

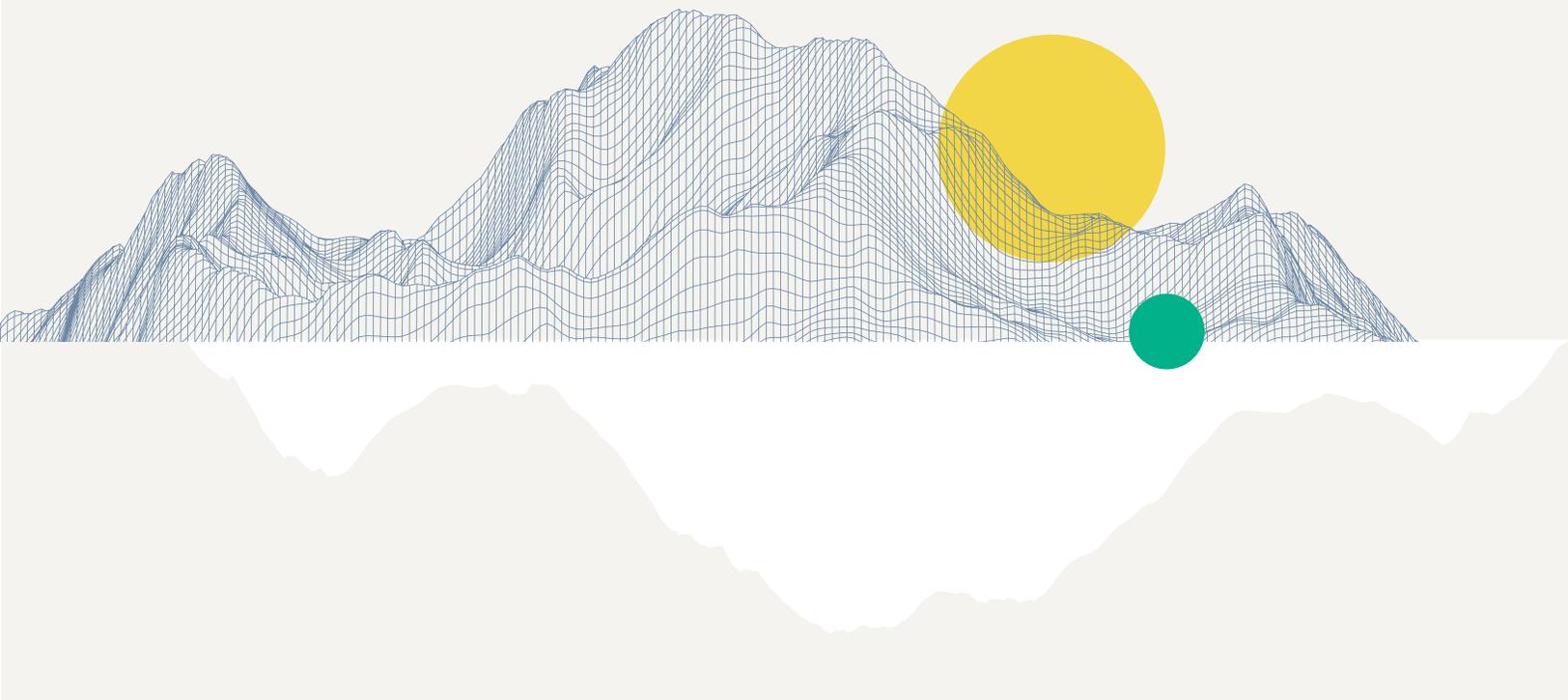


**Breaking Silos,  
Bridging Innovation**  
2025 Strategic Plan



**ALBERTA INNOVATES**

We are taking decisive  
action to remove  
obstacles, create  
momentum, and ensure  
Alberta is a global leader  
in innovation-driven  
economic growth.



# Table of Contents

Strategy At-A-Glance	2
The Opportunities Ahead and Alberta’s Innovation Imperative	4
The Case for Change	5
Shifting the Role of Alberta Innovates	5
Our New Strategy	6
Why We Exist: Our Purpose, Vision and Mission	8
Where We Will Focus: Cross-Sectoral Innovation Priorities (Thematic Areas of Focus)	9
What We Will Do: Our Strategic Goals	14
Changing the Way We Do Things	18
Strengthening Collaboration and Ecosystem Engagement	18
Our Commitment to Transparent Investment & Public Reporting	19
How We Will Measure Our Impact & Performance	19
Alberta’s Transformational Moment	20

# Strategy At-a-Glance

## Applied Digital & Emerging Technologies

Data-Driven Decision Making & Smart Infrastructure  
AI, Quantum Technologies & Cybersecurity  
Digital Health  
Data Centres

## Our Focus: Cross-Sectoral Innovation Priorities

## Health, Agricultural, & Life Science Innovation

Next Generation Therapeutics  
Sustainable Agriculture & One Health Approaches  
Bio-Industrial Technologies for Agriculture & Environment

## Our Purpose

To fuel innovation that strengthens Alberta's future

## Our Vision

A thriving Alberta where investment, research, technology, and entrepreneurship work together to drive a globally competitive innovation-focused economy

## Our Mission

To support the development and commercialization of high-impact innovations that drive Alberta's future economic and societal growth



## Advanced Materials, Defence & Aerospace

Novel Materials Development  
Aerospace & Aviation Innovation  
Advanced Manufacturing & Automation



## Natural Resource Recovery

Advanced Resource Recovery & Processing  
Critical Minerals & Alternative Resource Utilization  
Next-Generation Energy Solutions

## Our Approach

Strengthening Collaboration & Ecosystem Engagement

Committing to Transparent Investment & Public Reporting

Measuring Our Impact & Performance

## Our Strategic Goals

### Goal One Improving Access to Innovation Supports

- Expanding co-investment models and partnerships
- Proactively pursuing national and global funding opportunities
- Accelerating the transition from research to market-ready solutions
- Building more flexible and efficient grant funding processes
- Investing in robust data infrastructure
- Prioritizing funding for high-impact programs and diversifying revenue streams

### Goal Two Accelerating Commercialization and Scaling Alberta's Innovation Economy

- Positioning Alberta as a hub for high-impact innovation partnerships
- Right-sizing business acceleration programs
- Expanding industry-academic R&D partnerships and strengthening technology transfer mechanisms
- Developing technology adoption frameworks
- Expanding international collaboration
- Collaborating with ecosystem stakeholders and government

### Goal Three Building an Intentional Culture and Operating Model that Delivers Exceptional Value for Albertans

- Restructuring internally to improve efficiency
- Modernizing Alberta Innovates' digital tools and stakeholder engagement strategies
- Redefining and embedding a collaborative, high-performance culture
- Streamlining internal policies and reducing administrative burden
- Implementing new financial sustainability models

# The Opportunities Ahead and Alberta's Innovation Imperative

For over a century, Alberta Innovates has worked alongside the innovation ecosystem to integrate investment, ideas, resources, and people to deliver outcomes that position the province as a world leader. As Alberta continues to evolve in a world increasingly being shaped by rapid change, innovation remains the key to transforming our strengths into new opportunities for global leadership and economic prosperity.

This strategic plan demonstrates a recommitment to being an outstanding, efficient and streamlined connector and accelerator, ensuring that technology, research, and industry efforts are focused, coordinated, and directly linked to economic outcomes.

However, to truly unlock Alberta's economic potential, we need to achieve a sense of flow – free from silos and barriers. Where effort is aligned, and innovation moves seamlessly from research to commercialization; from ideas to impact.

We will sharpen our focus on high-impact innovation areas, ensuring that efforts and investments drive meaningful economic growth through:

- Driving collaboration across industries, government, academia, and investors to ensure Alberta's divisions work together rather than in isolation.
- Aligning innovation with economic growth, ensuring that solutions and technology serve as tools to strengthen Alberta's core industries rather than existing as abstract concepts.
- Breaking down barriers—both within the organization to achieve faster more impactful results; and in the broader ecosystem to create a dynamic, integrated innovation landscape.

This strategy is a commitment to clear direction, bold action, and measuring and showing impact. We will not only fund innovation but will work hand-in-glove with the innovation ecosystem to shape and accelerate it, ensuring Alberta is not just adapting to change but leading it on a national and global stage.

# The Case for Change

In 2024, Alberta Innovates worked with a third party to provide a comprehensive assessment of our effectiveness in the form of a Program Review. This Program Review surfaced insights from a wide range of innovators, including businesses, researchers, government stakeholders, and industry leaders. Their message was clear: while we have played a crucial role in supporting research and development, there are opportunities to streamline and improve, deepening our impact.

## SHIFTING THE ROLE OF ALBERTA INNOVATES

In response to these findings, Alberta Innovates is making fundamental shifts in its approach to supporting the innovation ecosystem. While we will continue our important funding role in the ecosystem, we are also evolving to position ourselves as a catalyst for commercialization, economic transformation, and seamlessly connecting innovators with industry and investors. This means:

- **Breaking Down Silos and Creating Momentum** – Moving away from rigid program structures and adopting an integrated approach that removes barriers, connects innovators across industries, and fuels continuous progress.
- **Aligning Investments with Alberta’s Economic Priorities** – Focusing funding on areas that directly strengthen Alberta’s industrial base while leveraging emerging technologies to unlock new opportunities.
- **Accelerating Market Readiness** – Strengthening commercialization support by connecting innovators with industry partners, streamlining funding, and reducing regulatory obstacles.
- **Improving Accessibility and Transparency** – Simplifying funding structures, cutting bureaucracy, and making Alberta Innovates a more agile, responsive partner to businesses and researchers.
- **Committing to Transparent, Measurable Outcomes** – Implementing and sharing clear, outcome-driven metrics that track impact and ensuring innovation investments translate into long-term economic growth.

This strategic shift ensures that we are not just responding to feedback—we are taking decisive action to remove obstacles, create momentum, and ensure Alberta is a global leader in innovation-driven economic growth. However, as innovation is never static, neither is this plan. It is a living framework, designed to be continuously refined as new technologies, industries, and economic realities emerge, ensuring Alberta remains ahead of the curve.

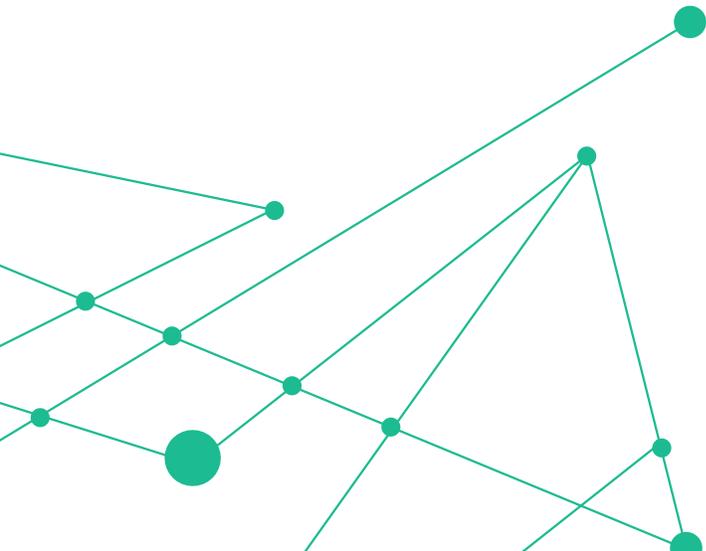
# Our New Strategy

Alberta’s innovation future depends on a clear, focused, and ambitious strategy—one that ensures technology is harnessed not in isolation but as a force multiplier for the province’s economic strengths. We are redefining our role to ensure that innovation occurs across industries, creating opportunities that are impactful, sustainable, and aligned with Alberta’s long-term growth priorities.

Innovation is most powerful when it has clarity of purpose, a well-defined strategy, and a deliberate path to impact. Our new strategy is built on a framework that answers four fundamental questions:

- **Why We Exist:** the foundation of everything we do – our purpose, vision, mission.
- **Where We Will Focus:** The thematic areas of innovation that define Alberta’s competitive strengths and where we will further invest to drive transformation.
- **What We Will Do:** our strategic goals, the major priorities we will pursue to accelerate Alberta’s innovation-driven future.

The following graphic presents our strategic framework at a high-level, illustrating how each component connects to guide our innovation agenda. It provides a structured view of our purpose, focus areas, strategic goals, and enablers, ensuring a clear pathway from vision to implementation. By aligning our innovation priorities with targeted investments, partnerships, and commercialization activities, this framework serves as a foundation for action – ensuring focus, clarity, and impact in how we support Alberta’s innovation ecosystem. Each of these elements is explored in greater detail in the sections that follow.



## Why We Exist

### Our Purpose

To fuel innovation that strengthens Alberta's future

### Our Vision

A thriving Alberta where investment, research, technology, and entrepreneurship work together to drive a globally competitive innovation-focused economy

### Our Mission

To support the development and commercialization of high-impact innovations that drive Alberta's future economic and societal growth

## Where We Will Focus

### Applied Digital & Emerging Technologies

Harnessing data, artificial intelligence (AI), and cybersecurity to enable smarter industries and a stronger economy.

### Health, Agricultural, & Life Science Innovation

Unlocking Alberta's potential in health, biotechnology, life sciences, sustainable agriculture, and bio-industrial solutions.

### Advanced Materials, Defence & Aerospace

Transforming Alberta's natural resources into high-value materials and cutting-edge aerospace innovations.

### Natural Resource Recovery

Maximizing Alberta's resource potential through innovation in extraction, processing, and value-added energy applications.

## What We Will Do

### Goal One

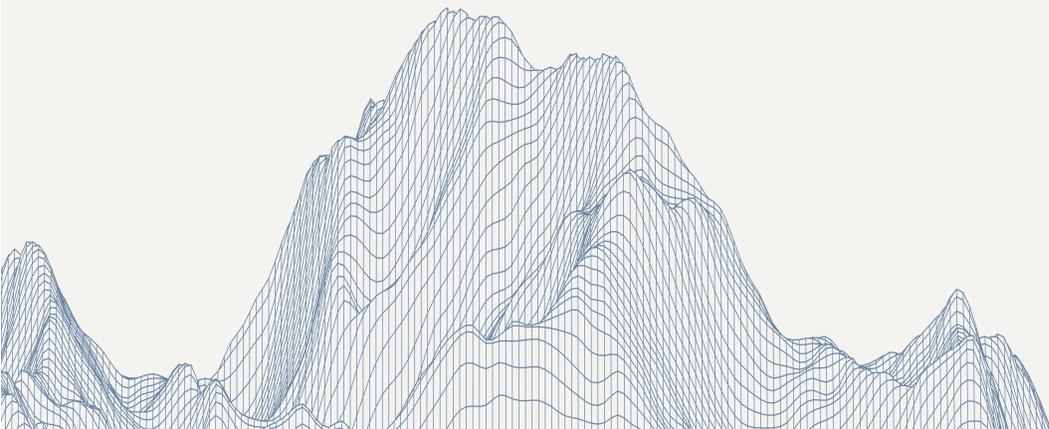
Improving Access to Innovation Supports

### Goal Two

Accelerating Commercialization and Scaling Alberta's Innovation Economy

### Goal Three

Building an Intentional Culture and Operating Model that Delivers Exceptional Value for Albertans



Why We Exist

# Our Purpose, Vision and Mission

## OUR PURPOSE

To fuel innovation that strengthens Alberta's future.

## OUR VISION

A thriving Alberta where investment, research, technology, and entrepreneurship work together to drive a globally competitive innovation-focused economy.

## OUR MISSION

To support the development and commercialization of high-impact innovations that drive Alberta's future economic and societal growth.

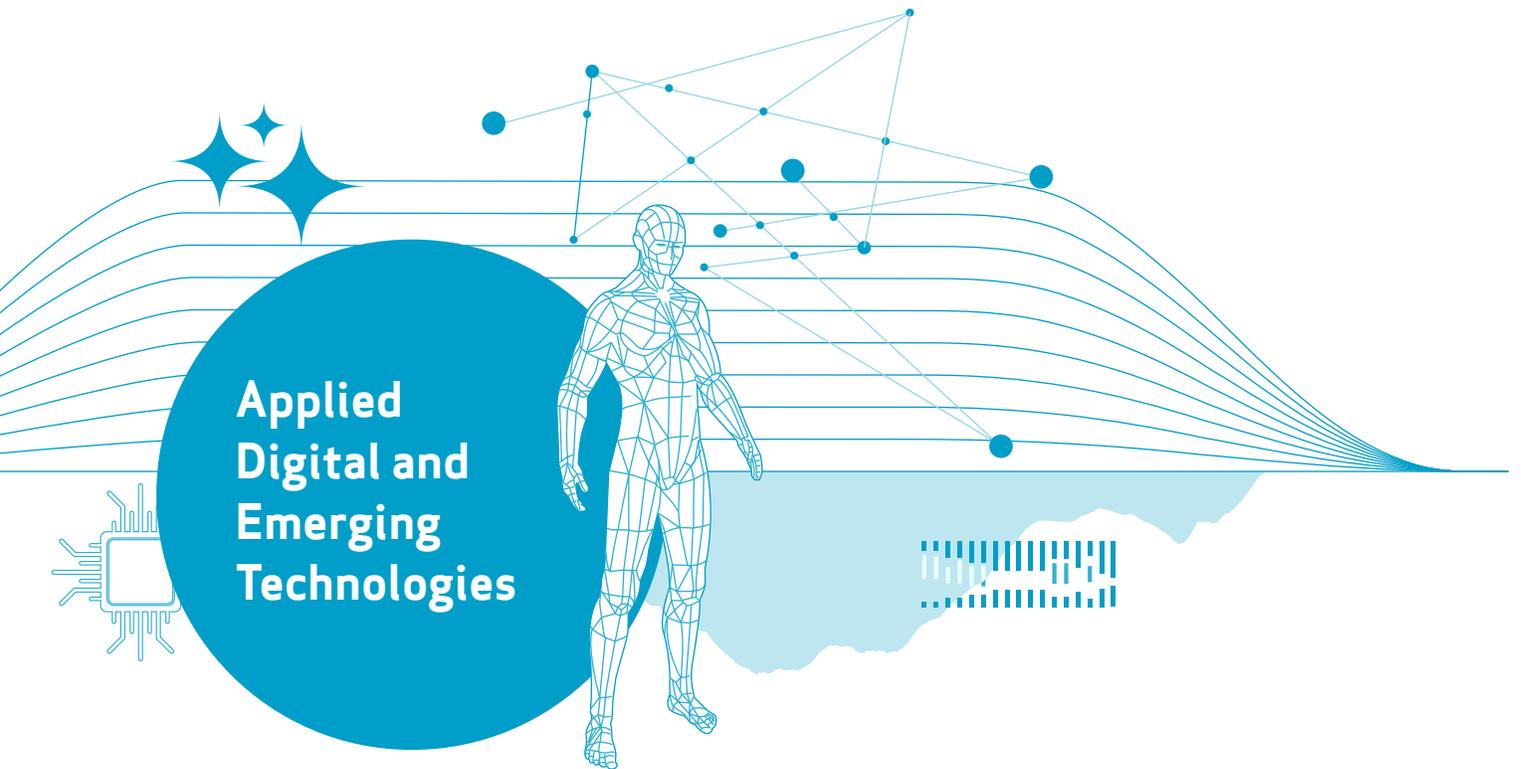
## Where We Will Focus

# Cross-Sectoral Innovation Priorities (Thematic Areas of Focus)

Alberta's innovation potential lies at the crossroads of sectors – where energy, agriculture, health, and manufacturing converge with AI, data, and advanced materials. This strategy ensures that our verticals integrate cross-functionally for deeper impact across sectors. By fostering collaboration and ensuring seamless movement of ideas, we will break down silos and accelerate market adoption.

Innovation thrives when technology and industry intersect, unlocking new possibilities that wouldn't exist within a single sector. We are restructuring our investment approach and operational structure to inform streamlined program and partnership delivery, and approach to ecosystem support around four cross-cutting priorities (horizontal) that span multiple industries (vertical). This approach fosters greater integration and ensures that our investments serve as multipliers of economic and technological growth.





## HARNESSING DATA, ARTIFICIAL INTELLIGENCE (AI), AND CYBERSECURITY TO ENABLE SMARTER INDUSTRIES AND A STRONGER ECONOMY.

Alberta’s digital future depends on strategic investments in artificial intelligence, quantum computing, and secure data infrastructure. These technologies will power next-generation industries, enable precision medicine and digital health breakthroughs, and transform how businesses and governments make data-driven decisions.

- **AI, Quantum Technologies & Cybersecurity:** Building Alberta’s leadership in advanced computing and secure digital infrastructure.
- **Digital Health:** Using AI and real-time data analytics to improve health outcomes and healthcare innovation while promoting responsible AI/development/adoption.
- **Data-Driven Decision Making and Smart Infrastructure:** Strengthening Alberta’s digital backbone, from smart cities to industrial automation.
- **Data Centres:** Expanding Alberta’s capacity to process and store high-value data for industry applications.

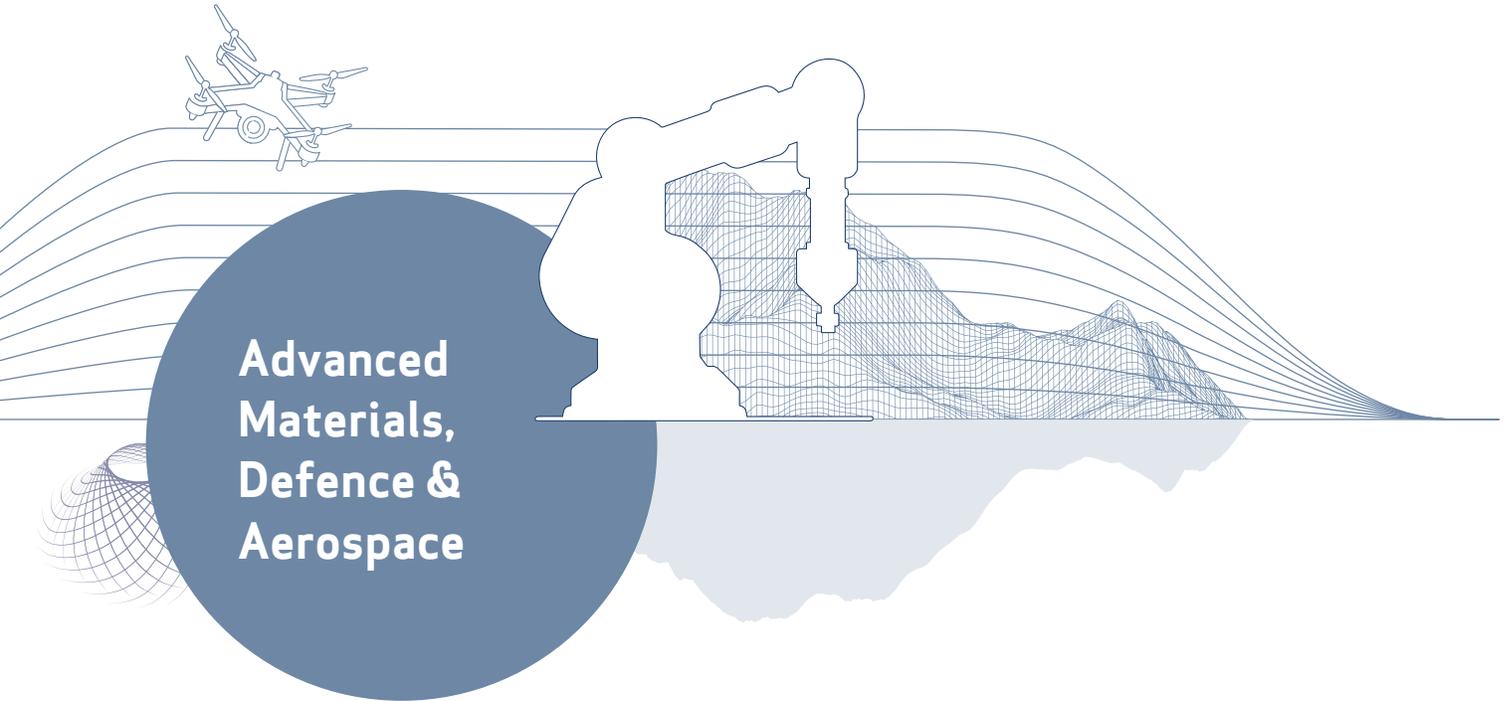


## Health, Agricultural, and Life Science Innovation

### UNLOCKING ALBERTA'S POTENTIAL IN HEALTH, BIOTECHNOLOGY, LIFE SCIENCES, SUSTAINABLE AGRICULTURE, AND BIO-INDUSTRIAL SOLUTIONS.

Innovation in health, agriculture, and environmental science will ensure Alberta's long-term economic diversification and global leadership in biomanufacturing, regenerative medicine, and environmental sustainability.

- **Next-Generation Therapeutics:** Driving innovation in drug discovery, precision health, medical devices, diagnostics, natural health products, and clinical trials that reaches all Albertans.
- **Sustainable Agriculture and One Health Approaches:** Developing advanced agricultural technologies and integrating human, animal, and environmental health research to tackle emerging diseases and ecosystem challenges.
- **Bio-Industrial Technologies for Agriculture and Environment:** Developing bioplastics, biofuels, and sustainable biomaterials to reduce environmental impact and support a greener economy.



## TRANSFORMING ALBERTA'S NATURAL RESOURCES INTO HIGH-VALUE MATERIALS AND CUTTING-EDGE AEROSPACE INNOVATIONS.

By investing in novel materials and aerospace technologies, Alberta can move beyond raw resource extraction and position itself as a leader in advanced manufacturing, automation, and high-technology aviation.

- **Novel Materials Development:** Advancing carbon fibre, critical minerals, and bioplastics to create high-value industrial applications.
- **Aerospace and Aviation Innovation:** Supporting next-generation aviation initiatives, drone technology, and space-related research and development (R&D).
- **Advanced Manufacturing and Automation:** Investing in robotics, additive manufacturing, and AI-driven industrial processes to modernize production.



## Natural Resource Recovery

### MAXIMIZING ALBERTA'S RESOURCE POTENTIAL THROUGH INNOVATION IN EXTRACTION, PROCESSING, AND VALUE-ADDED ENERGY APPLICATIONS.

Alberta's resource economy is a pillar of its prosperity. By investing in advanced recovery methods, critical mineral processing, and next-generation energy solutions, we are ensuring that the province remains a leader in responsible resource development, enhanced efficiency, and new value-added industries. These investments will strengthen Alberta's energy sector while unlocking new opportunities in industrial transformation and global supply chains.

- **Advanced Resource Recovery and Processing:** Developing cleaner, more efficient methods for extracting and processing Alberta's energy resources, including enhanced bitumen recovery and low-impact extraction techniques.
- **Critical Minerals and Alternative Resource Utilization:** Expanding Alberta's role in supplying critical minerals for global markets and repurposing natural resources for high-value applications, such as advanced materials and energy storage technologies.
- **Next-Generation Energy Solutions:** Investing in hydrogen, waste-to-energy, CCUS, and new energy technologies to ensure Alberta's long-term leadership in industrial innovation and global energy markets.

By shifting from sector-specific funding to cross-cutting investment themes, we are creating a more agile, interconnected innovation ecosystem that supports technology development, commercialization, and industry-wide transformation. This approach ensures that Alberta's historic strengths and sectors are amplified by emerging opportunities, driving long-term economic prosperity.

## What We Will Do

# Our Strategic Goals

Alberta’s economic growth depends not just on generating new ideas, but on turning research into market-ready solutions that drive industry transformation and impact. A key challenge in Alberta’s innovation ecosystem is the commercialization gap – where promising research struggles to transition from the lab into viable business ventures. To address this, our strategy is shifting toward commercialization, investment attraction, and scaling high-potential businesses.

To position Alberta as a global leader in innovation and economic growth, we are focused on three core strategic goals that will guide our investments, partnerships, and commercialization efforts. These goals reflect the critical priorities needed to support and propel Alberta’s transformation, ensuring that innovation leads to tangible economic and societal outcomes.

Our strategy is shifting toward commercialization, investment attraction, and scaling high-potential businesses.





## IMPROVING ACCESS TO INNOVATION SUPPORTS

Innovation thrives with deliberate investment in commercialization pathways, accessible funding, and robust infrastructure—empowering Alberta’s innovators with the tools to succeed. To maximize impact, Alberta must also secure external investment and co-funding opportunities, ensuring that provincial innovation dollars generate exponential economic returns. We will play a pivotal role in both expanding access to capital, networks, and critical support systems for high-impact startups and scaleups, and actively securing additional federal, private, and international funding to amplify the reach and effectiveness of our investments.

- Expanding co-investment models and partnerships with federal agencies, venture capital firms, and industry consortia to de-risk private sector capital engagement and attract additional external funding.
- Proactively pursuing national and global funding opportunities to secure competitive funding streams for Alberta-based innovators while advocating for Alberta’s fair share of federal R&D funding.
- Accelerating the transition from research to market-ready solutions by strengthening collaboration between innovators and industry, ensuring emerging technologies are rapidly adopted and scaled.
- Building more flexible and efficient grant funding processes to improve accessibility and impact across the province.
- Investing in robust data infrastructure that enables cross-sectoral R&D and accelerates technology readiness.
- Prioritizing funding for high-impact programs and diversifying revenue streams to increase long-term sustainability.



## ACCELERATING COMMERCIALIZATION AND SCALING ALBERTA'S INNOVATION ECONOMY

Alberta's innovation ecosystem must function as a thriving, interconnected network of businesses, researchers, investors, and government partners rather than a collection of isolated initiatives. A strong innovation economy requires dedicated support for startups, scale-ups, and high-growth ventures, alongside mechanisms to drive the adoption of Alberta-made technologies. We will take an active role in working with our partners to shape the province's innovation landscape, by attracting top-tier talent, strengthening key industry sectors, and building stronger national and international partnerships. At the same time, we will ensure that homegrown innovations are not only commercialized but also widely adopted by industry and government, driving long-term economic growth and competitiveness.

- Positioning Alberta as a hub for high-impact innovation partnerships that attract talent, foster a well-supported ecosystem, and drive economic growth in key industries.
- Right-sizing business acceleration programs that provide mentorship, financing pathways, and market access for early-stage companies.
- Expanding industry-academic R&D partnerships, and strengthening technology transfer mechanisms that translate research into commercial applications faster and more effectively.
- Developing technology adoption frameworks that enable small and medium enterprises (SMEs) to integrate cutting-edge innovations into their operations and actively support transitions from pilots and demonstrations to full-scale adoption.
- Expanding international collaboration through strategic agreements (Memorandums of Understanding) and shared research platforms, connecting Alberta innovators and entrepreneurs with opportunities outside of the Alberta ecosystem nationally and internationally.
- Collaborating with ecosystem stakeholders and government to build a foresight practice that anticipates and prepares for emerging industry trends, and fosters industry-led innovation initiatives, ensuring that research priorities are aligned with real-world business needs.


 Goal  
**Three**

## **BUILDING AN INTENTIONAL CULTURE AND OPERATING MODEL THAT DELIVERS EXCEPTIONAL VALUE FOR ALBERTANS**

For Alberta Innovates to be a world-class innovation organization, we must continuously evolve our internal culture, operational model, and financial sustainability. To that end, we will implement a high-performance, outcomes-driven organizational structure that enhances collaboration, reduces inefficiencies, and maximizes value for stakeholders. This internal transformation is essential to strengthening Alberta's broader innovation ecosystem, where government, industry, and academia must work together to drive commercialization and market adoption. As we refine our own operations, we will also take a more active role in facilitating these critical connections and positioning ourselves as a true partner in advancing innovation across the province.

- Restructuring internally to improve efficiency and cross-functional collaboration across all teams and divisions, as well as how we collaborate with industry through open innovation platforms and partnerships.
- Modernizing Alberta Innovates' digital tools and stakeholder engagement strategies to ensure seamless interaction with partners.
- Redefining and embedding a collaborative, high-performance culture that prioritizes innovation, impact, and accountability.
- Streamlining internal policies and reducing administrative burden to shift focus towards high-value, strategic initiatives.
- Implementing new financial sustainability models, including supporting monetizing intellectual property (IP) and diversifying revenue streams.

This framework is not just a vision – it is a bold commitment to action, measurable outcomes, and a redefined approach to innovation that will shape Alberta's economic future. This shift in strategy ensures that we don't just fund innovation. Rather, it ensures that innovation turns into economic growth, job creation, and competitive industry advantages. Through strategic co-investment, scaling high-potential ventures, and accelerating commercialization, Alberta Innovates is committed to positioning Alberta as a global hub for innovation-driven growth.

# Changing the Way We Do Things

To drive meaningful innovation and economic impact, Alberta Innovates must be collaborative, transparent, accountable, and outcomes-driven. Stakeholders have called for stronger partnerships, clearer decision-making, and a commitment to measurable impact; and we are acting.

As Alberta's innovation agency, we must work more collaboratively with our partners and the innovation ecosystem, and set the standard for responsible investment, clear decision-making, and measurable success.

## STRENGTHENING COLLABORATION AND ECOSYSTEM ENGAGEMENT

We are committed to fostering deeper collaboration across industry, academia, government, and entrepreneurs to drive breakthrough solutions and economic growth. By aligning efforts, eliminating silos, and co-developing solutions, we will create a more connected and effective innovation ecosystem – one that extends across all regions of Alberta and better supports businesses, researchers, and entrepreneurs in areas that have traditionally had less direct access to innovation resources. Our We will do this by:

- Revamping our internal operating model, culture, and processes to break down barriers, improve and streamline processes, better involve and engage our stakeholders and partners, and operate with efficiency and speed inspired by our innovation ecosystem partners.
- Expanding our reach across Alberta by engaging more directly with businesses, researchers, and entrepreneurs in underrepresented regions and groups, ensuring that innovation-driven economic growth benefits the entire province.
- Facilitating ecosystem-wide engagement through regular forums, strategic working groups, and collaborative networks.
- Supporting industry-research partnerships, ensuring that academic innovations are translated into commercial applications faster and more efficiently.
- Improving cross-sector collaboration, ensuring that startups, SMEs, and large industry players work together to accelerate the adoption of Alberta-made technologies.
- Co-developing innovation roadmaps, ensuring that Alberta's research and technology development efforts are aligned with market needs and economic opportunities.

## OUR COMMITMENT TO TRANSPARENT INVESTMENT AND PUBLIC REPORTING

We will ensure that every dollar invested contributes to measurable economic and social impact, reinforcing trust with government, industry, and the public. By improving funding transparency, decision-making clarity, and stakeholder communication, we will establish a more open and engaged innovation ecosystem.

We will do this by:

- Publishing annual impact reports detailing funding allocations, commercialization outcomes, and return on investment.
- Developing and implementing an open data strategy, providing real-time insights into project performance and funding impact.
- Strengthening governance structures to ensure equitable, high-impact allocation of funds across industries and technologies.

## HOW WE WILL MEASURE OUR IMPACT AND PERFORMANCE

Innovation success must be measurable and aligned with Alberta's economic goals. Alberta Innovates will establish a robust performance framework that evaluates the effectiveness of its programs and ensures alignment with Alberta's economic goals. We will do this by:

- Developing key performance indicators (KPIs) tied to commercialization success, job creation, and industry adoption of emerging technologies.
- Conducting regular evaluations of and reporting on Alberta Innovates' ecosystem impact to ensure efficiency and impact.
- Establishing an innovation impact scorecard, tracking progress in key investment areas and sharing results with stakeholders.



# Alberta's Transformational Moment

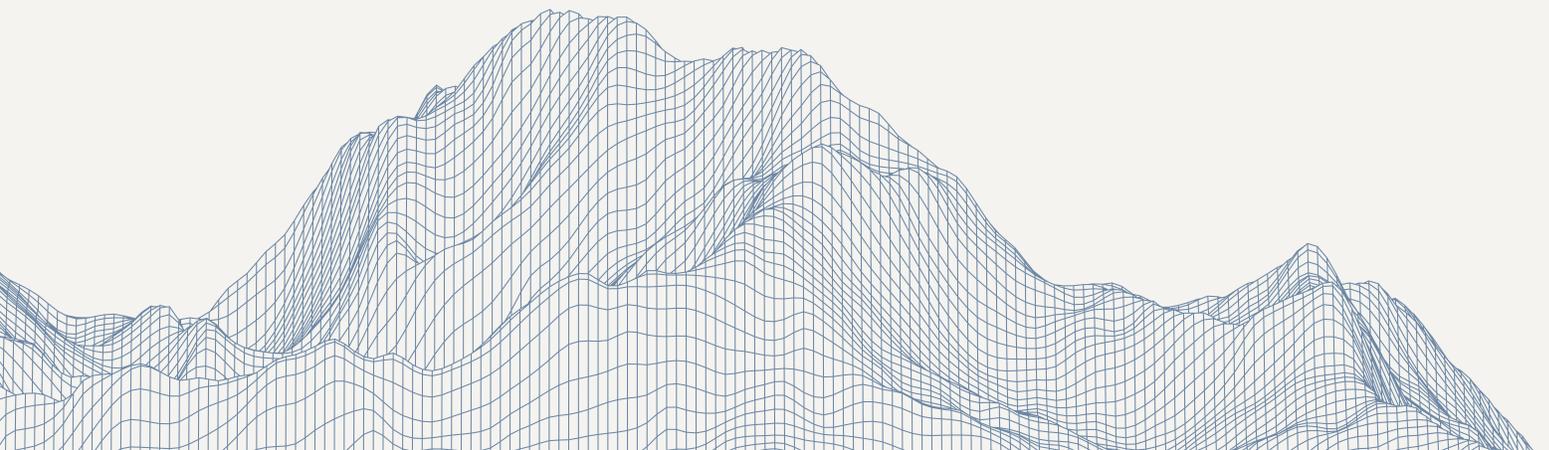
Alberta stands at the cusp of a transformative era, where innovation will be the driving force behind economic prosperity and global leadership. This strategy is a call to action – inviting the province's innovation ecosystem to unite in shaping Alberta's future.

Building on our legacy in energy, agriculture, health, and manufacturing, we are harnessing the potential of emerging technologies, accelerating commercialization, and fostering cross-sector collaboration to unlock new opportunities that will elevate Alberta to unprecedented heights.

While we have a key role to play in this charge, we cannot achieve this vision alone. Success depends on partnerships, co-investment, and a shared vision where the entire ecosystem works together to break barriers and drive progress.

We invite Alberta's innovators to join us on this extraordinary journey. Whether you are developing groundbreaking technologies, embracing cutting-edge digital tools, or nurturing the next generation of talent, every stakeholder has a vital role to play in Alberta's transformation. Now is Alberta's moment to lead. By collaborating boldly and acting decisively, together we will ensure that Alberta's innovation ecosystem not only keeps pace with global change but actively shapes and leads it.

We are redefining our role to ensure that innovation occurs across industries, creating opportunities that are impactful, sustainable, and aligned with Alberta's long-term growth priorities.





1500 - 10104 103 Avenue

Edmonton, AB Canada T5J 0H8

780.423.5727 (Downtown Edmonton)

780.450.5111 (Edmonton Research Park)

TF 1.877.423.5727

[info@albertainnovates.ca](mailto:info@albertainnovates.ca)