

[REDACTED]  
**Sent:** Tuesday, September 11, 2018 5:40 PM

**To:** Engages-Mobilisation (WD/DEO) <[wd.engages-mobilisation.deo@canada.ca](mailto:wd.engages-mobilisation.deo@canada.ca)>

**Subject:** Western Canadian future

We need stability, NOT growth.

Economic growth, population growth, and greed have brought the world to the brink of disaster.

We need to keep fossil fuels in the ground to have any hope of refinishing agriculture and cities on the Great Western Prairies.

We need to find a different and better societal model that provides for everyone without creating an economic elite.

We need to do much better by the descendants of the original Canadians.

We need to STOP polluting.

[REDACTED]  
Calgary

Sent from Samsung Mobile

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[REDACTED]  
**Sent:** Tuesday, September 11, 2018 8:17 PM

**To:** Engages-Mobilisation (WD/DEO) <[wd.engages-mobilisation.deo@canada.ca](mailto:wd.engages-mobilisation.deo@canada.ca)>

**Subject:**

The stipulation is typically geared towards creation of jobs through enticements and other favors to large corporations. IMHO what is needed is inducements for small business to grow and prosper, thus creating ownership AND jobs. Small business are still a major driving force of any economy. By small business I mean the mom and pop variety. The backbone of our society. Small farms are more sustainable and powerful generators for our economy.

Such as the Cannabis industry. What is being favored is the large corporate institutions, the small operators are being squeezed out. That mean over 40 to 50,000 people will loose their livelihood here in BC. Making it easier for the small operators growers, processors and retail outlets will spread money more evenly amongst a larger group, rather then concentration the moneys to the top few.

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**From:** [REDACTED]  
**Sent:** Friday, September 14, 2018 12:50 PM  
**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>  
**Subject:** Economic Diversification in the Ag Sector

The agriculture sector of the Canadian economy is grossly underdeveloped from my perspective. Having worked and lived for many years in Europe and the Far East, it has become increasingly clear over that in value-capture, visionary and other terms, we are missing out on a wide range of opportunities compared to the Dutch economy, for instance. Here in the Lethbridge region of southern Alberta, baby steps are being taken. This needs to start, I think, with the education of our children and the way that they envision the agri-food sector generally. We are lagging behind other global economies in these and many other terms, and new strategies most certainly need to be developed. A good point of reference in this regard is the United Nations report entitled "Solutions for Sustainable Agriculture and Food Systems: Technical Report for the Post-2015 Development Agenda." The Sustainable Agriculture Education Partnership being launched by corporate, education and municipal partners here in our community is one of many initiatives that need to be taken.

Yours sincerely,

[REDACTED]

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, September 14, 2018 12:36 PM  
**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>  
**Cc:** [REDACTED]  
**Subject:** NEW TECHNOLOGY DEVELOPMENT

To : The Leader of this initiative.

Dear Sir/Ms,

I am excited to learn of this initiative. I have two issues to share

1. I think this is a great idea to get input from business and industry. I feel that what is needed is a team of co-ordinators that can put

together a group of strategic partners for their mutual development, similar to a project manager. I joined a consortium a number of years ago in the US that were pooling their expertise in a common application for funding from the USDOE for developing an alternative fuel project.

One of the major problems with innovative new development start ups is the funding. In this case if the Government could vet the participants and pull together a group of strategic partners who could contribute expertise and capital (with Govt Assistance) that would generate new business development. Most start ups by definition are short of capital. The Govt would have to set up an association of skilled and expertise industrialists to carry out due diligence and report on the potential success of the enterprise.

2. As a case in point. I incorporated a company 2 years ago that is developing 100% inorganic fireproof, waterproof and corrosion protective coatings, for the Oil & Gas industry (CUI of pipes), for bridges, concrete tunnels, shipping, containers etc and as a resin for the wood industry (CLT). The coating is environmentally friendly, has no VOC (volatile organic compounds), is non-toxic and during a fire does not create noxious smoke and chemically bonds to steel, concrete, aluminium and bonds to wood which makes it ideal for low cost housing.

We are seeking a strategic/financial partner such as from the oil sands industry in Alberta to help us complete testing/demonstrating and scaling up to Commercial production. We would be delighted to set up production in Western Canada rather than the USA or elsewhere. Our technology was developed by my Partner, a material scientist located in Chicago, who originally developed CBPC (chemically bonded phosphate ceramics) for the USDOE to immobilize radio active uranium. He has since revamped the composition to produce a sprayable paste that dries in 10 minutes and is applied at ambient temperature or just above freezing and up to 100C. This is a game changing product that can tolerate heat > 900C.

I have moved from Vancouver where I have lived for 40 years to London, UK as I believe that the EU and UK Government are more aware of utilizing inorganic materials and more aggressive in funding start ups.

Please contact me in event you can direct me to a potential industrial and/or financial partner. BTW, I thought of contacting NSERC and working with the Wood Faculty at UBC who would be interested in testing our non-toxic fire proof resin for CLT.

Sincerely

A large black rectangular redaction box covering the signature area.

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**From:** [REDACTED]  
**Sent:** Friday, September 14, 2018 11:41 AM  
**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>  
**Subject:** Western Canada Growth Strategy

To whom it may concern,

One of my ideas for the Western Canada Growth Strategy is to develop our tourism industry, which has a lot of potentials, minimal pollution comparing to other industries, and very resilient. And of course, we must make sure this is well planned and managed while keeping the environmental sustainability in mind.

Thanks,

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, September 14, 2018 11:38 AM  
**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>  
**Subject:** Northern Manitoba

The Federal Government has now invested in fixing the rail line to Churchill, I think that with this new opportunity of having a strong Company like Fairfax/AGT/Mississippi Rail will be able to provide the world with immense resource exporting. I believe that if we were to invest in infrastructure in a place like The Pas, Mb., with a grain loading terminal, a fish processing facility, we would be able to capture great economic growth with these exports. As you know, commercial fishing is a key to the growth of many Indigenous communities in the North and having a facility to process and package and make available for export would boost the economy greatly. Also being central, we would be able to market grain from a central location and capture most of the western provinces for grain export. Kraft Paper is also located in The Pas, as well as Louisiana Pacific in Swan River, which if marketed properly and environmentally conscious, would see a surge in marketing of timber and timber by-products to off set american protectionism.

My thoughts.

[REDACTED]

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**From:** [REDACTED]

**Sent:** Friday, September 14, 2018 1:39 PM

**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>

**Subject:** Your invitation to submit

- Thanks for your invitation to be part of this conversation.
- I'm sending a few top of my head remarks. Unfortunately, the history of government action and inaction, has killed my desire to participate in any depth. I am retired (mostly) and intend to stay that way.
- I'm disgusted in the mess governments have made of our economy, particularly regarding new investment. And I believe their attempts at "conversations" and "involvement" is just another smoke and mirrors exercise.
- And, frankly, this whole initiative, even if genuine, is too little, too late.
- As a senior economist with the Alberta Government in the 1970's we delved into the issue of diversification and building the economy, in particular for Alberta. We asked how do we diversify...what could we do to decrease our reliance as being primarily a resource/farming based economy. Conclusion, we could become more diversified by vertical integration in those markets, but we were too far from most markets, did not have the skill base, etc., for much more than that in other areas of potential economic development. Successive governments have pursued the same question, to little effect.
- Now the buzzword is the information economy...in which every nation in the world is competing, and in many cases are much better than us in so doing, so not much room there.
- I also worked in the energy industry in pipelines and major projects during part of my career. The regulatory requirements with delay and the NEP between them, managed to totally derail one major pipeline project and delay another for years. Of course the collapse of the price of oil contributed as well
- With respect to vertical integration of our energy resource base, yes some of that happened. Those initiatives, today, would be stillborn. Why, primarily because our regulatory processes are too complex, with constant delays and our pandering to the environmental movement has stopped growth in energy in its tracks.
- We are no longer viewed as a safe stable country in which to invest. We have a climate of delay, uncertainty, strangling and constantly increasing regulatory requirements, a mood among certain indigenous groups to stop any investment, and relatively high project and operating costs (even with the devaluation of the Canadian dollar). Investors will move elsewhere in this type of environment. The recent political record has been only to exacerbate conditions that turn away investors. No wonder we are seeing companies divest themselves of Canadian assets and refusing more investment.
- The lack of action by the federal and provincial governments in the last years regarding pipelines has virtually killed that source of growth, and in doing so has virtually kept us as hostages to the US and its demands for discounted oil. In turn, any expansion in production is basically stopped in its tracks.
- As an economy, Alberta's political links should be north south, not east west. Unfortunately, we are joined with the east, much to our undoing economically. So unless you can undo that, I see little positive outcome to this effort.
- In conclusion, I view this initiative as purely political, aimed and wasting taxpayer dollars while seeming to do something, out of which nothing concrete will occur.

Your sincerely  
[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, September 14, 2018 2:17 PM  
**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>  
**Subject:** Western Canada Growth Strategy

What does a stronger western Canadian economy look like 10 years from now?

**It depends. If the growth is concentrated only in the lower mainland and we continue to impede development of energy resources in Alberta and Saskatchewan, then even if the overall number shows growth, the prairie provinces will be struggling. The real question is are we going to get our most profitable resource to market or will we continue to subsidize the American economy by having them pay for our resources at a discount and sell them back to us at a profit.**

What are the best ways to spur new growth in western Canada?

**Build pipelines both to the west coast and eastern Canada, decrease taxes for small businesses, streamline regulatory requirements for resource development.**

What will help the Indigenous economy continue to grow?

**Pipelines and resource development. More jobs means more growth.**

How can we improve economic participation in the west of underrepresented groups, including women, youth and new immigrants?

**Pipelines and resource development. More jobs means more opportunities.**

How can governments, industry and western Canadians work together to grow the regional economy?

**Get the pipelines approved, decrease barriers to resource development, and make Alberta and Saskatchewan attractive places for investment again.**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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**From:** [REDACTED]

**Sent:** Friday, September 14, 2018 4:37 PM

**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>

**Subject:** Western Canada growth strategy comment

I'm a resident of a northern Gulf Island.

I think when the Islands Trust was first created in the mid 1980's, it was probably a really good idea, effective to curb division of the Gulf islands into many small recreational lots. But an unintended consequence of this was the creation of poor and aging communities, struggling to keep sustainable. Large lot sizes, restricted population growth, and bylaws against commercial development have resulted in a shortage of affordable housing, few opportunities for young people, and a shortage of suitable housing to enable elderly long-term residents to age at home. On this island, so many things are now regulated by existing bylaws and Provincial statutes that there's not a lot for the local trust committee to "preserve and protect." As a result, the Trust seems to be grasping at straws to find things that will justify its eight million dollar-per-year budget. Many of the current and recent initiatives are of little value to the community or the environment.

I suggest a Provincial review of the mandate of the Trust. Hopefully following such a review, the Trust's mandate could be restricted to **only** land use applications and zoning. This might save some money, which could be directed to programs that would promote and support sustainable business development policies and programs.

Sincerely,

[REDACTED]

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[REDACTED]	<b>Sent Date:</b> 2018/09/16 12:07 PM
<b>To:</b> Engages-Mobilisation (WD/DEO)	<b>Received Date:</b> 2018/09/16 12:08 PM
<b>CC:</b>	
<b>BCC:</b>	
<b>Subject:</b>	

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Here's my thoughts.

We are Canadians, living in a Country blessed with a bounty of natural resources and we are here because of those resources. Canada's strength in the global economy has and will ALWAYS be bolstered and led by the insightful and respectful and sustainable development of all of those resources.

Energy has been and always will be a key and dominant factor in the development of those countries who will never be (outside of energy) an industrial powerhouse.

Canada will never be an industrial powerhouse outside of its development of its energy resources.

If we want to be a population living in one of the highest cost jurisdictions in the world with NO specific industry dominance in any category, then just keep fooling yourself by believing that the current Government knows what it's doing.

Canada needs to responsibly develop its energy resources. ALL of them especially oil and gas.

Our greenhouse gas emissions as a nation are less than 3% of global totals. China and India have a greater "delta" increase in GHG emissions each year than Canada's total emissions.

Believing that we are setting an example by shutting down our oil and gas resources or choking them to death is the most absurd short term thinking there has ever been. Congratulations Justin!!!

Canada's leading edge role should be in developing GHG emissions reduction "technology" that can be commercialized and MUST be commercialized in the countries of the world where GHG emissions, if not put in check are going to bring the earth to its needs.

You cannot destroy our economy on the one hand by curtailing the oil and gas industry and help the rest of the world in developing new technologies to commercialize by shutting down the industry the funds most of the technology development in Canada unless we become a leading and high taxation economy, because NOTHING else is going to pay the bills the way our natural resource industries do.

Federal Government has got to start telling the truth about where we are headed in their current plans if left unchecked.

And one last comments: How can British Columbian politicians and Green Party Advocates sleep at night when they are preventing Canadian prosperity by denying pipeline to the coast while at the same time continuing to build (quietly) some of the largest coastal LNG facilities in the world.

Two faced Politicians abound. Until those things are put in check, any strategy to develop any other industry won't work, you're wasting your time. A strong energy industry has to be the fundamental building block for any other industry we try

to develop in Canada.

WDs plan has to ATTACK the need to responsibly develop our natural resources and then other industries that we chose to develop will have an investment basis to move forward on. Without that, key investment in Canada will disappear and we'll be headed towards becoming one of the highest tax regimes in the world with no dominant industry to support us.

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**From:** [REDACTED]  
**Sent:** Saturday, September 15, 2018 11:09 AM  
**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>  
**Subject:** Western Canada innovation

Hello,  
Alberta needs diversification from the Oil Industry. Innovation can turn into manufacturing with the help of Academia resources. New graduate students and students in innovation studies can be more readily placed in learning / experience gaining positions with manufacturers. Most students have theory without practical experience. Example : You find mechanical engineers doing retail at clothing stores. Not what we need. Academia needs to place students into learning positions / experience gaining positions where innovative products are being developed. Coordination with existing programs such as Alberta Innovates, IRAP, Existing Co-op programs and such need expansion and adaption to employers.

Regards

[REDACTED]

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Sunday, September 16, 2018 4:37 PM  
**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>  
**Subject:** Alberta as a mecca for young people

I moved to Alberta in 1974, after graduating University of Toronto in 1973.

I started my first meaningful company in Edmonton in 1978, and wintered there during the reign of the Oilers for the next 6 years, at a time when Edmonton ruled, along with Dr. Allard's Edmonton based SCTV & our premier and fearless leader, Peter Lougheed.

And Calgary, where I eventually settled, was replete with an entrepreneurial spirit that you could taste! Exciting times for a 28 year old. A time when Alberta was the land of the free, free of government intervention while Ontario was becoming the nanny state it is today.

As a child and youth, our family had lived in many cities in Quebec, Ontario, and New York State, but when I heeded the clarion call "Go west young man!", I never looked back.

By the 1990's my company was invited to the Calgary Private 100, the 100 largest privately held Alberta corporations, at the time employing over 1000 persons in Canada, the United States, the Caribbean, and Africa. I am an inveterate entrepreneur; I am proud to say I march to the tune of a different drummer, and Alberta was the right place at the right time.

So my advice? Turn back the clock; since the unpegging of the Greenback from the gold standard in 1971 (by Richard Nixon), we have become awash unfettered government debt, creating a false economy of the haves (home owners and borrowers) and the have-nots.

I have long since sold my company; sure we made mistakes along the way, bringing in too many partners etc., but I wouldn't trade those years for anything. Give youth a chance, and let them survive, and thrive. Send the right message, that Alberta is THE place for family formation, the place to start a business, the place to manifest one's dreams.

Regards,

[REDACTED]

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**From:** [REDACTED]

**Sent:** Sunday, September 16, 2018 12:32

**FM** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>

**Subject:** Suggestion for improving Western Canada's economy

Good morning! Please find the following thoughts on improving Western Canada's economy.

My basic assertion is simply this: **bigger isn't always better**, and focusing on developing smaller, more diverse local/regional manufacturing capacity to support local/regional needs will improve the health and sustainability of our Western economy more than trying to attract large multinational businesses to build large-scale manufacturing plants to produce low-value commodities for global markets. Large-scale manufacturing of commodity goods for global consumption may actually **inhibit economic development** more than it promotes development. Here is why:

1. Large scale manufacturing has enormous capital barriers-to-entry for local/regional entrepreneurs and SMEs. **These SMEs have a vested interest in a healthy and sustainable local/regional economy**, whereas large foreign multinationals do not. And even though government funding

programs are often available, they require a certain percentage of matching investment from the private sector, and raising 35% of e.g. a \$1 billion project is simply unattainable for most local or regional businesses. Raising 35% of e.g. 10-100 million, on the other hand, can be done by many more Western Canadian interests (and I'm not talking about foreign interests who set up a token office in Western Canada simply to access federal and provincial government funding).

*Also, from an investment attraction standpoint, I'm sure that getting a large multinational to move into the province makes a bigger splash for the careers of the economic development officer(s) involved, but the effort required **may not be worth the benefits that will actually remain in the region** when (or if) the project goes forward. Examples of failed attempts at large company investment attraction in the bioproducts sector in the past decade include DuPont and Magna. Others have been tried in the biofuels sector as well.*

2. **Large scale manufacturing uses less labour per unit of goods produced.** If you want to drive employment, then more and smaller plants are a better route to this.
3. Large scale manufacturing eats up limited transportation resources (especially rail). Ask any grain farmer or lumber mill in Alberta who is trying to get a railcar to ship their goods to market. Oil companies have tied up a lot of the available rail service in order to access their markets without pipelines being built. Smaller scale manufacturing facilities producing for regional markets can more efficiently utilize truck transportation, et voila, more local employment for truckers!
  - a. A sub-point to the transportation issue: shipping goods to markets consumes fuel, and therefore has **a carbon footprint that is not being fully accounted-for**. If local manufacturing companies had to report the CO2 costs of getting their goods to global markets, they could reduce their CO2 footprint by selling to local markets. If secondary manufacturers (e.g. trim and molding manufacturers buying medium density fibreboard) had to report the CO2 costs of their raw materials, they could reduce their CO2 footprint by buying goods from local or regional manufacturers (where available), or even stimulate the creation of new local manufacturing capacity based—in part—by the CO2 footprint reduction. So if climate change is a federal priority and the “True CO2 cost” of goods is more broadly communicated and understood, then it can be used as a tool to increase regional production and consumption of goods.
4. Global commodities have skinny margins that force manufacturers to “squeeze” the supply chain. For example, to be competitive in global commodity bioproducts markets, large-scale manufacturers will squeeze their input suppliers (mostly farmers or lumber mills) on feedstock prices. While this will make these large businesses more competitive globally, **it actually erodes value in other parts of the regional economy.** So are we really further ahead by going big?
  - a. Again a sub-point: large scale manufacturing of global commodities only develops selected areas of the economy, i.e. ones in which the company can be globally competitive by virtue of raw material abundance, low cost or high quality. Most often, it's abundance and cost, as fewer and fewer customers are willing to pay for high quality. So if diversification (e.g. from oil and gas in Alberta) and new industry creation (e.g. bioproduct manufacturing) is a priority, then it can be used as a tool to create smaller, more diverse industry (e.g. automobile, textiles, bio-based chemicals and materials).

If you agree that creating larger numbers of smaller, more diverse manufacturing businesses with more direct and indirect employment per unit of goods produced, demand less from the existing transportation

infrastructure to access global markets, maintain more value in the regional supply chain, and reduce CO2 emissions in Western Canada is a desirable course of action, then Government incentive programs and investment attraction efforts should be focused on promoting the growth and expansion of existing regional businesses to satisfy regional needs for materials, products and services.

Thank you for the time and effort you have invested in providing this forum! If you would like to discuss my thoughts in greater detail with me, please contact me at your convenience.

Best regards

W.

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[REDACTED]

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**From:** [REDACTED]  
**Sent:** Sunday, September 16, 2018 11:40 AM  
**To:** Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>  
**Subject:** Western Canada Growth Strategy

An area where Western Canada can really shine is in drinking water and wastewater treatment. There is a need everywhere in the world whether it is in the western developed worlds, the emerging worlds or the third worlds. Many of the existing treatment systems for drinking water and wastewater are old technology. New technologies should be embraced in Western Canada. First Nations could be among the leaders in bringing forth a new and better way of treating source water for drinking and raw sewage for safe reuse. There is a pressing need for First Nations to have safe drinking water and advanced sewage treatment in Canada and there is a way for First Nations to economically benefit from new technologies for drinking water and wastewater. The Western Canada Growth Strategy can support these emerging technologies which will protect the health and safety of Indigenous People while advancing their economic interests.