



Submission for the 2026 Alberta Budget

Submitted on: January 15, 2026

1. Executive Summary

The Canadian Council for Public-Private Partnerships (CCPPP), on behalf of its members across the public and private sectors of Canada's infrastructure industry, welcomes the opportunity to submit recommendations for Alberta's 2026-27 Budget.

The Council advocates for the use of Canada's evolving public-private partnership (P3) model to deliver resilient, innovative and quality infrastructure and services that provide significant value for taxpayers, enhance economic opportunity and improve quality of life in our communities. P3s offer tangible solutions beyond traditional short-term fixes and use a holistic approach to asset management, considering the entire life cycle of a project, thus enabling governments to plan and finance assets long-term.

Alberta's prominence within the P3 industry is due to its breadth of asset classes using the P3 model, several award-winning P3 projects in operation, a significant \$26.1 billion capital spend over the next three years and a government mandate to reduce red tape and embrace building innovation. To fully utilize P3s to implement Alberta's economic development priorities, The Council submits the following recommendations for consideration.

- **Recommendation 1:** Foster a competitive and solutions-oriented procurement environment by continuing to evolve the Government of Alberta's procurement approaches to ensure early engagement with private-sector proponents.
- **Recommendation 2:** Address municipal infrastructure deficits, budget constraints and deferred maintenance backlogs by incentivizing P3 models in municipal infrastructure programs and providing alternate delivery tools and guidance to municipalities.
- **Recommendation 3:** Expand and build on the success of Alberta's P3 school bundle initiatives by considering using P3 bundles for critical asset classes like housing-enabling infrastructure to leverage economies of scale and maximize value for taxpayers.
- **Recommendation 4:** Maximize federal investment in trade and defence infrastructure in Alberta by advancing dual-use P3 opportunities – such as roads and rail – that meet the objectives of the forthcoming Trade Diversification Corridors Fund and defence infrastructure spending.

2. CCPPP Recommendations for Budget 2026-2027

Recommendation 1: Foster a competitive and solutions-oriented procurement environment by continuing to evolve the Government of Alberta's procurement approaches to ensure early engagement with private-sector proponents.

There is a significant opportunity for Alberta to further consider updates to procurement practices that allow for the integration of private sector expertise before government procurers select asset solutions. Fostering early engagement with private sector proponents would promote bid competition and foster a solutions-oriented procurement environment, whereby private sector proponents help further define project elements such as cost estimates, technical details, dispute resolution processes, and risk allocation. Governments that demonstrate this flexibility and listen to private partners during the initial procurement phases are likely to attract more bids, delivering better results.

Early engagement also helps set realistic criteria for project delivery in the early planning phases. This means governments can build greater fairness into evaluation standards and transparency in project requirements, thus providing the optimal foundation to increase private sector competition. When setting capital budgets, early engagement can also help inform appropriate capital cost ceilings, allowing potential proponents to develop bids that reflect market realities while delivering sustainable infrastructure solutions. The Council is keen to facilitate this private sector involvement and further express the potential benefits of P3s for Alberta's infrastructure.

The Council also provides governments at all levels opportunities to connect and share knowledge on competitive procurement strategies, including:

- Participation in Canada's Infrastructure Conference, the *only* conference that brings all facets of Canada's infrastructure industry together at one time to discuss the latest trends, explore hot button issues and share solutions with [up to a thousand decision-makers and experts](#) from across North America and around the globe.
- Participation in the Council's Government Networking group that provides opportunities to collaborate, share insights, and deepen relationships with public sector stakeholders.
- Participation in CCPPP's regional events, including in Alberta, to build relationships with public and private stakeholders, and exchange information on competitive procurement strategies according to regional infrastructure needs.

Recommendation 2: Address municipal infrastructure deficits, budget constraints, and deferred maintenance backlogs by incentivizing P3 models in municipal infrastructure programs and providing alternate delivery tools and guidance to municipalities.

Many municipalities across Canada face budget pressures and operating shortfalls, and maintenance and capital budgets are often the first to be reduced, with operating budgets given priority. Delaying maintenance, repairs, and replacements exacerbates the issue of aging infrastructure and widens the infrastructure gap. P3s can address these challenges because they consider lifecycle operations and maintenance requirements upfront, in addition to leveraging innovative building solutions that ensure quality throughout the life of the asset.

Alberta's several examples of successful P3 municipal projects translates to a solid basis of expertise and experience for the successful implementation of future P3 projects. Examples include the Stoney Transit Facility in Calgary saving taxpayers millions on fuel costs per year, and the Valley Line West LRT in Edmonton, bringing significant costs savings and socio-economic benefits connecting the city to the West Edmonton Mall.

The Council actively advocates for the federal government to provide further support for addressing this gap and enabling municipalities to explore alternative financing options and leveraging P3s. At the same time, the Council recommends Alberta play a proactive role in supporting municipalities to adopt P3s and meaningfully address the infrastructure gap by:

- Incentivizing long-term asset planning through funding agreements that **consider life cycle costs**, including mid-life rehabilitation, volume and use increases, and more,
- Designing provincial funding programs that enable municipal governments to **adopt alternative procurement models**, ensuring program **Terms and Conditions** do not block alternative models and encourage recipient jurisdictions to demonstrate they have evaluated a variety of financing options, including P3s.

The Council welcomes the opportunity to continue working with the government and key municipal stakeholders to ensure funding programs take a long-term perspective and information is easily accessible on alternative procurement models.

Recommendation 3: Expand and build on the success of Alberta's P3 school bundle initiatives by considering using P3 bundles for critical asset classes like housing-enabling infrastructure to leverage economies of scale and maximize value for taxpayers.

The school bundles and bundled compassionate intervention P3 projects currently at the procurement phase signal Alberta's readiness to continue expanding P3s into new asset classes. The Council recommends continuing Alberta's success with P3 bundles by exploring additional opportunities in housing-enabling infrastructure such as water and wastewater, as well as transportation infrastructure and bridges.

Ensuring openness to emerging P3 opportunities requires bundling projects with other, smaller projects across asset classes. Where a project has a relatively low capital cost, consideration should be given to bundling the project together with other assets. Without bundling, it can be hard to incentivize the private sector on smaller projects and hard for public owners to find innovative ways to advance these projects.

Promoting P3 bundling would further reduce red tape by streamlining approvals, foster innovative building solutions, maximize value for taxpayers, achieve economies of scale, and secure funding for ongoing operations, maintenance, and transfer risk to private sector partners for critical housing-enabling infrastructure. P3 bundling presents a significant opportunity for governments to build at the scale and speed required to address housing supply challenges.

Alberta's comprehensive experience with P3s across municipalities and asset classes can bring more private sector engagement and competition if Alberta continues trending towards P3 involvement for new asset classes. The Council is keen to support Alberta to fully realize the breadth of P3 bundling and opportunities in new asset classes.

Recommendation 4: Maximize federal investment in trade and defence infrastructure by advancing dual-use P3 opportunities – such as roads and rail – that meet the objectives of the forthcoming Trade Diversification Corridors Fund and defence infrastructure spending.

The federal government's Trade Infrastructure Strategy announced in Budget 2025 consists of the Trade Diversification Corridors Fund and the Arctic Infrastructure Fund, two major opportunities for Alberta to advance dual-use infrastructure projects. The budget signals intent to invest in rail projects, airports, all-seasons roads and highways that either diversify trade to global markets or meet both military and local needs, with an explicit mention of rail lines in Alberta.

P3s have a proven track record of delivering complex infrastructure assets like those prioritized in the federal Trade Infrastructure Strategy; allowing a private consortium to take on all project phases under one contract has a proven to reduce costs borne by taxpayers, improve project coordination, and incentivizes accelerated asset delivery. When evaluating projects that align with federal objectives, Alberta should consider these benefits of P3s and more – such as improved cost certainty, appropriate risk transfer to the private sector and greater on time delivery when compared with traditional design-build and other procurement models.

The Council is keen to work with the Government of Alberta on evaluating these opportunities and will stay connected on key program development updates for these funding streams and opportunities to engage private sector industry experts.



3. Conclusion

On behalf of The Council and its Board of Directors, thank you in advance for consideration of these recommendations. The Council appreciates the Government of Alberta's commitment to public-private partnerships and your national leadership in innovative infrastructure delivery.

If you have any questions or would like to explore these recommendations further, Council staff and its members are available at your convenience.

Sincerely,

Lisa Mitchell
President and CEO
The Canadian Council for Public-Private Partnerships (CCPPP)