

BUDGET 2022

Strategic plan

Government of Alberta
2022–25



Alberta

ISBN 978-1-4601-5376-5 (Print)
ISBN 978-1-4601-5377-2 (PDF)
ISSN 2369-0119 (Print)
ISSN 2369-0127 (Online)

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Premier's Message



Alberta's greatest asset is its people. Albertans are strong, hard-working and face challenges head-on.

The past two years have tested our collective strength. The ongoing challenges of COVID-19 have had a real impact on our physical, mental and emotional health and also brought economic hardship for many. Now we are emerging into an exciting time of growth and recovery.

Budget 2022 expands the province's hospital capacity to deal with potential future waves. It also provides more jobs for Albertans, and responsibly manages the province's finances to provide for future generations. By making these investments right now, we are laying the foundation for a stronger Alberta.

The 2022-2025 Strategic Plan keeps Alberta on a path to a bright tomorrow with broad economic recovery across sectors, good jobs for Albertans and a stronger health care system.

The Strategic Plan focuses on three key priorities that protect our physical and financial health.

First, we are building a stronger healthcare system. Budget 2022 provides record-high funding to build up health system capacity, reduce surgical wait times and ensure Albertans get the care they need when and where they need it.

Second, we are positioning Alberta for a stronger economic recovery. Budget 2022 builds on Alberta's Recovery Plan and capitalizes on the province's nation-leading economic growth with more jobs and more money in Albertans' pockets. The Alberta at Work initiative will help Albertans build their skills, pursue their passions and find good jobs to support themselves and their families.

Finally, we are getting the province's finances back in order. This plan is guided by three fiscal anchors: keeping our net debt-to-GDP ratio low, setting a path back to a balanced budget and bringing our spending in line with other provinces.

Albertans are natural optimists and see opportunity in every challenge. Despite the difficulties of the past year, there is hope on the horizon. Economic growth and diversification will help to pay for the programs and services we all rely on. Significant collective bargaining agreements have been signed, helping to ensure stability in the delivery of services.

We will continue to spend within our means to protect the health of Alberta's finances. We've had a year unlike any other, and I have every confidence that by working together, we will create a stronger Alberta.

Best regards,
Jason Kenney

Vision

Albertans have shouldered the impacts of multiple global crises in recent years, including the COVID-19 pandemic, collapse in oil prices and economic recession. It is our consistent determination to adapt and succeed that helps us overcome these challenges. Albertans should not be underestimated. We are hard-working, strong, ambitious, nimble and industrious.

The COVID-19 pandemic has reminded Albertans of the critical importance of our health care system. Albertans are deeply appreciative of our health care workers and the role they have played in caring for our friends, families and neighbours over the past two difficult years. The government will continue to support health care workers and build the capacity of our health care system, so Albertans can get the care they need when, and where, they need it.

Alberta's long-term prosperity is dependent on improving competitiveness, attracting investment and job creation. Alberta's Recovery Plan has helped the province rebound from the most challenging economic crisis of our time. We continue to make strategic investments to support key and emerging sectors, reduce red tape to save time and money for Albertans and Alberta businesses, and eliminate barriers for job creators. Our persistent focus on attracting new investment and improving competitiveness for our key sectors is making a difference. We are seeing billions of dollars in new investment and capital deployed in the province in a broad range of sectors, including hydrogen, tech, aerospace, petrochemicals and emerging markets such as fintech. The government will spare no effort in maintaining Alberta's position as one of the best places in the world to do business, invest or find a fulfilling career.

The government will ensure that Alberta's education system supports economic growth, addresses skill and labour shortages for business, and helps get Albertans back to work. We are increasing access to innovative learning opportunities, such as collegiate programs, charter schools and micro-credentials, expanding the apprenticeship training model and other work-integrated learning, and diversifying learning experiences that help students build in-demand skills that meet labour market needs now. It is the province's priority that Albertans have the knowledge, skills and competencies needed to secure family-supporting jobs that contribute to economic recovery, growth and diversification.

Alberta remains committed to three fiscal anchors: keeping net debt-to GDP under 30 per cent, getting spending in line with comparator provinces, and after the pandemic, re-establishing a commitment to balance the budget. As we maintain responsible fiscal management, Alberta will reap the rewards of a more stable and prosperous future.



Three key priorities

One | Enhancing government services now and for the future

Albertans' expectations of their government continue to evolve, as do the strategies applied to delivering services to best meet their needs. Alberta's government is responsive, accessible and will pursue opportunities for reform to enable the delivery of cost-effective, sustainable, and client-centred services. Alberta's government is modernizing and undertaking transformational changes necessary to ensure the services on which Albertans rely, such as health care and education, remain effective and accessible. The government will continue to ensure that high quality public services are provided to those who need them now and into the future.

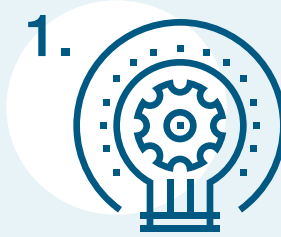
Two | Growing Alberta's economy

Alberta's diverse industries and emerging sectors provide the strong foundations that are crucial to sustaining stable, long-term economic recovery and growth as well as enabling Albertans to access rewarding, family-supporting jobs. Government is committed to building on Alberta's strengths, growing key and emerging sectors, and reducing regulatory burden to ensure a more dynamic, innovative and sustainable economy that is ripe for investment. Government will continue to advocate for a fair deal for Alberta.

Three | Fiscal sustainability

To ensure Albertans receive value for each tax dollar spent, government is committed to three carefully considered fiscal anchors: keeping net debt-to GDP under 30 per cent, getting spending in-line with comparator provinces, and, after the pandemic, re-establishing a plan to balance the budget.

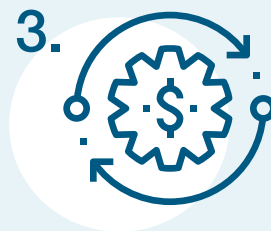
Three key priorities



Enhancing government services now and for the future



Growing Alberta's economy



Fiscal sustainability

PRIORITY ONE

Priority one

Enhancing government services now and for the future

Our objectives

The government ensures Albertans have access to high quality services and supports such as health care, education, public safety, affordable housing, and support for vulnerable Albertans. Alberta's government is modernizing and undertaking transformational changes necessary to ensure the services on which Albertans rely, remain effective and accessible now and into the future.

1. Ensuring a resilient and modernized health care system that provides cost-effective, accessible and high quality health care for Albertans
2. Providing quality education and skills development to Albertans
3. Supporting Albertans most in need
4. Enhancing the justice system to make it fairer, faster and more effective
5. Ensuring the health and integrity of Alberta's environment and ecosystem
6. Partnering with Indigenous Peoples to pursue opportunities
7. Building better communities

PRIORITY ONE

Objective one

Ensuring a resilient and modernized health care system that provides cost-effective, accessible and high quality health care for Albertans

The government will continue to implement key initiatives to modernize and optimize Alberta's health care system so that every Albertan is able to conveniently access safe, high quality, and reliable health services when they need them.

Actions

- Improving and optimizing emergency medical services (EMS) across the province through actions identified by the Alberta EMS Provincial Advisory Committee, and the independent review of the integrated dispatch system.
- Minimizing disruptions to patient care by adapting the health system to meet challenges and investing \$100 million per year to provide additional health care capacity on a permanent basis, including adding new ICU beds, to ensure the health care system can respond to future system-wide health challenges, while improving health outcomes.
- Continuing to implement initiatives under the Alberta Surgical Initiative designed to improve wait times and patient experience for Albertans requiring surgery. This includes increasing the volume of surgeries completed in Chartered Surgical Facilities.
- Investing \$332 million over two years to complete the Calgary Cancer Centre, creating 160 new inpatient cancer beds. When open in late 2023, the \$1.4 billion Calgary Cancer Centre will be one of the largest and most modern health facilities of its kind in the world.
- Investing over \$190 million over three years for the redevelopment and expansion of the Red Deer Regional Hospital, which will increase critical services and add capacity to one of the busiest hospitals in the province. This includes a new cardiac catheterization lab, three new operating rooms, and 200 new inpatient beds when completed in 2030-31.
- Modernizing Alberta's continuing care system to include improved access to facility-based care in the community, home care, palliative and end-of-life care, and continuing care services for Albertans living with disabilities and chronic health conditions.
- Improving access to health services, through the Rural Health Professions Action Plan and other programs to attract, recruit and retain physicians and other health care professionals in remote and rural communities.
- Continuing to expand access to services and supports that improve the health and quality of life for those living with, or at risk of, mental health and addiction. The government currently spends about \$1 billion on mental health and addiction supports, and Budget 2022 provides an additional \$20 million per year to further implement a recovery-oriented system of care.
- Implementing an integrated and modern clinical information systems to give health care providers more complete patient information, enhancing the quality of care provided to Albertans.
- Improving access for First Nations, Métis, and Inuit peoples to quality health services that support improved health outcomes.

PRIORITY ONE

Objective two

Providing quality education and skills development to Albertans

Alberta's government is working with parents, teachers, superintendents and trustees to make Alberta's schools the best places for our children to learn and develop. The government will maintain spending for the K-12 education system and continue to build post-secondary education as the foundation of a strong Alberta economy and a vibrant province.

The government will also ensure that Alberta's post-secondary education system supports economic recovery, addresses skill and labour shortages for businesses, and helps get Albertans back to work. A top priority for the government is to provide supports that ensure Albertans have the knowledge, skills and competencies needed for family-supporting jobs that contribute to economic recovery, growth and diversification

Actions

- Developing and expanding collegiate programs and charter schools, with particular attention to opportunities in the trades, delivering on government's commitment to expand student access to a full range of schooling options while strengthening parents' rights as primary decision makers about their children's education.
- Implementing grades 1 and 2 assessments in language and math to help parents and teachers assess progress in the critical early years as well as modernizing provincial student assessments by developing and implementing online assessment capabilities.
- Drafting a new Social Studies curriculum utilizing feedback provided by parents, education stakeholders, teachers and Albertans to ensure students learn historical content, build civic skills, explore First Nations, Métis, Inuit and Francophone perspectives and learn about different cultures and communities.
- Implementing new, province wide K–6 curriculum with a focus on English Language Arts and Literature, Math, and Physical Education and Wellness.
- Strengthening the K-12 education system by establishing the College of Alberta School Superintendents into a legislated organization through the *College of Alberta School Superintendents Act*. This Act recognizes superintendents and systems leaders as having unique professional status in the field of education and will help to strengthen the K-12 system, providing better outcomes for students.
- Through the *Education (Students First) Statutes Amendment Act, 2021*, government will be creating a public online, searchable database of Alberta-certificated teachers and teacher leaders, including details of disciplinary measures or sanctions, ensuring safety for students, confidence for parents, and accountability for teachers.
- Increasing opportunities for hands-on learning experiences through collegiate high schools, apprenticeship programs and vocational education, and strengthening the alignment of post-secondary programs to employment and address enrolment pressures, to meet Albertans' skills development needs and support their transition to the labour market.
- Investing \$1.5 billion over three years toward new schools and modernization projects across Alberta. Government will also develop and implement strategies and plans for maintaining and assessing the need for school capital projects.

PRIORITY ONE

Objective three

Supporting Albertans most in need

Government will always have supports in place for our most vulnerable citizens and those that require other targeted protections and supports. Alberta will enhance legislation and provide increased funding for specialized agencies that address domestic violence and human trafficking, as well as supporting low-income seniors, Albertans with disabilities and others in need.

Actions

- Improving supports for the successful transition of youth from government care into adulthood focusing on mentoring, educational attainment, employment readiness and connection to support services.
- Allocating \$2 million in 2022-23 to support Family Resource Centres across the province to assist individuals with disabilities and their families with accessing and navigating disability supports and services. Family Resource Centres provide tools, resources and information to help families manage Persons with Developmental Disabilities and Family Support for Children with Disabilities services to promote participation in the community and support adults with developmental disabilities to live as independently as possible.
- Modernizing and digitizing financial support systems to simplify and enhance service delivery for low-income Albertans while maintaining program integrity and ensuring long-term sustainability.
- Dedicating up to \$49 million in 2022-23, to investigate child pornography, gang violence, drug trafficking, stalking, human trafficking and domestic violence primarily through the Alberta Law Enforcement Response Teams.
- Leading the implementation of the Alberta Nine-Point Action Plan to Combat Human Trafficking, including moving forward with advancing the work of the Human Trafficking Task Force.
- Allocating \$14 million in 2022-23, to provide services and supports to assist people impacted by sexual violence through Alberta's 16 sexual assault centres.
- Continuing to develop and implement a family violence primary prevention framework. The framework will shift from an intervention focus to one that focuses on changing behaviors and addressing the root causes of family and sexual violence.
- Maintaining financial stability for seniors with low income through the provision of \$491 million in grants and \$20 million in low-interest home equity loans; supporting the health, safety and wellbeing of seniors, including the prevention of elder abuse; and promoting aging well for seniors at home and in the community.
- Dedicating \$90 million in 2022-23 to provide safe supportive housing to individuals and families experiencing homelessness, and to support their need to maintain long-term housing stability.
- Allocating \$49 million in 2022-23 to homeless shelters to provide safe temporary accommodations, basic needs services, and support clients to access housing and recovery-oriented supports and services.
- Implementing *Stronger Foundations: Alberta's 10-year Year Strategy to Improve and Expand Affordable Housing* providing safe, stable, affordable housing for an additional 25,000 households by 2032. This includes developing and implementing an Affordable Housing Asset Management Framework and expanding partnerships with government, municipal, non-profit, and private housing partners through a new Affordable Housing Partnership Framework.
- Promoting awareness of, and increased access to culturally sensitive supports and services for Indigenous People with disabilities living both on-reserve and off-reserve and on Metis Settlements.

PRIORITY ONE

Objective four

Enhancing the justice system to make it fairer, faster and more effective

Albertans deserve an accessible and sustainable justice system that protects them and their loved ones. This government will protect Albertans by making the justice system fairer, faster, and more effective. Government is committed to providing Albertans with improved digital services to access justice, address COVID-related system backlogs and promote justice system sustainability.

Actions

- Improving law enforcement's rural crime response capability through the Rural Alberta Provincial Integrated Defence (RAPID) Response, which allows fish and wildlife officers and traffic Sheriffs to assist the RCMP on urgent calls and with investigating a wider range of traffic offences.
- Reviewing options for delivering policing services in the province, including the feasibility of a provincial police service, with the objective of improving the safety and security of Albertans and their property.
- Modernizing the current victim service delivery model to ensure services are consistent and accessible across the province, providing victims of crime with appropriate supports when and how they need them.
- Continuing to prioritize the recruitment and retention of Crown prosecutors, including new prosecutors and support staff to ensure criminal matters are dealt with in a timely and appropriate manner.
- Investing up to \$5 million annually to expand Drug Treatment Court capacity and working to expand opportunities for individuals with substance abuse concerns to access supports to break the cycle of criminal behavior driven by drug addiction. This will offer participants a chance to avoid prison and complete a drug treatment program in the case of non-violent offences.
- Continuing to implement digital solutions to improve Albertans' access to services and promote system sustainability by moving services online that are currently delivered through traditional channels, including court filings, adjournments and remote appearances.
- Improving Albertans' interactions with the justice system through community channels, including the Public Security Indigenous Advisory Group and Hate Crimes Liaisons to align government processes with the needs of Indigenous, ethnic, religious and sexual minority communities most targeted by hate-motivated crimes.

PRIORITY ONE

Objective five

Ensuring Alberta's environment and ecosystems support Albertans' well-being

The health and integrity of the environment and ecosystems are essential to the well-being of Albertans and the strength of our economy. Alberta's Government will implement effective regulation, environmental frameworks, land use plans and complementary strategies to ensure a sustainable future, making life better for Albertans.

Actions

- Supporting environmental resource stewardship through proactive public and stakeholder engagement and targeted strategies and frameworks including Alberta's Clean Air Strategy, government's commitment to wise management of air quality, and the Water for Life Strategy, which ensures a safe and secure drinking water supply, healthy aquatic ecosystems and reliable, quality water supplies for a sustainable economy.
- Continuing to enhance Alberta's approach to climate change mitigation and adaptation including through the Technology Innovation and Emissions Reduction (TIER) system.
- Using an Environmental, Social and Governance approach and partnerships to deliver effective ambient environmental condition monitoring, evaluation and reporting to support resource stewardship, including through the new Surface Water Quality Management Frameworks which monitor and manage long-term, cumulative changes in water quality in the North Saskatchewan, Battle and Upper Athabasca rivers.
- Advancing work with Indigenous communities and organizations on environmental issues to develop long-term, trust-based relationships, such as working with Enoch Cree Nation and the City of Edmonton to establish Big Island Provincial Park in southwest Edmonton in the North Saskatchewan River Valley. This will allow Albertans to experience the benefits of exploring the River Valley now and for generations to come.

Objective six

Partnering with Indigenous Peoples to pursue opportunities

The government will continue to partner with Indigenous Peoples in Alberta in pursuit of reconciliation, inclusion, opportunity and community well-being, including increasing safety for all Indigenous People. We will support opportunities for Indigenous entrepreneurship, community supports, training and employment as well as supporting Indigenous leaders to develop the social and economic programs their communities need.

Actions

- The First Nations Development Fund is projected to provide \$113 million in 2022-23, to help fulfill First Nations' economic, social, and community priorities.
- Investing more than \$8 million in 2022-23 to support Indigenous communities through the Alberta Indigenous Opportunities Corporation, whose mandate is to support Indigenous communities' participation in commercially-viable major resource projects that play an intricate role in Alberta's economic growth.
- Investing \$5 million to the Employment Partnerships Program in 2022-23, to help Indigenous organizations address systemic barriers to Indigenous participation in employment and training initiatives, and make connections to industry stakeholders to create meaningful opportunities for employment.
- Offering direct investment, through the Aboriginal Business Investment Fund, to eligible Indigenous community-owned economic and business development projects that improve social and economic outcomes for Indigenous Peoples and their communities, by creating jobs and boosting regional economies.
- Leading Alberta's Residential Schools Community Research Grant program which funds Indigenous-led engagement, research and related activities associated with the documented and undocumented deaths and burials of Indigenous children at any of the historical Indian residential school sites in Alberta.
- Continuing to facilitate Indigenous participation in the province's resource development sector and on resource development projects through the Aboriginal Consultation Office.
- Working with the federal government, improve access for Indigenous Peoples to key services such as education and health care and advocate for on-reserve services for persons with developmental disabilities, addiction and/or mental health issues.

PRIORITY ONE

Objective seven

Building better communities

To better serve Albertans and support Alberta's economy the government will support and fund projects that will upgrade facilities, expand affordable housing, improve service delivery and enable Albertans to access government services in the most efficient manner.

Actions

- In 2022-23, \$100 million is allocated through Family and Community Support Services (FCSS) to communities and municipalities including Metis Settlements, to develop and deliver preventative social services programming. FCSS programs focus on: early learning and preschool; parent, child and youth development; home support services; life skills programs; and short-term counselling.
- Allocating \$26 million in 2022-23 to the Alberta Foundation for the Arts as the primary arts resource and grant funding body dedicated to supporting the development of the arts and artists.
- Investing up to \$390 million over the next four years to improve broadband services across the province and ensuring that rural, remote and Indigenous communities are included in the province's economic recovery.
- Investing \$9 million to improve the Land Titles' service capacity to reduce the registration backlog which has delayed land title transactions.
- Implementing the government's Data Strategy to enable data-driven innovation and economic diversification for the benefit of all Albertans. This will modernize the approach to managing and governing data and information; innovate the use of data to improve economic and social outcomes; and standardize and strengthen data and information policy, privacy, and security protection.



EDUCATION

High School completion rate

Last Actual: 2019-20 85.8 per cent of students completed high school within five years of entering Grade 10. High school completion is an indicator of education system performance, job readiness and preparedness for further study.

Post-Secondary transition rate

Last actual: In 2019-20, 59.7 per cent of Alberta's high school students made the transition to post-secondary within six years of entering Grade 10. Fostering student transition to a post secondary institution or apprenticeship program is an indicator of the development of a skilled labour force.



HEALTH

Annual number of surgeries provided

Last Actual: In 2020-21: 271,131 scheduled and emergency surgeries were completed. This indicator is used to monitor growth in surgical capacity resulting from implementation of initiatives such as the Alberta Surgical Initiative and post-pandemic surgical recovery plans.

Unplanned mental health readmissions to hospital

Last Actual: In 2020-21, 12.1 per cent of mental health patients had unplanned readmission to hospital within 30 days of discharge. This indicator is used to monitor the effectiveness of follow-up mental health care after discharge from hospital.

PRIORITY TWO

Priority two Growing Alberta's economy

Our objectives

Alberta's long-term prosperity is dependent on improving competitiveness, attracting investment and job creation. Alberta's Recovery Plan has helped the province rebound from the most challenging economic crisis of our time. Alberta is leading the country in economic growth. Thanks to our competitive business environment and low cost of living, we are seeing a wave of new investments across the province. The government is committed to attracting investment, growing the economy, supporting wealth creation and, through these actions, ensuring a high standard of living for Albertans into the future.

Our economy is stronger when Albertans maintain fulfilling, family-supporting jobs. We are building our economic strengths to support and attract investment in Alberta's established and emerging industry sectors and positioning our province for economic growth. Alberta's government is committed to a smart approach to innovation, keeping our existing economy competitive and making Alberta a magnet for investment in new technologies and economic diversification, while further eliminating red tape to support job creators.

1. Attracting investment and growing the economy
2. Connecting Albertans with family-supporting jobs
3. Reducing red tape
4. Standing up for Alberta's natural resources
5. Advancing a fair deal for Alberta

PRIORITY TWO

Objective one

Attracting investment and growing the economy

Alberta's government will continue to enhance the investment climate to support the province's economic growth. Building on our strong foundations, including low taxes and an efficient regulatory environment, we will support established and emerging sectors and create job opportunities for Albertans. Leveraging our competitive advantages will support growth in sectors such as new technology, value-added petrochemical manufacturing, mineral resource development including rare earth minerals, and pharmaceuticals.

Actions

- Maintaining a competitive corporate tax environment, making Alberta an investment destination for high-value and high-impact investments, ensuring economic diversification, growth and long-term economic success.
- Continuing to implement Alberta's Investment and Growth Strategy, focusing the province's investment attraction activities on established and emerging sectors such as energy, agriculture, tourism, finance and fintech, aerospace, aviation and logistics, and technology and innovation, and expanding the province's investment attraction presence globally.
- Implementing strategies to develop, grow and attract investment in key industry sectors including: the Alberta Technology and Innovation Strategy; the Pharmaceutical and Life Sciences Strategy; the Agri-food Sector Investment and Growth Strategy; and the Natural Gas Strategy and Vision, and Hydrogen Roadmap. These strategies will attract new investment, diversify our economy and create jobs in Alberta.
- Expanding Alberta's network of international offices located in the United States by opening offices in Seattle, Denver and Chicago to advocate for Alberta's economic interests.
- Continuing to support Alberta's tourism industry by developing and implementing policies and programs that promote and stimulate growth of Alberta's tourism sector, including through the expanded role for Travel Alberta.
- Implementing a Rural Economic Development Action Plan to help increase economic development capacity and opportunities of rural communities, and improving conditions for ongoing economic success.
- Establishing a Clean Hydrogen Centre of Excellence to support research and innovation on clean hydrogen technologies, providing funding for pilot and demonstration projects, and to help build a labour force to support the emerging clean hydrogen economy.
- Continuing to implement the Alberta Petrochemicals Incentive Program (APIP) to help attract investment in new or expanded market-driven petrochemical facilities and products. APIP is a key part of Alberta's economic recovery, capitalizing on Alberta's natural resources, helping make Alberta one of the world's top producers of petrochemicals.
- Supporting economic stimulus efforts through the Municipal Sustainability Initiative (MSI), which will provide \$970 million in capital funding to Alberta municipalities over the remaining two years of the program. These continued infrastructure investments will help sustain local jobs and position our communities to participate in future economic growth.
- Maintaining property tax initiatives including a property tax holiday for all new well and pipeline assets until the 2024 tax year to encourage new investment in the oil and gas sector and support the continued viability of existing assets.
- Increasing the lending capacity for the AFSC to \$3.6 billion by 2024 to ensure primary producers, agribusinesses, and value-added agri-processors have reliable access to capital.
- Investing \$1.8 billion over three years toward priority infrastructure projects to promote economic growth, create jobs, clear transportation bottlenecks and reduce congestion in key trade and industrial corridors. Key projects underway include completing the ring road around Calgary, twinning 46 kilometres of Highway 3, and the Airdrie interchange improvement project. In 2022-23 Alberta's government is also investing \$235 million in smaller projects to support local municipal roads, bridges and water/wastewater infrastructure.

PRIORITY TWO

Objective two

Connecting Albertans with family-supporting jobs

Government is addressing current and longer-term labour market challenges by supporting Alberta's workforce through responsive programming, attracting talent, and advocating for Albertans.

Actions

- Improving access to child care through initiatives that support affordable, high-quality care that enables parents to participate fully in the labour market and supports Alberta's economic growth.
- Supporting Albertans through effective and targeted career and employment information services to connect Albertans experiencing long-term unemployment to the labour market.
- Supporting Albertans to get back to work through the Alberta at Work initiative, Training for Work suite of programs, the Canada-Alberta Job Grant, and the Alberta Jobs Now program which provide support to ensure workers have the skills and knowledge required to benefit from Alberta's economy.
- Delivering the Investment and Growth Fund, including a new funding stream focused on increasing investment in rural Alberta, to encourage new, high-impact, private-sector investments that will create good jobs and diversify our economy.
- Streamlining professional legislation and regulatory requirements for professional regulatory organizations to further reduce any unnecessary barriers to practicing in occupations in Alberta.
- Supporting economic growth, job creation and diversification through the Alberta Advantage Immigration Program streams to attract job-creating entrepreneurs, specialized skills and talent to support Alberta's economic growth.
- Developing a strategy to increase the number of students enrolled in Health Care Aide programs at various post-secondary institutions to support the continuing care sector, including rural and remote, and home care.
- Reducing regulatory barriers to the free movement of skilled workers to Alberta by implementing the *Labour Mobility Act* to meet our labour needs and spur economic recovery and future growth.
- Allocating an additional \$34 million in 2022-23, for a total of \$106 million to connect Albertans, including those with disabilities, to meaningful employment and training opportunities.
- Increasing innovative learning opportunities, such as micro-credentials, expanding the apprenticeship training model, and other work integrated learning, to diversify learning experiences that enable students to build in-demand skills that meet labour market needs.
- Investing in unemployed Albertans through the Driving Back to Work Grant program which provides funding for training and testing to become a Class 1 driver, supporting the economy and helping keep the province's supply chain moving. This grant will help to fill an expected shortage of commercial drivers, forecast to be more than 12 per cent by 2023.
- Investing \$30 million over the next two years to support unemployed job seekers, expanding the focus of employment training to enable Albertans to get back to work. Employment services will be improved by shifting from traditional employee-driven training to targeted employer-supported training with measurable outcomes.
- Investing \$3.2 billion over three years in Capital Maintenance and Renewal (CMR) projects, which help maintain the facilities where government programs and supports are administered and delivered. CMR projects invest in vital repairs to government-owned facilities like courthouses, provincial buildings, housing, post-secondary institutions, health facilities, schools and cultural facilities throughout Alberta. This includes \$1.6 billion over three years in CMR projects that focus on prioritizing rehabilitation projects for roads, bridges, slide repairs and culverts. These projects are often delivered by small and medium-sized contractors, supporting local economies and small business owners.

Objective three Reducing red tape

Alberta's government is continuing to reduce red tape by one-third to make Alberta the most attractive destination for investment and job creation in North America. In 2021, the Canadian Federation of Independent Business (CFIB) recognized Alberta as the most improved province in Canada. To date, the government has reduced more than 20 per cent of its regulatory requirements. Hundreds of red-tape reduction initiatives have already been implemented, streamlining processes, reducing unnecessary duplication, and reducing at least \$1.2 billion in direct costs for Alberta's job creators.

We will continue to remove regulatory barriers and reduce costs for Alberta's job creators, modernize our regulatory systems, and improve the delivery of government services. Efforts to reduce red tape will draw upon the expertise and knowledge of our citizens and industry including through the work of dedicated industry panels. At the same time, we will ensure continued, effective regulatory oversight to maintain vital consumer, environmental, health and safety protections, and fiscal accountability.

Actions

- Continuing to reform how we regulate, including: reducing government oversight where it is not necessary; eliminating redundant requirements; and implementing smarter regulations that focus on the desired outcome rather than prescribing how it must be achieved.
- Continuing to implement digital and other innovative solutions to improve the delivery of essential government services and reduce administrative burden.
- Increasing the focus on reducing costs for Albertans and Alberta businesses when complying with government regulations, and embedding the analysis of these costs as an integral part of government decision-making.
- Continuing the ongoing work with red tape reduction industry panels that represent Alberta's key economic sectors (oil and gas; agricultural, food, and bio-industrial; construction; forestry; chemical manufacturing; hospitality and tourism; industrial manufacturing; small business; and non-profit) by implementing high impact and transformational changes to drive private sector growth and job creation.
- Taking action on recommendations from the public to cut unnecessary red tape provided through the online web portal (CuttingRedTape), reducing even more red tape to make life easier for Albertans.
- Reviewing the Occupational Health and Safety Code to improve health and safety outcomes while enabling innovation, competitiveness and streamlining regulatory requirements.
- Increasing the effectiveness of Alberta's environmental approval and compliance processes while reducing administrative, regulatory and process burdens through ongoing development and implementation of an integrated regulatory assurance framework.
- Continuing to modernize Alberta's liquor, gaming and cannabis sectors through reviews of the Gaming, Liquor and Cannabis Regulation, Alberta Gaming, Liquor and Cannabis (AGLC) Handbooks, and consultation with key stakeholders.

PRIORITY TWO

Objective four

Standing up for Alberta's natural resources

This government is committed to developing our natural resources responsibly and sustainably, working with our Indigenous partners, and creating jobs for Albertans. Alberta's government will continue to promote our natural resources and commitment to environmental conservation, protection and sustainable economic prosperity.

We will continue to encourage the federal government to publicly defend Canada's energy sector and our energy sector workers, to ensure the timely approval and completion of pipeline projects to get Alberta's oil and gas to market.

Actions

- Working closely with the world's leading banks insurers, pension funds, credit rating agencies and investors to define and defend Alberta's leadership on environmental, social and governance standards across all sectors, and to outline major capital investment opportunities.
- Advocating for and supporting expanded pipeline capacity and access to new markets for Alberta's energy resources and products.
- Continuing to create a competitive regulatory environment that encourages the development of natural gas, hydrogen, geothermal, and minerals as well as advancing the development of carbon capture, utilization and storage to leverage Alberta's natural advantages.
- Reinforcing Alberta's long-standing commitment to responsible and innovative energy and mineral resource development, and communicating the province's energy and mineral industry performance to investors.
- Working with First Nations, Metis Settlements, other Métis communities and Indigenous organizations to support Indigenous participation in the natural resource and energy sector.

PRIORITY TWO

Objective five

Advancing a fair deal for Alberta

Alberta has been the biggest contributor to Canada's economic growth and success in recent decades, and a driver of job creation. Wealth from Alberta's oil and gas sector has been a key factor in an improved standard of living for all Canadians. That is why this government continues to engage constructively with the federal government to protect Canada's economic interests. Alberta will continue to seek a fair deal on equalization and stabilization and protect our key industries.

Actions

- Advocating for more equitable treatment for Alberta with the federal government, including improvements to the Equalization and Fiscal Stabilization Program.
- Building coalitions with willing provinces and territories to advance objectives that respect Alberta's jurisdiction and improve our prosperity.
- Considering outstanding recommendations of the Fair Deal Panel and taking action, as appropriate, in pursuit of a federal system that best serves the needs of Albertans and Canadians, affirming Alberta's place in the Canadian federation.
- Advocating with the federal and US governments to expand market access for Alberta's oil and gas products to global markets by actively promoting Alberta's natural resources as a secure and stable source of energy, and the province's role in supplying affordable, responsible and reliable energy for the world.
- Continuing to advocate for responsible federal firearms legislation to deter criminals, respect property rights and make sure Albertans continue to live in safe and secure communities. In 2022, Alberta will open Chief Firearms Officer office locations in Fort McMurray and Vegreville.



EMPLOYMENT

Enrollment in Facility-Based Child Care programs, Family Day Home, Innovative and Group Family Child Care

Last Actuals: the number of available child care spaces for 2020-21 was 127,860 spaces, in addition to 15,609 preschool spaces. 22,967 children were receiving a subsidy. This indicator includes daycare, family day home, out of school care, preschool, innovative and group family child care programs. Availability of high-quality child care supports greater participation in educational opportunities, training and the workforce.

Private sector employment

Last Actual: Employment in the private sector grew 7.4 per cent in 2021. The number of jobs in the private sector is an indicator of the extent to which economic conditions are affecting activity in the private sector and, therefore, employment in that sector.

Long-term Unemployment Rate

Last Actual: For 2021 Alberta's long-term unemployment rate, the percentage of unemployed Albertans who were long-term unemployed, was 37 per cent. Long-term unemployment is defined as being out of work and looking for a job for 27 weeks or more and is an indication of the overall health of the labour force, the ability for people to find work, and the extent to which government programs and economic conditions are impacting long-term unemployment.

Wages and Salaries Growth

Last Actual: For September 2021 wages and salaries were up 5.6% year-to-date through September 2021 compared to the same period last year. Wages and salaries are an indicator of labour income and reflect changes in employment, labour force participation, hours worked and wage growth.



INVESTMENT AND BUSINESS ACTIVITY

Non-residential Investment in Alberta

Last Estimate: \$11,986 per capita in 2021, up 9.3 per cent from 2020. Investment in plant and equipment and intellectual property in Alberta's non-residential sector divided by the province's total population. Non-residential investment is an indicator of the overall productive capacity of the economy and a key driver of economic activity in the province. 2021 data is TBF's estimate.

Upstream Oil and Gas Investment

Last Estimate: \$23.3 billion in 2021, up 25.7 per cent from 2020. Fixed non-residential capital investment in Alberta's oil and gas extraction sector is an indicator of the health and future growth of the oil and gas sector in Alberta. 2021 data is TBF's estimate.

Venture Capital Investment in Alberta

Last Actual: \$455 million in venture capital investment across 51 deals, a 100 per cent increase over investment in 2019. Venture capital investment is an indicator of both investor confidence and the diversification of Alberta's economy, particularly in knowledge-based industries.

Non-energy exports (excluding primary oil and gas production)

Last Actual: \$38.5 billion in 2021, up 21.1 per cent from 2020. The value of international goods exports excluding energy products in Alberta and indicates growth and diversification outside the energy sector.

Energy Goods Exports

Last Actual: \$99.6 billion in 2021, up 65.4 per cent from 2020. The value of energy products (crude oil, natural gas and electricity) exported by Alberta internationally is an indicator of the health of the oil and gas industry and efforts to increase market access.

PRIORITY THREE

Priority three

Fiscal sustainability

Our objectives

Government is committed to operating more efficiently by investing wisely in programs and services and following through on our commitment to good financial management and fiscal prudence. In order to guide fiscal decision-making, government established three key fiscal anchors: keeping net debt-to-GDP under 30 per cent, getting per capita spending in-line with comparator provinces and, after the pandemic, re-establishing a commitment to balance the budget.

The Fiscal and Strategic Plans continue to demonstrate government's commitment to improving the sustainability of the province's finances and shows clear progress towards achieving a balanced budget.

1. Providing value for each tax dollar spent

PRIORITY THREE

Objective one

Providing value for each tax dollar spent

Albertans expect their tax dollars to be spent wisely and responsibly, to ensure the long-term sustainability of government programs.

Actions

- Continuing to implement the recommendations of the MacKinnon Panel, as appropriate, including careful reviews of expenditures, improving planning, transparency and financial reporting.
- Finding efficiencies in public sector spending, allowing the province to focus its spending on the programs and services that benefit all Albertans – like health care, education, and economic growth efforts.
- Pursuing fair and reasonable public sector compensation that recognises the essential nature of the work, and supports a more efficient public sector ensuring Albertans receive the best deal for their taxpayer contributions.
- Working with physicians and the Alberta Medical Association to manage spending growth and modernize physician funding models. This will improve quality of patient care and accountability for services rendered.
- Establishing the new Alternative Capital Financing Partnerships Office (ACFPO) to provide oversight of centralized work on public-private partnerships (P3s), and provide the resources and expertise required to engage in strategic partnership opportunities and explore alternative revenue generation options.
- Implementing the Local Government Fiscal Framework (LGFF) by 2024 to ensure Alberta's communities can continue to seize opportunities for economic growth. The LGFF is a legislated program, which recognizes the essential role municipalities and local infrastructure play in supporting local businesses and creating local jobs. The LGFF will provide \$722 million in capital funding in the first year, with future funding levels tied to changes in provincial revenues (MA)



GOVERNMENT SPENDING

Net Debt to GDP in Alberta and comparator provinces

Last Actual: 2020-21: Alberta: 20.2%, Quebec: 42.4%, Ontario: 43.1%, BC: 17.2%.

Measures the proportion of a province's public debt to its gross domestic product and is a measure of the health and sustainability of a province's finances.

Per capita expenditure with comparator provinces (Quebec, Ontario, BC)

Preliminary Estimates: The difference between Alberta's per capita expenditures and the average of comparator provinces narrowed between 2019-20 and 2020-21 when the total expenditure minus debt servicing costs stood at - Alberta: \$14,109; Quebec: \$14,983; Ontario: \$11,289; BC: \$12,910. Comparator 3-Province Average: \$13,061. This is an indicator of the comparative levels of public expenditure compared to the most directly comparable provinces with respect to features such as population size and density as well as geography.

