
From: [REDACTED]

Sent: Monday, September 17, 2018 4:20 PM

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

Subject: Western Canada Growth Strategy.

1. We do well at Oil and Gas. When it is booming, that can be a good thing. When Oil and gas drop, the economy tanks. We are not nearly as diverse an economy as we would like to believe. When you dig into the links between industries, Oil and Gas is supporting Software firms, marketing firms, IT firms, in addition to the more direct linkage to machine shops, construction and service companies.

2. We need to truly diversify away from Oil and Gas, which will take time and investment. There are many countries in the world who can out-perform Western Canada in cost efficiency, simply by undercutting wages and safety expenditures. We need to pick industries where we can become world leaders, not also-rans.

3. The future is automation and a reduction in manual work, including the trades. We need to understand this movement will drive trades to further specialize and drive up the skill requirement to be a successful tradesperson. The result will be fewer jobs, with higher educational and job skill requirements. An effort to get ahead of this curve and build the expertise providing and maintaining the coming automation will be akin to training workers for a ford factory vs continuing to train blacksmiths to shoe horses.

4. The longer we take to invest in new diversified directions, the more it will cost to catch up and try to build an industry we can own.

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Regards,

[REDACTED]

From: [REDACTED]

Sent: Monday, September 17, 2018 1:57 PM

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

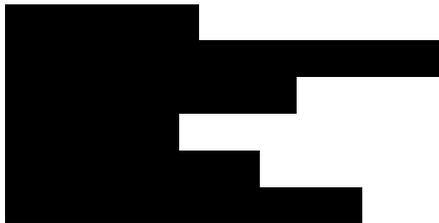
Subject: Made in Canada - Western Canada Growth strategy

Hello,

Here are my thoughts on where the strengths and opportunities lie for a Western Canada growth strategy. Please keep in mind I see these opportunities from an indigenous perspective but I also have children that are not indigenous and so care about their future too.

1. Indigenous communities need supports on having access to the internet. This includes adding dark fibre, assistance with access to software and hardware. There is a missed opportunity as the indigenous populations grows to access talent in these communities
2. Tourism is important and again allows for opportunities in indigenous communities. Partnerships with universities and museums should be encouraged to help indigenous communities to build capacity. Also investments in crown lands for campsites run by indigenous people should be supported. Not rural campsites but campsites that are full service.
3. Land values continue to be challenging in the lower mainland and so assistance to indigenous communities with lands available to develop should be supported. Not only will this create employment opportunities for indigenous communities but will also ease pressure on the agricultural reserve lands. Assistance should be in the form of bringing services to the site and in creating better access to transit.
4. Support to indigenous people in terms of understanding how to get involved in the global economy by getting involved in exporting.
5. Support for green technologies such as solar on homes, electric vehicles or hybrids. Support indigenous communities in building businesses in this area.
6. Create incubator spaces for youth wanting to become entrepreneurs, but may not have the financial ability to do so.
7. With medical marijuana becoming legal there is opportunity to be a world leader in this area. BC should not be focused on growing as land values are already challenging. The focus in BC should be on tech related to the medical marijuana industry and in particular on pharmaceutical research. The prairies should be supported with growing where land values are more feasible.
8. Public, private partnerships should be supported with indigenous communities. A vetting system for indigenous communities and a how to with private companies.
9. Schools need to have a heavier focus on technology and access to technology. We have schools for the arts but how about supporting schools of technology for young people from K-12. This has the potential to create future leaders in the tech sector. By the time they reach graduation, this may be too late.
10. Access to the Fraser River for imports/exports needs to happen. We need to revitalize the replacement of the George Massey tunnel.
11. Funding for start-up and training for indigenous entrepreneurs needs to happen. Canada is missing out on capturing the largest growing population.
12. I would like to see Canada promoting partnerships with Global brands and indigenous communities.

Thank you, if you have any further questions, please don't hesitate to contact me.



From: [REDACTED]

Sent: Monday, September 17, 2018 1:28 PM

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

Subject: strategy

Here are some thoughts which I hope will help as you put together a strategy for Western Canada for the next ten years

Question 1: What does a stronger western Canadian economy look like 10 years from now?

Whether we like it or not, ten years from now, our resources will still be the mainstay of the western economy. These include agriculture, minerals, forestry and energy that is oil and gas. As noted in the your brief, oil and gas currently make up 41% of western Canada's exports, the largest single component. In 50 years, technology may well have enabled the world to move past carbon based energy sources, but this process will take considerably longer than one decade.

Question 2: What are the best ways to spur new growth in western Canada?

One of the best ways to spur growth is the provision of appropriate infrastructure. It is up to governments to provide infrastructure. The private sector cannot do it alone although they can be involved through partnerships, etc. Without infrastructure like communication, transportation and reliable power and water, economies decline rather than grow.

The greatest gap in infrastructure in western Canada is the lack of a means to get our oil resources to tidewater, in other words, a pipeline. This lack has been seriously limiting all of Canada, not just the west. Because we cannot get our oil onto ships, our only possible customer for this very important export is the United States. The US knows that we have no other potential buyers. As a result, they are happy to take our oil from us at approximately \$30 per barrel less than the world price and have been doing so for decades. No doubt, the Americans are laughing at us all the way to the refinery.

Expediting the construction and activation of an oil pipeline would do more than any other single thing to strengthen western Canada.

Question 3: What will help the Indigenous economy continue to grow?

There is not one Indigenous economy. There are many First Nations in the west with very different ideas and in very different circumstances. The best way to improve the economic conditions of First Nations is to have a strong overall economy for which a pipeline is key.

Contrary to impressions gleaned from media, not all First Nations are opposed to the pipeline and other resource based economic development. Many of them, especially those in rural areas with limited options are strongly in favour of such activity. They desperately need the jobs that such development can provide including jobs to insure that any resource extraction, processing or transportation is done in an environmentally friendly and sustainable manner.

Smaller, more isolated Nations know that if there are no local jobs, their young people will leave and the continued existence of the nation will be jeopardized.

Question 4: How can we improve economic participation in the west of underrepresented groups, including women, youth and new immigrants?

A rising tide raises all boats. Strong exports generating overall growth will encourage employers to hire underrepresented groups. Currently there is a labour shortage at almost all skill levels. Encouraging Canadians to improve their skills and employers to offer training especially in the STEM (science, technology, engineering and math) areas will enable all workers to get better jobs. Vitally needed for western and all of Canada is a timely, cost-effective system of credential recognition for the many well qualified immigrants we let in and then do not allow to practice.

Question 5: How can governments, industry and western Canadians work together to grow the regional economy?

If growth is desired, it is up to government to work with industry and citizens to ensure a sufficient level of certainty about present and future policies so that long term decisions about investments and business activities can be made.. Also, all those involved must work together in good faith to remove the impediments to growth.

One major impediment to the creation of an oil pipeline so needed by western Canada is opposition by those concerned about the environment. These concerns can and should be addressed. Engineering and other talent must be employed so that the construction, operation and maintenance of a pipeline and indeed any infrastructure offers the highest level of safety for people and for the environment. Such standards should also be applied to related shipping and transportation. Good green jobs can be created to undertake these tasks.

While every precaution must be taken to avoid accidents, in the real world, stuff happens. Therefore, systems, people and equipment must be in place in advance to detect and deal with any incidents as soon as they appear. This, too, will generate good, green jobs.

Finally, industry and government must work together to remind Canadians that if we do not create a strong and growing economy, we will not have the means to deal with underrepresented groups, the environment and all the other important factors that western and other Canadians care about.



From: [REDACTED]
Sent: Monday, September 17, 2018 10:13 PM
To: Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>
Subject: The Future of Western Canada

The world is undergoing one of the greatest transformations humanity has ever experienced. The industries we rely on, as technology marches forward, may become less relevant. For the most part, Western Canadians understand that. But here's what our leaders need to understand.

There's a perception that our resources industries - energy, forestry, and mining - are dirty, destructive and should be stopped. This view persists despite Canada's strong leadership role in making resource development more sustainable. Pipelines and open pits have become a moral battleground.

But what in this scenario is truly immoral? Consider that Canada can't stifle resource development to look virtuous to the global community on environmental issues, without causing a tremendous cascade of real, tangible human suffering.

Every good job lost in the energy sector means another family may be slipping irretrievably into poverty, relying on multiple service-sector gigs and welfare to survive.

Having to sell our oil, for lack of export alternatives, at a steep discount to the US means less money to fix our crumbling infrastructure, and more preventable deaths in our desperately-underfunded health care system.

Pretending that our intelligent, hardworking Indigenous communities are opposed to all development leaves them suspended in a state of jobless, suicidal despair.

A transformation is going to come - there's little question of that. When it does, it's the responsibility of the Canadian government to manage that shift. Pulling the rug out from under the West with no legitimate employment alternatives is far more immoral than sending a relatively small amount of GHG into the atmosphere.

At the moment, our resources are still very much in demand, and these industries can thrive. If they're not strongly supported, we know exactly what will happen. Just look at the loss of Canada's manufacturing sector, which permanently downgraded countless citizens below the poverty line and into mental illness and addiction.

Hear loud and clear that we know what the stakes are - and the West is not going to stand for the demolition of our resource economy, too.

[REDACTED]

From: [REDACTED]
Sent: Monday, September 17, 2018 8:59 PM
To: Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>
Subject: Western Canada Growth Strategy - Feedback as requested

Hello there,
Distilled down to the core point: provide far more interest free loans matched against money from 3rd party funding sources.

Reasoning: Grants attract people who abuse the system or are just spending frivolously because they view it as "free money" that is ok to waste. Loans are hard to come by because of the conservative financial sector. One would imagine the ideal is to "provide companies who have the means and confidence to invest their own money, with additional funds to grow faster". Further, if the requirements involve raising money from financial institutions or secondary sources that have money invested in numerous companies and which are arms length from the applying company, then the government gets to piggy back off of their due diligence of what is a viable business plan.

Versus The "WINN Financing" Program: This is very similar but perhaps more piggybacking off of the financial sector to determine viability, and a much larger pool of money to get more projects accepted. I think the ROI on the program will beat most grants and other programs.

Thank you, sincerely,

[REDACTED]

From: [REDACTED]
Sent: Monday, September 17, 2018 1:43 PM

To: Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>
Subject: Land-Based Atlantic Salmon Farming Opportunity

To Whom it May Concern:

The federal government's Advisory Council on Economic Growth (the Barton Council) identified aquaculture as a high priority growth sector. We agree.

The attached report outlines why we think that BC currently has a significant competitive advantage in terms of establishing a land-based Atlantic salmon farming industry at scale, before our neighbours to the south do so.

The development of an Aquaculture Park, as described in this document, would lower the barriers to entry to this capital-intensive industry and catalyze investment by early adopters of land-based salmon farming technology. The Aquaculture Park would not be a one trick pony. A wide range of seafood producers would likely be attracted to the site as well. We recommend that developing an Aquaculture Park or having WED support the development of a land-based fish farming industry in BC in other ways should be a part of the plan to grow Western Canada's economy.

The attached articles track the progress of a large land-based Atlantic salmon farming project on the US East Coast. WED's plan should strive to help attract these types of projects to BC.

Should you be interested in discussing this concept further, please contact me.

[REDACTED]

From: [REDACTED]
Sent: Tuesday, September 18, 2018 3:37 PM
To: Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>
Subject: My Western Canada

We here in the West need for the rest of Canada to understand the importance of Oil and Gas to Alberta and Canada.

Firstly, there is no desire here to foul up the environment in the pursuit of profits. It's not about greed but about our collective survival. Canada's economy is more or less 70% resource based with the largest resource being oil and gas. A shift from this 70% cannot not happen over night, as some might wish.

We as Canadians all hope that one day Alberta and Canada, will rely far less heavily on the resource extraction economy but for now, it should be a national imperative to insure it survives and thrives.

We can not be the only nation falling on the sword of climate change. Canada is a very small contributor to environmental “damage”, in global terms. And in reality, our environmental laws and protections already make us world leaders in sustainable development.

Oil and gas will not be eliminated as our primary global fuels any time soon, no matter how much we wish for it. One day, I hope that it will be replaced fully, but I will not likely see it in my lifetime. What do we do between then and now?

1. Maximize revenues through maximum extraction
2. Create as many global markets for our product as we can
3. Incentivize additional processing and refinement on our shores prior to export
4. Incentivize investment in technology to be the leader in the post oil economy
5. Lead education in sustainable development/extraction and in new tech

Sounds simple, but how do we get there?

1. How do we maximize revenue? We will never exhaust our oil and gas resources. At today’s pace of extraction we are hundreds of years away from running out. Every dollar earned today is a dollar that will help future Canadians lead the next economy, post oil. The other thing we must do is maximize our revenue per barrel, which leads to the next point
2. The dumbest thing any business can do is rely entirely on one customer. Guess what we have done!/? This is not about party affiliation. This blame falls on the entirety of the political spectrum over decades. This reliance also has other consequences, most materially, an undue influence over our sovereignty. The Americans would like nothing more than to see our oil stay in the ground and for anything coming out, to be sold to them at nearly half price.

Perhaps they have used nefarious means to script our national dialogue to suit their interests? At the same time as making Canada ashamed of being an oil producer, they have grown their industry to become the largest producer in the world. As a matter of National Security, the federal government MUST prioritize this and do away with impediments in the most expeditious manner possible.

3. For far too long, we have been sending our resources (not just oil) out as exports with little to no added value. This is another missed opportunity where government has showed no leadership. Private public partnerships together with incentives need to be considered. This would increase Canada’s global presence and add much needed high paying and sustainable jobs.
4. While I am adamant that as much oil as possible, with as much added value, to as many possible markets in the safest cleanest manner must be the immediate goal, this must be balanced with long term goal of leading the world towards the post oil economy.

I have witnessed many wonderful technologies being developed in Canada. They are, unfortunately rudderless and starved of capital. Too often the government overreach comes in the form of a “stick” (read carbon taxes) but where are the necessary carrots?

A tax incentive program (or direct co-funding) for investments in qualified next generation technologies, is the path forward. Pumping out more oil, adding value to it and selling it at top dollar to multiple global markets will yield more dollars for the industry. In return, incentivize the reinvestment of a portion of said dollars towards developing post oil technologies (or environmental tech for improvement of current techniques).

5. As in point 4, some portion of the extra dollars is also required in the education field to prepare, engineers, scientists and business leaders for the future economy. The same applies here; incentivize industry through a carrot and stick approach, to yield the desired results.

As I sit here watching oil tankers on trains going to the US at cents on the dollar, I am left wondering; how does this make any sense?

We refuse to build the pipelines that are far safer than the current mode of transport for what? Why? If Canada continues with this self-sabotaging behavior on some misguided belief that we must be the ones to fall on the climate change sword at our economic peril, we risk sliding into the dustbin of history.

Stop our martyrdom and let's make this country great again.

From: [REDACTED]
Sent: Tuesday, September 18, 2018 5:51 PM
To: Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>
Subject: Western Canada Economic Growth Strategy

It is vital that we quit duplicating services and develop a national strategy that broadly supports the provincial and regional/ local strategies.

Dan

1. What does a stronger western Canadian economy look like 10 years from now?
 - Continued growth in production in traditional ag products, support of innovation and technological and biological advancements in our Western Canadian Industrial sectors
 - Leadership of typically Canadian industries in developing countries around the world.
 - Reduction of exports of raw materials and agricultural products.
 - More export of value added Agri-food, safe animal nutrition developed under strong Bio-security practices.
 - Increase of population density in Western Canadian Cities with out sacrificing Agricultural lands and our natural wildlife preserves.

2. What are the best ways to spur new growth in western Canada?
 - Entrepreneurship
 - Additional Tax incentives for R&D and Angel investment by large companies.
 - Growth in Exports of Canadian knowledge and technologies to Developing worlds.
 - Expansion of access to western Canadian educational institutions by citizens from developing countries.
 - International trade agreements with developing countries
 - Financial support/tax incentives for the development of value added production and market development for Canadian value added products.
 - Canada is in need of a better strategy for immigration and migration that will better focus on population distribution from parts of the country that may be over crowded to underpopulated areas. Developing a population strategy that seeks to develop municipal sustainability, Sustainable growth, Using economic Development strategic tools to develop jobs or shift jobs from over populated metropolitan areas to under populated rural areas. EG. Assisting in the development of value added agricultural production at the source of production on the prairies bringing business, jobs, to more rural areas. EG. Maple Leaf Foods in Brandon Manitoba, Hylife foods to Neepawa Manitoba, Rochette to Portage La Prairie Manitoba. Etc.
 - Development of Protein Industries Canada, and other organizations to focus on value added development and growth of the mainstream Agricultural industries, as well as diversification of the same.

3. What will help the Indigenous economy to continue to grow?
 - Entrepreneurship.
 - Empowering indigenous communities to develop local (municipal like) self government and local economic development initiatives that can help first nations communities to improve their economies and hence support the social/cultural/health/educational/economic supports needed in each community.
 - Aid in supporting the development of sustainable growth for each indigenous community.
 - Partnerships between indigenous communities, and regional Educational facilities. By recommending and nominating indigenous leaders to the boards of governor's of universities and colleges.
 - Development of sustainable communities with an adequate population in each community to support local services within t. Will lead to the development of a vision for the future of each
 - I believe the cooperative model of business development is conducive to the First nations culture in Canada and a national network of grocery, gas stations and convenience stores is a good way to develop a strong economic base (supply chain) for a national Indigenous Cooperative, like Federated Cooperative Limited out of Saskatoon SK

4. How can we improve economic participation in the west of underrepresented groups, including women, youth and new immigrants?
 - The Key is flexibility in work standards for women, youth and Immigrants
 - I think the issue with immigrant populations is an understanding of the standard of living and access to cultural supports in communities outside of major metropolitan areas. I earlier referred to a national immigration and migration policy tied to economic development, Develop jobs on smaller communities and advertise those jobs and the cost of

- living and standard of living the safety and security of smaller communities. I know first hand living in Brandon Manitoba that immigration tied to Economic Development, developing a multi-cultural workforce development strategy is good for a community.
- Business in Canada needs to be supportive of flexibility for parents in the work place. If women (parents) can feel comfortable that a company will support the balance between work and family. (in fact if work standards in this country recognized the time off needed to support the needs of children by their working parents regardless of gender, I believe more men would take time for child rearing, and this would shift the dynamic somewhat). If child care costs were less than a persons total take home pay, then more people would work than stay home to raise their children. The flexibility I speak of could mean allowing parents to come in to work after kids are at school, and permit time for parents to take care of their children's needs during work hours when needed. Some may need a 3 day or a four day work week or flexible daily work schedules, or child care that is flexible to peoples work schedules.
 - If Canada was to redefine our education system to encompass the needs of the parent, as well as the developmental needs of the child from birth to adulthood we would be able to address the problems of inclusion in the work place. Most communities have adequate educational facilities in the community yet they are only open for business 6-8 hours per day. Schools in some communities could server to house, Day care, grade school education, health and wellness programs, local fitness programs, youth leadership programs etc., etc., etc. they should be operating 18 hours per day and have a focus on youth development and Family support instead of just education. It is actually disgusting that most schools sit empty more than 2/3 of the time and youth programs beg for a place to call home.
 - It truly does take an entire community to raise a child, and it is time that our work standards and the education system and child development standards all met in the same circles and all supported each other. That is the only way we can impact inclusion.
5. How can governments, industry and western Canadians work together to grow the regional economy?
- Government needs to develop an economic development strategy consistent with Provincial and regional strategies, Update the mandates of the Community Futures offices to partner with provincial Economic Development agencies (EDAM, EDAC etc) and local agencies in their individual jurisdictions.
 - Industry needs to be involved in developing and supporting local economic development strategies. As well as support local programs were possible, local education is key
 - Western Canadians in their roles at work need to be involved in local economic development in some way, like the local Chamber of commerce.



[REDACTED]

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From: [REDACTED]
Sent: September 19, 2018 5:46 PM
To: Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>
Subject: Economic Opportunities for Indigenous Communities

Good Afternoon,

I recently received your email regarding the Western Canada Growth Strategy and wanted to bring forward one specific economic development opportunity available and relevant to Indigenous Communities.

One of the biggest disparities between remote Indigenous communities and the vast majority of Canadians living in urban areas is quality, affordable high speed internet access – this is something that the Federal Government is well aware of and has committed to resolving/assisting with through various funding programs targeted at building infrastructure into service underserved areas (which is GREAT). Looking at the distribution of funding through these programs, most of the funds either end up in the hands of the incumbents (i.e. Bell) or go to regional providers looking to cover large geographic areas spanning multiple communities – which is completely reasonable and understandable. HOWEVER, as a result of the fact that there is specific funding in place for broadband infrastructure, many other programs, some of which specifically fund economic development opportunities for Indigenous groups, indicate clearly that anything relating to broadband infrastructure as ineligible (because there are programs specific to broadband in place already). The problem with this (as you might be able to extrapolate) is that neither of these funding pools are likely to/can assist with one of the most lucrative and easily deployable economic development opportunities available to Indigenous communities right now – which is to build their own local broadband distribution infrastructure and create a local business to provide high quality, affordable high speed internet service (and other telecommunications services) regionally on a community by community basis.

Assuming the stated priority of encouraging Indigenous economic development from WEDC in conjunction with the Federal Government's mandate to bring 50 Mbps to every Canadian, it would make huge sense to me to open up funding pools to these type of opportunities. My company has proven this model to be both sustainable and profitable long term. The companies we helped build employ 2-4 people in each community who did not have employment previously, are earning upwards of \$50,000 per month in revenue (money that would be going

off reserve to other providers/not supporting their local economies) and are providing high quality, affordable internet (phone and TV) service to community members that either couldn't get service before or who were paying ridiculous unaffordable rates for subpar satellite or other wireless services due to lack of competition/infrastructure available. This is a strong economic development opportunity for any Indigenous community, but particularly for those who are more remote. However, the heavy expense of getting infrastructure into some of these more remote communities is a significant barrier to entry for them to take advantage of this opportunity.

For the above noted reasons, moving forward, I'm hoping that WEDC will consider broadband infrastructure "eligible" so long as it forms part of an Indigenous economic development funding opportunity, opposed to excluding these kind of projects from eligibility on the basis of their category in some of your future programs.

Thank you for your time and consideration.

Sincerely,

[REDACTED]

From: [REDACTED]
Sent: Sunday, September 23, 2018 8:42
PM Engages-Mobilisation (WD/DEO) <wd.engages-mobilisation.deo@canada.ca>
Subject: Western Canada Growth Strategy

Hello,

My suggestion is - do not forget the cultural sector's role in contributing greatly to the health of any growing population.

Victoria, where I live, there is a frantic housing construction boom, including densification of the downtown core. This is driven by many factors, but it still remains that people need things to do and I believe strongly that the cultural sector is a significant provider.

Investment in cultural infrastructure is key.

Thank you,

[REDACTED]