

CREATING JOBS • BUILDING • DIVERSIFYING



**ALBERTA'S
RECOVERY
PLAN**

CONTENTS

Contents 3

Message from the Premier 4

Providing immediate relief and supports 8

Creating jobs 11

Building 17

Diversifying 20

Conclusion 29

MESSAGE FROM THE PREMIER



Albertans are facing one of the most challenging times in our history.

Over the past four months we have been hit by the triple threat of the largest public health crisis in a century, the biggest global economic contraction since the 1930s, and an unprecedented collapse in energy prices. And all of that on top of five years of tough economic times.

But through it all, Albertans have shown what we're made of.

We are a resilient people. From the earliest days of the First Nations, to the pioneers, to generations of hard-working newcomers, our history is one of emerging over adversity.

As Alberta country star Brett Kissel sings, "tough times don't last, but tough people do."

Just think of how we've come through the COVID-19 pandemic.

We have taken the path of personal responsibility, avoiding the kind of wide-scale shutdowns imposed around the world. At the height of the pandemic, 85 per cent of Alberta businesses representing 96 per cent of our economy continued to operate, and we have safely relaxed public health restrictions more quickly and broadly than any Canadian province. At the same we have had amongst the lowest per capita levels of COVID infections, hospitalizations, and deaths in the western world.

That is a testament to the culture of personal responsibility and care for others that is hard wired into this province. It is also due to our culture of enterprise, from the brilliant public servants who started stockpiling medical supplies before the world was aware of a pandemic; to our laboratory scientists who planned ahead to deliver the highest per capita level of testing in the world; to the charities and businesses who found innovative ways of helping the vulnerable; to the countless random acts of kindness shown to neighbours and strangers alike.

Albertans have risen to the challenge of the pandemic.

We will continue to be careful, especially for those who are most at risk.

Now we must extend that same culture of resilience to overcoming the great economic challenge of our time.

As I said at the outset, we must protect both lives, and livelihoods.

We are facing a real effective unemployment rate of up to of 25 per cent.

Too many Albertans are out of work.

Families are filled with anxiety about how they will pay the mortgage, and what the future holds.

Tens of thousands of businesses are struggling to survive, to make the next payroll, to cover the rent.

New graduates are wondering if there is a place for them in Alberta's economy. Our future is truly at stake.

Alberta's government has acted in unprecedented ways to protect people through the worst of the crisis. We have provided some \$14 billion in support—more than any other province, on a relative basis—including:

- Over half a billion dollars for our health care system
- Support for long term care homes, and those who work in them
- Emergency isolation payments, so sick workers could stay at home
- Up to \$200 million in small business relaunch grants for those who had to close
- Support for homeless shelters, women's shelters, and food banks
- Over \$50 million in COVID related mental health support for those struggling to cope
- 40 million free masks to help control the spread
- Funding to help day care operators re-open
- Deferrals on utility bills, education property taxes, student loans, and government fees
- Access to credit for struggling employers
- Policies to protect both renters and commercial tenants

But much more needs to be done in the long journey to economic recovery that lies ahead.

Today we take a big step forward in that journey with the launch of Alberta's Recovery Plan, a bold, ambitious long term strategy to build, to diversify, and to create jobs. It is a plan for today that provides hope for the future.

We have developed this plan with input from Alberta's Economic Recovery Council, chaired by one of Canada's most highly regarded economists, Dr. Jack Mintz, and including many of Alberta's most prominent leaders in business, labour and public service, including the Rt. Hon Stephen Harper, who successfully led Canada through the Global Financial Crisis.

Thank-you to the members of the Council, and so many others, who have contributed their time and expertise.

This strategy builds on our enormous strengths.

- Alberta has the youngest and best educated population in Canada.
- We have been bestowed with some the most valuable natural resources on the face of the Earth, many of which we have not even begun to develop.
- Alberta has the lowest taxes in Canada.
- We have vibrant historic industries like agriculture, a thriving innovation sector, a world class tourism experience, and dynamic creative industries
- In other words, we are a diversified economy, much more diversified today than we were in decades past;
- And most importantly, Albertans have an irrepressible entrepreneurial culture.

Alberta's Recovery Plan builds on those and other strengths with timely, targeted investments and bold policy reforms that will:

- create tens of thousands of jobs right now
- make Alberta more competitive in the long term
- accelerate economic diversification in industries of the future
- ensure a strong future for the bedrock sector of our economy: Alberta's innovative energy industry; and
- immediately show investors around the world that we mean business.

It's about building, diversifying, and most importantly creating jobs.

The Recovery Plan will:

- Create tens of thousands of jobs and make our economy more productive in the long run with the largest infrastructure build in Alberta history, with \$10 billion in projects that will move people from unemployment to good jobs right now building roads, bridges, overpasses, water projects, pipelines, gas lines, schools, hospitals, long term care homes for seniors, drug treatment centres, tourism infrastructure, and much more. This will spur the creation of thousands of other jobs for sub-contractors, suppliers, small businesses, hotels, and restaurants in every corner of the province. This infrastructure plan represents a 40 per cent increase over what had initially been budget in the province's 2020-2021 Capital Plan.
- Immediately accelerate the Job Creation Tax Cut to give Alberta by far the most attractive environment for new business investment in Canada, moving the general business tax rate from 10 per cent to 8 per cent on July 1. This will accelerate the creation of an estimated 55,000 new full-time private sector jobs, and stimulate \$13 billion in economic growth.
- Launch the Innovation Employment Grant, an exciting new incentive to create high-paying jobs by making Alberta the most attractive place in Canada to invest in the critical technology and innovation sector.
- Invest an additional \$175 million into the Alberta Enterprise Corporation to expand access to venture capital for early stage start-up companies
- Create Invest Alberta, a new provincial agency that will lead an aggressive worldwide campaign to attract job creating investment, retooling and expanding our network of international offices, while providing concierge service to prospective investors, and telling institutional investors the truth about Alberta's environmentally responsible energy sector
- Create 7,400 jobs by moving forward with construction of the Keystone XL Pipeline, thanks to Alberta's \$1.5 billion investment in the project
- Put Albertans first for available jobs by asking the federal government to remove most occupational categories under the Temporary Foreign Worker Program for Alberta, while helping to connect employers to unemployed Albertans, making job training programs more responsive, and accelerating the Fairness for Newcomers Action Plan. Due to the impairment of international travel, and the deep jobs crisis, we will also reduce by at least one third this year's targeted admissions under the Alberta Immigration Nominee Program, while moving ahead with key platform commitments like the Foreign Graduate Startup Visa Program to support growth in the tech and innovation sectors.

- Accelerate the future of the natural gas industry, and a retooled program to incentivize potentially tens of billions of dollars of investment in the petrochemical sector
- Implement sector-specific strategies to drive diversification, including agriculture and forestry, tourism, technology and innovation, aviation, finance and fintech, and creative industries. Work is already well advanced on each of these sector strategies.
- Create a Cultural Event Relaunch Program to support music, performing arts and landmark cultural events which have been especially hard-hit by public health measures.
- Amend the Alberta Labour Relations Code to further cut red tape that impedes job creation.

These and other measures will complement dozens of pro-growth policies already being implemented as part of the province's Blueprint for Jobs, including the Red Tape Reduction initiative, and the Skills for Jobs Plan.

Alberta's Recovery Plan is a work in progress. Details of each policy initiative will be released in the days and weeks to come. But given the severity of the economic crisis, we must act now. This Plan offers clear direction as Government continues to consult Albertans and finalize policy work in some areas, like the sectoral growth strategies.

Altogether, this Plan represents a bold statement of confidence in the future of Alberta.

It is based on common sense, not ideology.

It balances targeted government spending in areas like job-creating infrastructure with strong incentives for private sector growth, like the accelerated Job Creation Tax Cut and the expanded Red Tape Reduction initiative.

It ensures a future for our largest industry — oil and gas — while boosting diversification in key growth sectors, like tech and innovation through the new Innovation Employment Grant, and the Alberta Enterprise Corporation.

For those rightly concerned about the province's fiscal future, the Minister of Finance will be tabling a frank update on the province's finances this summer. Albertans will have tough choices to make about how to get our finances back in order. But right now — in the face of the deepest jobs crisis in nearly a century — we must prudently leverage the province's balance sheet to build, to diversify, and to create jobs.

If we don't get people back to work, if we don't restore investor confidence and get our economy growing again, the fiscal challenge will become insurmountable. Jobs and the economy must come first. Our plan will mean job creation now — starting this month — and it will put Alberta on a path for a generation of growth.

Just as Albertans have pulled together to flatten the curve and to save lives, we must now show the same spirit of resilience and enterprise to save livelihoods, to recover, to grow and to thrive as a province once again.

PROVIDING IMMEDIATE RELIEF AND SUPPORTS

For people, families and businesses

The COVID-19 pandemic brought unprecedented challenges to Alberta's economy, but first and foremost, it brought very real challenges to Albertans.

There had not been a health scare this monumental since the 1918 influenza pandemic. Albertans had never before faced this kind of threat to their health or that of their families.

On top of fear and uncertainties about health, Albertans also had to cope with a new reality and a new way of life. With schools closed, children had to stay home and many parents had to find a way to stay home with them. For some, the question of child care was soon replaced with worries of how to pay the mortgage and put food on the table, as many businesses shut their doors and thousands of Albertans were left with no income.

Protecting Albertans from both the health and financial effects of COVID-19 was, and still is, a priority of our government.

Our public health response was immediate, aggressive and unparalleled. Laser focused on prevention and curbing the spread, we achieved our ambitious goal of having some of the highest per capita testing for COVID-19 in the world. We made sure hospitals would have capacity for a worst-case scenario of outbreaks and we provided tremendous funding for additional mental health supports to help Albertans suffering from mental and emotional impacts of the virus. We purchased a record amount of personal protective equipment (PPE) for health care providers and delivered PPE to other provinces that did not have enough to meet their own needs. We gave out free non-surgical masks to the public, and topped up the wages of front-line continuing care centre workers, recognizing the vital role they play in keeping the most vulnerable people safe.

Our extraordinary efforts paid off: Alberta's testing numbers are the highest in Canada, allowing us to quickly identify cases and limit the spread. Our public health response helped lower our numbers of daily new cases and lift our restrictions more rapidly than other jurisdictions.

We also acted with exceptional speed to address the economic consequences of the pandemic through on-line emergency isolation payments and an optional utility payment deferral to ensure Albertans had flexibility in a time of uncertainty. The shutdown of the economy hurt our business owners and the people they employed. Families already struggling from the decline in the energy sector were hurting even more.

Our government kept core industries open as much as possible. We created a far-reaching system of supports to help businesses stay open and keep paying their employees so they could look after their families.

Alberta's small and medium enterprises are the backbone of our economy and they will be integral to our recovery. Recognizing the challenges they face now and will continue to face as we revive our economy, our government has dedicated more than \$7 billion in deferrals and abatements to provide relief. This includes the waiver and deferral of WCB premiums, a grant to ease relaunch costs and changes to labour rules to help employers retain workers. We are also working to ensure commercial tenants will not be evicted for non-payment of rent due to COVID-19.

For those who were laid off, we also created ways to provide relief, like providing emergency isolation payments, banning rental evictions, deferring student loan payments, and providing funding for caregivers of those who fell ill, as well as for community initiatives and foodbanks, for example.

Our government's quick and sweeping actions, along with the responsible common-sense approach taken by every Albertan resulted in successfully protecting ourselves. We will continue testing and investing to reduce both the health and financial risks of COVID-19 to Albertans.

Supports for families, business and economy

PROTECTING INDIVIDUALS AND FAMILIES



Health care funding
\$500 million



Mental health funding
\$53 million



Public mask program
\$20 million



Community and social services
Emergency Isolation Payments, homeless and women's shelters, community organizations
\$170 million



Family supports
School nutrition, caregivers, food banks, donations, community initiatives
\$21 million



Continuing care supports
Protecting vulnerable seniors, health care aide wage increase, staffing
\$261 million

PROTECTING JOBS



Employer income tax deferral
\$1.5 billion



Orphan Well Association loan**
\$300 million



Site rehabilitation program*
\$1 billion



Agriculture supports and forestry protection
\$75 million



Capital maintenance and renewal
\$963 million



Supports for child care operators
\$18 million



Relaunch grants
 For small and medium-sized businesses
\$200 million



Keystone XL equity stake
\$1.5 billion

FREEING UP CASH FOR PEOPLE AND EMPLOYERS



WCB premium waiver/deferral
 For small and medium-sized businesses
\$1.1 billion



Freezing and deferring education property tax
\$545 million



Student loan waiver/deferral
\$193 million



ATB credit relief
\$250 million



Utility payment deferrals
\$223 million



Rent relief
\$67 million



Other waivers and deferrals
 Registries, AER, timber, tourism
\$213 million

* Federal funding

** Provincial and federal funding

CREATING JOBS

Getting Albertans back to work by creating an environment that attracts investment and job creators

Bringing investment back to Alberta is key to our unwavering efforts to get Albertans back to work in the well-paying jobs they deserve.

In the face of the global coronavirus recession, Alberta needs to be as competitive as possible in the global marketplace because every jurisdiction is facing recovery challenges and will be chasing the same investments. It is imperative that we prove ourselves and differentiate our province from the rest of the world—so the world will choose Alberta as the best place to invest.

We have a good foundation. Alberta is one of the most desirable regions to live in the world, thanks to our quality of life, abundance of natural resources, an entrepreneurial culture and business-friendly environment. And we will continue to be, even as we continue to battle the COVID-19 pandemic in the months ahead.

Building on and promoting our many existing strengths is key to our future prosperity. We will continue to give the world many reasons to do business and invest in our province.

We will also continue to invest heavily in our most important resource—our people. Alberta's Recovery Plan builds on the many supports our government is providing to help Albertans through COVID-19, and we will continue to invest in our families and our thriving communities so anyone—born and raised here or newcomers—would be proud to call Alberta home.

Invest Alberta

Over the past few decades, Alberta's economy has become more global. External sources of capital have become the largest source of investment into Alberta, and a critical contributor to Alberta's economic growth. Much of the economic adversity experienced by Alberta since 2014 is tied to the flight of tens of billions of dollars of capital investment. To reverse this trend, and bring back job-creating investment, Alberta's government will create Invest Alberta, a dedicated investment promotion agency that will lead our investment attraction strategy in a new direction with better capital markets communications, proactive investment promotion targeting key companies and sectors, and concierge service for prospective investors seeking to navigate through regulatory and other hurdles.

We will re-focus Alberta's teams in the world's largest capital markets like London, New York, Hong Kong, Singapore, Toronto and Houston to communicate more effectively. In the face of direct foreign competition and deeply misleading attacks on our energy industry, we will work closely with the world's leading banks and investors to define and defend Alberta's leadership on environmental, social and governance (ESG) standards across all sectors, and to outline major capital investment opportunities on a regular basis. We will target the largest and fastest growing firms for strategic discussions about moving teams, divisions and even headquarters to Alberta based on the structural competitive advantage our economic plan provides to them in lower tax, faster/clearer regulation, the youngest and best educated talent pool, low cost of living, affordable property, and world-leading quality of life.

ALBERTA'S TAX REGIME IS THE MOST COMPETITIVE IN CANADA

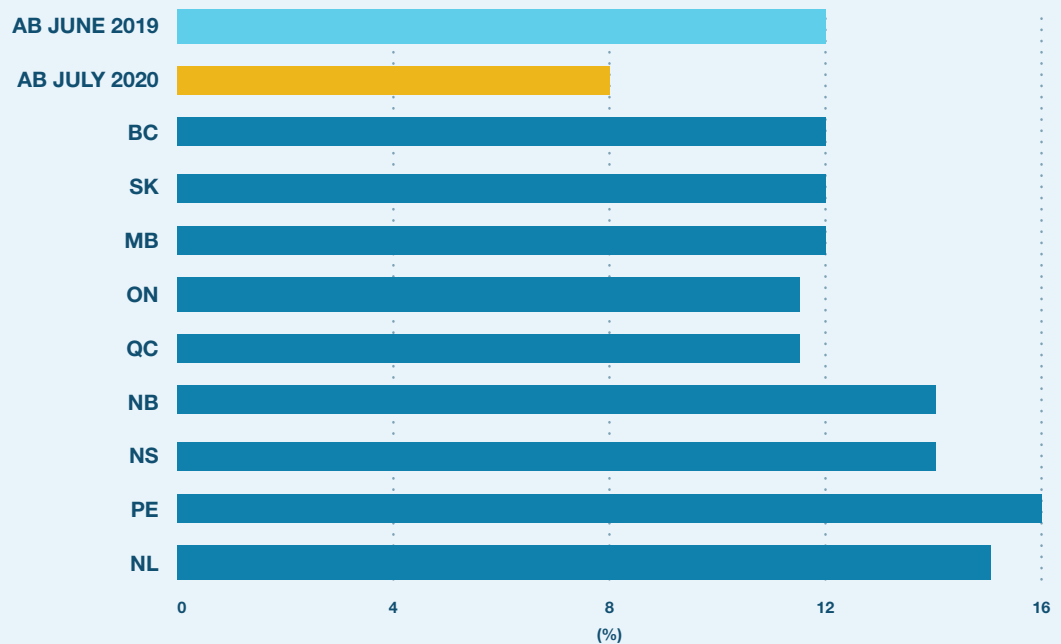
Personal tax advantage

- A single-income family with two children living in Alberta:
 - earning \$75,000 per year, pays nearly \$3,000 less in total taxes than they would if they lived in British Columbia.
 - earning \$150,000 per year, pays nearly \$5,000 less in total taxes than they would if they lived in British Columbia.
 - earning \$300,000 per year, pays nearly \$14,000 less in total taxes than they would if they lived in British Columbia.

Employer tax advantage

- The most powerful way to create new jobs is to make Alberta a magnet for new business investment with the most attractive tax rates in Canada. The Job Creation Tax Cut is estimated to positively impact more than 100,000 businesses, of which 75% are small businesses.
- When Alberta's corporate income tax reaches eight per cent, British Columbia's corporate income tax will be 50% higher at 12 per cent.
- Alberta will be among the most competitive business jurisdictions in North America, with by far the lowest corporate tax rate in Canada and the seventh lowest compared to American states.

PROVINCIAL GENERAL CORPORATE INCOME TAX RATES

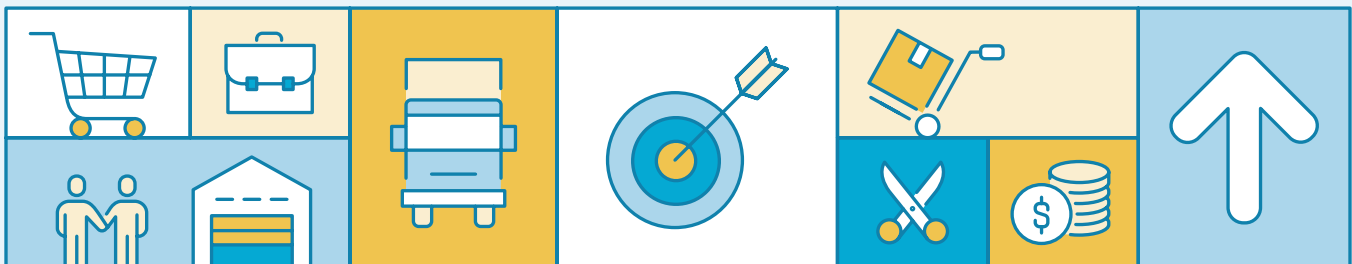


Supporting a competitive business environment

Despite Alberta's recent economic challenges, our province is still one of the best places for employers to locate, thanks to a competitive environment that makes it easier for job creators to do business. Our actions to attract more employers include:

- Accelerating the Job Creation Tax Cut to eight per cent on July 1, 2020, 1.5 years sooner than planned so that Alberta will have the most competitive rate in Canada and lower than almost all U.S. states.
 - Budget 2020 estimated that the Job Creation Tax Cut would increase investment in the province by about \$4 billion per year by 2023 and real GDP growth by 0.3 percentage points annually between 2020 and 2023. Research suggested the tax changes could add more than 55,000 jobs by 2022. Our economy has changed, but the fundamental impacts of the corporate tax reductions remain.
 - Businesses are the drivers of employment in this province. Implementing this promise eighteen months ahead of schedule will boost economic growth and employment.
 - Investors can be confident that Alberta is serious about being the most competitive jurisdiction to invest and do business as our economy recovers
- Introducing the Innovation Employment Grant to companies that invest in research and development to incentivize job creation in high growth new industries
 - This new program will target smaller, pre-income firms performing research and development that are not immediately benefiting from the Job Creation Tax Cut.
 - It is an incentive for new start-ups to locate to Alberta and grow their business here.
- Exporting Alberta's new technologies all over the world
 - Many emissions reduction initiatives developed in Alberta have been introduced in other countries
 - Alberta has developed technologies that touch on every sector of the economy—from agriculture and forestry to energy, clean tech, health care and education.

The Alberta government established the Alberta Enterprise Corporation (AEC) in 2008. AEC plays a crucial role in supporting technology start-ups in need of capital and as a catalyst for connecting investors, entrepreneurs as part of the Alberta venture capital ecosystem. We know that we must diversify our economy and more than ever in these times, we must support innovation and small business. One of the biggest challenges faced by start-up enterprises in Alberta is access to venture capital. That's why we are making an additional investment of \$175 million into AEC to prime the pump for continued growth.



Removing barriers to job creation

We must continue to break down unnecessary barriers to job creation. We have committed to cut the number of regulatory requirements imposed by the Government of Alberta by at least by one-third. Significant work has already been done:

- Extending public land lease tenures from 25 to 60 years for qualifying tourism development projects
- Eliminating barriers for newcomers to Alberta with the *Fair Registration Practices Act*
- Reducing the administrative burden for the oil industry by exempting oil well service rigs from some regulatory requirements on commercial vehicles
- Streamlining online safety codes permitting and inspections services to reduce paperwork for accredited organizations and increasing efficiency of site inspections
- Increasing flexibility while maintaining safety and environmental protections by enabling oil and gas companies to use professional engineers and quality assurance programs to manage the safety of their own equipment
- Modernizing numerous aspects of the *Gaming, Liquor and Cannabis Act* to improve operations and competitiveness of Alberta's liquor producers and retailers
- Eliminating all of Alberta's procurement exceptions from the Canadian Free Trade Agreement in order to create more competition for contracts and enable Alberta companies to bid in larger Canadian markets

In total, we've completed more than 200 red tape initiatives as of June 2020, with dozens more being developed and approved. Our goal is to make Alberta's economy one of the fastest and freest in North America.

For many professionals who come to Alberta, excessive red tape prevents them from working in their field even if they have been practicing for years outside Alberta. The Fairness for Newcomers Action Plan including Fair Registration Practices Act, will eliminate many of the barriers newcomers have to face when seeking employment in Alberta. For example, Jacqueline worked as a medical doctor overseas for 25 years. But after facing the endless barriers and hoops of the system in Alberta, she ultimately had to go through a diploma program just to find work in an administrative job in a medical clinic. Every day Jacqueline is surrounded by doctors who have comparable training, but she is not able to care for patients the way she was trained to.

Jobs for Albertans

Alberta is experiencing its worst jobs crisis since the Great Depression of the 1930s.

Due to the global coronavirus recession, Alberta's current official unemployment rate is 15 per cent, but compared to historic average levels of labour force participation, economists estimate that the real effective unemployment rate may be closer to 25 per cent.

Alberta has moved toward a safe relaunch of its economy more broadly and more quickly than any other Canadian provinces, with the expectation that many of those who were laid off during the height of the pandemic will get back to work this summer and fall. Nevertheless, far too many Albertans continue to suffer from years of economic stagnation, with the highest levels of joblessness outside of Atlantic Canada.

Policy across every government program and department must share the over-riding goal of getting Albertans back to work, particularly by stimulating private sector job creation to counteract the devastating impact of the global recession.

In part, this means ensuring that Albertans get the first opportunity to fill available jobs. With hundreds of thousands of Albertans at all ages and skill levels out of work, employers should not be seeking to fill available jobs through the Temporary Foreign Worker Program. That is why the Minister of Labour and Immigration will use Alberta's authority under the Temporary Foreign Worker Annex of the Agreement for Canada-Alberta Cooperation on Immigration to add dozens of additional occupational categories to the "refusal to process list," effectively removing the vast majority of occupations from the TFW Program. A small number of specialized occupations experiencing acute and proven labour shortages will be exempted, and the government will enhance services to connect employers with available workers, while increasing training opportunities in occupations (including certain agricultural trades) where there is a persistent skill shortage.

From before its inception as a province, immigration has been a central part of Albertan's economic and social development. In the future we will need the specialized skills and job-creation of newcomers, which is why the government will complete policy work to reform the Alberta Immigrant Nominee Program

(AINP), into the Alberta Advantage Immigration Program that we committed to in last year's election, creating at least four new streams to spur job creating entrepreneurship, tech start-up ventures, and boost economic growth in rural communities.

However, given the COVID related travel restrictions impeding immigration this year, and historic levels of unemployment, the province is reducing its AINP target by a third, from 6,250 permanent resident nominations this year to no more than 4,000. The government of Alberta will also call on the federal government to reduce levels in its immigration plan, as Canada did in response to the 1981 recession. Research demonstrates that, on average, immigrants who arrive during deep recessions do less well economically throughout their entire lives in Canada compared to those who arrive during periods of economic growth. For 2020, will focus on connecting unemployed Albertans—including thousands of new Canadians who have arrived in recent years—with available jobs, and will reduce the number of unemployed newcomers struggling to find work in a very tough labour market. The Government will look to increase AINP levels again once durable economic growth has returned, unemployment has declined significantly, and international travel is normalized.

At the same time, the Government of Alberta will accelerate implementation of its Fairness for Newcomers Action Plan, supported by the recently adopted Fair Registrations Practices Act. This will reduce barriers to employment for newcomers by streamlining recognition of their skills, credentials, and education, getting new arrivals work that makes the most of their skills and education.

Creating jobs also means unleashing private sector employers from red tape. That's why the government acted to bring balance back to Alberta labour law with last year's Open for Business Act. Further reforms are necessary for Alberta to win the competition for new job creating investment. The government will be tabling further pro-growth reforms to the Alberta Labour Relations Code this summer, in part to implement outstanding platform commitments to democratize the workplace and empower workers.

Prior to the COVID recession, 180,000 Albertans were already out of work, many of them young people who had lost jobs in the service sector over the previous four years. Young women in particular have been hard hit by the COVID recession due to closures and layoffs in the hospitality sector. With thousands of restaurants, bars and hotels struggling to survive, we need to increase employment in the hospitality sector, and ensure a future for these businesses. We have begun this process with the one-time relaunch grant of up to \$5,000 for businesses that had to close or were substantially curtailed as a result of public health orders.

The government will also release the report and respond to the recommendations of the Expert Panel on the Minimum Wage which was tasked with “publish(ing) all of the available economic data on the labour market impact of the minimum wage changes,” and “assess(ing) whether hospitality industry workers who serve alcohol would benefit from a wage differential allowing them to work more hours.



Skills for jobs

Alberta’s education system is essential to building a prosperous Alberta. We will ensure that Albertans have the education, skills and training needed to meet labour market demands. Our Skills for Jobs agenda includes:

- Continued investment in Women Building Futures to support women who wish to pursue opportunities in the skilled trades
- Enhanced funding to Skills Canada Alberta and CAREERS: The Next Generation providing paid internships and learning opportunities in the skilled trades

- Convening the Skills for Jobs Taskforce, which will report to government on ways to expand and strengthen apprenticeship education, seek opportunities for skilled trades professions, and enhance public perception about the value of an apprenticeship education. Final recommendations are due in fall 2020
- Undertaking a review to develop Alberta 2030, a vision for the future of post-secondary education in Alberta to ensure that graduates from an Alberta post-secondary institution are equipped with the skills, knowledge and competencies they need to succeed in a future economy. We are training the workforce of tomorrow today
- Making sweeping changes to allow Canadians coming into Alberta to practice in their profession no matter where in the country they received their credentials. We will undertake this bold move to remove barriers preventing licensed Canadians, from across the country, to work in Alberta by recognizing their credentials

Supporting Alberta’s workers and families

Alberta’s workers and families need child care options that are accessible and affordable, so that parents can train for and work in good paying jobs. We will continue to provide child care options that suit the needs of parents and to support them with choice in child care that meets the needs of their budgets and their busy lives. Safe child care is also key to getting many Albertans back to work, so we will be working with child care providers to ensure that parents have the confidence to return to work.

Building core infrastructure that creates immediate new jobs for Albertans and benefits communities

This year Alberta will see its largest-ever investment in the province's infrastructure. More than \$10 billion is being spent on projects in every corner of the province, creating 50,000 jobs.

With this plan, Alberta's government is taking unprecedented actions to create immediate jobs in ways that build communities for a bigger, brighter future and support long-term private sector job creation.

As the province recovers, we are getting workers back on the job of building facilities and repairing roads. We will need schools, hospitals, highways and other public buildings to be ready for an Alberta that is stronger than ever.

Alberta spends more for capital and infrastructure than any other province on a per capita basis. The 2020-2023 Fiscal Plan already commits \$19.3 billion for building infrastructure in Alberta, creating 35,000 jobs on an annual basis.

With more funding and by accelerating future projects, we are making the largest ever capital spend in 2020 with \$10 billion to create jobs immediately and stimulate the economy right now and in the future.

Budget 2020/21 includes \$6.9 billion for capital projects.

The current capital plan includes municipal capital funding, money for roads and bridges, renewal of education infrastructure, and funding for family, social supports and housing.

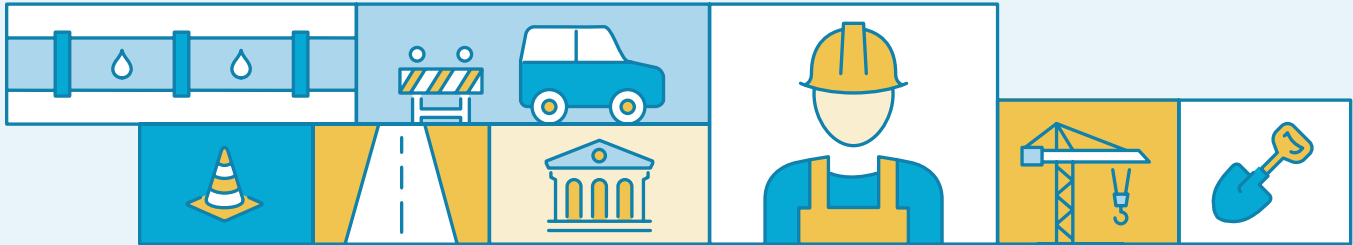
There are also funds in this year's capital plan to support quality health care, including \$164 million over the next three years to open new continuing care beds by bringing back a new and improved version of the Alberta Supportive Living Initiative (ASLI). The re-launch of the ASLI public-private partnership fulfills a promise and will leverage private sector investment to add new and refresh existing continuing care beds across the province, a goal that has grown in importance due to the COVID-19 pandemic.

By presenting the budget in February, capital plan projects are already well-advanced, taking advantage of the current building season.

Faced with the most significant economic correction in decades, Alberta's government has pressed forward with significant further investments.

These projects lay the foundation for the private sector to create thousands of well-paying jobs for workers while creating many spin-off benefits for Alberta — including making communities more attractive to businesses looking to relocate and drawing more investors to both our long-standing and emerging sectors.

In a major new initiative, the government will launch a series of large-scale infrastructure projects this summer at a cost of at least \$600 million. These projects are designed to create at least 2,500 jobs and to improve long-term productivity.



These strategic projects will be spread across every region of the province, and will include the twinning of highways, projects that support growth in the agricultural sector, gas line extensions for northern residents, treatment facilities for Albertans recovering from addictions, and other important initiatives.

Funding for strategic projects is supplemented by increased funding for municipal programs.

We are providing further funding to municipalities through the Strategic Transportation Infrastructure Program (STIP) to fund bridge improvements, upgrades to roads and community airports and other initiatives. With this \$50 million, Alberta's government is supporting the creation of 69 projects and about 480 jobs. In doubling STIP funding from what was already provided in Budget 2020, we are immediately delivering 39 bridge replacements, nine culvert replacements, 21 rehabilitation projects of bridges, four significant resource road projects, two local municipal initiatives, and one community airport runway upgrade.

A further \$150 million is being spent on water infrastructure grants through the Alberta Municipal Water/Wastewater Partnership (AMWWP) and Water for Life to support 55 water and wastewater improvement projects and about 1,300 jobs. These grants will support improvements to water supply and treatment facilities, and upgrades to wastewater services, including lagoons, berms and sewage treatment.

This funding includes \$13 million for the First Nations Water Tie-in Program to support a water tie-in program for the Ermineskin Cree Nation to the Ponoka regional water pipeline.

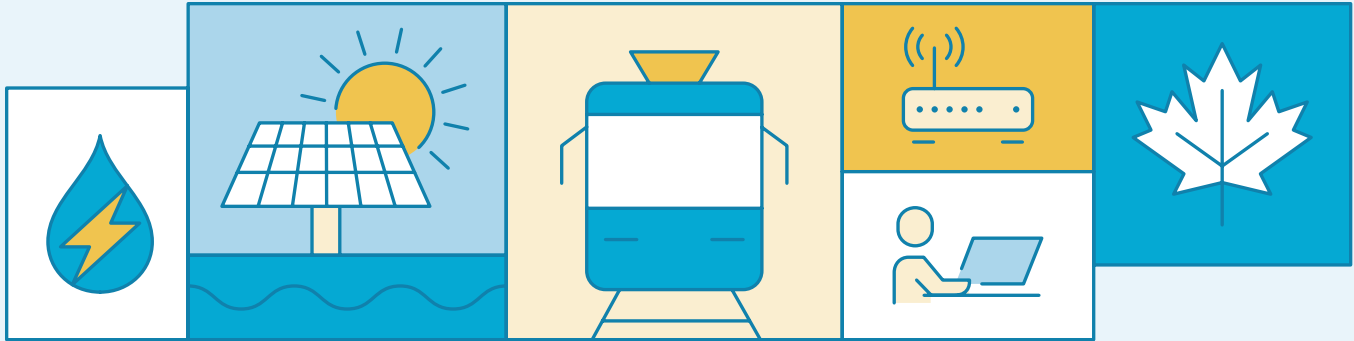
We knew there were shovel-ready — and shovel-worthy — projects in the pipeline for both STIP and AMWWP and we have seized those opportunities.

Budget 2020 included \$1.85 billion in funding for municipalities, including \$244 million from the federal government's gas tax fund. Ottawa has recently signaled it will provide further funding to municipalities to address the impacts of the COVID-19 pandemic.

While we await decisions from the federal government, we have identified up to \$500 million in further funding for municipalities, funding we expect will be matched by Ottawa. Even before the federal contribution, this represents an increase to municipal infrastructure funding of almost 30 per cent in the current fiscal year.

With this new funding, municipalities will be asked to get to work immediately with shovel-ready projects that improve economic productivity. We will also ask municipalities to commit to red tape reduction efforts to incentivize new, job-creating private sector investment. It is estimated this new \$500 million will support the creation of at least 2,500 jobs — immediate new jobs for projects that support people in the communities where they live, and drive future economic growth in the province.

Alberta's government has invested \$1.5 billion in the Keystone XL pipeline to help support Alberta's and Canada's economic recovery. Having broken ground this spring, KXL is expected to directly and indirectly support 7,000 high-paying jobs during construction, and will produce significant benefits to communities along the construction route, including an increase in business activity for retail and hospitality sectors. A \$6 billion Alberta government loan guarantee will ensure continued construction next year, with projected completion in the spring of 2023. With this investment, Alberta is taking control of its economic destiny.



The current capital plan provides almost \$1 billion for capital maintenance and repair (CMR). Alberta's government worked quickly earlier this year to identify more shovel-ready CMR projects, and we have accelerated that funding envelope with \$980 million that is creating 5,000 jobs immediately on government-owned facilities. Importantly, this work includes improvements to living conditions for the elderly, work made even more critical in the wake of the COVID-19 pandemic.

- CMR projects already announced include:
 - Six projects in Peace River at the Peace River Correctional Centre, Provincial Building and the Courthouse
 - Four projects underway in Red Deer at the Provincial Building, Michener Centre and Roland Michener Recreation Centre
 - The Lac La Biche Provincial Building

Alberta's government is also leveraging the new Technology Innovations and Emissions Reduction fund to support economic stimulus in the wake of the COVID-19 pandemic.

- Leveraging \$476 million in stimulus funding through the Technology Innovation and Emissions Reduction (TIER) fund for investments in technology and innovation to reduce emissions. This investment will help position Alberta as a global leader in sustainable resource and energy production and create jobs while also leveraging existing cost-shared federal environmental programs that will help support priority projects in Alberta

- Making communities more flood and drought resistant through grant funding for 16 projects through the Watershed Resiliency and Restoration Program and the Alberta Community Resilience Program. Funding is partially through the Technology Innovation and Emissions Reduction (TIER) program and will create about 275 jobs
- Government is committed to achieving environmental results through this funding, which is why we are increasing the effectiveness of our environmental regulatory system. Alberta Environment and Parks' Regulatory Assurance Framework aims to reduce unnecessary requirements for regulatory applications and shorten application approval timelines. This will create an effective and efficient regulatory assurance system for environmental sustainability in Alberta

Even with this historic level of spending in Alberta, we think we can do more.

We will leverage federal funding to ensure we participate as full partners in programs where costs are shared between the province and the federal government, including the Investing in Canada Infrastructure Program (ICIP)

And we are developing a plan to use the Canada Infrastructure Bank (CIB) to help rebuild Alberta and diversify our economy, with a particular view to growing key economic sectors like tourism, agriculture and energy.

DIVERSIFYING

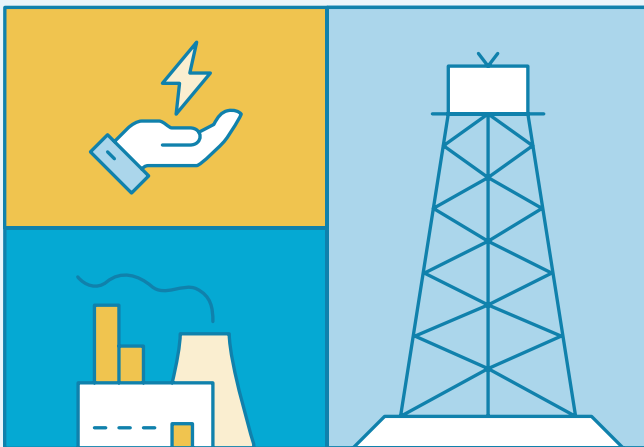
Building on our strengths to diversify the economy

Alberta's core industries have provided a solid foundation for our province paving the way for promising emerging sectors to grow and succeed. Many of the successes in our technology industry, for example, are a result of leading innovation in our energy sector.

Our bold action plan recognizes how critical both our foundational and our emerging sectors are to our economic recovery.

Energy

Our energy sector is vitally important to the province and the country. Every credible forecast of future world energy consumption sees oil and gas continuing to dominate the supply mix for the next several decades. Average private sector forecasts estimate that global oil and gas prices will recover to a West Texas Intermediate Benchmark of at least \$60 a barrel within 12 to 18 months following the return to global demand post-COVID. Many projections foresee significantly higher prices 2023 because of a possible supply shortage due to a reduction in spending on exploration and production. In that environment, Alberta's capital-efficient oil and gas sector is set to thrive, as long as we can resolve the long-standing challenge of global market access through pipeline construction. Large scale investment will only return to build new energy projects in Alberta if we can ship new production to market.



That is why Alberta's government made the decision to invest in the Keystone XL project that, upon completion, will move at least 820,000 barrels of Alberta crude to the US market. This \$1.5 billion (CDN) equity investment was the key factor in breaking ground on construction this spring in a project that will create 7,400 high paying jobs in Canada this year alone. A \$6 billion Alberta government loan guarantee will ensure continued construction next year projected completion in the spring 2023. With this investment Alberta is taking control of its economic destiny.

We are also working closely with the federal government's liquidity programs to ensure they address the capital needs of the sector at this challenging time.

In the meantime, we are setting an unprecedented path toward a new, innovative and diversified energy future, recognizing the development of new sustainable forms of energy will become more of a driver of investment moving forward. We are taking extraordinary actions including:

- Finalizing a new value-added natural gas strategy and petrochemical program focused on emerging opportunities to meet growing demand for vital life-enhancing consumer products
- Alberta’s abundant supply of natural gas, experience in hydrogen production, and leadership in carbon capture and storage will enable us to attract new investment and place us among the world’s top suppliers of low-emission and affordable blue hydrogen
- Leveraging Alberta’s natural geological advantages and furthering energy diversification with the development of a new mineral strategy, and increasing investment interest in new emerging areas such as geothermal energy
 - A new mineral strategy will provide the opportunity to seize the rising global demand for minerals and capitalize on Alberta’s vast mineral resource potential, including critical and strategic minerals such as lithium, helium, vanadium, rare earth elements, potash, and titanium
- MLA Shane Getson will lead a task force to work with industry and other orders of government on advancing the goal of national and regional energy and resource corridors
- Ensuring Indigenous businesses and communities play a meaningful role in the post-pandemic energy strategy and become partners in prosperity
- Advancing Alberta’s position as a leader in environmental, social, and governance (ESG) to demonstrate the critical role Alberta’s resources, technology and renewable opportunities will play in the transformation to a lower-carbon economy
- Working with our U.S. partners on a strategy to bolster energy security and independence



INSPIRING INVESTOR CONFIDENCE: ALBERTA'S ESG STRATEGY

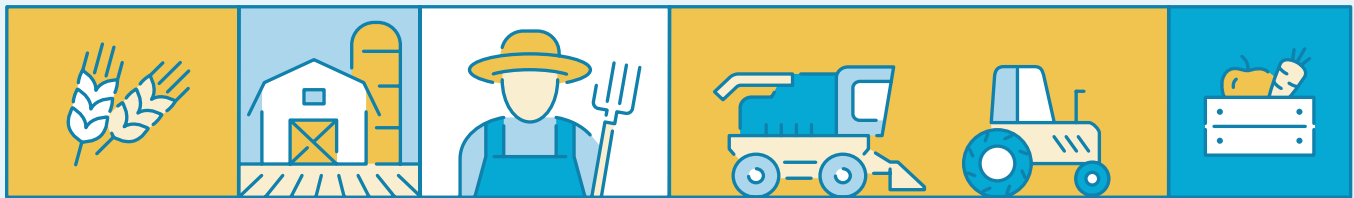
Increasingly, global energy investors are making decisions based on a jurisdiction's approach to environmental, social and governance (ESG). Alberta's outstanding ESG strategy takes a forward-looking approach to ensure investors have the metrics they need to invest with confidence in Alberta's energy sector—now and in the future. Alberta's ESG strategy is built around four main pillars:

- **Standards and frameworks:** Alberta is actively engaging with industry partners to enhance reporting practices and standardization so Alberta's leadership in ESG performance metrics is accurately represented.
- **Data and analytics:** Alberta will continue using transparent, objective and third-party data to correct mischaracterizations of Alberta's environmental performance and support its position as a part of the solution to move toward a lower-carbon economy.
- **Advocacy and messaging:** Representing our energy industry accurately within the investment community by focusing on positive, forward-looking and scientifically supported information
- **Strategic engagement:** Actively engaging with industry stakeholders and market participants to ensure that further integration of ESG metrics into investment decision-making does not continue to target Alberta's energy sector disproportionately

Agriculture and forestry

Alberta has a hard-earned reputation for high-quality agricultural and forestry products and a growing capacity to help meet the global demand for food. Our province's agri-food sector is an important part of the Alberta economy, contributing \$8.5 billion in Gross Domestic Product (GDP) and employing close to 73,000 Albertans. There is tremendous opportunity to keep growing, even in a post-COVID world. We are developing an ambitious sector plan that combines existing strengths in agriculture with emerging growth opportunities. Through it, we will focus on:

- Attracting investment to enhance our value-added processing capacity
- Expanding export opportunities to ensure our processors can maintain and increase access to key global markets
- Expanding irrigation infrastructure to increase primary production, which in turn will support a diversified value-added processing industry
- Ensure the forestry industry's access to fibre to support jobs and investment by completing review of constraints on annual allowable cut

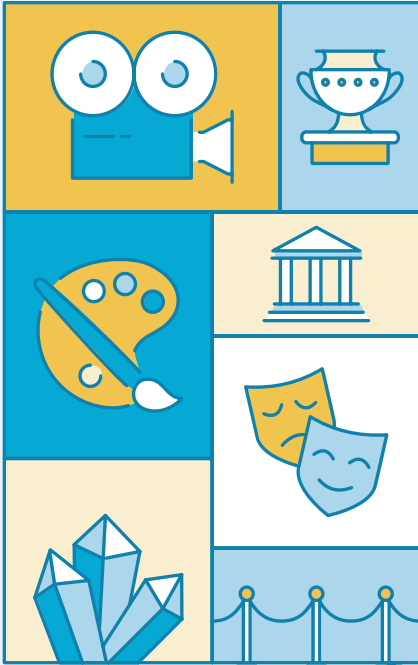


Tourism

Alberta's tourism sector is critical to our economy as it employs over 70,000 Albertans, adds over \$7 billion annually to the economy and attracts people from all over the world to our province. Tourism businesses and related services have been devastated by the pandemic, and we are taking action to rebuild, including:



- Finalizing and launching a unique 10-year tourism strategy to support recovery and ongoing sustainable investment in tourism. This strategy will be announced in fall 2020 and will include actions to grow Alberta's tourism industry and boost year-round visits across the province through:
 - Reducing red tape and regulatory barriers to growth
 - Developing tourism products and new experiences throughout the province
 - Increasing the budget to market Alberta tourism around the world
 - Supporting the tourism workforce by increasing activity in the sector
- Advancing strategic infrastructure investments, including participation in the Canada Infrastructure Bank's potential \$1 billion project that would develop high-speed rail between Calgary and Banff.



Culture

The Fair Deal Panel emphasized that Albertan culture is unique in Canada. Our cultural and creative industries are essential to our long-term prosperity and diversification. The government has committed to growing Alberta's cultural industries by 25% to \$1.5-billion in the next decade. The Alberta Film Tax Credit is a centerpiece of achieving this goal and will support thousands of jobs.

In addition, the government will:

- Redevelop the Glenbow Museum in Calgary to secure our heritage for future generations and introduce visitor to our distinct culture. This is a \$40-million project that will create 650 jobs and revitalize Calgary's arts district and the growing East Village development
- Introduce a Cultural Event Relaunch Program to support music, performing arts and landmark cultural events that have been especially hard-hit by the public health measures. This program will help those events which may relaunch in the summer to address social distancing requirements, or relaunch as strong as ever in the next season
- Support new Canadians in Alberta to ensure the continuation of important religious and cultural community events in light of new public health restrictions

FILM PRODUCTION WILL PLAY A ROLE IN ECONOMIC RECOVERY

Growing the film industry through grants to made-in-Alberta small productions will boost the Alberta economy.

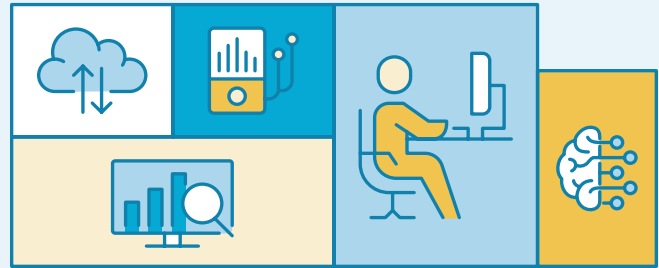
- In 2018, the province's motion picture and video industries employed 1,670 Albertans.
- According to Statistics Canada data:
 - Every \$1 million of production activity in the screen-based production sector creates approximately 13 Alberta jobs.
 - Every \$1 million of government investment under the Film and Television Tax Credit program is expected to support close to 60 Alberta jobs.

Technology

Technology is a vital growth industry in Alberta. It has fueled—and been fueled by—our export and manufacturing sectors. The technology sector provides benefits throughout the economy, with new technologies being applied in the energy and agriculture sectors, and building out new, emerging sectors. Alberta is an important player in the technology industry, with strengths in artificial intelligence, big data, geomatics, and interactive digital media.

We are working with the technology sector to ensure Alberta continues attracting jobs and investment in this immensely promising sector. We will do this by advancing innovation-related platform commitments and considering the Innovation Capital Working Group's (ICWG) recommendations to inform our approach to innovation and technology. Our actions include:

- Releasing the Innovation Capital Working Group Report
- Releasing a technology and innovation strategy in fall 2020
- Recapitalizing Alberta Enterprise Corporation with a \$175 million investment to support our technology companies by providing access to capital for early stage companies. This will support to the further development of technical talent and entrepreneurs who are successful in securing venture capital funding, growing and successfully delivering results, competing successfully with global companies
- Spending more than \$200 million in funding to support and accelerate research, innovation and entrepreneurship through post-secondary institutions, Alberta Innovates, Alberta Enterprise Corporation and the department of Economic Development, Trade and Tourism
- Establishing a new innovation employment grant that will incent growth and attract new business to Alberta
- Doing more to ensure Alberta increases its share of federal R&D spending as part of our unrelenting focus on this vital sector



One of the key factors holding back Alberta's technology sector is a lack of people with relevant skills. At the same time, the United States has further closed its borders to some of the world's most talented information technology workers and start-up entrepreneurs. The Minister of Labour and Immigration will therefore accelerate implementation of two new Alberta Immigrant Nominee Program streams committed to in last year's platform: the Foreign Graduate Startup Visa Program and the International Student Entrepreneurship Program. The launch of these programs will be matched by an aggressive promotional campaign focused on top foreign graduates of US universities who are not welcome in the United States, inviting them to join Alberta's thriving start-up ecosystem, to bring their companies and their ideas to our province, and to create jobs here.

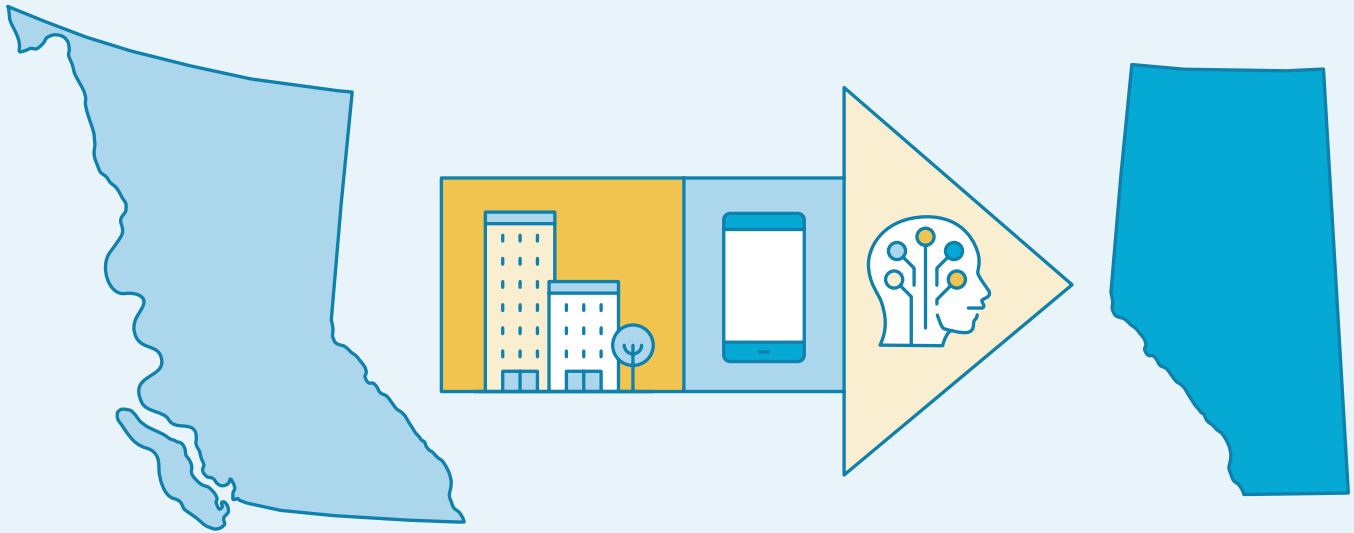
GROWING OUR TECHNOLOGY INDUSTRY

The world economy is undergoing a major shift, known as the fourth industrial revolution, as technological advancements transform the way people and businesses function and interact.

With a young and highly educated population and business friendly environment, Alberta is well-positioned to capitalize on the rapidly growing field of technology and innovation. We're developing a comprehensive strategy to create jobs and help develop our tech sector through capital investments for tech startups, further supports to develop artificial intelligence, an Innovation Employment Grant program and enhanced 5G initiatives.

Alberta better supports tech start-ups

When companies move to Alberta they have more money to grow their business. Workers also enjoy a lower cost of living and pay lower personal taxes.



- Double the direct support for a \$250,000 investment in R&D
- 33% less corporate income tax
- Office space in downtown Calgary costs 62% less than in downtown Vancouver.

Aviation, aerospace and logistics

Alberta's aerospace and defense sector ranges from air transportation to remotely piloted aircraft systems. The sector employs over 10,000 Albertans and contributes \$1.6 billion to our GDP in 2016. Alberta is ranked third nationally by company size, fourth by number of companies, and fourth by GDP contribution in aerospace and defense. The Government of Alberta will work with this growing industry by:

- Seeking partnerships to grow and expand remotely piloted aircraft systems by leveraging assets such as the aircraft testing range in Foremost
- Promoting Alberta's position as a growing hub for logistics, including the significant scope to grow services in both Edmonton and Calgary
- Enacting regulatory changes that permit increased airline traffic and services in Alberta, including expansion by WestJet, and other airlines that have a significant presence and focus in Alberta, such as Swoop and Flair
- Working with post-secondary institutions and private sector investors to address the massive shortage in trained pilots and maintenance personnel within the aviation sector





Finance and fintech

Alberta operates within one of the strongest financial services sectors in the world, comprised of banks, trust and loan companies, insurance companies, credit unions, securities dealers, finance and leasing companies, pension fund managers, mutual-fund companies and independent insurance agents and brokers. Combined with prudent regulatory oversight, this stable, diversified and well-funded base means significant growth opportunities for investors. Institutional finance and investment has been key to Alberta's success in the past, and must be a priority in the future. Alberta has a significant value proposition for this sector — we are the lowest-tax jurisdiction in Canada and have significant cost-of-living advantages, abundant skills and real estate, and a vast capital foundation. We want to build a capital market in Alberta and will be developing a strategy to achieve that goal. In order to take this Alberta strength to the next level, the Government of Alberta will take the following steps:

- Premier and ministerial engagement with institutional investors, and the broader financial community, to promote the advantages of Alberta's business environment
- Leverage the long-term viability and strength of the other pillars of the economy to project opportunity for expansion within the finance community
- Effectively promote the significant financial and social benefits of locating in Alberta, and work closely with sector representatives to monetize all of Alberta's advantages
- Support Alberta's credit union sector through the Job Creation Tax Cut, as well as implementation of regulatory powers that expand their scope of business

Emerging sector opportunities

Alberta's longstanding sectors, like agriculture and energy, have contributed immensely to our economy. They also serve as a proud foundation for new and emerging sectors that will help us recover now — and sustain our growth for future generations.

We are working hard to develop an investment and growth strategy that will attract job-creating private sector investment from across Canada and around the world to make Alberta's economy the most dynamic in North America. This strategy will increase Alberta's competitive advantage, improve investment attraction and raise Alberta's reputation as an investment destination.

Building off our greatest asset — the intelligence and innovative entrepreneurship of Albertans — we want to unleash the capacity for Albertans world class research universities to help build our agriculture and biotechnology expertise into a pharmaceutical sector that not only finds cures, but manufactures them here at home.

We are examining our potential as a logistics powerhouse, leveraging our two large international airports and central

position to further enhance Alberta's position as a global transit and cargo hub moving people and cargo between major Asian and North American markets, making it easy for Albertans and Alberta products to connect to global markets.

Technology is an essential part of Alberta's future as it re-shapes every industry, from agriculture to financial services. We have partnered with great companies to develop plans around the infrastructure to support the fastest, most secure use of technology and data by Albertans as we move into a 5G world. Building on that platform, Albertans technology, venture and post secondary leaders are working with the government to make Alberta a natural home for the talent and capital needed to start or move a technology business.

With the right technology, talent and tax policy, we believe Alberta will also emerge as a leader in the financial services sector, including banking, insurance and other fintech developments that can offer more depth and choice to Albertans as they invest in their businesses and capital market and business opportunities in the province and around the world.



CONCLUSION

Alberta's Recovery Plan is our ongoing, aggressive response to the impacts of the COVID-19 pandemic and disruption in global energy markets. We will allocate further funding as we are able to better understand the best way to fuel economic recovery, and the larger implications of the pandemic for the provincial, national and global economies. We are finalizing strategies for our key economic sectors, recognizing the input from Alberta entrepreneurs will be vitally important.

As Alberta, along with the rest of the world, emerges from the economic crisis, we are in relentless pursuit of our goals of economic diversification, job creation and financial well-being. The health and wellbeing — physical, mental and fiscal — of Albertans will remain our top priority as we re-open our economy and continue to fight COVID-19.

While the road ahead may be long, this is a plan to lead us to a restored Alberta, where together we will build, diversify and create jobs.

