec: Alberta Securities Commission: Agreement in Support of the Outsourcing and Management of the CSA National Systems	Treasury Board and Finance – Alberta Securities Commission
2/4/2013	Alberta-British Columbia-Ontario-Quebec: Alberta Securities Commission: CSA National Systems Intellectual Property Ownership and Licensing Agreement	Treasury Board and Finance – Alberta Securities Commission

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2/4/2013	Alberta-British Columbia-Ontario-Quebec: Alberta Securities Commission: Amended and Restated NRD Surplus Application Agreement	Treasury Board and Finance – Alberta Securities Commission
2/4/2013	Alberta-British Columbia-Ontario-Quebec: Alberta Securities Commission Amended and Restated SEDAR and SEDI Surplus Agreement	Treasury Board and Finance – Alberta Securities Commission

International and Intergovernmental Relations

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