

BUILDING FORWARD:
ALBERTA'S 20-YEAR STRATEGIC
CAPITAL PLAN

Plan at a Glance

**ALBERTA'S
RECOVERY
PLAN**

Alberta

Building Forward: Alberta's 20-Year Strategic Capital Plan | Plan at a Glance

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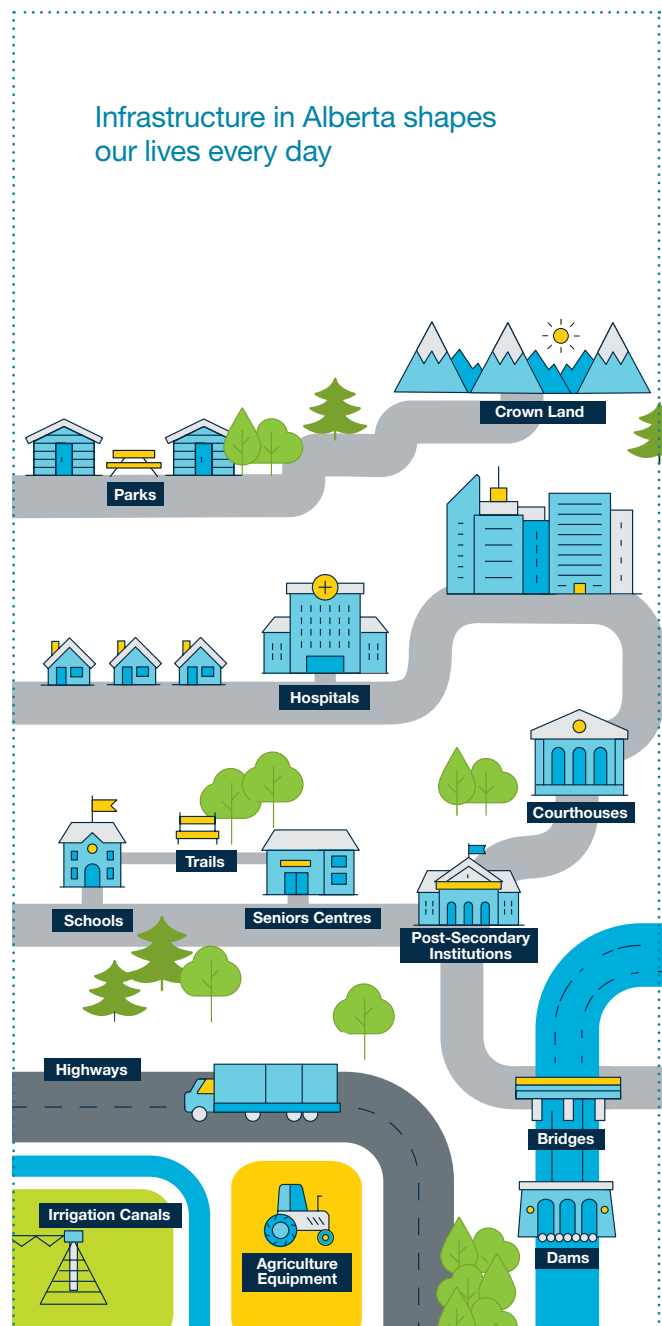
Shaping a prosperous future for Alberta

Infrastructure supports much of our daily lives. It forms the backbone of services through hospitals, schools, universities, colleges, and housing, and it also provides the water, power, and electricity that households and communities rely on. Infrastructure enables us to connect with friends, family, and coworkers, and makes up the transportation networks we use to travel to our daily destinations. Whether or not we realize it, infrastructure provides the foundation for our activities from the moment we wake up through to the end of the day, and over our entire lifetimes.

In addition to supporting our everyday lives, infrastructure is also a key driver of the economy and government finances. Alberta's infrastructure powers businesses, enables trade, attracts tourism, creates jobs, supports learning, research and innovation, attracts a talented workforce, and increases quality of life for Albertans. Provincial infrastructure assets boost productivity and competitiveness, and form the networks that allow businesses to grow and expand. Infrastructure also makes up our trade corridors and supports critical supply chains. Infrastructure is a key factor in determining where families and businesses settle and grow, and is essential to accessing key resources.

In June 2020, the Government of Alberta launched Alberta's Recovery Plan to grow our province's economy in the face of the COVID-19 pandemic, a global recession, and collapsing world oil prices. A year later, the need is stronger than ever. It is time for recovery, and Alberta has a plan. Alberta's Recovery Plan is a five-pillar plan to breathe new life into Alberta's economy and create new opportunities for every Albertan. This is a plan to build, diversify, and create jobs for today and tomorrow.

Now, more than ever, we are seeing the importance of building and maintaining Alberta's infrastructure. In addition to ensuring we have safe and reliable buildings and roads, strategic investments in new and existing infrastructure are transformational and act as a powerful accelerator for both social and economic development. Infrastructure supports a prosperous future by stimulating the economy and creating jobs in times of both economic prosperity and hardship. Over the long term, these investments make life better for Albertans by improving access to hospitals, schools, and other critical infrastructure in all communities throughout the province.



Examples of major infrastructure today in Alberta



1,000+ health facilities
(including continuing care and community care facilities)



2,000+ school buildings



5,000+ modular classrooms



10,000+ public seniors' lodge units



3,000+ affordable housing building assets



700+ post-secondary building assets



20+ historic sites, museums, and two Jubilee Auditoria



20+ publicly funded and privately funded post-secondary institutions



10+ labs, development centres, and incubators



60+ courthouses and correctional facilities



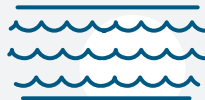
500+ km of main irrigation canals and dykes



200+ water management systems



3.3 billion m3 of water storage for irrigation and the environment in 70+ reservoirs



7,600+ km of irrigation canals and pipelines



nearly 64,000 lane km of roads



26,000+ km of electricity transmission lines



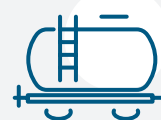
433,000+ km of energy pipelines



4,600 bridges



200,000+ km of electricity distribution lines



6,800+ km of main rail track



80+ international, regional, and paved community airports

Key strategic objectives and principles

Building Forward is designed with four major objectives for provincial investment in infrastructure over the next 20 years. Achieving these four major objectives makes it possible for our province to realize success on many fronts.

Objective one

Strong fiscal management

Government must strike a balance between infrastructure needs and strategic investment in infrastructure, and the responsibility for careful management of financial resources. Infrastructure requires significant investment over many years to build and maintain, so it is imperative for government to plan for and manage these assets. This means making strategic investments in core infrastructure that will improve Alberta's competitiveness and productivity, and support priority areas such as health care, education, and job creation, while also ensuring that government stays within its means. The Government of Alberta's strong fiscal management will benefit Albertans today and in future generations.

Objective two

Maintaining a healthy economy

A robust and diversified economy generates wealth for individuals, businesses, and organizations. This helps support charitable giving in communities and provides revenue to support important public services such as health and well-being, education, and justice.

Objective three

Encouraging job growth

A strong job market offers numerous well-paying opportunities for Albertans across a variety of industries, sectors, and skill sets. It enables the development of stronger families and communities, supporting Albertans to lead fulfilling lives. Infrastructure projects allow for the continuous support of jobs that directly support our economy.

Objective four

Focusing on innovation

A climate of innovation spurs the development, adoption, and use of new technology, and encourages new ways of thinking and doing. Innovation helps our province become more productive and competitive, improve environmental performance, create safer and more resilient communities, attract investment, and provide a higher quality of life for all Albertans.

Resilience principles

Several key principles based on resilience were used to guide the development of Alberta's 20-Year Strategic Capital Plan, including:

1. Reflective
2. Robust
3. Integrated
4. Innovative
5. Inclusive
6. Flexible
7. Resourceful

Elements of the 20-Year Strategic Capital Plan

Objectives

1. Strong fiscal management
 2. Maintaining a healthy economy
 3. Encouraging job growth
 4. Focusing on innovation
-

Guiding strategies

1. Putting people at the centre of service delivery
 2. Pursuing innovation and the digital shift
 3. Attracting private investment
 4. Maximizing partnerships
 5. Prioritizing capital maintenance and renewal
 6. Integrating sustainability and resiliency
-

Resilience principles

1. Reflective
 2. Robust
 3. Integrated
 4. Innovative
 5. Inclusive
 6. Flexible
 7. Resourceful
-

Trends

1. Aging and more diverse population
2. Continued urbanization
3. Shift to the virtual realm
4. Affordability constraints
5. Rise of artificial intelligence (AI) and other transformational technologies
6. People-centred service expectations
7. Maintenance of aging infrastructure
8. Fewer silos and more integration
9. Need for sustainability and resilience
10. International volatility

Sectors

1. Delivering integrated, patient-centred health care
-



2. Enabling future-focused K-12 education
-



3. Positioning our post-secondary sector to compete in the changing global economy
-



4. Planning a modern, efficient transportation network
-



5. Powering the world through energy and mineral leadership
-



6. Expanding opportunities in agriculture and forestry
-



7. Sustaining Alberta's environment and building tourism destinations
-



8. Investing in active, vibrant, and diverse communities
-



9. Supporting housing and inclusive living
-



10. Enhancing public safety and access to justice
-



Alberta's 20-year outlook



In order to plan for the next 20 years, it is important to examine trends that are poised to impact how Alberta invests in infrastructure. Although we cannot predict the future with absolute certainty, the government is committed to keeping in touch with economic, social, environmental, and technological changes – including those on the horizon, and those upon us now.

Please see [Appendix B](#) in Building Forward: Alberta's 20-Year Strategic Capital Plan for an overview of Global Infrastructure Hub's latest list of global megatrends for how countries build and use infrastructure.

Overarching trends in Alberta





Taking note of global trends that stand to influence jurisdictions of all shapes and sizes, we can consider the unique position and circumstances of our province.

A number of overarching trends are likely to impact the way Alberta evolves over the next 20 years – socially, economically, and environmentally. These overarching trends will be experienced to varying degrees across sectors, organizations, and communities. Consequently, the trends will have profound implications for how the Government of Alberta invests in capital infrastructure between now and 2040. The COVID-19 pandemic has significantly shifted many aspects of our daily lives. The impact on long-term trends remains unclear but will continue to be monitored.

Overarching trends in Alberta

	Alberta's population will grow, age, and become more diverse.	People arriving from outside Canada will represent the majority of newcomers to Alberta, contributing to a richer mix of cultures, talents, and global connections. At the same time, Indigenous population growth will outpace the general population, and the average age of Alberta's population will increase as the entire baby boom generation surpasses 65 years of age.
	The province will see continued urbanization.	By 2040, almost 80 per cent of Albertans are expected to live in the Edmonton-Calgary Corridor, reflecting continued urbanization of the province. While placing higher demands on the capital assets of urban centres, this may present sustainability challenges for smaller, rural, and remote communities.
	There will be a greater shift to the virtual realm.	Fueled by advances in technology, demands for convenience, and even public health, more functions and services will be available through digital means. With more people learning, working, and consuming online, the actual nature and extent of infrastructure needs will change.
	The province will continue to address affordability constraints.	Upheaval in markets and growing competition are placing pressures on budgets everywhere. Ongoing affordability constraints will require capital projects to get the "best bang for the buck." It will also encourage the use of technology and innovation in service delivery, alternative financing, collaborative partnerships, project design, and construction.
	There will be a rise in artificial intelligence (AI) and other transformational technologies.	Finding its way into countless applications, AI will impact how goods and services are provided in every sector, with massive implications for transportation, technology, and other infrastructure needs. Alberta's substantial AI research assets will help give rise to new jobs, new products, new research, and economic opportunities for Albertans.

Overarching trends in Alberta

	There will be an increased desire for customized people-centred services.	Amid the growing diversity, complexity, and competitiveness of the world, providers of goods and services are realizing that one size does not fit all. Consumers increasingly desire solutions that are tailored to meet their particular needs and circumstances, and expect public infrastructure to reflect and serve a diverse Alberta.
	There will be increasing maintenance needs for aging infrastructure.	Through development over many decades, the Government of Alberta has established a substantial inventory of public capital assets that are aging. Investments in new infrastructure will need to be balanced with the value of maintaining and renewing existing assets.
	There will be fewer silos and more integration.	The move toward greater collaboration in business, education, industry, health, and social services will require fewer and increasingly integrated models of work and service delivery. This will translate into more co-location and sharing of infrastructure, helping to optimize capital budgets.
	We will see a greater focus on sustainability and resiliency.	As events take shape worldwide, Alberta stands to be among a small number of stable locations with substantial natural assets. Capital choices will be influenced by the need to conserve resources; use greener materials and processes; and minimize health, safety, and economic impacts from natural disasters. Building sustainability and resiliency into long-term infrastructure planning is required to secure our competitive advantages.
	Alberta may see the impacts of international volatility.	The province will continue to be affected by global forces while having very little influence over them. Carving out a prosperous future for Alberta amidst a more competitive and volatile world will require a balance of prudence and boldness in our capital investment choices.

Guiding strategies for capital investment

To help achieve its four major objectives — strong fiscal management, maintaining a healthy economy, encouraging job growth, and focusing on innovation — Building Forward identifies six guiding strategies for capital investment in Alberta.

Underpinning these strategies and objectives is the need for data, digital, and broadband strategies that allow the government to keep pace with the needs of Albertans.

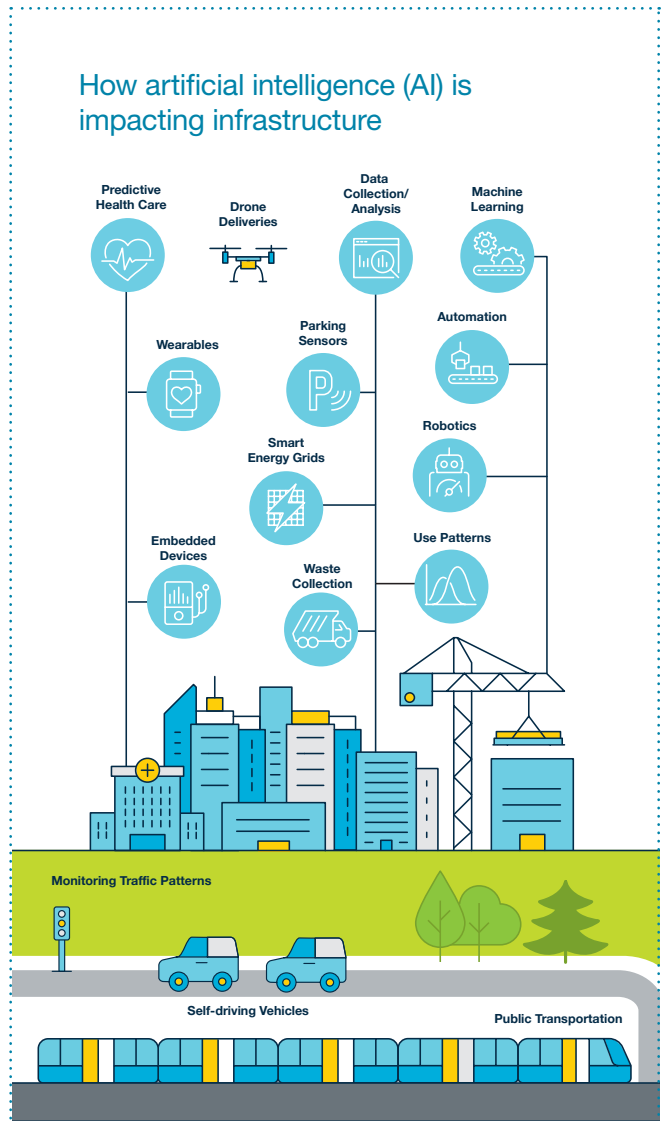
The six guiding strategies will inform the Government of Alberta's planning for capital investments over the long-term.

Strategy one Putting people at the centre of service delivery

Services are shifting to become ever more inclusive and accessible, with the aim of personalizing the client experience to the extent possible. The infrastructure being used to deliver client services must support the needs of diverse individuals and communities. With new technologies making this more feasible and cost effective, there are opportunities to bring this approach into the delivery of public services and infrastructure.

Strategy two Pursuing innovation and the digital shift

Aggressively pursuing technological innovation, broadband connectivity, and a broader shift toward digital tools will enable Alberta to develop infrastructure that is more sustainable and affordable. Alberta's Data Strategy and Digital Strategy and Alberta's Broadband Strategy will bring innovation and modernization to government business and will help support all sectors achieve the objectives of this plan. By taking advantage of the province's growing artificial intelligence (AI) ecosystem and other transformational technology, as well as expanding virtual service delivery, the government can make capital budgets go further and realize savings for taxpayers.





Strategy three **Attracting private investment**

Public capital investments can play a powerful role in attracting private investments, helping to spur job creation, economic activity, and innovation. Government will prioritize capital investments that directly and indirectly make Alberta a more competitive place to do business.

Strategy four **Maximizing partnerships**

The concept of “going it alone” on major capital projects is no longer desirable or financially sustainable. Leveraging the wide range of expertise, knowledge, and infrastructure from partners across sectors encourages innovation and appropriate risk sharing, ultimately leading to better outcomes. Partnerships may involve building on existing collaborations and securing financial fairness and involvement with other orders of government. Key partners will include municipal governments, other provincial and territorial governments, the federal government, the private sector, Indigenous communities, and non-profit organizations.

Strategy five **Prioritizing capital maintenance and renewal**

Regular and strategic investments in capital maintenance and renewal are critical to ensure that existing capital assets are most effectively maintained and renewed to realize the most value. This means proactively addressing problems that extend the life of capital assets and prioritizing capital maintenance and renewal for areas of greatest need. Assessing the full life cycle costs of capital investments and right-sizing our province’s existing capital assets will be key actions.

Strategy six **Integrating sustainability and resiliency**

Capital assets in our province will need to be constructed to withstand decades of use, change, and exposure to weather extremes. Integrating resiliency and sustainability into all public capital assets will help build future-focused infrastructure and guard against risks presented by floods and wildfires. This will deliver better value for Alberta taxpayers and lead to better social, economic, and environmental outcomes through conservation, use of sustainable materials and construction design, lower emissions, more efficient energy use, and reduced water needs.

What it means for Albertans

At a high level, the six guiding strategies will serve as a blueprint for the Government of Alberta in its strategic planning of public capital investments. Given the major trends the province will face, Building Forward explores how the guiding strategies are likely to apply across different facets of life in Alberta.



The ten key sectors highlighted in Building Forward are:

- ▶ Delivering integrated, patient-centred health care
- ▶ Enabling future-focused K-12 education
- ▶ Positioning our post-secondary sector to compete in the changing global economy
- ▶ Planning a modern, efficient transportation network
- ▶ Powering the world through energy and mineral leadership
- ▶ Expanding opportunities in agriculture and forestry
- ▶ Sustaining Alberta's environment and building tourism destinations
- ▶ Investing in active, vibrant, and diverse communities
- ▶ Supporting housing and inclusive living
- ▶ Enhancing public safety and access to justice



Sector one

Delivering integrated, patient-centred health care

With the largest province-wide, fully-integrated health system in Canada, Alberta is uniquely positioned to lead the way in delivering better health outcomes. This sector explores the impacts of shifting population projections on Alberta’s future health-care system, as well as key considerations necessary to adopt virtual service delivery, innovation in care models, and advancing health technologies.

Alberta’s vision for the future of health-care infrastructure over the next 20 years:

- ▶ Alberta’s health-care system is easy to navigate, modernized, and sustainable into the future, providing the best care for each tax dollar spent.
- ▶ Our province’s health-care system is built strategically around patient needs, providing timely and efficient health-care services that lead to improved health outcomes for all Albertans.
- ▶ Alberta’s health-care services are accessible, integrated, inclusive, and available closer to home. This is supported through virtual health services and a focus on continuing care supports and innovations in community and long-term care.
- ▶ Our province boasts world-class health care and social support services to best meet complex and evolving patient needs.
- ▶ Alberta’s health facilities are future-focused and built with flexibility in mind to adapt to new and emerging technologies, innovative care models, and alternative service delivery approaches.

Whole system care model

To effectively assist patients, health professionals will increasingly look to innovative models of care. Being province wide and fully integrated, Alberta’s health system can offer a patient-centered “whole system” model of care.

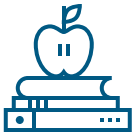
Community care: refers to a mix of programs including continuing care, addiction and mental health care, palliative care, and hospice care

Outpatient care: includes tests and medical procedures that can take place outside of a hospital or medical centre



Primary care: includes services providing basic, everyday health needs, such as family doctors or a call to Health Link

Acute care: provides treatment for short-term urgent needs typically in a hospital-like setting



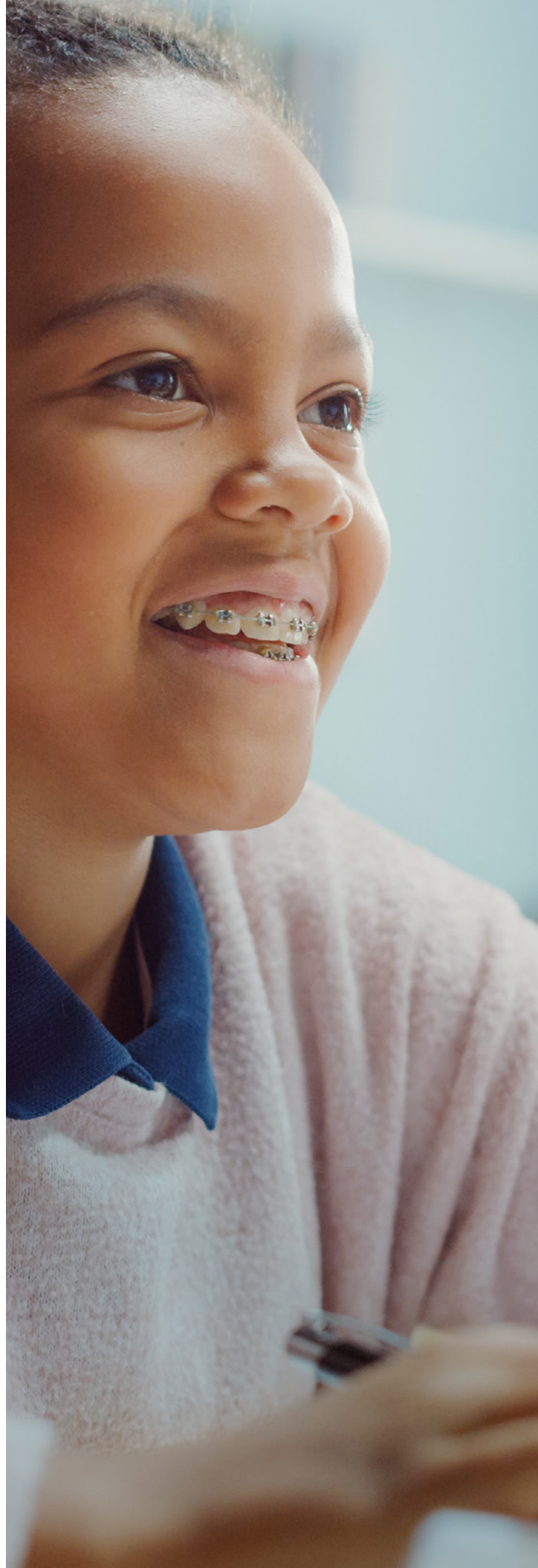
Sector two

Enabling future-focused K-12 education

Investments in education pay huge dividends in developing our economy and society. This sector explores the impacts of new and emerging trends in K-12 education that are poised to influence the way we build our schools, now and in the future. This includes the emergence of new learning styles, challenges around demographic changes, the rise of remote learning, and the use of schools as community hubs.

Alberta's vision for the future of education infrastructure over the next 20 years:

- ▶ Students in all areas of the province continue to have access to high-quality K-12 education and programming.
- ▶ Alberta's school infrastructure supports a variety of programming that allows for increasing exposure to diverse skills and provides students with the opportunity to enhance the connection between their skills, interests, and the work force.
- ▶ Schools are future-focused and built with flexibility in mind in order to adopt changes in programming, integrate technology, and meet the evolving needs of students.
- ▶ Alberta's schools serve as focal points and community hubs for families within their communities, fostering integrated access to social, cultural, health, and recreational resources.
- ▶ Alberta's schools support virtual learning opportunities that integrate programming and increase accessibility for students in rural and remote communities across the province.
- ▶ School completion rates increase with the support of infrastructure designed to promote student well-being, mental health, pride in students' culture and community, intercultural empathy, respect for others, and nurturing positive relationships.





Sector three

Positioning our post-secondary sector to compete in the changing global economy

Post-secondary institutions play crucial roles in stimulating economic growth and innovation in our province and preparing Albertans for the jobs of today and tomorrow. Long-term strategic planning and investment in our post-secondary institutions plays a significant role in our ability to educate and train Albertans and adapt to future trends. This sector explores institutional-industry partnerships and new platforms for collaboration, the changing demands of lifelong learners, and the integration of technology and digital literacy in our post-secondary classrooms (through in-person and remote learning). It also considers the research and innovation that solves the biggest societal challenges and drives economic growth.

Alberta's vision for the future of post-secondary infrastructure over the next 20 years:

- ▶ Albertans in all areas across the province have access to high-quality, student-centred, and personalized post-secondary education facilitated by effective infrastructure.
- ▶ Alberta's post-secondary institutions are resilient to changes in the economy by having flexible, efficient, data-focused, and life-cycle-driven facilities that facilitate cutting-edge research and innovative skills training.
- ▶ Post-secondary institutions provide virtual learning opportunities that increase accessibility and inclusivity, creating opportunities for Alberta learners throughout their lifetimes.
- ▶ Post-secondary institutions collaborate and enhance partnerships between industry and academia to optimize relevant training, labour market outcomes, and innovation.





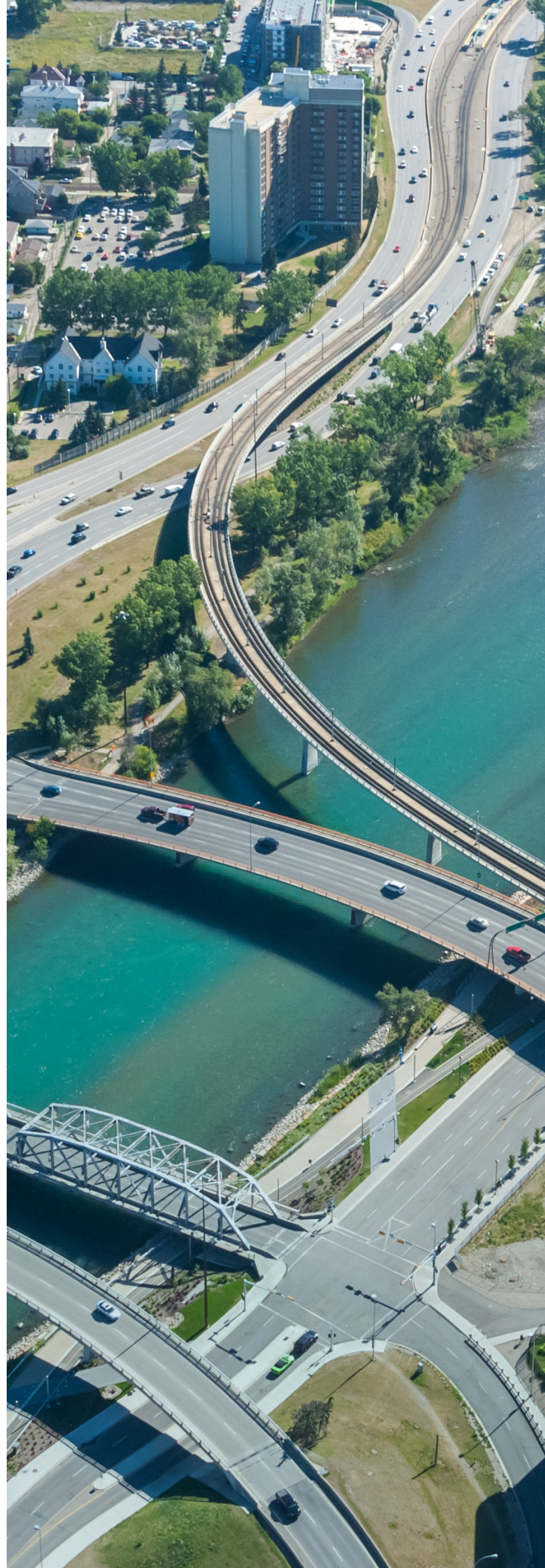
Sector four

Planning a modern, efficient transportation network

Transportation plays a critical role in Alberta's economy, and our transportation assets are powerful catalysts for stimulating growth. This sector explores major trends impacting the future of transportation in Alberta, including self-driving and remote piloted vehicles, maintaining our transportation networks, investing in transportation as a key competitive advantage, and adapting and being inclusive to the changing needs of Albertans.

Alberta's vision for the future of transportation infrastructure over the next 20 years:

- ▶ Strategic investments in transportation support economic growth and recovery by developing safe, resilient, efficient, and sustainable transportation systems, and by enabling opportunities for innovation.
- ▶ Alberta's transportation networks support economic development and improve market access through the development of strategic corridors and multi-modal hubs.
- ▶ Albertans are supported by inclusive and accessible transportation options that improve connectivity and streamline multi-modal transit for users.
- ▶ Alberta's transportation system adapts to new innovations and technologies.
- ▶ The Government of Alberta works strategically and collaboratively with partners to ensure transportation networks are integrated and aligned to meet the needs of all Albertans.





Sector five

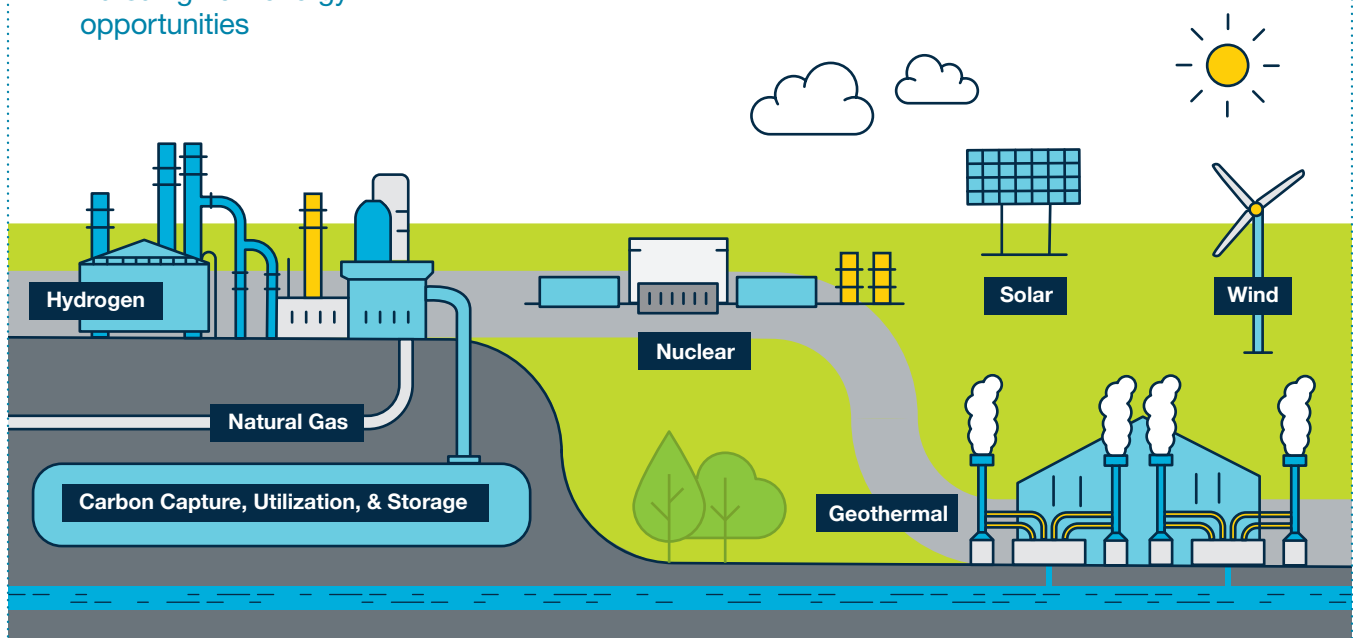
Powering the world through energy and mineral leadership

Energy and minerals is one of Alberta's most critical sectors. It has been a driver of tremendous economic growth, innovation, and job creation. This sector explores opportunities and approaches to a number of trends poised to impact the energy and minerals sector, including the shift to a low-carbon future, rising global energy demand, and electricity grid modernizations.

Alberta's vision for the future of energy and mineral infrastructure over the next 20 years:

- ▶ Alberta's vast natural resource wealth plays a central role in its economic performance.
- ▶ Our province sees improved market access for Alberta's energy and mineral products through new, optimized, and expanded pipelines and transportation networks to strengthen both provincial and national economies.
- ▶ Alberta is a hub for energy diversification, such as minerals, geothermal, hydrogen, petrochemicals, renewables, and nuclear.
- ▶ Alberta is a competitive and attractive jurisdiction globally for environmentally and socially responsible minerals exploration and development.
- ▶ Alberta supports emissions reduction efforts and circular pathways that extend energy value chains, while also investing in clean technologies that contribute to Alberta's competitive advantage and reduce spending.
- ▶ Our province collaborates with other orders of government and the private sector to establish a balanced and sustainable approach to managing the effects of resource development.

Pursuing new energy opportunities





Sector six Expanding opportunities in agriculture and forestry

Much like energy, agriculture and forestry are significant industries that are key drivers of Alberta's economy. This sector explores trends in global demand for food and wood resources, the shift toward sustainable and alternative practices, and the adoption of technology.

Alberta's vision for the future of agriculture and forestry infrastructure over the next 20 years:

- ▶ Alberta has strong value-added processing capacity, productive and sustainable primary industries, and secure access to domestic and international markets that responds to changing consumer demands for food and wood.
- ▶ Our province is a leader in innovative alternatives to traditional farming that contribute to greater sustainability and resiliency outcomes and mitigate environmental impacts.
- ▶ The agriculture and forestry sectors are productive and efficient, with sophisticated tools and technologies that are calibrated to drive investment decisions.
- ▶ Irrigation infrastructure optimizes economic development and supports effective water management.

Smart agriculture



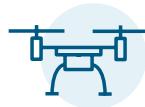
Precision agriculture opportunities

Involves harnessing GPS, drones, data, artificial intelligence (AI), and other technologies to optimize crop and livestock production and enhance sustainability by optimizing water, fertilizer, energy, and chemical use.



Smart sensors

- Weather conditions
- Soil quality
- Growth progress
- Livestock health



Automation

- Agriculture robots
- Automated vehicles
- Drones and machinery
- Automated irrigation



Artificial intelligence

- Geospatial imaging
- Monitoring
- Data collection and analysis



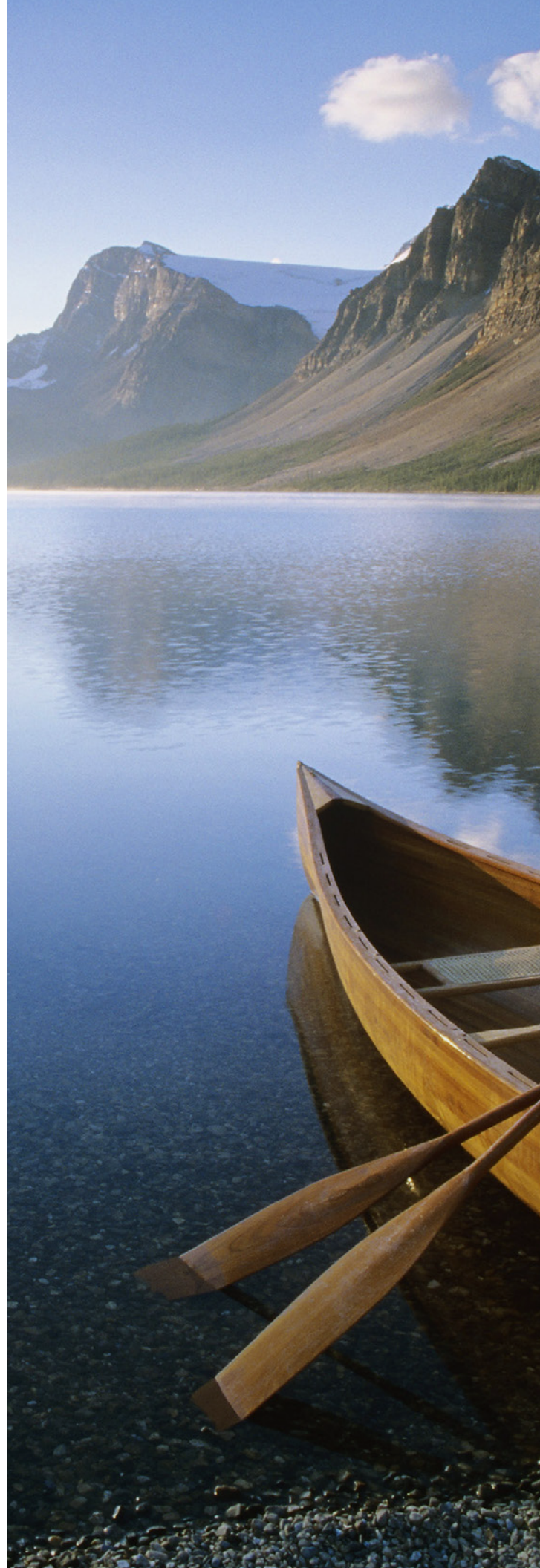
Sector seven

Sustaining Alberta's environment and building tourism destinations

People from all over the world come to enjoy our mountains, grasslands, badlands, and other natural assets for good reason. The diversity of Alberta's ecosystems and our outdoor recreation opportunities put our province in a league of its own. This sector explores approaches and opportunities to respond to extreme weather and adaptation, while also managing the use of our vast landscapes.

Alberta's vision for the future of environment, public lands, and parks infrastructure over the next 20 years:

- ▶ Alberta's quality parks and public lands infrastructure provide exceptional recreational opportunities that continue to enable tourism and curate world-class experiences.
- ▶ Alberta uses advanced and innovative environmental monitoring technologies to collect high-quality data that is used to support informed decision-making on environmental issues.
- ▶ Strategic long-term investments in resilient infrastructure protect communities from the impacts of fires, floods, and other natural disaster events.
- ▶ Alberta's environment is sustainably managed and supported by strategic resiliency measures and infrastructure.





Sector eight

Investing in active, vibrant, and diverse communities

Alberta's communities support the high quality of life Albertans enjoy. The way we invest in community, cultural, heritage, and recreational public-use infrastructure will play a significant role in our ability to address community competitiveness, resilience, development and well-being, and to protect and promote our collections. This sector explores the changing uses, needs, and consumer demands of individuals in their communities and the impacts of aging facilities.

Alberta's vision for the future of community infrastructure over the next 20 years:

- ▶ Albertans have facilities and spaces that support increased community, cultural, heritage, and recreational opportunities, and lead to a higher quality of life.
- ▶ The health and well-being of Albertans is maintained through accessible, inclusive infrastructure that fosters community engagement, volunteerism, active lifestyles, and social connectivity.
- ▶ Alberta community infrastructure supports and celebrates the increasing diversity of residents.
- ▶ Vibrant communities are proud stewards of integrated and active design, leading to innovative public-use infrastructure.





Sector nine

Supporting housing and inclusive living

Alberta's communities are much more than collections of houses, streets, stores, and utilities. They are the places where friendships are made, families grow together, and neighbours support each other. This sector explores the impact of integrated, active, and inclusive community design and the supply of affordable housing over the next few decades.

Alberta's vision for the future of housing infrastructure over the next 20 years:

- ▶ All Albertans have appropriate, accessible, and affordable housing in locations close to amenities such as social services, recreation spaces, and employment areas.
- ▶ Our province boasts client-centred facilities and programs that make life better for vulnerable Albertans, seniors, caregivers, and support networks.
- ▶ Alberta leverages partnerships among governments, housing providers, and the private sector to deliver the best outcomes for affordable and mixed-income housing.





Sector ten

Enhancing public safety and access to justice

Investments in justice and public safety infrastructure are critical to ensuring our communities are safe places to live, work, play, and invest. This sector explores the impact of shifting to holistic approaches to public safety and justice, policing in a complex climate, and improving access to justice.

Alberta's vision for the future of justice and public safety infrastructure over the next 20 years:

- ▶ Alberta's public safety and justice infrastructure helps ensure that Albertans are safe, secure, and have improved access to justice.
- ▶ Integrated services and supports are facilitated by partnerships among Health, Justice and Solicitor General, and Community and Social Services that contribute to greater public safety outcomes.
- ▶ Infrastructure supports public safety and justice services that are people-centred, culturally relevant, and responsive to the needs of Albertans.
- ▶ Alberta enables alternative delivery methods, such as virtual services, to reduce pressures on existing assets, reduce wait times, and make justice more accessible to all Albertans.
- ▶ Albertans report and experience high levels of public safety and security in their communities.



Development of the plan



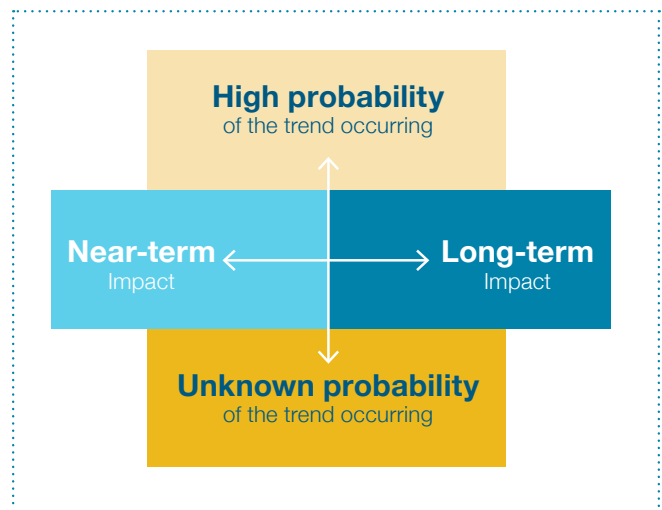
Building Forward is the first long-term strategic capital plan legislated by the Government of Alberta to be reviewed and updated regularly going forward. This plan marks a significant move toward a more transparent medium-to long-term vision for capital investment and demonstrates the government’s commitment to rigorous strategic foresight and long-term capital planning.

The trend analysis and strategic foresight underlying Building Forward is part of its strength as a tool and guide. While sparking debate and challenging assumptions, it will help to strengthen strategic planning and decision-making for capital investment across the Government of Alberta.

Trends that are highly likely to impact the Government of Alberta in the near term drive a need for prioritized action. However, those with less certainty or longer-term impacts will also continue to demand attention as the province will need to carefully watch, prepare for, and respond to these trends as they evolve.

Given the importance of infrastructure, the development of Building Forward has been informed by subject matter experts, stakeholders, and Albertans.

In summer 2020, Albertans were surveyed on which trends are the most pressing for government to respond to over the next 20 years. The Government of Alberta was pleased to hear from Albertans and organizations representing health, education, transportation, post-secondary, housing, energy, technology, construction and industry, and more.



“This plan is part of how our government is getting the Province back on its feet following the COVID-19 pandemic and the global collapse of oil prices. By building schools, roads, and other core infrastructure, we are benefiting our communities. By diversifying our economy and attracting investment with Canada’s most competitive tax environment, we are putting Alberta on a path for a generation of growth and prosperity.”

– Prasad Panda, Minister of Infrastructure

