



BUSINESS COUNCIL
OF ALBERTA



DEFINE THE DECADE

*Building Alberta's
Future—Together*



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About the Business Council of Alberta

The Business Council of Alberta is a non-partisan, for-purpose organization dedicated to building a better Alberta within a more dynamic Canada. Composed of the chief executives and leading entrepreneurs of the province's largest enterprises, Council members are proud to represent the majority of Alberta's private sector investment, job creation, exports, and research and development. The Council is committed to working with leaders and stakeholders across Alberta and Canada in proposing bold and innovative public policy solutions and initiatives that will make life better for Albertans.

Land Acknowledgement

In the spirit of truth, reconciliation, and respect, we honour and acknowledge the lands upon which we live and work as guests, including the traditional territories of the First Nations in Treaties 6, 7, and 8 and the citizens of the Métis Nation of Alberta. We thank the First Peoples of this land, which we now call Alberta, for their generations of ongoing stewardship of the land, and we seek to walk together in the spirit of truth and reconciliation to build a shared future for all in Alberta.

This document reflects the views of the Business Council of Alberta based on our own research and engagement with members and stakeholders. Alberta is a diverse place. In many cases, there is a range of views on an issue within the Council membership. This piece may not necessarily reflect the perspective of all BCA member companies, and should not be read as the position of any one member. The information and ideas included are presented for informational purposes only and are should not be relied upon for investment or other purposes.

**Alberta has
so many
opportunities.
We have to
*Define the Decade.***

—Nancy Southern, Chair & CEO, ATCO

Define the Decade is: A vision & plan to create a prosperous life for all Albertans through a competitive, inclusive, and sustainable economy.

Define the Decade is about building a better Alberta. It’s a 10-year economic strategy built by Albertans to make Alberta the place they want it to be. It’s one part vision for the future, and one part framework for how to get there.

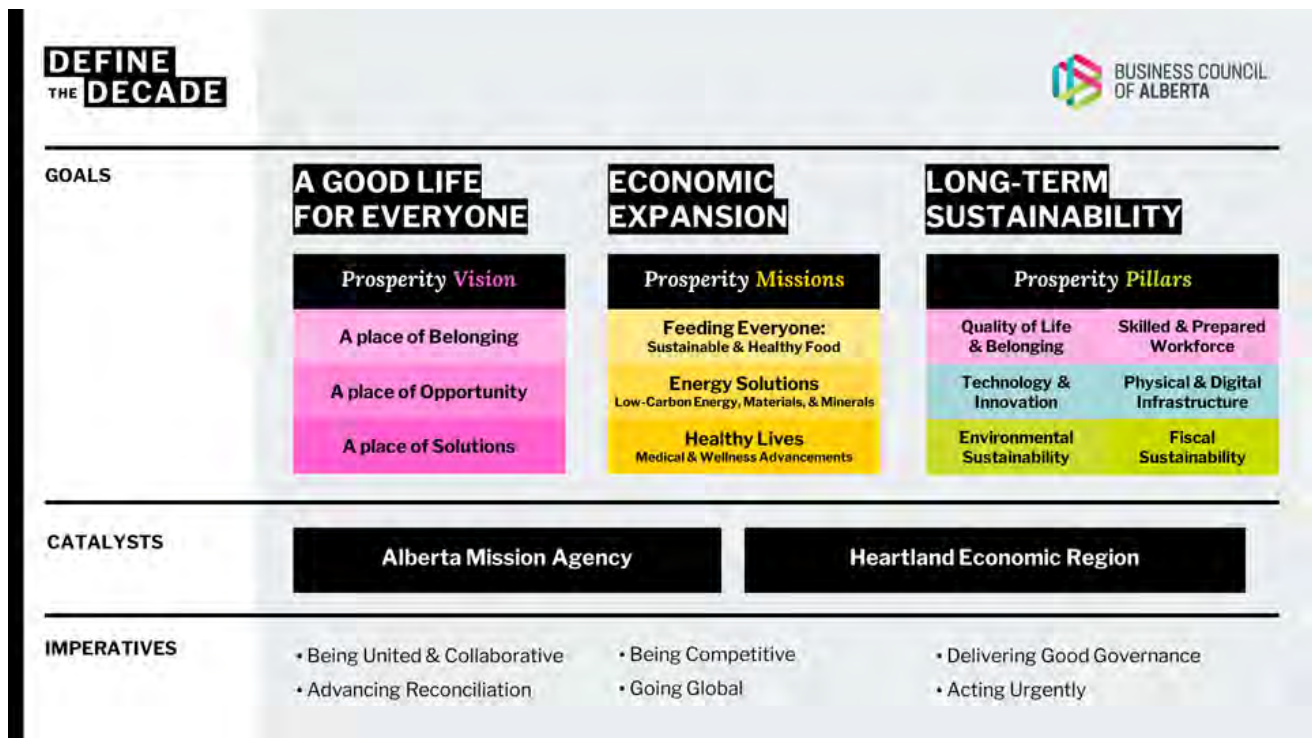
Thousands of Albertans contributed their thoughts, ideas, passions, and dreams for the province: from company boardrooms and Indigenous communities; from high school classrooms and rural homes; and nearly everywhere in between.

The most important thing we learned: there’s a lot more pulling us together than pushing us apart.

That’s important because, while Alberta is filled with potential, we face many challenges. The economy has struggled for most of the past decade; many felt Alberta’s best days were behind us. Climate action and other global forces are dramatically shifting the outlook for the province. And on top of that, there are areas of deep division; not everyone has shared in the province’s past successes due to biases, racism, broken Treaty promises, and other forms of economic and social exclusion.

We can do better, and we must. In fact, we feel Alberta’s best days are ahead of us. But to secure prosperity for all Albertans, we must plan that future on purpose. We must be bold and ambitious. And we must make strategic decisions that open the pathways to get us there. In short, we must Define the Decade.

The core of the Define the Decade plan can be understood as follows, with considerable detail on the pages which follow:



Key Components

Alberta's Prosperity Vision: In the next decade, Alberta will be a place of **belonging**, a place of **opportunity**, and a place of **solutions**.

Prosperity Missions: Alberta must take a mission-driven approach to realize that vision. This is about rallying nearly every industry in the province and calling upon business, government, and people to work together on three global-scale challenges that Alberta is uniquely positioned to help solve:

1. **Feeding Everyone:** Sustainable & Healthy Food
2. **Energy Solutions:** Low-Carbon Energy, Materials, & Minerals
3. **Healthy Lives:** Medical & Wellness Advancements

Catalysts: To help make it happen, the project recommends two catalysts:

- **Alberta Mission Agency**—which would coordinate and advance the Prosperity Missions focus for Alberta. It is the next version of the highly successful Alberta Oil Sands Technology and Research Authority (AOSTRA).
- **Heartland Economic Region**—a province-wide collaborative network of communities working to compete with similar mega-regional economic development initiatives in North America.

Prosperity Pillars: The foundational components needed to implement this vision and plan. Each of the six pillars contains a short list of needle-moving ideas like developing an **Alberta Accessibility Act**; creating an **Alberta Workforce Development Strategy**; launching an **Alberta Venture Capital Investment Fund**; and overhauling **federal and provincial regulatory and approvals processes** to attract and accelerate business investment.

Goals: If we are successful, Albertans will together achieve the following three goals.

1. **A Good Life for All:** Ensuring that Alberta achieves greater shared prosperity than we have in the past.
2. **Economic Expansion:** Driving that prosperity through improved productivity, competitiveness, and growth of the Alberta economy.
3. **Long-Term Sustainability:** Preserving everything from our environment to our public finances for future generations.

Imperatives: The non-negotiable components of an effective and inclusive economic development strategy for Alberta. These are: being united & collaborative; advancing reconciliation; being competitive; going global; delivering good governance; and acting urgently.

Scorecard: 18 metrics to track progress towards creating greater shared prosperity.

Conclusion

Albertans have shared their vision for the province. Through research and extensive consultations, Albertans identified three missions to drive towards that vision, six pillars to create conditions for success, and six imperatives to guide the way. And finally, we developed two catalysts to pull it all together.

Together, all these will put us on a path towards bringing Albertans' vision of their future to life—an Alberta that embodies a place of belonging, a place of opportunity, and a place of solutions.

It's time to Define the Decade. Join us. **Because Alberta is just getting started.**

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Gratitude

The Business Council of Alberta is grateful to the thousands of Albertans we spoke to during this project—to all who gave time, ideas, and information and shared research, and to our 12-member Executive Task Force and our 12-member Prosperity Advisory Committee, both of which helped shape, guide, and steer this work.

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Introduction





Alberta is an extraordinary place.



Alberta is blessed with beautiful landscapes: from the Rocky Mountains to the vast prairie vistas, from the northern boreal forests to the arid badlands. The province is home to an abundance of natural resources and agricultural lands. It offers a wealth of recreational opportunities—from rugged backcountry adventures to spaces for quiet contemplation.

Alberta's people are just as remarkable. They share a rich history, beginning with the culture, traditions, and knowledge of the Indigenous Peoples who first inhabited this place. Albertans pride themselves on their work ethic and entrepreneurial spirit. They face challenges head-on and are unafraid to try new things. They help each other in times of need. And they welcome newcomers from around the world to share in Alberta's abundance and opportunities.

Albertans' can-do mindset has helped unlock the vast potential of the oil sands, develop treatments for hepatitis, and farm the prairies. Albertans have created innovations in software, video games, finance, logistics, farming, drilling, robotics, and drones. Alberta has given the world ginger beef, the Caesar, and the SmartBoard.

Through this combination of natural resources, hard work, and ingenuity, Albertans have created one of the most prosperous places on earth. Incomes are, on average, the highest in Canada, and taxes are among the lowest. Albertans enjoy high-quality health care and education, affordable living, and incredible opportunity.

In short, there's a lot Albertans can be proud of.

But we can do better. In fact, we must.

For one, not everyone in Alberta has shared in the province's success to date. Economic outcomes for women, Indigenous Peoples, racialized individuals, those with invisible and visible disabilities, and many others lag behind. Historically marginalized and under-represented groups have, often for systemic reasons, been unable to participate in many aspects of Alberta's economy. Most notably, for over 150 years, Indigenous Peoples have endured—and continue to deal with—racism, broken Treaty promises, and economic and social exclusion. There are dark truths in Alberta's history that we must confront on the path to reconciliation, including the ongoing impact of residential schools.



While other issues of inclusion do not share the same history, they do exist and must also be addressed. For example, many recent immigrants have difficulty settling or feeling welcome, finding work, and having their credentials recognized. Those with disabilities do not have access to the same opportunities as others. Downtown Edmonton and Calgary are home to many people struggling with homelessness, mental health problems, and addiction. Rural and remote communities have experienced too many booms and busts, leading to swings in unemployment.

Second, the provincial economy—once the engine of Canada—has been struggling in recent years. Since 2014, Alberta has dealt with an oil price crash, floods, fires, droughts, and COVID. Over that time, its standard of living has fallen by 11%. While Albertans are still, on average, better off than other Canadians, this decline is concerning, and many Albertans have been left behind. The result is less wealth, prosperity, and opportunity for everyone in the province.

And finally, the world is changing. The population is getting older. Rural areas face decline. Technology is changing where and how people work, and what skills are needed to succeed. Economic growth and personal success are increasingly dependent on ideas, innovation, and higher education. Most importantly, climate change and efforts to lower greenhouse gas emissions (GHGs) create policy tension and an uncertain future for Alberta's largest and most valuable economic sectors.

On top of these three reasons, Russia's invasion of Ukraine adds a new challenge to the mix. The invasion has disrupted global supply chains and driven the prices of many goods higher, sparking significant inflation and concerns of shortages locally and globally.

Moreover, it has shone a light on the importance of access to secure and affordable food and energy, and the need to ensure that democratic countries do not depend on hostile nations for their basic necessities. In fact, it is highly likely that global food, fertilizer, and energy markets have fundamentally changed.

All this is taking place in the context of the global imperative to reduce carbon emissions while enhancing quality of life. In Canada, this road to net zero necessarily runs through Alberta because of the province's industrial structure and high emissions profile. However, the pathway to Canada's Paris targets will be bumpy, disruptive, and costly. Even as Alberta's resource sector continues to drive prosperity for all Canadians, significant new investments will be needed to reduce emissions in the province.

Through all that turmoil, Albertans have come to feel divided—along the political spectrum, urban versus rural, vaccinated or not, even Edmonton versus Calgary. Social media has magnified this polarization, highlighting anger and differences at the expense of thoughtful dialogue and shared values.

With all that going on, some wonder if our best days are behind us.

But what if they're wrong?

What if our best days are still to come?

We stand at a crossroads in Alberta's history. On the one hand, we could hope for the best, dig in our heels, and resist change.

Or, we could do what Albertans have always done: embrace that change and the challenge it represents, moving forward with purpose and intention.

If we plan and work together, we can build a future that is both more prosperous and more resilient. We can take the best of who we are as Albertans, confront and address our weaknesses, and move forward with courage, intention, and boldness. Albertans are strong, capable, and hard working. We can draw inspiration from our past successes and pave a new path forward—one that gets us to where we all want to be.

We can, in fact, Define the Decade.



What is Define the Decade?

Vision for long-term prosperity



Roadmap to achieve it

Define the Decade has three overarching goals that are the target at the end of the next ten years:

A Good Life for All

We must ensure that Alberta achieves greater shared prosperity than we have in the past.

Economic Expansion

Alberta (and Canada) must improve our growth, productivity, competitiveness, and prosperity.

Long-Term Sustainability

We must take a long-term approach in all we do, ensuring that everything from our environment to our finances can endure and thrive into the future.

Define the Decade was developed through one of the most extensive engagement processes in Alberta's recent history. We spoke to thousands of Albertans spanning the range of life experiences, backgrounds, and identities. We consulted with experts and thought leaders. We asked them all one question:

"What does a good life in Alberta look like to you?"

From there, we crafted a vision and a plan to achieve that vision.

Define the Decade is made up of three components:

- 1. Prosperity Vision**
- 2. Prosperity Missions**
- 3. Prosperity Pillars**

The vision describes the future that Albertans have told us they want. It is for Albertans, by Albertans. It is Alberta's "why." The missions are the global issues that Alberta is uniquely positioned to solve. They describe "what" Alberta should focus on in the coming decade to play a leadership role in making the world a better place and generate homegrown competitiveness and prosperity. Finally, the pillars outline "how" Alberta will realize its vision and fulfill its missions: by working collectively as citizens, businesses, and institutions to ensure we have the right foundation to build on.



Define the Decade is about taking stock of where we are, where we want to go, and how to get there—together.

It is about building shared prosperity—economic and social—for all who choose to call this place home, now and for generations to come. It is about taking a fearless look at our assets (physical, intangible, and human) and our challenges (those of our own design and those beyond our control) to chart an optimal course forward.

We must do this with ambition. We must define the decade using a broad set of voices, perspectives, and experiences with urgency, focus, and intent. We have come far together. However, there is much more to be done.

Because Alberta is just getting started.





Research & Engagement Process

Define the Decade is the result of one of the most ambitious research and consultation exercises in the province's history. It included:

- Surveying 1,200 Albertans on what they viewed as a good life, what they wanted for the future, and what they valued, the summary of which can be found [here](#).
- Engaging over 100 Albertans in 15 focus groups across the province, including Calgary, Edmonton, Red Deer, Fort McMurray, Lethbridge, rural citizens, and with high school students, post-secondary students, Indigenous Elders and leaders, post-secondary education leaders, technology sector leaders, business executives, and more.
- Conducting over 125 stakeholder discussions with leaders and organizations across Alberta, including business, government, non-profit, and education.
- Engaging over 100 chief executives of Alberta's most significant companies in working sessions and interviews.
- Developing a profile of Alberta's economy and key sectors, which can be found [here](#).
- Evaluating global trends and forces for their impact on Alberta over the next decade and what Alberta needs to do to prosper, which can be found [here](#).
- Collaborating with the [Canada West Foundation](#) to assess Alberta's place in the world, looking at changing international trade dynamics and what they mean for Alberta, which can be found [here](#).
- Assessing the strategies of Alberta's comparable and competitive jurisdictions to understand who we are up against, including British Columbia, Ontario, Quebec, Texas, California, and others.

We took everything we learned and worked with our Executive Task Force (made up of the Business Council of Alberta's members) and with our Prosperity Advisory Committee (comprising policy, non-profit, Indigenous, labour, and community leaders from across the province) to shape a vision based on the views and input of Albertans and lay out the plan to achieve that vision.





Define the Decade *At a Glance*

GOALS

A GOOD LIFE FOR ALL	ECONOMIC EXPANSION	LONG-TERM SUSTAINABILITY
Prosperity Vision	Prosperity Missions	Prosperity Pillars
A Place of Belonging	Feeding Everyone Sustainable & Healthy Food	Quality of Life & Belonging
A Place of Opportunity	Energy Solutions Low-Carbon Energy, Materials, & Minerals	Technology & Innovation
A Place of Solutions	Healthy Lives Medical & Wellness Advancements	Physical & Digital Infrastructure
		Environmental Sustainability
		Fiscal Sustainability

CATALYSTS

ALBERTA MISSION AGENCY
HEARTLAND ECONOMIC REGION

IMPERATIVES

- Being United & Collaborative
- Advancing Reconciliation
- Being Competitive
- Going Global
- Delivering Good Governance
- Acting Urgently



Prosperity Vision





A vision for Alberta, created by Albertans themselves

What does a good life look like?

In charting a path for the future—one where we both build on our strengths and address our weaknesses—we need to know what the destination looks like.

When making a plan for Alberta's prosperity, the future needed to reflect what Albertans want.

So, we asked them, "What does a good life look like to you?" Their answers were consistent and they form Alberta's Prosperity Vision.

This is the future Albertans want:

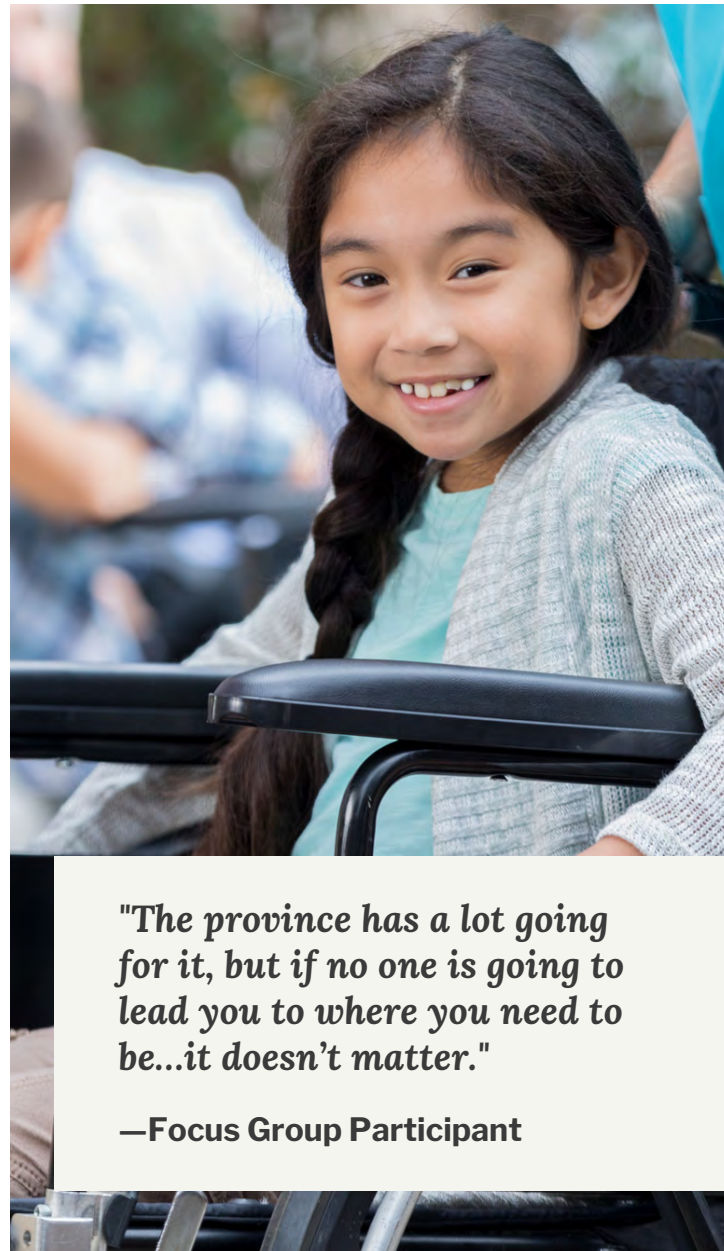
Alberta's Prosperity **Vision**

In the next decade, Alberta will be

**A PLACE OF
BELONGING**

**A PLACE OF
OPPORTUNITY**

**A PLACE OF
SOLUTIONS**



"The province has a lot going for it, but if no one is going to lead you to where you need to be...it doesn't matter."

—Focus Group Participant



Defining Alberta's next decade

Alberta is a place of inspiration and ingenuity. It's a place where you can feel the spirit of possibility and tenacity in the air. It's a place where people come together and help each other thrive. In its beautiful, albeit seasonally harsh environment, people work together to accomplish things often viewed by others as impossible. To Albertans, conquering the impossible is just one step to achieving success.

Alberta is about our ancestors, children, grandchildren, and the generations to come. It is about those born here and those who choose to come here. **It is an Alberta we create together, on purpose.** Alberta is our home. We are proud of who we are and what we have built here. We love our people, our landscapes, and our resources.

The province Albertans want to build includes the best parts of our past but reimagined and expanded to unite us and realize our full potential. We want to acknowledge our real shortfalls and struggles and remedy them so that together, we can tackle the biggest challenges facing our province, country, and even the world.

Alberta is made up of intelligent, driven, and hard-working people with abundant opportunities and the resources needed to succeed. A good life is within reach for anyone. We each get to define what that good life means for us and those we love. For most of us, it will involve a beautiful natural environment, opportunity, safety, belonging, and prosperity.

There is far more that unites us than divides us in Alberta. We all want the same things. We want to build an Alberta that is:

- a place of belonging;
- a place of opportunity; and
- a place of solutions.

If we build our province to be these things, we can make Alberta a place of shared prosperity.

This is the vision for Alberta's future. One where Alberta realizes its potential. A vision that defines our next decade.





Alberta's Prosperity *Vision*

Alberta is a place of BELONGING

In the next decade, Alberta will be more equitable and inclusive, where who you are as a person won't hold you back—it will be your largest asset.

Alberta will welcome more people than we have before with a renewed spirit of equality and inclusivity. Because the reality is not everyone in Alberta has had access to the same opportunities in the past. Too many have been left behind.

Indigenous Peoples were the first to welcome newcomers to what is now Alberta. The spirit of sharing and opportunity was the intended heart of the Treaties that helped create this province. And as it grew, Alberta welcomed people from around the world with the promise of fertile land and the chance for a good life.

For decades, Alberta has famously been known as the place where it didn't matter where you came from, what your parents did for work, or what school you went to. Instead, what mattered was your ambition and your character.

In the next decade, the chance of a great life will be extended to all: from Indigenous Peoples to New Canadians, from those already on the path to prosperity to those who have previously faced barriers to reaching it. We will define our success by leaving no one behind. Our economy and society will be where all can reach their full potential—creating unity and strength through diversity.

Alberta is a place of great diversity. We must nurture that diversity as our greatest strength, ensuring all belong by advancing inclusion, equity, reconciliation, and shared prosperity.





Alberta's Prosperity *Vision*

Alberta is a place of OPPORTUNITY

In the next decade, Alberta will be a place of opportunity, and we will bring that opportunity to life by creating one of the most prosperous places on earth.

Albertans have the chance to build an excellent quality of life, enjoy rich art and culture, and feel a sense of belonging in the community. There is an opportunity to experiment, solve, create, and leave a mark on the world.

Being Albertan means having fewer barriers, enabling policy, a free and competitive economy, and an ecosystem of support to help you succeed. It means having the best place possible to build a business, a career, and a life.

Alberta will create the means to realize opportunities for everyone: welcoming new Albertans to the finest education system, finding the right connections to build a business, and providing skilled and talented people. We have the potential for abundant opportunity for everyone in Alberta.

Opportunity means the chance to make your dreams real. Whatever you want to do, whatever you want to accomplish, you can do that here.

Alberta is a place of incredible potential. Creating prosperity requires being the best place on earth to turn that opportunity into reality.

"We have been [given] all these gifts, but we need to change the way we work, bring in new thinking, and all commit to making it happen"

—Focus Group Participant





Alberta's Prosperity *Vision*

Alberta is a place of SOLUTIONS

In Alberta, we solve problems. In the next decade, Alberta will become known as one of the top places in the world where solutions are created. Alberta can be the heartland of innovation needed to solve the world's greatest challenges.

We embrace learning and failure, knowing that not everything we try will work out and that falling short is part of the path to eventual success.

Historically, Alberta's world-renowned successes have been driven by innovation and our entrepreneurial spirit just as much as our physical resources. It took boldness to take risks and explore where no one else had: finding ways to extract gas from challenging formations and oil out of sand. It took persistence to find treatments for diseases like hepatitis. It took perseverance to make a dusty prairie bloom and provide food to the world.

This innovative and entrepreneurial capability is in Alberta's DNA. But what makes it unique is that it creates meaningful solutions that impact lives and even change the world.

Alberta is ready to help solve some of the most pressing global needs, including healthy and sustainable food; affordable, clean, and secure energy; a healthy life; and so much more.

Over the next decade, Alberta will be Canada's solutions heartland, turning innovations into answers. The solutions we create won't just benefit Albertans but will help those worldwide.

Alberta is a place of ideas and innovation that create solutions to humanity's greatest challenges.





These aren't just *dreams*. **They are plans.**

In Alberta, we dream big. But not only do we dream, we do.

Alberta is where people come to do hard things, to solve big problems, because we can. We will be a lab for new ideas, innovation, and new ways of doing over the next decade.

We will focus on our economy while supporting a vibrant arts and culture sector. We can build skills while taking care of those in need. We can be competitive and have a high quality of life. We can be leaders in clean energy and improve the environment. We can feed the world and create ground-breaking technologies. We can build resilient companies and create good jobs for everyone. We can create shared prosperity —that powerful combination of opportunity and capability—now and for future generations.

We want you to participate. We want you to stay, or come, here. We want you to find your place here. We want you to be able to achieve your best and contribute your greatest here because:

Alberta is just getting started.



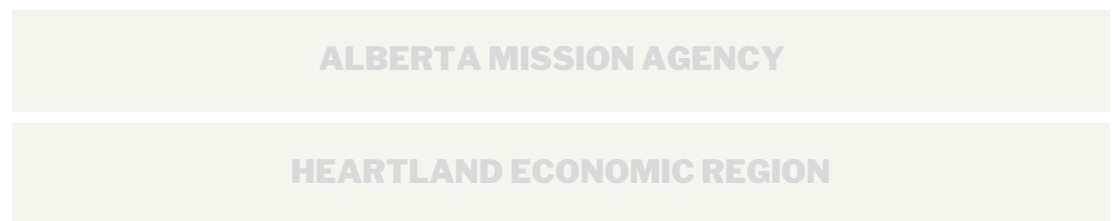


Define the Decade *At a Glance*

GOALS



CATALYSTS



IMPERATIVES

- Being United & Collaborative
- Advancing Reconciliation
- Being Competitive
- Going Global
- Delivering Good Governance
- Acting Urgently



Prosperity Missions





Albertans see their province as a place of solutions.

This is where people come to do hard things. We tackle big problems here.

Define the Decade builds on this spirit.

To achieve Alberta’s Prosperity Vision, we propose orienting our economic development efforts to a mission-driven approach, one that directs Alberta’s strengths and assets towards global- and humanity-scale challenges and opportunities.

Why this approach?

Because we can marshal our resources, people, ingenuity, and dedication to helping make the world a better place. And in the process, we will create jobs, investment, and shared prosperity in Alberta. Through the challenges we take on, we can inspire people to come here, stay here, and be a part of making life better for each other.

We propose three missions for Alberta.

These missions are where global needs align with Alberta’s strengths, assets, and advantages. These missions also align with priority focus areas for [Alberta Innovates](#), [PrairiesCan](#), the [Alberta Technology and Innovation Strategy](#), [Creative Destruction Lab Rockies](#), and many local economic development strategies. They are areas that Alberta is uniquely positioned to take on and deliver solutions. They are:

Feeding Everyone
Sustainable & Healthy Food

Energy Solutions
Low-Carbon Energy, Materials, & Minerals

Healthy Lives
Medical & Wellness Advancements





Unlike some economic development strategies, these are not about choosing a small number of sectors at the expense of others. These missions are much larger than that.

They are about creating an economy of intersections, a multi-sectoral approach that embeds the entire value chain in its success: technology, artificial intelligence (AI) and machine learning, quantum computing, finance, research, education, manufacturing, transportation, logistics, and much more.

There are roles for everyone here: from farmers and ranchers growing crops and raising animals to innovators and manufacturers who will create and distribute new agri-food products and technologies. From the retailer and restaurateur providing goods and services to the bankers, engineers, and accountants with the expertise to help companies be globally competitive. Everyone is important in this approach. Everyone is needed, and everyone is welcome.

If done well, a mission-driven approach fosters collaboration, pulls down silos, and creates "edge possibilities" that take initial innovations and opportunities and expand them to new markets or applications. If done well, this approach creates pathways for reconciliation. It will mean government and industry working together in new ways to develop policy and make investments. And it will drive the development of Alberta-bred and scaled solutions, companies, and jobs. This is about removing old rivalries and moving forward—together.

Below, we outline Alberta's three missions. We highlight the opportunities they represent, discuss the strengths and assets Alberta brings to the table for each, and consider the reinvention that may be required to succeed. We also propose some potential "moonshots" that could be considered in pursuing these missions.

While we believe Alberta can realize its Prosperity Vision by focusing on these three missions, it doesn't mean that's all we will do. Alberta will always be home to endless possibilities. But these missions align with our greatest potential and the world's greatest needs over the next decade. It's here where we can focus our resources and have the greatest impact.

We hope you will join us.

"We can build a society that both attracts new talent to our province and gives current generations a reason to stay."

—The Next 30





Mission #1

Feeding Everyone: Sustainable & Healthy Food

The Global Challenge

We all need food to survive. And with the global population expected to grow by another two billion people by mid-century, we're going to need a lot more of it.

Feeding this growing population may be one of the greatest challenges humanity has ever faced, a challenge compounded by the fact that the amount of land available to grow that food is shrinking. As a result, estimates suggest we'll need to increase food production by up to 70 % by 2050 to meet growing demand.

Moreover, as global incomes rise, consumption patterns are changing. Demand for wheat and legumes is growing, but so too is a preference for high-quality proteins from meat and plants. At the same time, the market for nutraceuticals—using foods as medicines—is also growing. All told, the global food market is expected to grow to US\$4.1 trillion by 2024.

Canada—and Alberta—are uniquely positioned to help address the challenge of feeding a hungry and growing population. Just seven countries on earth account for the majority of food exports. Canada is one of them.

There may be no greater responsibility than for countries that can grow enough food to do so for those that cannot.

Canada already has one of the world's most impressive agriculture sectors. It is a scientific, sophisticated business with high production and low-carbon output. But we have not yet reached our potential to provide for global markets.

And the imperative to do more is upon us. A pandemic, droughts, supply chain disruptions, and Russia's invasion of Ukraine have highlighted the fragility of the global food system, creating shortages, driving prices higher, and pushing high-quality food out of the reach of many. The conflict, in particular, has shone a spotlight on the global need for a reliable, stable, and trusted source of food.

Climate change adds another challenge to the plates of farmers and ranchers. But here, too, Alberta's agriculture sector can present solutions. The industry has already made significant progress in reducing its emissions intensity. Now it must contribute to the goal of reducing environmental impacts globally.

Meeting this challenge will require every ounce of our current agricultural expertise, as well as further innovation across many sectors we might not have traditionally associated with agriculture.





Mission #1: *Feeding Everyone*

Alberta's Opportunity

Alberta's strength in agriculture and agri-food is the answer to this global challenge. The province is one of the few places in the world that produces more food than it consumes. Alberta agriculture has scale, built on a foundation of excellence, and full of potential waiting to be unleashed.

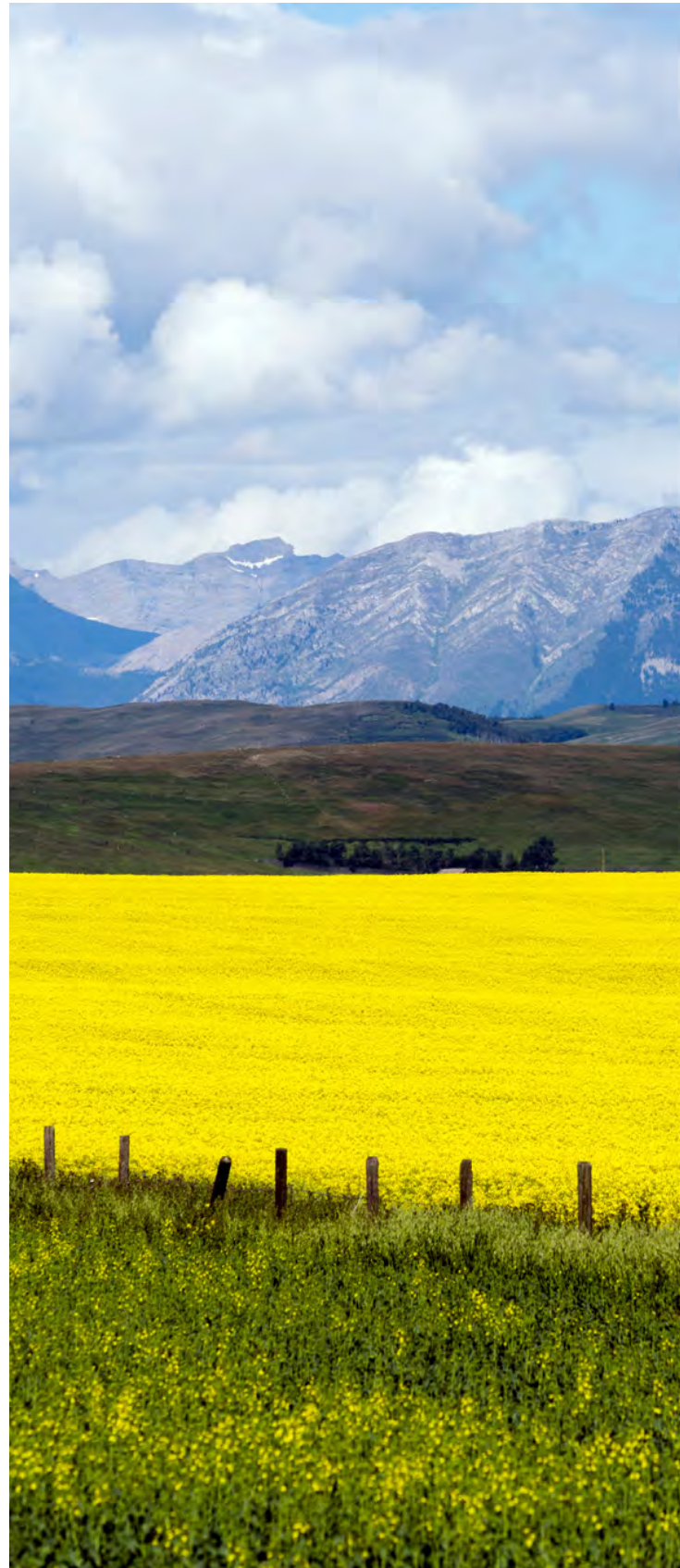
Agriculture and agri-food in Alberta span the rural and the urban, the traditional and the high tech. The province has a well-developed value chain comprising everything from primary farm and ranch production to food and beverage processing—including a vibrant craft beer and spirits industry—through distribution and logistics, food services, and even culinary tourism. An agricultural economic ecosystem is already in place, and the actors know each other well.

Not only that, but Alberta has many natural advantages that allow it to be an agriculture powerhouse: clean water, land, and air; a climate conducive to food production; historical expertise; trade infrastructure; and proximity to a major market.

The province now has an opportunity to take its natural expertise and strengths further. It can improve traditional production, enhance value-added manufacturing, and use technology and innovation to increase yields, enhance pest and drought resistance, improve nutritional value, and expand product offerings to meet diverse and growing needs.

We can embrace new methods to enhance our existing ones. For example, agriculture can be done not just on the land but in curated and perfected internal environments (e.g., hydroponics, aeroponics, cultured meat). All options must be on the table to meet global food needs.

Furthermore, as environmental concerns remain paramount around the globe, agriculture is one of the few sectors where growth is synergistic with climate action. Canadian agriculture and its systems of services, such as carbon sequestration capacity, offer solutions to climate change challenges.





Mission #1: *Feeding Everyone*

Assets & Strengths Upon Which to Build

- Alberta is a global leader in growing, producing, and exporting food. Statistics Canada data shows that agriculture is Alberta's #2 export sector by value, with nearly \$14 billion in foreign sales in 2021. Alberta's GDP from agri-food activity was \$7.9 billion in 2021. The traditional agriculture sector employed 35,900 Albertans. In total, Alberta's agri-food sector in 2020 was a \$56 billion industry.
- Alberta already produces 16% of Canada's primary agriculture GDP. In addition, Alberta is a livestock hub, leading the nation in cattle inventory, with 39% of the national herd and nearly three-quarters of national beef processing. The province is Canada's largest producer of honey and the second-largest producer of grain.
- Alberta has a suitable growing environment and a hospitable climate for greenhouse production, with 195 greenhouses covering 17.6 million square feet and room for growth. Sunny weather and abundant energy, particularly from natural gas, form an exceptional opportunity for the expansion of greenhouse infrastructure.
- Alberta is Canada's most irrigated province, with 680,000 hectares irrigated for agriculture with committed investment to add 200,000 more. However, Alberta still releases over 80% of the water it is entitled to from the Bow River basin, meaning that irrigation capacity could be expanded even further.
- Alberta is the strategic global or Canadian home to established agriculture companies like United Farmers of Alberta (UFA), Bayer Crop Science, Corteva Canada, Sunterra, BASF, FMC, Rocky Mountain Equipment Dealers, TELUS Agriculture, JBS, and many others.
- There are 22 research and development (R&D) facilities throughout the province, including a Food Processing Development Centre and Agrivalve Processing Business Incubator in Leduc and others in Lethbridge, Lacombe, and Innisfail.
- There is a hub of agricultural programming in Alberta's post-secondary institutions. Olds College has significant teaching and research capability and strong industry partnerships, including the Smart Farm and TELUS Agriculture partnership. The University of Calgary is home to the Simpson Centre for Agricultural and Food Policy and one of only five veterinary programs in Canada. Lakeland College Agriculture Sciences program maintains one of Canada's only student-managed farms. And finally, the University of Alberta boasts the Faculty of Agriculture, Life & Environmental Science.
- Alberta has a network of agricultural initiatives and societies that work to promote education and awareness of the agriculture sector, including the world-famous Calgary Exhibition and Stampede.





Mission #1: Feeding Everyone

Reinvention Required

Simply doing what Alberta is already great at will not be enough to tackle the mission of feeding a hungry world. The future of high-quality, sustainable food production uses science and research and integrates emerging technology like AI, sensors, and robotics. It incorporates new production technologies, new ways of growing, brand new industries, and innovations enabling better and improved food quality, quantity, and sustainability.

For Alberta, this will mean:

- Using technology (e.g., sensors) and biotechnology (e.g., improving plant seed quality) to allow for more precise use of water, fertilizer, and other treatments across a crop and to increase yield and quality on land already in use. This will also limit the footprint on the ecosystem.
- Focusing on carbon sequestration.
- Expanding value-added processing, including developing locally owned and operated processing facilities in rural communities, to deliver value magnitudes above those received for raw materials.
- Thinking creatively about incentives, such as creating an agri-food program modelled after the Alberta Petrochemicals Incentive Program.
- Expanding newer techniques, including vertical farming, hydroponics, and aeroponics and developing plant-based proteins and cultured proteins.
- Meeting diverse and changing consumer preferences for traditional products like wheat, pulses, and meat and a rapidly enhancing suite of additional options, energized by the opportunities of fractionation.

- Producing advanced biofuels to reduce emissions in other industries.
- Becoming a trusted source for longstanding and emerging markets for various food products, supported by a secure supply chain and robust trade agreements.
- Incorporating new and longstanding practices to minimize food waste across the supply chain to improve sustainability and enhance food security, including through Indigenous farming practices.
- Integrating learning, technologies, and best practices from other industrial sectors in Alberta, such as the energy sector.
- Expanding post-secondary education to create the programs that will generate the workforce of the future to achieve this mission.
- Expanding capital-intensive transportation and logistics capacity to get Alberta's products to the world, including advancing the concept of Alberta as an inland port.
- Reinvesting in data collection and research in the agricultural industry to enable Alberta to be competitive and innovative.

Potential Moonshots

➤ Produce the greatest value of food with the fewest emissions.

➤ Eliminate "food deserts"—areas where quality, affordable fresh food is unavailable for purchase—in Indigenous communities and across Alberta.

➤ Lead the world in crop yield to maximize land already in use.



Mission #2

Energy Solutions: Low-Carbon Energy, Materials, & Minerals

The Global Challenge

Access to affordable and secure energy is pivotal for economic growth and quality of life. It moves us, warms and cools us, allows our businesses to run, and fuels innovation and discovery.

Like food, global energy demand will only grow in the future. Developed countries consume ever-increasing amounts while developing countries will need even more as they work to catch up and build their own pathways to prosperity.

In the context of addressing climate change, the nature and composition of that growing demand is unclear. Some outlooks project a sharp decline in oil and gas consumption as renewables and zero-emissions energy replace fossil fuel-based energy. Others predict continued steady demand for fossil fuels well into the future.

What is clear is that the imperative of addressing climate change is driving significant investment in emissions reduction around the world, whether it's reducing and capturing emissions, creating zero-emission technologies, developing and expanding supply chains for critical resources, or deploying solutions at scale worldwide.

The critical challenge is to meet this imperative in a way that ensures affordability, security, and a better quality of life for everyone.

Recent global events have shaken previously unchallenged assumptions about those very things. The 2022 Russian invasion of Ukraine has exposed the vulnerability of both relying on potentially hostile foreign countries for energy as well as an over-accelerated transition to renewables. High energy costs in the European Union are threatening the quality of life and forcing companies to scale back production.

As a result, countries are re-examining how their pathways to cleaner energy supply align with energy security, reliability, and affordability. They are looking for stable, reliable, peaceful, and environmentally conscious countries to meet their demand.

At the same time, traditional energy resources have a wider use beyond combustion. Many of the world's materials are rooted in petrochemicals and carbon. Everything from solar panels, wind turbines, and mobile phones to fertilizer, car parts, and more are made from base carbon feedstock. Demand for materials such as plastics, carbon fibre, and fertilizers remains strong, even as society expects these goods to be produced in a more environmentally responsible manner.

On top of all that, the transition to clean energy and electrification will require tremendous increases in the extraction and refinement of critical minerals like lithium and copper. This is not an easy objective to achieve in the context of rising environmental, social, and governance (ESG) expectations, supply chain challenges, and geopolitical considerations.



Mission #2: Energy Solutions

Alberta's Opportunity

Substantially reducing emissions while sustainably meeting the world's energy and material needs is a daunting challenge. The mission and opportunity for Alberta are two-fold:

1. Ensuring that affordable, reliable, and secure traditional hydrocarbon energies and products are produced and exported with the lowest climate footprint possible for as long as global demand for them exists; and
2. Ensuring that new, low/zero-carbon energies, products, technologies, and related materials along their entire value chains are developed in Alberta and advance pathways to a global low-carbon future.

Alberta has an opportunity to become the global hub of clean energy and materials for the world. We agree with [The Next 30](#): Alberta can be a leader in energy because of—not despite—our natural resources.

Even as the energy transition unfolds, global demand for oil and gas will persist for some time. Rather than ceding our role as an energy production and export leader, Alberta has an opportunity to become a trusted, reliable, and ESG-oriented supplier of choice for as long as global demand persists. The energy affordability and security crisis in Europe has made this very clear.

What's more, Alberta's industrial strength and natural resource concentration make this province Canada's natural home for developing and deploying clean tech solutions for the future. Alberta has an opportunity to become a global clean-tech hub—a "living lab"—for exciting advancements in industrial clean tech solutions and clean electricity production.

However, the opportunities do not end there. Alberta can become a leader in researching, developing, deploying, and exporting globally relevant clean tech solutions in transition sectors such as carbon capture, utilization and storage (CCUS); low-carbon hydrogen production; critical mineral and carbon fibre production; and low/zero-emitting power generation from small modular nuclear reactors (SMRs), wind, solar, and geothermal. This research and technology can be exported globally to advance overall global emissions reductions, helping the world achieve its climate ambitions.





Mission #2: Energy Solutions

Assets & Strengths Upon Which to Build

- Alberta is home to the world’s third-largest oil reserves and a significant supply of natural gas. Thanks in large part to Alberta, Canada is the fourth-largest oil-producing nation in the world.
- Alberta's energy sector is one of Canada's only fully-established full-sector value chains—R&D, innovation, finance, engineering, industrial construction, consulting, human resources, manufacturing, etc.—with many corporate headquarters in the province.
- Alberta’s workforce has the technical expertise and decades of energy experience needed to build major projects and develop and scale up globally relevant industrial low-carbon products and innovations.
- Alberta’s post-secondary institutions are leading key research and innovation activity centred on emissions reductions, decarbonization, critical minerals, and materials. They also offer a wide range of applied and technical training programs.
- Alberta's energy companies are Canada’s leading customers (75%) for clean technologies.
- Alberta's power sector is set to become coal-free as of 2023—years ahead of schedule. By 2023, the sector will produce 50% fewer emissions than in 2015.
- Alberta's pockets of concentrated heavy industrial activity, such as the Industrial Heartland northeast of Edmonton and the petrochemical facilities east of Red Deer, contain global-scale centres of oil refining and petrochemical activity, expanding CCUS bases, and growing low-carbon hydrogen pilot projects.
- Alberta has one of the world's highest-performing ESG corporate oil and gas sectors.
- The Oil Sands Pathways to Net Zero Coalition—a world-leading collaboration—is committed to net zero by 2050, building on the oilsands sectors’ reduction of emissions intensity over the past decades.
- Alberta and the prairies have a vast geological capacity to safely and permanently store carbon dioxide underground, estimated at roughly 390 gigatons. This enables low emissions oil and gas production; world-leading, low-carbon petrochemical product manufacturing; and hydrogen and non-combustible goods production.



Christina Lake Oil Sands Project.
Image credit: Cenovus Energy



Mission #2: Energy Solutions

Assets & Strengths Upon Which to Build

- Alberta has three of the world's 27 operating commercial CCUS projects, including the largest capacity carbon pipeline in the world—the Alberta Carbon Trunk Line (ACTL).
- Alberta is home to many of Canada's leading Indigenous businesses and partnerships in reconciliation, economic opportunity, and environmental stewardship, including Canada's largest off-grid solar project with three First Nations.
- Industrial-scale solar supplies Canada's largest crude oil pipeline system with renewable power.
- A stable fiscal and regulatory regime and a deregulated electricity market support investment, growth, and innovation.
- Alberta has a demonstrated social license to build megaprojects such as the ACTL and large-scale wind and solar power projects.
- Alberta's lithium deposits present an opportunity for innovators to help position this province as a key contributor to the global energy transition value chain.
- Alberta's oil sands resources uniquely contain long-chain hydrocarbons at a scale that could be competitively transformed at lower cost and lower carbon intensity into carbon fibre, disrupting global materials markets—including in the transportation, manufacturing, renewables, and building sectors.





Mission #2: Energy Solutions

Reinvention Required

Though Alberta businesses are making great strides, many other places around the world are making policy, regulatory, and investment decisions to spur the growth of their energy sectors and energy transitions as well. Cities like Houston, with its [Houston Energy Transition Initiative](#), are already ahead of us, and oil-producing regions in the Middle East are already focused on net zero.

Canada and Alberta must move with greater speed, scale, and intention to secure our place as a global leader in low-carbon energy, products, and climate solutions. That means rapid acceleration of capital deployment, investment in decarbonization infrastructure, regulatory and project approvals, and the development and commercialization of new energy sources and climate technologies.

Solving the world's dual yet competing needs for more energy and carbon-based products while also reducing emissions will not be easy. On the one hand, it requires having a clear, pragmatic view of the ongoing importance of traditional energy sources and how their decarbonization fits within a low-carbon future. On the other, it requires foresight into what the low-carbon energy systems, clean tech, and product value chains of tomorrow will look like and how Alberta's natural advantages can contribute to developing them. All this must be accomplished in a manner that ensures stability, affordability, and quality of life for people around the globe.

For Alberta, this will mean:

- Working with governments and Indigenous communities to explore further production and export of oil and gas to global markets, incorporating world-leading emissions reduction technologies.
- Scaling the use of proven technologies like CCUS to decrease emissions in heavy industries.
- Investing in pilot initiatives for new ideas in clean energies, carbon-based products and materials, and technologies through increased funding for research, innovation, implementation, and scaling.
- Expanding hydrocarbon development into new opportunities like low carbon natural gas, renewable natural gas, carbon fibre, plastics, and hydrogen.



Diversification isn't about picking new sectors or industries. Instead, it has to be about taking the strengths and advantages Alberta currently enjoys and putting them to work in areas of growth and opportunity.

—The Next 30



Mission #2: Energy Solutions

Reinvention Required

- Developing water strategies associated with Alberta’s growing role in emissions reductions and low-carbon energy, specifically around hydrogen and CCUS.
- Developing the necessary infrastructure to produce and distribute low-carbon energy, including power grids, pipelines, and access to tidewater.
- Removing the policy and regulatory barriers to approving, permitting, and building the major projects and infrastructure required for Canada to meet its emissions targets and supply the world with cleaner energy.
- Promoting and enabling recycling as a key feedstock for a plastics circular economy.
- Incorporating strategies for growth in the petrochemical innovation ecosystem within Alberta’s wider innovation strategies.
- Addressing the practical limitations on major infrastructure development caused by insufficient labour supply and ongoing supply chain disruptions.
- Creating the policy certainty and business competitiveness environment needed to rapidly enable and scale up private capital deployment.
- Accelerating the growth of low- or zero-emitting energy sources like SMRs and renewables like wind, solar, and geothermal.
- Supporting the innovation, growth, and export capacity of carbon-based materials such as carbon fibre, many of which will be essential in transforming how we manufacture parts for transportation and renewable energy.

- Building on our natural advantages of geography, which lends itself to capturing emissions—be it pore space or via nature-based solutions.
- Placing even greater emphasis on equity partnerships with Indigenous Peoples.
- Creating the investment and innovation environment—including the streamlined, results-based regulatory framework—needed to become a preferred supplier of responsibly developed critical minerals like lithium, uranium, copper, and vanadium.
- Expanding post-secondary education to create the programs that will build the workforce needed to achieve this mission.

Potential Moonshots

- **Be a top three global supplier of net zero oil and gas, particularly to fast-growing economies.**
- **Become the world's largest producer and exporter of hydrogen.**
- **Become the global centre of excellence for developing, innovating, and deploying CCUS technology.**
- **Become the global hub for transforming abundant hydrocarbon and mineral resources into materials such as carbon fibre, plastics, and renewable technologies.**



Mission #3

Healthy Lives: Medical & Wellness Advancements

The Global Challenge

Good health, both in terms of physical and mental well-being, is essential to achieving and maintaining a high quality of life. Ageing, COVID, obesity, addictions, depression, and other challenges are generating an intense focus on improving health care and treatments, both here in Alberta and around the world.

At the same time, new technologies and innovations are transforming how we deliver health care and how we approach medical treatment. AI is helping assess patient health better and faster than trained physicians. Advances in medical devices and biotechnology create previously unimagined pathways to wellness and longevity. The speed of COVID vaccine development has displayed the potential technological breakthroughs can offer for human health.

These breakthroughs are critical not only for addressing existing health challenges but also for future challenges brought on by an aging population.

Medical advances in the mid-20th century led to impressive gains in global life expectancy; between 1950 and 2019, average lifespans increased by nearly 30 years. And the [World Health Organization](#) anticipates that this trend will continue. However, increases in healthy life expectancy (the number of years lived in good health) have not kept pace with the increases in lifespans. In other words, while we can expect to live longer lives, many of our later years will not be spent in good health.

As the world's population rapidly ages, there will be a greater incidence and severity of illness and disease. In particular, managing chronic conditions such as dementia, Parkinson's, heart disease, and diabetes will be a major challenge. By 2030, more than half of the Baby Boomer generation is expected to have at least one of these chronic conditions. That could double the number of hospital admissions and doctor's visits compared with today. As a result, health care resources—including hospitals and long-term care facilities, personnel, and the individual and governmental financing that supports these systems—are likely to be under significant strain.

On top of that, mental health deterioration, exacerbated by the effects of the pandemic, is an increasing focus area for health interventions and supports. There is also a growing recognition that health outcomes are not consistent across demographic groups. Better data is needed so that appropriately targeted health and wellness interventions can produce more equitable outcomes.

Addressing these challenges requires breakthroughs in research, new diagnostic technologies, and innovative pharmaceuticals and therapies. Technology has the potential not only to detect, manage, and cure disease but also to improve overall health and well-being. For example, smartphone apps, virtual reality, and digital devices are increasingly used to monitor and treat conditions like depression and post-traumatic stress disorder. In addition, AI is being explored to improve the diagnoses of diseases. And lastly, virtual and digital platforms are starting to play an important role in improving access to health professionals and health services, thereby increasing the equity of health outcomes.

Given the scale of the challenge and the potential of innovation, the opportunity to better support complete, healthy lives is bigger than ever.



Mission #3: *Healthy Lives*

Alberta's Opportunity

Alberta has many health care and medical strengths it can build upon as it positions itself for this future. Alberta is home to niche research strengths and institutes at its universities and colleges. There is a growing number of health and med-tech start-ups in the province. And a well-established, fully integrated health care delivery system, not to mention accelerating potential from global pharma and bio-med investments.

The single integrated health authority model of [Alberta Health Services \(AHS\)](#) creates immense potential in everything from data and analytics, rapid deployment of programs and supports across the province, and improved coordination of resources.

Alberta has created health care teams where regulated health professionals can work to the full scope of their practice in professions like nursing and pharmacy. This has created greater capacity and flexibility within the overall system.

Harnessing the same determination and ingenuity that led to the COVID vaccine, Alberta has the opportunity to lean into home-grown advancements in research, biomedical and med-tech, pharma, and preventative care. Through these advancements, we can discover, test, and implement breakthrough solutions that support improved quality of life—both within the province and around the world.





Mission #3: *Healthy Lives*

Assets & Strengths Upon Which to Build

- The province has significant expertise in a wide range of areas, including AI and machine learning, virology, diabetes, medical robotics, brain research, urology, diagnostics, and biomedical research—all fields of growing importance over the next decade.
- The University of Alberta’s strong capabilities in health care, biomedical research, and virology (the [Li Ka Shing Institute of Virology](#)) create multiple research, pharmaceutical investment, and commercialization opportunities in Alberta.
- The [Hotchkiss Brain Institute](#) at the University of Calgary is a one-of-a-kind centre for integrated brain research, including world-leading stroke research.
- The University of Calgary has the second-highest funding in health research among Canadian universities and has three centres of novel health care technologies: [Ward of the 21st Century](#), [Life Sciences Innovation Hub](#), and [Neuroarm](#), and leads the province in the number of new clinical trials launched each year and provides concierge services to test biomedical products.
- Alberta is home to the [Institute of Health Economics](#), a globally recognized centre of excellence and a hub for a growing Alberta network of economists and researchers who support wise public and private sector investment decisions.
- Organizations such as [Alberta Innovates](#), [Health Cities](#), the [Health Analytics and Diagnostics cluster partnership with PrairiesCan](#), and university-based accelerators support the development, testing, and commercialization of health innovation and health technology initiatives.
- [Applied Pharmaceutical Innovation \(API\)](#), a unique nationwide model of commercializing pharma research, has played a key role in advancing Alberta’s research and commercialization capability, including the proposed [Canadian Critical Drug Initiative](#) in partnership with the University of Alberta.
- The province supports a growing pharmaceutical sector with increasing research, development, and manufacturing capacity, as well as several laboratories with expertise in patient diagnostics. The [Gilead Edmonton](#) facility is one of Canada’s only leading pharma manufacturing facilities and has helped produce [Remdesivir](#), an antiviral pharmaceutical.
- The [AHS](#) model is the largest health authority in Canada and is one of the largest integrated providers in North America. This creates scale, equitable deployment of service across the province, and offers opportunities to use a vast and standardized health data pool to develop population-scale analyses.
- Alberta’s model demonstrates clinical leadership with its [integrated network](#) of Strategic Clinical Networks (SCNs) and Primary Care Networks (PCNs) to provide patient-centred care.





Mission #3: *Healthy Lives*

Reinvention Required

Helping people live healthier lives is about more than effective health care delivery. It's about better monitoring and managing individual and population health to address problems early and provide more effective treatments. It's about doing so through research, technology, innovation, breakthroughs, and new applications of established practices.

Alberta can prepare for the future of medicine by using its strengths in science, technology, robotics, and AI. It can transform health care delivery to ensure it is patient-focused and evidence-driven. It can create pathways for research and innovation to be developed, tested, and commercialized in Alberta.

Placing Alberta into a health leadership position will not only contribute to better health outcomes for Albertans through first access to these innovations, but it will also contribute to economic growth and build our collective wealth as we export these technologies to the world.





Mission #3: *Healthy Lives*

Reinvention Required

For Alberta, this will mean:

- Transforming the health care system to constantly assess outcomes and quality of care, which includes an improved patient-centred care model and greater emphasis on prevention of chronic conditions, overall wellness, pre-symptomatic diagnosis, and treatment.
- Creating incentives in the Alberta care sector for innovation and solution adoptions that improve quality of life and health outcomes.
- Identifying where there are needs for innovation and ensuring the public and private sectors work together to address the most important and pressing problems.
- Becoming a living laboratory for trialling the adoption and measurement of new technologies for diagnostics, monitoring, and treatment.
- Empowering patients and families to be active participants in their own care, taking advantage of the latest developments in virtual and digital monitoring and connecting technologies.
- Ensuring health care delivery is based on a clear assessment of population health needs through comprehensive access to linked anonymized population data, which will support greater equity in access and outcomes across demographic groups.
- Prioritizing behavioural health as much as physical health and broadly implementing innovative approaches to mental health and addictions across the province in traditional, home, or virtual settings.
- Employing a whole-of-government approach that works to ensure better and broader population health while controlling health care costs.
- Creating a platform for research, development, validation, and adoption of Alberta-based ideas, technologies, and innovation that can benefit the world.
- Driving investment in R&D for medical technologies, biomedical, and advanced pharma, with investments that enable risk-taking and are tied to clear and transparent performance outcomes.
- Creating the right structures and means to commercialize Alberta's medical research into global-scale companies that reside in Alberta.
- Fostering new collaborations and partnerships between industry, health care delivery providers, academic institutions, researchers, and Albertans.
- Ensuring adequate domestic production of supplies, medicines, and vaccines by linking the health care system to expanded domestic manufacturing and supply chain capability, particularly for pharmaceuticals and personal protective equipment.

Potential Moonshots

- **Develop, and launch to market an Alberta-developed treatment for one acute disease or chronic condition.**
- **Be the leading jurisdiction in supporting the social acceptance and available treatment of broad population-based mental health.**
- **Close the gap in incidence and treatment of diabetes among Indigenous Peoples.**
- **Achieve the lowest health care wait times of any Canadian jurisdiction, while keeping expenses in-line with comparable provinces.**



Alberta's Diverse Economy

The three missions above are the ones that best align the world's greatest needs with Alberta's greatest strengths. But that doesn't mean that this is all Alberta is about. Alberta has a tremendous range of assets and advantages that will continue to play a key role in the future. Business growth, entrepreneurship, and investment should still occur in these areas to ensure that Alberta's economy is diverse and thriving. Additional strengths for Alberta exist in the following areas:



The Visitor Economy

Alberta is blessed with incredible landscapes and tourist attractions found on many bucket lists around the world. Whether it is the Rocky Mountains, the foothills, the badlands, or Alberta's northern forests, there is something for everyone. Home to six UNESCO World Heritage Sites, Alberta offers an incredible range of experiences for the visitor economy.



Transportation and Logistics

Alberta is strategically located along major road and rail lines, has two major international airports (YYC and YEG), and is the home base for several trucking and logistics companies. The grouping of the sector in key locations enables the movement of goods in support of the three missions above as well as for consumer goods and other cargo.



Fintech, Digital Finance, and Social Enterprise

Alberta is emerging as a centre for fintech, digital finance, and social enterprise—including home to several existing large financial institutions and fintech disruptors, like [Neo Financial](#), [Benevity](#), [Shareworks](#), and others, Alberta is also creating policy and regulatory “sandboxes” to enable the exploration and testing of technologies like cryptocurrency. Furthermore, Alberta is an active social enterprise hub with leading entities such as [Social Venture Partners](#), the [Social Enterprise Fund](#), and the [Trico Foundation](#) looking to expand Alberta's influence and ability in this space.

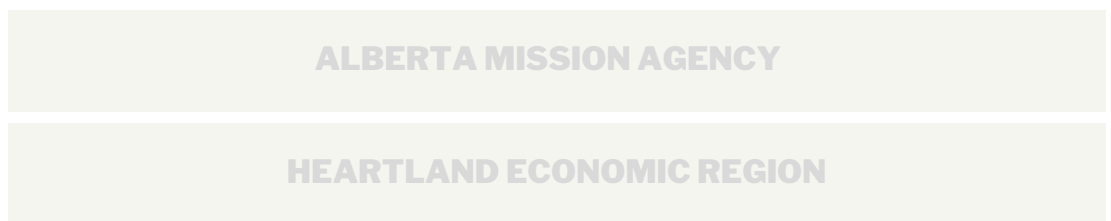


Define the Decade *At a Glance*

GOALS



CATALYSTS



IMPERATIVES

- Being United & Collaborative
- Advancing Reconciliation
- Being Competitive
- Going Global
- Delivering Good Governance
- Acting Urgently



Prosperity Pillars





Albertans want to build a place for everyone, a place of limitless opportunity, and a place that creates solutions for the world.

They want Alberta to be where people learn and challenge themselves, build relationships and raise a family, start or grow a business, and enjoy a vibrant life filled with community and shared prosperity.

We have outlined this vision. We have outlined what we will do to achieve that vision—focus on a mission-driven approach—using our strengths and assets to their fullest advantage and deploying them to solve world-scale challenges.

But if we are to take this approach, we need to make sure that our province, its people, and its economy have the conditions in place to succeed. That means building the foundation we need to attract and retain people, investment, and business to Alberta.

In building that foundation, we must be mindful of the conditions around us and the global context we live in. [Chapter 2](#) of our Define the Decade project identified four major global forces that are changing how our world looks and works:

Value is driven by new ideas of skilled people and diverse perspectives.

This is seen in both new markets and businesses as well as in the transformation of longstanding ones such as energy and agriculture, which increasingly rely on new ideas and technologies to improve processes, lower costs, and enhance sustainability. As such, better performance is expected for jurisdictions that support relevant labour force education and training and enable the innovation and commercialization of these new ideas.

Digital innovation is transforming how we work, play, and learn.

Digital innovation presents an opportunity to improve the experience and capabilities of what is possible—from personalized and interactive software for learning and health tracking to autonomous driving. The adoption of digital programs, technologies, and apps has transformed the way we do things for years, but COVID has dramatically accelerated that process.

Climate change is bringing an urgent focus on sustainability.

In response to climate change, public policy and global market forces are already influencing investment decisions, shifting the deployment of capital, changing the cost of business and prices for consumers, and transforming markets. But recent events underscore that lowering emissions will not be enough; it must happen while still maintaining energy affordability and security and quality of life.

The population is ageing and growing more urban and diverse, while rural regions struggle for stability.

Industries face a wave of retirements while societies are grappling with how to support the needs of an older population. Supporting this trend will stress the capacity and capabilities of the working-age population. At the same time, two other important global shifts are occurring: individuals and families are choosing to live in, or close to, cities rather than rural areas; and they are moving internationally seeking greater opportunity, creating populations that are more culturally and racially diverse.



Chapter 2 also explored emerging trends in international trade and geopolitics that will impact Alberta's trading environment and future growth.

Among these is the concept of megaregions. Outside Alberta, people are not only working in collaboration within provinces and states but even across jurisdictions. They use a broader regional approach to build competitive advantage and economic opportunity. Examples like the Cascadia Innovation Corridor (which includes Vancouver, Seattle, and Portland) have integrated economies and transportation systems, mechanisms for economic coordination, and shared culture. In other words, Alberta is not just competing against individual states or provinces. It is competing against entire megaregions with much larger economies and populations to attract investment and opportunity.

This speaks to the need for Albertans and Alberta jurisdictions to work together. Too often, our province has been consumed with division: Edmonton versus Calgary, urban versus rural, traditional industries versus those up-and-coming. Divisions are fine in sports rivalries, but when it comes to our future, all Albertans will need to work together and with our neighbouring provinces to succeed.

All this has helped us identify six Prosperity Pillars: the necessary ingredients that will form the foundation of shared prosperity and enable the Prosperity Missions to succeed. In each of the pillars, Alberta needs to take action to create the optimal conditions to tackle world-scale challenges. These pillars are about laying the foundation so that Albertans can innovate and compete.

Each pillar contains a goal for what Alberta could be and a snapshot of where the province is today. That snapshot is drawn from Chapter 1 of our Define the Decade project.

Each pillar also contains ideas for how we can define the decade, which is a list of priority action areas to build the foundation we need. Within these action areas are examples of Building Blocks and Needle Movers. Building Blocks are existing policies, initiatives, or assets—the starting points that can be built upon. Needle Movers are steps we can take to make additional progress. In both cases, these are simply examples rather than comprehensive lists or overarching priorities.





Quality of Life & Belonging

PILLAR GOAL

ALBERTA IS AN INCREDIBLE PLACE TO CALL HOME.

People from all over the world want to live in Alberta because it is welcoming, inclusive, and filled with opportunity. It offers safe communities, good jobs, and an enviable work-life balance. It is renowned for its diverse arts, culture, and recreation opportunities.

Why this matters

- Equal opportunity for all creates shared prosperity for all
- Attracting migrants from outside Alberta supports growth, diversity, innovation, and vibrancy
- Affordable housing creates resilient and inclusive communities
- Arts and culture bring people together and attract them to Alberta

Where Alberta is today

- **Average incomes are high, and living is generally affordable.** Even though the economy has struggled recently, Albertans tend to make more than other Canadians, and housing costs—though high—are still lower than in many other parts of the country.
- **Poverty and inequality remain relatively low for most.** Alberta has among the lowest poverty and income inequality rates in Canada, although poverty remains higher in Indigenous communities.
- **More people are moving to Alberta.** Reversing a years-long trend, more people are now moving to Alberta than leaving.
- **Not everyone has shared in Alberta's prosperity to date.** There is a persistent gap in economic outcomes for women, as well as racialized and Indigenous individuals in Alberta.
- **Recent economic hardship threatens community vibrancy.** High rates of long-term unemployment have put tremendous financial and emotional strain on too many Albertans, weakening community and labour force attachment.
- **Alberta has a mixed reputation as a place to live.** People who live in Alberta tend to love it here. Still, Alberta struggles with a reputation outside the province for being not as tolerant, progressive, diverse, or culturally vibrant as other parts of Canada.

How we will measure progress

Overall Well-Being

Foundations of well-being

Source: *Social Progress Imperative & ATB*

Equity

Income gap across races and genders

Source: *Statistics Canada*

Immigrant Attraction

Flow of net immigration and net inter-provincial migration

Source: *Statistics Canada*



Quality of Life & Belonging

How we can Define the Decade

Advancing Truth & Reconciliation

Ongoing engagement with Indigenous elders, leaders, and communities to co-create a future built on cooperation, co-existence, partnerships, and mutual benefit will create better economic, social, and cultural outcomes for Indigenous Peoples.

Existing Building Block:

- The 6-volume [final report](#) from the [Truth and Reconciliation Commission of Canada](#)

Fostering a Healthy Population

Emphasizing overall physical and mental wellness, the prevention of chronic conditions, and improved patient-centred care will help Albertans lead their best lives and reduce the burden on the health care system.

Existing Building Block:

- [Alberta's Strategic Approach to Wellness](#)

Attracting a Diversity of People to Alberta

Improving newcomer settlement and community support systems, addressing racism, tackling housing affordability, ensuring 2SLGBTQ+ individuals feel welcome and safe, and ensuring equitable opportunities for education and training will help Alberta become the most sought-after destination for inspired and talented people from around the world, expanding the ideas, skills, culture, and perspectives of Alberta.

Existing Building Blocks:

- [Alberta Advantage Immigration Strategy](#)
- [Alberta Labour Mobility Act](#)
- [Alberta Anti-Racism Advisory Council](#)
- Canada's [Sustainable Housing Initiative](#)

Creating Safe, Accessible, & Vibrant Communities and Downtowns

Ensuring that cities, towns, and communities are enjoyable places for everyone to live, learn, work, and immerse themselves in the arts and culture of Alberta will attract people—particularly those in their 20s and 30s—to the province, and enhance the quality of life for all who want to call Alberta home. Vibrancy, safety, and activity in Alberta's downtown cores are a critical part of attraction and retention.

Existing Building Blocks:

- Municipal downtown plans and strategies
- The [Calgary Office Revitalization and Expansion \(CORE\) Working Group](#)
- Calgary Stampede, Edmonton Fringe Festival, and other local arts and culture initiatives

Potential Needle Movers

- Create a Truth & Reconciliation Museum (Recommendation from [The Next 30](#))
- Establish Indigenous gathering places across the province [as has been done by The City of Calgary](#).
- Develop an Alberta Physical and Mental Wellness Strategy
- Re-imagine land-use regulations to improve housing affordability and choice
- Create a Provincial Arts & Culture Strategy
- Develop an Alberta Accessibility Act to make Alberta barrier-free by 2030 (Recommendation from [The Next 30](#))
- Increase collaboration across newcomer services and agencies—such as via initiatives like the Calgary East Zone Newcomers Collaborative, and platforms like [Gateway](#)—to offer a more personalized experience for individuals who are new to Alberta to connect with the services they need.



Skilled & Prepared Workforce

PILLAR GOAL

ALBERTA’S WORKFORCE IS MADE UP OF WELL-ROUNDED INDIVIDUALS WITH A DIVERSE RANGE OF SKILLS.

Albertans are global citizens who think critically and creatively and collaborate with others. Grounded in a culture of lifelong learning, Albertans continuously update their knowledge and build on existing skills to expand their individual and collective potential. Alberta’s educational system is world-leading. Its post-secondary institutions are nimble, efficient, have enough spaces for those who wish to attend, and attract the finest faculty, researchers, and students.

Why this matters

- Tackling the Prosperity Missions will require a wide range of skills and capabilities
- An adaptable workforce is key to success in today’s economy
- Skills demands are likely to increase, particularly in in-demand science, technology, engineering, and mathematics (STEM) and trades occupations
- New ideas increasingly fuel economic growth

Where Alberta is today

- **Alberta’s workforce is highly skilled and educated.** Well over half of Alberta adults have some form of post-secondary education, in line with the Canadian average.
- **Those without post-secondary education are struggling.** Historically, education and training have not been barriers to opportunity in Alberta, but this is changing. It is growing more difficult for those without post-secondary education to find good work.
- **Job opportunities are limited by a skills and geographic mismatch.** Unemployment in Alberta is high by Canadian standards, yet employers in the province struggle to find workers, especially in skilled trades and fast-growing industries such as technology. A lack of talent hinders the growth of many companies and organizations.
- **The population of the typical age of post-secondary students is quickly growing.** As demand grows, post-secondary institutions have faced budget cuts that have negative consequences on capacity and accessibility.
- **Much of Alberta’s potential remains untapped.** Barriers to participation among women, Indigenous Peoples, and new and racialized Canadians limit their potential, opportunities, prosperity, and overall economic growth and innovation.

How we will measure progress

Education

% of population with some form of post-secondary education
 Source: Statistics Canada

Long-Term Unemployment

Long-term unemployment rate
 Source: Statistics Canada

Indigenous Unemployment Gap

Unemployment rate differences between Indigenous to non-Indigenous individuals
 Source: Statistics Canada



Skilled & Prepared Workforce

How we can Define the Decade

Enabling Workforce Development & Employment

Enabling the full participation and success of underrepresented groups, increasing the speed and agility of credential recognition, and supporting the development of in-demand skills will position Albertans to excel in an economy rooted in knowledge, innovation, and skilled trades.

Existing Building Blocks:

- [Alberta at Work](#) initiative
- [Canada-Alberta Job Grant](#)
- [Federal-Provincial Childcare Agreement](#)

Improving Primary & Secondary Education

Building a world-renowned educational system that is accessible, affordable, and equitable from K-12 and beyond will generate the success and ingenuity of all students, building a culture of lifelong learning, career readiness, and community engagement.

Existing Building Block:

- [Alberta's high test scores relative to other provinces](#)

Transforming Post-Secondary Education

Continuing to foster a network of diverse post-secondary institutions that are responsive to changing student and workforce needs; are highly engaged and connected to the employer community; have adequate enrolment funding to meet demand; undertake and commercialize ground-breaking research; and are renown for teaching quality, well-developed micro-credentialing, and work-integrated learning programs will build a stronger, nimbler, and more innovative Alberta.

Existing Building Block:

- [Alberta 2030: Building Skills for Jobs](#)

Encouraging Entrepreneurship

Encouraging entrepreneurship through the education system and beyond builds Alberta's capacity for future business and job growth, innovation, equity of opportunity, and overall economic expansion.

Existing Building Blocks:

- [Junior Achievement Canada](#) and [Futurpreneur](#)
- [Momentum](#)
- [Alberta Indigenous Opportunities Corporation](#) and [Indian Business Corporation](#)
- [The51](#) and [Alberta Women Entrepreneurs](#)

Potential Needle Movers

- Create an Alberta Workforce Development Strategy to ensure coordinated delivery of education and skills training particularly for underrepresented groups in Alberta
- Create and adequately fund a provincial post-secondary education enrolment growth strategy, including increased funding for work-integrated learning and micro-credentialing
- Improve economy, jobs, career, and entrepreneurship curriculum in K-12, potentially partnering with [CAREERS: The Next Generation](#), [Junior Achievement](#), and [Futurpreneur](#)
- Create an Alberta Entrepreneurship Model to create simpler and more effective entrepreneurship pathways with particular emphasis on programs for Indigenous Peoples, underrepresented populations, and new Albertans
- Develop an employer "returnship" model framework for individuals who have been out of the workforce
- Begin a Canada-Alberta Demographic Data Project to ensure adequate data and research are available on outcomes, barriers, and opportunities across economic and demographic categories like race, disability, and sexual orientation and gender identity



Technology & Innovation

PILLAR GOAL

ALBERTA IS THE HEARTLAND OF INNOVATION WHERE PEOPLE AND BUSINESSES SOLVE LOCAL AND GLOBAL CHALLENGES.

To Albertans, innovation is more than just technology; it is a mindset of using new ideas to create new or improved offerings. It is used by all Albertans: in government, in businesses of all types and sizes, and in non-profits. The technology and innovation ecosystem spans all critical areas—capital, talent, customers, and networks. Post-secondary educational institutions are key originators of future companies and economic and social value.

Why this matters

- Technology and innovation will transform everything we do and how we do it
- Innovation creates opportunities and opens new markets
- Ideas increasingly drive economic growth

How we will measure progress

Research & Development

Total and Private R&D spending as a percentage of GDP

Source: Statistics Canada

Early-Stage Investment

Total Dollar Value of VC and VC as a % of Canada's total VC

Source: [Canadian Venture Capital & Private Equity Association](#)

Start Up Activity

Business start-ups as % of total operating businesses

Source: Statistics Canada

Where Alberta is today

- **Alberta has a strong entrepreneurial spirit.** In Alberta, business start-ups and failures are higher than elsewhere in Canada; Albertans value their entrepreneurial, can-do culture.
- **The province is on the leading edge of new innovations.** Supported by many ecosystem players, the province is driving innovative activity in agriculture, hydrogen, CCUS, materials, and AI.
- **Research & development (R&D) falls short of its potential.** Canada lags other countries in R&D spending, and within Canada, Alberta's share of that spending is relatively small and declining.
- **Alberta attracts a fraction of the capital investment it once did.** As investment has generally declined in oil and gas, there has been limited offsetting growth elsewhere.
- **Support for early-stage innovation is gaining steam.** 2020 and 2021 were record-breaking years for the province in early-stage venture capital (VC) investment attraction.
- **The innovation ecosystem is growing.** Alberta is now home to many tech success stories such as [Benevity](#), [Shareworks](#), [Circle Cardiovascular Imaging](#), [Decisive Farming](#), and [Neo Financial](#).



Technology & Innovation

How we can Define the Decade

Enhancing the Technology & Innovation Ecosystem

Enabling the transformation of traditional industries and the creation of new ones by supporting the innovation ecosystem of capital, talent, mentorship, customers, networks, corridors, and intellectual property will foster growth and scaling and ensure capital markets see tremendous opportunity in Alberta.

Existing Building Blocks:

- Ecosystem organizations like [A-100](#), [Alberta Innovates](#), [Alberta Enterprise Corporation](#), [Platform Calgary](#), and [Innovate Edmonton](#)
- [Alberta Technology and Innovation Strategy](#)
- Canada’s [Industry Strategy Council](#) report

Commercializing Alberta Data & IP

Developing an Alberta Data Strategy, modelled after [E-Estonia](#), to support innovation and investment, review intellectual property models, and match funding to assist small and medium enterprises in seeking patent protection are fundamental to building an innovation economy.

Existing Building Blocks:

- Intellectual property models of Alberta post-secondary institutions
- Final report of the [Innovation Capital Working Group](#)

Increasing Opportunities for Business & Post-Secondary Research

Enhancing the ability of post-secondary institutions to be key originators of future companies and economic and social value by connecting their R&D and expertise with the private sector will amplify Alberta’s innovative potential.

Existing Building Blocks:

- [Creative Destruction Lab Rockies](#)
- [Innovate Calgary](#)
- [Applied Pharmaceutical Innovation](#)

Innovating & Transforming Government

Developing a government digital and innovation strategy to improve public services, from health care to land titles, and streamline access to services for small businesses and different levels of government will improve quality and access while lowering costs to taxpayers.

Existing Building Block:

- Alberta’s first public sector AI lab: [GovLab.AI](#)

Potential Needle Movers

- Create an Alberta Innovation and Procurement Initiative to link innovators with government and existing enterprises
- Create an Alberta Venture Capital Investment (AVCI) Fund (Recommendation from the [Innovation Capital Working Group](#))
- Provide government matching funding for small- to medium-sized enterprises seeking patent protection
- Create Alberta versions of the German [Max Planck Institutes](#) and [Fraunhofer Society](#) for applied research and innovation
- Use the [BC Digital Framework](#) and [E-Estonia](#) as models to develop a government digital and innovation strategy



Physical & Digital Infrastructure

PILLAR GOAL

ALBERTA'S INFRASTRUCTURE—ROAD, AIR, RAIL, PIPE, FIBRE, AND DIGITAL—CONNECTS PEOPLE AND BUSINESSES ACROSS THE PROVINCE AND WITH THE WORLD.

Infrastructure minimizes distance and division, connecting Albertans across the province, from urban and suburban cities to rural and remote communities. Planning is informed by input from Albertans and businesses, and infrastructure is built to enhance our quality of life and expand our economic potential. Alberta has a well-established trade and investment corridor throughout the province and treats borders and airports as key gateways for trade, travel, and investment. Water is planned for, managed, and used to support ecosystems, life, and the economy.

Why this matters

- Infrastructure contributes to ease of travel, investment, tourism, and quality of life
- Digital access is a necessity for businesses and individuals
- Water is life and the backbone of the economy
- Infrastructure supports economic growth

Where Alberta is today

- **Travel times are reasonable, but transit can be limited.** Commute times are well below that of other parts of Canada, but options for public transit can be limited, and roads are viewed to be in poor condition.
- **Many Indigenous communities lack quality infrastructure.** Whether it's homes and buildings, access to transportation, or reliably clean drinking water, physical infrastructure quality lags in many Indigenous communities.
- **High-speed, reliable digital access is lacking in some areas.** Certain parts of the province, especially rural and remote areas such as reserves, face slow or limited digital connectivity.
- **Canada's trade infrastructure has been badly neglected.** According to Canadian businesses and international customers, the quality of Canada's trade infrastructure has sharply declined over the last ten years.
- **Rigid capacity limits obstruct Alberta's product exports.** Capacity limits in some modes of transit such as rail and pipelines make it difficult to respond to large swings in energy and food production, causing bottlenecks.
- **Air travel is an asset but costly.** Alberta has two large international airports and is home to Canada's second-largest airline, WestJet. Though access to air travel is good, it can be expensive to travel for leisure or work due to high taxes and fees across Canada.

How we will measure progress

Research & Development

Internet use across the province based on the Canadian Internet Use Survey.

Source: Statistics Canada

Export Growth

Total value of exports

Source: Statistics Canada

Infrastructure Investment

Total investment in transportation and communication infrastructure

Source: Statistics Canada



Physical & Digital Infrastructure

How we can Define the Decade

Building the Infrastructure of Tomorrow

Accessible and easy travel across the province and access to clean water, broadband, and cellular services are essential to support equitable opportunity and a high quality of life. Likewise, this infrastructure also supports Alberta’s visitor economy.

Existing Building Blocks:

- Government of Canada’s [Universal Broadband Fund](#)
- The [Canada Infrastructure Bank](#)
- [Travel Alberta](#)
- The Government of Alberta’s [Capital Plan](#)

Transforming Regulation & Approvals

Minimizing inefficiencies and expediting approval processes will increase innovation, lower costs, and enhance the ability of Alberta businesses to compete globally and achieve its Prosperity Missions, increasing jobs and opportunities for Albertans.

Existing Building Blocks:

- Capital investment projects by Alberta companies
- [Red Tape Reduction](#) initiative



Enabling Trade

Industry-government collaboration and developing a strategic, long-term plan for economic infrastructure and corridors will ensure inputs, products, individuals, and information can easily move across and beyond the province, expanding Alberta’s capacity to provide valuable goods and solutions to the world.

Existing Building Blocks:

- [Invest Alberta](#) and [Alberta trade offices](#)
- [Shovel Ready, Shovel Worthy](#) report recommendations from the [Canada West Foundation](#)
- [Western Transportation Advisory Council](#) (WESTAC)

Potential Needle Movers

- Designate and develop an infrastructure corridor between Fort McMurray/Grande Prairie-Edmonton-Red Deer-Calgary-Lethbridge/Medicine Hat
- Deliver high-capacity broadband across all of Alberta, including rural, remote, and Indigenous communities
- Increase infrastructure investment for electric and hydrogen vehicles and transport
- Invest in Alberta’s airports and transportation links (e.g., road and rail) as gateways to global trade, tourism, and economic development
- Overhaul federal and provincial regulatory and approvals processes to improve timing and efficiency
- Develop tripartite government agreements and funding programs for infrastructure investment, particularly for downtowns



Environmental Sustainability

PILLAR GOAL

ALBERTA IS A RECOGNIZED WORLD LEADER IN ENVIRONMENTAL SUSTAINABILITY, CONSERVATION, AND STEWARDSHIP.

Alberta is home to healthy and diverse ecosystems, with pristine water, air, and landscapes preserved for current and future generations. It has an enviable network of national and provincial parks, heritage sites, and protected wilderness areas. It is a leader in reducing emissions, sustainable resource production, and business practices.

Why this matters

- There is no healthy life without a healthy environment
- Environmental stewardship protects ecosystems and enhances quality of life and tourism
- Environmental and climate focus, specifically ESG, is a lens for investment
- Economic growth and investment are increasingly linked to environmental sustainability

Where Alberta is today

- **Alberta is flush with beautiful parks and natural assets.** World-renowned parks and World Heritage Sites are enjoyed by many and have been preserved for generations.
- **Progress has been made to reduce emissions intensity.** Through technology adoption, production efficiencies, innovative collaborations, and the largest CCUS linear transportation infrastructure, Alberta industries have dramatically reduced their emissions intensity.
- **Alberta remains a large source of GHG emissions.** The province’s high concentration of non-renewable natural resources and its industrial mix means that Alberta’s absolute emissions are the highest in Canada.
- **Rural areas face challenges in a low-carbon future.** They are home to a greater share of jobs in sectors most likely to be disrupted by climate change and policy.

How we will measure progress

Emissions Reduction

Net emissions

Source: United Nations National Inventory

Clean Tech

Total contribution of environmental and clean technology products to GDP

Source: Statistics Canada

Parks & Protected Areas

% of Alberta’s land mass devoted to parks and protected areas

Source: Canadian Parks and Wilderness Society





Environmental Sustainability

How we can Define the Decade

Maintaining Recreational & Protected Areas

Conserving and safeguarding key ecosystems will not only protect Alberta’s environment and its outdoor recreational activities and tourism, but will also enhance the province’s brand as stewards of the environment.

Existing Building Block:

- [Land Use Secretariat](#)
- [Land Stewardship Fund](#)

Upholding High Standards for Land, Air, & Water Quality

Responsibly using and preserving the environment and its assets, supported by a high-quality and efficient system of approvals, regulations, and management systems, is essential to ensure the health of our environment.

Existing Building Block:

- [Environmental Protection and Enhancement Act](#)
- [Water for Life Strategy](#)
- [Alberta Clean Air Strategy](#)

Incorporating Indigenous Knowledge in Environmental Protection & Ecosystem Management

Engaging with Indigenous Peoples as conservation decision-makers will help to enhance the province’s biodiversity, which [research shows](#) is highest on Indigenous-managed lands.

Existing Building Block:

- The Government of Canada’s proposed [Indigenous Knowledge Policy Framework](#)

Leading the World in ESG Reporting & Compliance

Embracing an ESG mindset following best-in-class sustainability practices; and leading the world in the development of new methods for conservation, preservation, and recycling will enhance the province’s brand as leaders in ESG.

Existing Building Block:

- Alberta’s ESG Secretariat

Reducing Emissions

By working quickly to reduce emissions from industry as well as community efforts to support Albertans, particularly for low-income households hit hardest by rising energy costs, Alberta can make the most significant contribution to Canada’s net zero target.

Existing Building Blocks:

- [Technology Innovation and Emissions Reduction \(TIER\) program](#)
- Government of Alberta [Carbon Sequestration Tenure Management](#)
- Government of Canada [Greener Homes Loan Program](#)

Potential Needle Movers

- Increase Alberta’s land base of parks or protected areas
- Create water management plans for Alberta’s seven major basins
- Establish low-emissions government procurement criteria for fleets and infrastructure (Recommendation from the [Energy Futures Lab](#))
- Create provincial incentives for emissions-reducing residential retrofit investments that target low-income households
- Develop an orphaned well clean-up strategy



Fiscal Sustainability

PILLAR GOAL

ALBERTA'S FISCAL MODEL AND TAX STRUCTURE MAKE THE PROVINCE AN IDEAL PLACE TO LIVE, WORK, AND DO BUSINESS.

The province rests on sound fiscal footing. Albertans have access to high-quality services at competitive tax rates now and for generations to come, attracting both people and investment to the province. Alberta's tax rates attract and unleash entrepreneurs to invest and create jobs in the province.

Why this matters

- Revenue stability enables certainty of service delivery and strategic investments
- Competitive tax rates and high-quality public services attract people and investment
- Sustainable finances help to ensure intergenerational equity

Where Alberta is today

- **Alberta's fiscal state has substantially improved.** After seven years of persistent budget deficits, Alberta is expected to see a surplus in 2022/23 due to effective cost management and higher than budgeted resource royalties. Based on levels in 2022, there is potential that this situation may extend for several more years.
- **Spending will soon be in line with other provinces.** Over the past several years, spending restraint has meant that by 2022/23, Alberta government spending per person will be comparable with other large provinces.
- **Tax rates are among the most competitive in Canada.** Alberta has a lower corporate tax rate and lower personal taxes for low- and high-income earners than any other province.
- **Revenue volatility makes budgeting a challenge.** Alberta's resource revenues are a tremendous fiscal asset but are highly unpredictable, making long-term budgeting difficult.
- **Long-term challenges remain.** An ageing population and a large school-aged cohort create challenges on the spending side; a rising dependency ratio creates challenges paying for higher expenses, while resource revenues are unpredictable over the long term.

How we will measure progress

Debt Sustainability

Net debt as a percentage of GDP

Source: Government of Alberta

Revenue Stability

Revenue percentage change from year to year

Source: Government of Alberta

Tax Burden

Personal income tax (at median income levels) and corporate tax rate

Source: Government of Alberta



Fiscal Sustainability

How we can Define the Decade

Rethinking the Revenue Model

Creating greater revenue stability and certainty by lessening Alberta’s reliance on non-renewable resource revenues, using deficits strategically rather than persistently, putting surpluses to work as savings for the future and strategic investments, and ensuring tax rates are competitive and equitable will support Alberta’s long-term competitiveness and growth.

Existing Building Block:

- The research and work of the [University of Calgary School of Public Policy](#).

Delivering High-Quality, Cost-Effective Services

Delivering public services in efficient, effective, and innovative ways will lower the cost and increase value for current Albertans and attract prospective ones due to the unmatched quality of public services, which make Alberta a great place to learn, work, start a business, and have a family.

Existing Building Block:

- [MacKinnon Report on Alberta’s Finances](#)

Adjusting Fiscal Time Horizons

Constructing Alberta’s budget with an eye to the future, reflective of Albertans’ preferences, emerging needs, and important long-term investments, will build confidence in long-term planning and prosperity.

Existing Building Block:

- [2018 Auditor’s General’s report](#)

Potential Needle Movers

- Create a Blue Ribbon Panel on Alberta’s Revenue Model
- Allocate a portion of resource revenues to be saved and invested in the Alberta Heritage Fund for future and strategic investments
- Develop budget allocations that span electoral cycles





Define the Decade *At a Glance*

GOALS

A GOOD LIFE FOR ALL	ECONOMIC EXPANSION	LONG-TERM SUSTAINABILITY
Prosperity Vision	Prosperity Missions	Prosperity Pillars
A Place of Belonging	Feeding Everyone Sustainable & Healthy Food	Quality of Life & Belonging
A Place of Opportunity	Energy Solutions Low-Carbon Energy, Materials, & Minerals	Technology & Innovation
A Place of Solutions	Healthy Lives Medical & Wellness Advancements	Skilled & Prepared Workforce
		Physical & Digital Infrastructure
		Environmental Sustainability
		Fiscal Sustainability

CATALYSTS

ALBERTA MISSION AGENCY
HEARTLAND ECONOMIC REGION

IMPERATIVES

- Being United & Collaborative
- Advancing Reconciliation
- Being Competitive
- Going Global
- Delivering Good Governance
- Acting Urgently



Implementation





Where do we go from here?

Achieving the Goals

For Alberta to achieve its Prosperity Vision and to be successful in its mission-based approach, we will need to operate differently. The way we have always done things won't work. Silos will need to be broken down. Government will need to work in the manner and speed of innovation and business.

If we are successful, Albertans will together achieve the following three goals:

Goal #1: A Good Life for All

For most of us, a “good life” means a good job, a roof over our head, food on the table, a chance to do the things we enjoy, and having a sense of belonging and safety for our families.

We know that what constitutes a good life is different for everybody and that not everybody has always been provided with the opportunity to pursue one. Creating a good life for all means that we respect these differences and build the space that everyone needs to realize their vision for themselves and the ones they love.

Goal #2: An Expanding Economy

Pursuing economic growth can sometimes come across as a cold, uncaring slogan, but this could not be further from the truth. The economy is made up of people. When people collectively become more productive and their businesses more competitive, society as a whole generates the resources it needs to create shared prosperity.

Done well, economic expansion means the capacity to live healthier, more comfortable lives. It means creating the wealth needed to provide improved health care, education, and important social services. In short, shared prosperity is best achieved through creating new wealth for more people rather than redistributing existing wealth.

Goal #3: Long-Term Sustainability

We cannot get caught up in pursuing immediate prosperity at the expense of the future. Defining the decade goes beyond the next ten years—it means setting up Albertans for healthy, prosperous lives for generations to come.

This means deliberately applying long-term thinking to all that we want to accomplish. It means creating prosperity while pragmatically preparing for a low-carbon future. It means strengthening public institutions and creating a competitive business environment that are set up to benefit Albertans ten, twenty, and fifty years from now. And it means sustainable development today that meets our own needs without impeding the ability of tomorrow's Albertans to meet their needs, too.





Catalysts

We propose two catalysts to help achieve the vision and potential of Define the Decade:

Catalyst #1

Alberta Mission Agency

Catalyst #2

Heartland Economic Region



Alberta Mission Agency

The Alberta Mission Agency should be created to coordinate and advance the Prosperity Mission focus for Alberta. It is the next version of the highly successful Alberta Oil Sands Technology and Research Authority (AOSTRA). It must be arm’s length from government and highly connected to the business and research sectors. It would undertake the early-stage research and innovation that businesses will then commercialize and adopt. It must have independence but sufficient funding and connection to ensure it does the right work to achieve the right outcomes. It must be connected with applied research programs like an Alberta-Fraunhofer or Max Planck Institute.

Based on work by The Brookfield Institute for Innovation and the Public Policy Forum, the Alberta Mission Agency would:

1. Ensure government, industry, and post-secondary institutions work together to create new structures, such as moonshot agencies, including well-funded and endowed research chairs—independent from government—that can ensure coordination and implementation.
2. Work cross-sectorally using policy and funding to create full value-chain opportunities, from education, research, and innovation to development, manufacturing, finance, and distribution.
3. Set clear goals, targets, and metrics to evaluate performance and success.

The Agency could also consider creating incentive prizes to inspire and launch mission-driven approaches that tackle global needs, such as a potential A-Prize, modelled after the X-Prize initiative.



Catalysts

Heartland Economic Region

Alberta should establish a collaborative network—the Heartland Economic Region—to compete with similar mega-regional economic development initiatives in North America. It would be groupings of communities and Indigenous communities united by the Prosperity Missions and working to attract international capital investments and people.

Alberta is in a global competition for investment, talent, and business. Increasingly, the province is not just competing against other cities or jurisdictions, but rather megaregions such as the Toronto-Waterloo Region, Cascadia Corridor, Front Range Corridor, Silicon Valley, and others. These mega-regions are integrating economies and transportation systems and co-operating on investment attraction and human resource development.

The Heartland Region would start within Alberta and focus on the province’s economic centres and Indigenous communities, from Fort McMurray and Grande Prairie in the north to Edmonton, Red Deer, and Calgary centrally to Lethbridge and Medicine Hat in the south. It could coordinate missions, bids, investment and funding proposals, infrastructure, and more.

Over time, the Heartland Economic Region would grow beyond Alberta to encompass, parts of BC and Saskatchewan, and possibly Montana and Idaho as a mega-region capable of competing with the likes of those mentioned above. Economic developers in this area already work together and are well supported by Invest Alberta and Travel Alberta. But to compete in the future, we must do more.

Grande Prairie



Fort McMurray



Edmonton



Central Alberta



Calgary



Lethbridge



Medicine Hat





Imperatives

These three goals, as well as the entire Prosperity Vision, will not be accomplished by accident. They will require a concerted effort from all of us. Achieving prosperity will require:

Being United & Collaborative

Alberta must be a place that fosters unity, cohesion, and collaboration.

Alberta has a history of manufacturing rivalries and disputes that do nothing but make it harder for us to succeed and achieve prosperity. Whether it is Calgary versus Edmonton, urban versus rural, resource sector versus non-resource sector, or north versus south, these rivalries only divide us further. Friendly rivalries of Flames versus Oilers and Stampeders versus Elks are fun, but it should end there.

We are competing against mega-regions like Cascadia and the Front Range, where cities and multiple provinces and states have united in pursuing prosperity. We must collaborate in ways far more advanced than we have done in the past. Not as just Calgary, Edmonton, Lethbridge, or Fort McMurray, but as an Alberta economic corridor—and expanding partnerships with other provinces, including British Columbia and Saskatchewan, and neighbouring states including, Montana and Idaho. We must work together and create our own large regional collaborations.



Advancing Reconciliation

Alberta must work diligently to ensure meaningful reconciliation with Indigenous Peoples to create outcomes on par with the general population.

As Canada focuses more on reconciliation with Indigenous Peoples, Alberta has been working to play its role. Examples include the Alberta Indigenous Opportunities Corporation, the multitude of Indigenous-owned companies, and equity partnerships that Alberta-based companies have formed with Indigenous communities.

But we are not done. Not enough economic reconciliation is happening outside the resource sector. Indigenous Peoples' educational, employment, income, and health outcomes are worse than that of the general population. That can no longer be the case and must improve—we must close the gap. ATB estimates the Indigenous economy to be 2% of Alberta's GDP. There is much opportunity to grow the Indigenous economy, jobs, and investment, helping to close the gap in income and employment. This must be a focus for Alberta's future. Engagement and partnerships, access to capital and training, and entrepreneurship supports must be ongoing to create opportunity beyond reconciliation.

Being Competitive

Alberta must ensure it can succeed in a highly competitive global economy—we must make it easy and inexpensive to do business in Alberta.

Competitiveness must be a primary filter for decisions affecting business and people. Capital and talent are mobile and will go where they are most welcomed. We must work together to attract people, make the cost of living affordable, and foster business creation and job growth. For entrepreneurs, Alberta must be the best place to launch their company by having competitive taxes, low barriers to start up, and conditions to invest in business scaling and job growth. We must ensure we do not put additional regulations, costs, or burdens on Alberta companies that our competitors don't face. Alberta must remain a place where trade is open, and regulations and timelines do not limit competition and competitiveness.



Imperatives

Going Global

Businesses, entrepreneurs, and governments must focus on global presence, expansion, and reach.

Alberta and Canada are small markets. Maximizing prosperity means that we must look beyond our borders for opportunities, sales, expansions, and relationships. Alberta companies must have an export orientation. Developing solutions to global challenges will require the attraction of international capital. And delivering them to the world will require global connections, agreements, and infrastructure. We must think big, acting and delivering globally.

Acting Urgently

We must move swiftly if we are to plant Alberta’s stake in the ground of global opportunity.

Other jurisdictions are moving much faster than we are. Whether reducing barriers, creating relationships, attracting capital, developing talent, working collaboratively, or staking a claim on a global opportunity, Alberta and Canada are not at the front of the pack.

We must be intentional and clear about where we are going and dedicate resources to get there. We have big ambitions. We have a long way to go, and many others are trying to do the same. We do not have the luxury of time. We must act with urgency.

Delivering Good Governance

All levels of government and provincial institutions must adhere to principles that enable unity, transparency, performance, innovation, ethics, and adaptability.

Albertans feel their governments at all levels spend too much time fighting and not enough time making life better. They want and deserve better. Now is the time to stop scoring hits and start achieving wins. Fighting divides and distracts. We will only achieve prosperity by transcending parties and electoral timelines.

While collaboration is essential, governments must respect the individual zones of legislative and regulatory jurisdiction to eliminate scope or jurisdiction creep.

Furthermore, governments and institutions have operated at the “pace of government” for too long. We can no longer afford that. Instead, governments need to be recalibrated to move at the pace of people, innovation, and investment to better serve those they are accountable to—Albertans.





Implementation Timeline

Getting Started (2022-2025)	Building Momentum (2026-2028)	Leading the World (2029-2032)
<p>Vision</p> <ul style="list-style-type: none"> Communicate and share vision across Alberta and Canada <p>Pillars</p> <ul style="list-style-type: none"> Advance existing initiatives aligned with pillars Scope and fund Needle Movers Focus on education and skills, and quality of life and belonging <p>Missions</p> <ul style="list-style-type: none"> Form Alberta Mission Agency Scope and launch Alberta Heartland Economic Region <p>Implementation</p> <ul style="list-style-type: none"> Create conditions for competitiveness Improve collaboration among levels of government 	<p>Vision</p> <ul style="list-style-type: none"> Align activities of major actors to the vision Report on progress towards realizing the vision <p>Pillars</p> <ul style="list-style-type: none"> Implement priority Needle Movers Build priority infrastructure <p>Missions</p> <ul style="list-style-type: none"> Launch first moonshot opportunity Heartland Economic Region achieves wins <p>Implementation</p> <ul style="list-style-type: none"> Enhance competitiveness, expand global, and export capacity Strengthen government and other collaborations 	<p>Vision</p> <ul style="list-style-type: none"> Assess achievement of vision and adjust activities where required <p>Pillars</p> <ul style="list-style-type: none"> Continue implementation of Needle Movers Ensure fiscal and environmental health for the future <p>Missions</p> <ul style="list-style-type: none"> Launch second and third moonshot opportunities Explore interprovincial expansion of Heartland Economic Region <p>Implementation</p> <ul style="list-style-type: none"> Assess implementation against outcomes and adjust

Measuring Progress

What gets measured gets done. We have identified several indicators that will measure progress on our six Prosperity Pillars. These will be updated and reported on annually. A summary of all indicators can be found in Appendix A.

Additionally, we will track Albertans' sentiment on the statement “I have the opportunity to live a good life here in Alberta,” and measure its progress over the next decade.

Finally, as initiatives advance, we will develop indicators for the success of the Prosperity Missions.



Work of the Business Council of Alberta (Our Commitment)

The Business Council of Alberta will:

- Annually update and share progress on the key indicators of our progress on the path to prosperity.
- Embrace the Prosperity Vision.
- Do our part to advance the Prosperity Missions and Prosperity Pillars.
- Uphold the Imperatives.
- Work with our members to ensure that they have the tools and environment needed to create investment and jobs in Alberta.
- Work with stakeholders and partners to ensure that policy is informed by evidence and experience.
- Play our role in reconciliation with Indigenous Peoples in Alberta—listen, advocate, and collaborate.
- Work with provincial and federal governments to ensure that we continue to create the policies and investments that make Alberta a place of solutions and opportunity for everyone.

We want a province that is the best place for business and investment, has the most enviable quality of life, is welcoming and open, and enables all Albertans to lead a good life.





How can you get involved?

Defining Alberta's next decade will require a collaborative and coordinated approach.

- **Share this vision and message with your colleagues, friends, families, and communities.**
- **Add your name or organization as a supporter of the vision at DefinetheDecade.com.**
- **Help us achieve the best possible future for our province.**

Because Alberta is just getting started.

Every Albertan—whether a CEO or a student, a non-profit leader or a farmer, a software engineer or policymaker, and everyone in between—has a role to play in building our future.

Here are a few ways you can get involved:

For government & policymakers:

Embrace the mission-driven approach, and evaluate the specific policy recommendations that affect your area of purview. Meet with the Council and its members and create new ways of working to advance those policies. Focus on collaborations. Break down silos. Be innovative.

For CEOs and business leaders:

Evaluate how your business's strengths and offerings can contribute to the missions identified. Work in new ways across companies and industries, both public and private. Collaborate to advance the pillars.

For post-secondary institutions:

Consider how your programs can equip the next generation with the skills to meet Alberta's potential. Promote research that can accomplish the missions and develop the pillars. Meet with businesses and create new partnerships to accomplish them.

For civil society and non-profits:

Evaluate the pillars and see which intersect with your organization. Determine how your work can help achieve and develop central pillars.

For people:

Believe in the vision for the future of Alberta. Work to make it a reality. Find a mission or pillar that speaks to you and get involved in it. Share your love for Alberta, post your favourite place, activity, or aspect of Alberta on social media, and contribute your passion and energy to making this place all it can be.

Define the Decade *At a Glance*

GOALS

A GOOD LIFE FOR ALL	ECONOMIC EXPANSION	LONG-TERM SUSTAINABILITY
Prosperity Vision	Prosperity Missions	Prosperity Pillars
A Place of Belonging	Feeding Everyone Sustainable & Healthy Food	Quality of Life & Belonging Skilled & Prepared Workforce
A Place of Opportunity	Energy Solutions Low-Carbon Energy, Materials, & Minerals	Technology & Innovation Physical & Digital Infrastructure
A Place of Solutions	Healthy Lives Medical & Wellness Advancements	Environmental Sustainability Fiscal Sustainability

CATALYSTS

ALBERTA MISSION AGENCY
HEARTLAND ECONOMIC REGION

IMPERATIVES

- Being United & Collaborative
- Advancing Reconciliation
- Being Competitive
- Going Global
- Delivering Good Governance
- Acting Urgently

A GOOD LIFE FOR ALL	Quality of Life & Belonging	Skilled & Prepared Workforce
	Overall Well-Being	Education
	Foundations of well-being Source: <i>Social Progress Imperative & ATB</i>	% of population with some form of post-secondary education Source: <i>Statistics Canada</i>
	Equity	Long-Term Unemployment
	Income gap across races and genders Source: <i>Statistics Canada</i>	Long-term unemployment rate Source: <i>Statistics Canada</i>
	Immigrant Attraction	Indigenous Unemployment Gap
Flow of net immigration and net inter-provincial migration Source: <i>Statistics Canada</i>	Unemployment rate differences between Indigenous to non-Indigenous individuals Source: <i>Statistics Canada</i>	
ECONOMIC EXPANSION	Technology & Innovation	Physical & Digital Infrastructure
	Research & Development	Internet Access
	Total and Private R&D spending as a percentage of GDP Source: <i>Statistics Canada</i>	Internet use across the province based on the <u>Canadian Internet Use Survey</u> Source: <i>Statistics Canada</i>
	Early-Stage Investment	Export Growth
	Total Dollar Value of VC and VC as a % of Canada's total VC Source: <i>Canadian Venture Capital & Private Equity Association</i>	Total value of exports Source: <i>Statistics Canada</i>
	Start Up Activity	Infrastructure Investment
Business start-ups as % of total operating businesses Source: <i>Statistics Canada</i>	Total investment in transportation and communication infrastructure Source: <i>Statistics Canada</i>	
LONG-TERM SUSTAINABILITY	Environmental Sustainability	Fiscal Sustainability
	Emissions Reduction	Debt Sustainability
	Net emissions Source: <i>United Nations National Inventory</i>	Net debt as a percentage of GDP Source: <i>Government of Alberta</i>
	Clean Tech	Revenue Stability
	Total contribution of environmental and clean technology products to GDP Source: <i>Statistics Canada</i>	Revenue percentage change from year to year Source: <i>Government of Alberta</i>
	Parks & Protected Areas	Tax Burden
% of Alberta's land mass devoted to parks and protected areas Source: <i>Canadian Parks and Wilderness Society</i>	Personal income tax (at median income levels) and corporate tax rate Source: <i>Government of Alberta</i>	





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Define the Decade is a vision for the future of Alberta and a roadmap to achieve that vision. To learn more about this project and read the other Chapters in this story, please visit DefinetheDecade.com



Alberta
is just
getting
started.

DEFINE
THE DECADE