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Sent: Wednesday, November 14, 2018 11:25 AM
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Cc: 'Lee Malleau' <lmalleau@edmontonglobal.ca>; 'Lynn Wyton' <LWyton@flyeia.com>
Subject: Western Canada Growth Strategy Submission

Good morning,

Attached please find a submission for the Western Canada Growth Strategy. The submission summarizes input from an October 30 roundtable of 15 representatives from industry, post-secondary institutions, and key businesses and organizations in the Edmonton Metropolitan Region.

We appreciate the opportunity to provide this input. If you have any questions, please contact either of the following:

Lynn Wyton
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Edmonton International Airport
780-890-8109

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**WESTERN CANADA GROWTH STRATEGY
ROUNDTABLE SUBMISSIONS SUMMARY
FOR OCTOBER 30, 2018 ROUNDTABLE**

Introduction

On October 30, 2018, Edmonton Airports and Edmonton Global hosted a roundtable to discuss opportunities for future economic growth in the Edmonton Metropolitan Region and Western Canada.

Fifteen participants representing industry, post-secondary institutions, and key businesses and organizations in the Edmonton Metropolitan Region took part in the roundtable discussion on the five questions posed by the federal government as part of its consultation process on the development of a Western Canada Growth Strategy. See Appendix A for a full list of participants.

The summary found in the following pages highlights the key input and themes heard during the roundtable discussion. Participants were encouraged to review the background engagement paper, *Towards a Western Canada Growth Strategy*, before the roundtable.

Roundtable Hosts

Edmonton International Airport (EIA)

Edmonton International Airport (EIA) is a self-funded, not-for-profit corporation with a mandate to drive economic prosperity for the Edmonton Metro Region. EIA is Canada's fifth-busiest airport by passenger traffic and the largest major Canadian airport by land area. EIA is a major economic driver, with an economic output of over \$3.2 billion, supporting over 26,000 jobs. In 2018, 2,000 direct jobs have been added to EIA's "Airport City" with new developments such as the Premium Outlet Collection-EIA and Costco.

In the last five years, EIA has attracted over \$750 million in private investment. EIA's Airport City propels new jobs, tourism and economic diversification – and creates a destination in and around EIA, featuring entertainment, e-commerce, retail, hospitality, cargo/logistics, bio-pharma, light manufacturing and many other industries.

EIA Mission: Driving our region's economic prosperity through aviation and commercial development.

Edmonton Global

Edmonton Global was established to advance economic development cooperation amongst stakeholders of the Edmonton Metropolitan Region, to promote the region globally, and to attract and retain business investment and trade for the region.

The Edmonton Metropolitan Region is the fifth most prosperous region in Canada and is home to nearly 1.3 million people and 725,000 jobs, generating 30 per cent of Alberta's GDP equaling approximately \$90 billion. It possesses undeniable potential both in terms of forecast population growth and business investment activity. Edmonton Global was created to capitalize on this potential and to align regional economic development efforts to serve as a catalyst for growth.

Edmonton Global Mission: Together, we strengthen the Edmonton Metropolitan Region's global competitiveness, growth and innovation.

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

Themes:

- more mature/balanced economic growth – less reliance on boom/bust cycles
- will be building off material industries even more (e.g. manufacturing, agrifood, forestry); will be more ancillary companies attached to industries like oil and gas
- more targeted investment attraction
- more long-term stability in policy for the three main types of econ activity: 1) resource activity; 2) technology (driven by needs in the region; 3) quick wins/opportunities (E.g. tech company opportunities)
- more focus on/value-add to drive growth and diversification concurrently
- more incentives and market access through trade agreements; enabling regulations in place to create new industries and policy that supports growth (not discourages)
- regulatory/policy reviews to ensure that industry can develop/compete
- post-secondary institutions collaborate more - less duplication/more streamlined

Supporting Discussion:

- less reliance on US as a market would drive market diversification and greater economic stability
- government needs embedded sectoral expertise that collaborates with industry and supports growth
- more pipelines built or being built
- population will have increased significantly in the region
- will take at least five more years for economy to be healthy again
- more processing and development of raw products
- product export v.s. process-based industry
- more small and medium sized enterprises (SMEs) - need to incentivize growth (competitive incentives)
- more competitive tax regime
- more collaboration between governments and industry to drive impactful, strategic outcomes
- fees and taxes should not reduce business competitiveness and opportunities for growth

Summary:

In 10 years, the region will have accelerated economic diversification by leveraging major structural sectors like energy, forestry, mining and agriculture to bridge and expand growth opportunities where innovation drives business expansion. A major commitment to innovation, not just static invention, becomes a catalyst for commercialization that is reinforced by tax/incentive instruments promoting productivity and competitiveness. Access to global markets is significantly augmented by the execution of trade agreements and relationships with international partners.

As well, western interests have aligned to focus on infrastructure investment supporting the movement of both products and services with an emphasis on diverse human capital – how people are retained, retrained and compelled to root in Western Canada.

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

Policy Recommendations:

- broader logistics investments - investment in strategic infrastructure (ports, air, rail, roads, pipelines) that moves people into Western Canada and products out
- government policy alignment is crucial – federal government needs to support what provinces have identified for innovation targets and investment/policy, and vice versa
- reduce and streamline regulatory requirement with all levels of government to stimulate growth
- resolve policy and procurement bottlenecks – market-led development and diversification should be a priority
- ongoing elimination of inter-provincial trade barriers is crucial
- enable the new superclusters to ensure they are industry led and supported by government programs and agencies
- focus funding and incentives on business competitiveness and retention of business investment
- facilitate growth management for SMEs (e.g. through a voucher program)
- enhance public procurement practices to provide domestic opportunities for new manufacturing and technology products
- establish/strengthen regional innovation centres
- focus on value added for natural resources – leverage the strengths in natural resources and manufacturing
- develop better knowledge transfer across industries and technology; promote intellectual property sharing between businesses and post-secondary institutions
- government programs should be more outcome based – with more accountability to partners
- it would be helpful if government programs were more responsive to emerging opportunities, with streamlined approval and application processes

3. What will help the Indigenous economy continue to grow?

Participants were mindful of their privilege in this discussion. Although the roundtable included individuals with background knowledge of Indigenous economic activities and experience working with Indigenous partners, Indigenous representatives invited to participate were not able to attend.

Themes:

- Indigenous economy means different things to different people
- work with Indigenous population - ask what they want
- focus on authentic opportunities and partnerships
- inclusion at all stages

Supporting Discussion:

- promote more joint ventures with Indigenous people and organizations (e.g.: Fort McKay, AB and Osoyoos, BC); and more educational ventures with post-secondary institutions
- some trade unions have successful programs for Indigenous representation (Community Benefit Agreements); good incentives from government for SMEs to hire skilled Indigenous people or those from other underrepresented groups
- forestry industry in Alberta works with companies based on reserves or settlements - need to incentivize more of that type of relationship in industries
- support Indigenous businesses to be effective employers; build their capacity as business partners in sectors
- need corporate partners in education for Indigenous population
- need to be flexible across sectors and regions as some regions have reserves or settlements and others don't so different abilities and needs/access
- need to also broaden focus of support for Indigenous economy to the Territories (not just northern Alberta)

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

Themes:

- ask underrepresented groups what they want and need – make inclusiveness a priority
- opportunity to compete on an equitable basis is still important, as is regulatory direction in ensuring there is fair representation at the table
- reinforce the understanding that diversity creates better outcomes
- an ongoing commitment to supporting research and data that demonstrates the importance of diverse representation will aid in decision-making
- needs to be community led and government facilitated

Supporting Discussion:

- instruments like quotas can provide the opportunity for more diverse representation of views; however, these should be reinforced with objectives around the ongoing building of skills and capacities to make robust contributions
- improved learning pathways will help with this
- fair representation and tolerance of diverse views begins with cultural socialization starting in early years such as elementary school – exposing students to diverse representation will help
- to increase participation, focus on sectors/industries that generate more employment
- build skills and capacity
- training needs to focus on soft skills too (e.g.: work hours, expectations) as they can be barriers to development and employment; for example, there is the need for cross-cultural understanding of these skills and how expectations of Canadian employers may be different, without placing an undue burden on employers

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

Policy Recommendations:

- lever core strengths in energy, forestry and agrifood to support the expansion of Industry 3.0 and 4.0, to support economic diversification
- a unified approach to investment, access to markets and national infrastructure is a priority
- reinforced emphasis on increased entrepreneurial capacity, scalability and risk taking, including ready access to capital
- foster stronger relationships between business owners, manufacturers, enabling agencies, institutions and labour
- provide incentives that help companies manage risk when entering and expanding in key sectors and markets (e.g: investments, networking, market exposure, tax instruments and incentives, hiring from underrepresented groups)
- bring business and investment leaders together more to collaborate, rather than providing open calls to compete for limited research dollars
- help develop a strong business case to root investment in Western Canada - develop a value proposition with incentives to keep investment here through commercialization and growth to shift the current startup culture of 'start and exit' as quickly as possible to one of staying, rooting and growing in Canada
- track the gains in economic development and investment, but also the costs associated with opportunities that were missed because of barriers in order to understand how to disassemble those barriers and support more growth

APPENDIX A: Roundtable Participants

1. Justin Riemer, Senior Provincial Director – Innovation Partnerships, Alberta Health Services
2. Paul Whittaker, President & CEO, Alberta Forest Products Association
3. David Bressler, Professor – Faculty of Agriculture, Life & Environmental Sciences, University of Alberta
4. Sandra Morocco, Vice President - External Relations & Chief Development Officer, Northern Alberta Institute of Technology
5. Lynette Tremblay, Manager – Government Relations, Alberta’s Industrial Heartland Association
6. Patricio Mendez, Professor – Department of Chemical & Materials Engineering, University of Alberta
7. Darrell Toma, Partner, Toma & Bouma Management Consultants
8. Christy May, Director, New West Networks Inc.; Associate, Connection Silicon Valley
9. Christy Holtby, Vice President – Strategic Partnerships, University Hospital Foundation
10. Rick MacSwain, Director – Leisure Travel, Group & Incentives, UNIGLOBE LGI Travel
11. David MacLean, Divisional VP – Alberta, Canadian Manufacturers & Exporters
12. Lee Malleau, Executive Vice President – Investment & Trade, Edmonton Global
13. Bob Murray, VP – Innovation and Partnerships, Edmonton Global
14. Traci Bednard, Vice President - Digital Strategy & Corporate Communications, Edmonton International Airport
15. Lynn Wyton, Director – Strategic Business Connections, Edmonton International Airport