



Business Plan

2026 – 2029

About CoRE

Established in June 2024 through the *Canadian Centre of Recovery Excellence Act*, the Canadian Centre of Recovery Excellence (CoRE) builds on Alberta’s innovative work to advance a recovery-oriented mental health and addiction system, known as the *Alberta Recovery Model*.

“Alberta’s government has made significant progress in building a comprehensive, recovery-oriented system of care through the Alberta Recovery Model ... Building on this important work, we also launched the Canadian Centre of Recovery Excellence to empower decision makers with data and evidence to better support those with mental health or addiction challenges.”

*Rick Wilson, Minister of Mental Health and Addiction, Recovery Month:
Statement from Minister Wilson, September 1, 2025.*

Our Organization

Since its creation, CoRE has established a fully operational organization, built partnerships with community, academic, and government organizations, and advanced evaluation and research priorities that inform better care and stronger systems. This work includes evaluating outcomes related to the Alberta Recovery Model programs and services, gathering new data on mental health and addiction prevalence across Alberta, providing practical guidance for creating recovery-friendly workplaces, and sharing Alberta’s recovery-focused approach at national and international forums – all aimed at improving outcomes and strengthening support for Albertans.

Our Mandate

CoRE’s mandate is to bridge the gap between evaluation, research, data intelligence, and real-world evidence. The organization evaluates programs and services, connects data across health and social services systems to uncover deeper insights and turn evidence into action. This work lays the foundation to support a system where recovery is achievable for all Albertans. Mental illness is a complex, interwoven challenge that touches every corner of our society. CoRE integrates information

from health, housing, education, justice, and social service systems to understand how these areas interact. By taking a broad perspective, CoRE helps identify specific policy, programming and operational improvements that make meaningful differences for Albertans.

Our Role in the System

CoRE’s work is grounded in its evaluation, measurement and advancement of the Alberta Recovery Model. CoRE works with the Ministry of Mental Health and Addiction (Ministry) and system partners to align efforts, reduce overlap, and ensure our work supports related roles and responsibilities. As a Crown agency, CoRE builds public trust by using clear standards and transparent methods, and by working to ensure independent, rigorous findings. Through this plan, CoRE will work to support critical research, performance measurement, development of quality standards and service mapping to ensure that system planning is informed by strong evidence. CoRE’s efforts support and are aligned with the Ministry’s priorities to improve access to treatment and prevention, including for children, youth and Indigenous communities. CoRE will continue to play a key role in informing the mental health and addiction system to enhance effectiveness, transparency, and a focus on recovery for all Albertans.

Business Plan 2026-2029

CoRE's Road Ahead

CoRE's 2026-29 business plan outlines its key objectives and initiatives anchored around four priority aims. Through this plan, CoRE will help ensure that programs and policies are guided by strong evidence and deliver meaningful results for people, families, and communities across the province.

CoRE's work will support Government of Alberta priorities to advance the Alberta Recovery Model, improve access to treatment and prevention, including for children, youth and Indigenous communities, and ensure that policy and funding decisions are informed by clear evidence. In collaboration with ministries, service providers, and community partners, CoRE continues to play a key role in informing the mental health and addiction system to enhance effectiveness, transparency, and a focus on recovery for all Albertans.



Our Aims

To achieve our mandate, CoRE is focusing on four priority aims:



Data-Driven Intelligence

By leveraging cross-sector linked data and analysis, CoRE enables improved recovery outcomes, accountability, and supports data-driven decision-making in policy and practice.



Improved Outcomes through Evaluation and Applied Research

CoRE conducts evaluation and applied research of mental health and addiction programs to help ensure the most effective services for Albertans and stewardship of public resources.



Evidence-Empowered Practice and Policy

CoRE provides practical tools and expert guidance to help providers and decision-makers implement evidence-based policies, practices, and recovery-oriented systems of care.



Recovery Leadership and Collaboration

CoRE is a trusted and credible leader on recovery-oriented systems of care, working with partners to improve outcomes for individuals and communities.

Aim 1: Data-Driven Intelligence

CoRE links information across health, social, justice, and education systems to identify how services are performing and where improvements can create the greatest impact.

Key Objectives

- 1.1. Build a secure, interoperable system that connects health and social services data.
- 1.2. Ensure ethical and privacy-compliant access and use of information.
- 1.3. Bring together data from multiple sectors to support cross-sector analysis.
- 1.4. Measure recovery outcomes through consistent standardized indicators.

2026-29 Initiatives Supporting Key Objectives

- **Build a secure analytics platform:** Establish a secure environment for data intelligence aligned with the Government of Alberta’s data governance frameworks that will enable data sharing and analysis across the human services sectors.
- **System performance measurement:** Develop a provincial performance measurement framework to track recovery outcomes and system performance as to inform mental health and addiction system planning, aligned with Ministry priorities and supported by transparent indicators, data definitions, and reporting processes.

Performance Measures

CoRE will track progress through the following performance measures:

	2025-26	2026-27	2027-28	2028-29
Number of new data assets acquired to support evaluation and applied research	1 <i>(in progress)</i>	2	5	10
Number of data assets linked and curated across health, social, and justice systems	0 <i>(in progress)</i>	5	10	10



Aim 2: Improved Outcomes through Evaluation and Applied Research

Through evaluation and applied research, CoRE identifies what is working, what needs improvement, and how services can better support Albertans at every stage, from prevention to recovery.

Key Objectives

- 2.1 Evaluate programs and system changes within the Alberta Recovery Model.
- 2.2 Assess economic impacts to ensure public funds are used effectively.
- 2.3 Review and analyze the latest evidence to inform decision-making.
- 2.4 Rapidly respond to new and emerging priorities through timely evaluation.

2026-29 Initiatives Supporting Key Objectives

- **Build the evidence base:** Measure the prevalence of mental health and addiction conditions across the lifespan to support long-term planning and evaluation.
- **Strengthen child and youth prevention evidence:** Assess evidence-based mental health prevention approaches for children and youth and identify gaps in availability across Alberta to inform future program planning.
- **Evaluate service effectiveness and long-term outcomes:** Assess how well programs and services within the Alberta Recovery Model are working, with early priorities, including recovery communities, therapeutic living units in correctional facilities, and compassionate intervention.
- **Inform system improvements through rapid evidence:** Provide fast, targeted reviews and expert guidance to support effective system planning, timely decision making and help advance system transformation.

> To learn more about CoRE’s Evaluation and Research Plan, see page 9

Performance Measures

CoRE will track progress through the following performance measures:

	2025-26	2026-27	2027-28	2028-29
Number of active evaluation and research projects related to the Alberta Recovery Model	15 <i>(in progress)</i>	30	40	50
Percent of evaluations and applied research initiatives that include an economic assessment	50% <i>(in progress)</i>	75%	90%	100%
Number of contributions made to research methodology or scientific publications	10 <i>(in progress)</i>	15	18	20

Aim 3: Evidence-Empowered Practice and Policy

CoRE translates research and data into practical tools that help policy makers, service providers, and communities deliver effective, recovery-focused care.

Key Objectives

- 3.1 Publish resources that share evidence and best practices.
- 3.2 Measure the impact and reach of CoRE’s products.
- 3.3 Provide evidence-based recommendations for decision-makers.
- 3.4 Share findings with the scientific and professional community.

2026-29 Initiatives Supporting Key Objectives

- **Establish quality standards:** Develop evidence-based standards and policy advice to support consistent, high-quality mental health and addiction care across Alberta.
- **Strengthen knowledge mobilization:** Improve how evidence is shared and applied in Canada and beyond by building cross-sector networks that help partners put research into action in policy, practice, and communities.

Performance Measures

CoRE will track progress through the following performance measures:

	2025-26	2026-27	2027-28	2028-29
Number of formal consultation engagements held with policy and decision-makers to discuss research or evaluation findings.	3	3	5	8
Engagement rate with published knowledge mobilization products	50 <i>(in progress)</i>	75	100	150
Number of documented requests for, or uses of, CoRE research or evaluation products by policy or decision-makers.	1 <i>(in progress)</i>	2	2	2



Aim 4: Recovery-Focused Leadership and Collaboration

CoRE brings partners together to strengthen recovery-oriented systems of care in Alberta and to share Alberta’s innovative approaches nationally and internationally.

Key Objectives

- 4.1 Share Alberta’s recovery innovations across Canada and globally.
- 4.2 Host annual events to build collaboration across sectors and support more coordinated and effective systems of care.

2026-29 Initiatives Supporting Key Objectives

- **Strengthen Indigenous engagement:** deepen partnerships with First Nations, Métis, and Inuit communities to ensure initiatives incorporate Indigenous histories, rights, cultures, and knowledge.
- **CoRE on the world stage:** Promote Alberta’s recovery model internationally by sharing CoRE’s research and evidence-based innovations through global partnerships, forums, and organizational communication channels.
- **Partnership development:** Strengthen collaboration and knowledge exchange by building partnerships with national and international recovery leaders, experts, and health system partners.



Performance Measures

CoRE will track progress through the following performance measures:

Year	2025-26	2026-27	2027-28	2028-29
Number of partnerships and collaborations established with recovery-promoting organizations globally	1 <i>(in progress)</i>	4	6	8
Number of national and international engagement opportunities secured by CoRE at major sector events	3 <i>(in progress)</i>	8	10	10



Evaluation and Research Plan

CoRE has a legislated obligation under the *Canadian Centre of Recovery Excellence Act* to deliver on an Evaluation and Research Plan. CoRE's Evaluation and Research Plan – and the initiatives within it – reflect five pillars: prevention, intervention, treatment, recovery, and measurement.



Prevention

Evaluate upstream approaches that reduce the likelihood of future harm and need for treatment. This includes programs that focus on children and youth, as well as early identification of emerging risks.



Intervention

Assess how systems respond to people in crisis and identify ways to improve timely, effective care.



Treatment

Evaluate the quality, accessibility, and outcomes of clinical services to improve consistency and effectiveness.



Recovery

Examine what supports long-term recovery for individuals and communities and identify tools and services that make a difference.



Measurement

Strengthen how Alberta tracks progress, recovery, and system performance to ensure decisions are guided by clear evidence.

Appendices



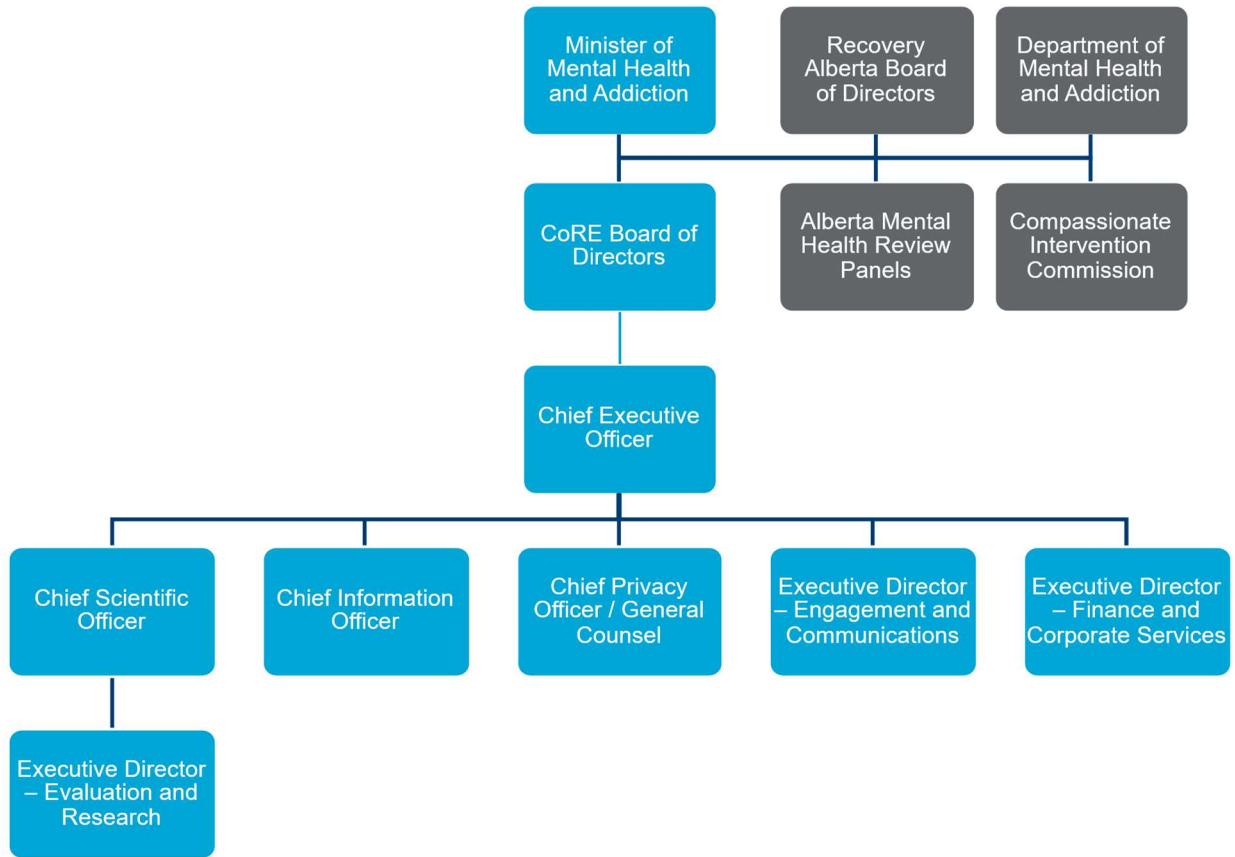
Appendix A – Financial Overview

Statement of Operations (\$000s)			
	2026-27 Budget	2027-28 Budget	2028-29 Budget
Revenues			
[breakdown of revenue]			
[breakdown of revenue]			
Operating Expenses			
Administration			
Evaluation & Research			
Engagement & Communication			
Total Operating Expenses			
Operating Surplus (Deficit)			
Capital			
Capital Investment			
Less: Amortization			
Net Capital Investment			

Appendix B

CoRE is a Crown corporation established by the Government of Alberta through the *Canadian Centre of Recovery Excellence Act*. The Board of Directors reports to the Minister of Mental Health and Addiction (through the Board Chair). As a recently established Crown entity, there is a strong focus on continuing to grow its team, organizational development and capacity building. This foundation supports CoRE’s commitment to delivering on its mission: *Empowering decision-making with data and evidence to support people in their pursuit of recovery.*

Organizational Chart as of September 1, 2025



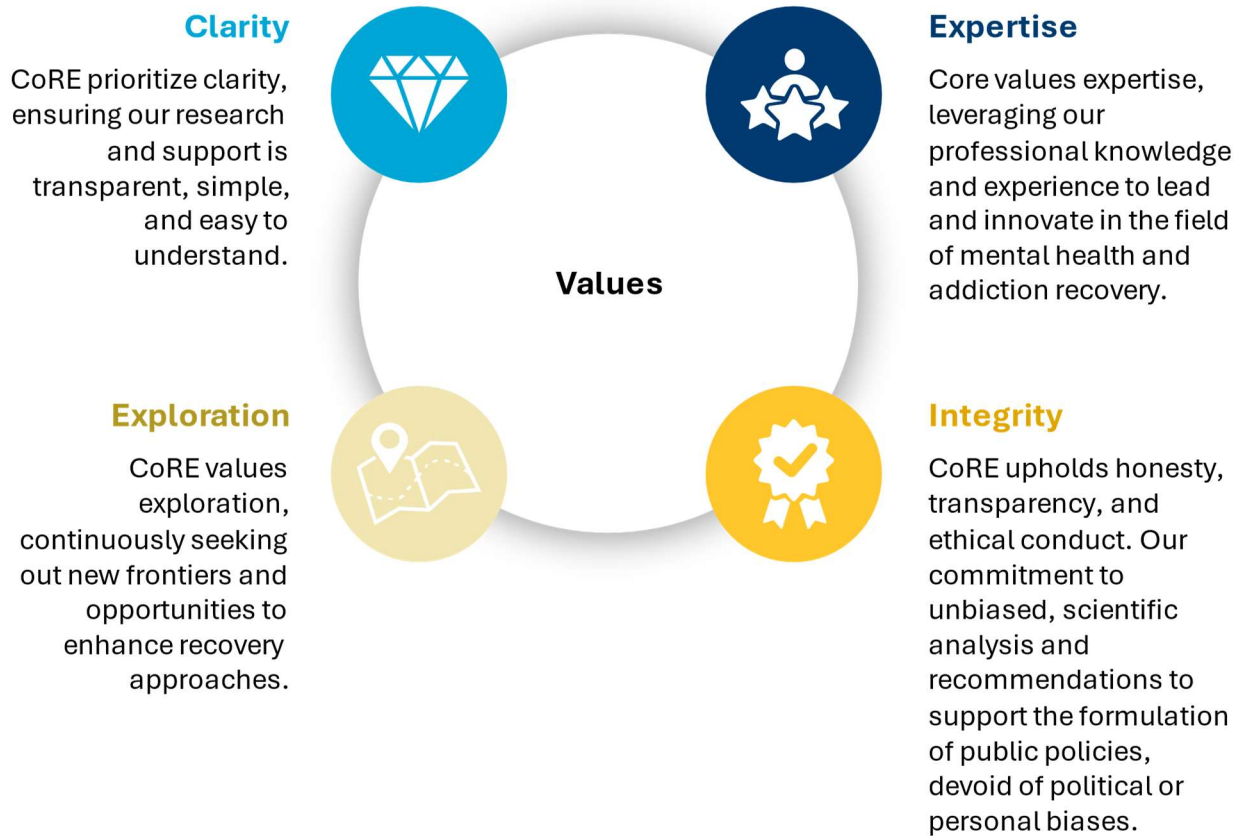
Appendix C – Vision, Mission, and Values

Vision

To find the most effective ways to support recovery from mental illness and addiction

Mission

Empowering decision-making with data and evidence to support people in their pursuit of recovery





<https://recoveryexcellence.org/>



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