

# Opportunity and prosperity: the future of western Canada

A report by FCM's Western Economic  
Solutions Taskforce



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

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# What is FCM's Western Economic Solutions Taskforce?

Canada's natural resources have long been vital to western communities—and to our national economy. Sectors like energy, mining and forestry have helped create good jobs, drive prosperity, strengthen community development and support entire generations of families.

Yet western communities now face deep economic anxiety. Pressure on these sectors—including the Keystone XL cancellation and uncertainty over Enbridge's Line 5—has people worried about their jobs, their livelihoods and their future. The COVID-19 pandemic has only made things worse.

As local leaders, we see this up close. That's why the Federation of Canadian Municipalities created its Western Economic Solutions Taskforce (WEST). WEST brings together rural and urban municipal leaders from Canada's western provinces: Manitoba, Saskatchewan, Alberta and British Columbia. Together, we're bringing western realities to the federal table and driving concrete solutions to support western communities. Our ambitious advocacy has led to new federal investments that will empower local communities to diversify their economies and create opportunities for workers and families.

In this final report, we highlight major challenges facing Canada's western communities, as well as how WEST has been working hard to address them. We also present our vision for how western innovation and resourcefulness can protect and create jobs, drive national prosperity, and support Canada's transition to net-zero emissions.

Every region of this country must play a meaningful role in shaping our shared future. Canada works best when everyone has real opportunities to thrive. The path forward must include consensus-building and meaningful partnership with Indigenous communities that contributes to justice and reconciliation. We all have a stake in ensuring a bright economic future for western communities—and for the people who proudly call them home.



**Randy Goulden**

*Chair, Western Economic Solutions Taskforce  
Councillor, City of Yorkton, SK*



**Charlie Clark**

*Co-chair, Western Economic Solutions Taskforce  
Mayor, City of Saskatoon, SK*



**Paul McLaughlin**

*Co-chair, Western Economic Solutions Taskforce  
President, Rural Municipalities of Alberta*





# A snapshot of the economic challenges facing western communities

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Canada's four western provinces span more than 2.7 million square kilometres and account for close to 40 per cent of Canada's economy. The region is rich in natural resources, with world-leading reserves of oil, potash, and uranium. Western Canada has over 107,000 farming operations that cover more than 135 million acres, representing 85 percent of Canadian farmland. The region's greatest resource is its people. Western Canada has a young and growing population that represents a third of Canada's total population, including more than half of the Indigenous peoples who live in Canada and over 40 per cent of recent immigrants.

WEST was formed in late 2019 as a result of the economic challenges facing western Canada. Annual GDP growth in the four western provinces during the period 2015–2019 was 1.2 percent—lagging the national average of 1.6 percent. In the three Prairie provinces, average annual GDP growth over the same period was less than half the national average, at only 0.64 percent. Unemployment in Alberta rose from 4.7 percent in 2015 to a high of 8.5 percent in 2017. These economic headwinds were the result of multiple factors, including but not limited to:

➤ **Decreased oil and gas investment.**

Leading up to 2020, Canadian oil and gas was selling at a discount relative to North American and international benchmark prices, which analysts attributed primarily to a lack of international market access. Beginning in 2019, international oil prices also saw a marked decline due to a dispute between OPEC-member nations. While international oil prices have rebounded as the global economy recovers from the COVID-19 pandemic, according to TD Economics, capital investment is expected to remain “deeply constrained”, primarily as a result of lingering uncertainty on market access and the trajectory of global oil demand.

➤ **Agricultural export challenges.**

Restrictions placed by China on Canadian pork, soybeans, and canola in 2018–2019, as well as non-tariff trade barriers imposed by India on Canadian pulses, impacted agricultural exports from western Canada in 2019. International trade disputes were compounded by a shortage of capacity to ship grain by rail during the same period. Together, these challenges highlighted the need for export market diversification and increased domestic trade-infrastructure capacity.

➤ **Upheaval in the forestry sector.**

The western Canadian forestry sector has been hit hard by the confluence of the ongoing Canada-US softwood lumber dispute, the impact of the Mountain Pine Beetle, and multiple record wildfire seasons. In 2019 alone, BC lost 6,000 workers at 25 mills in 22 communities impacted by mill closures, layoffs or shift reductions. While lumber prices have increased rapidly during COVID-19, this key sector of the western Canadian economy still faces structural challenges.

**In this economic context, WEST identified four priority areas for federal action:**

- Addressing barriers to getting resources and products to market (trade and transportation infrastructure).
- Energy development, climate policy and regulation.
- Supporting communities to diversify and develop economies.
- Municipal infrastructure and fiscal sustainability.



# How WEST has shaped the national agenda

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WEST's ambitious advocacy has received support from all federal parties, and has driven important federal investments that reflect the realities western communities face. The federal government has acted on many of WEST's key recommendations to create jobs, drive regional economic development, boost trade and exports, support farmers, and more.





## Driving federal investment to help clean up orphaned and abandoned oil and gas wells

Responding directly to a WEST recommendation, in April 2020 the federal government committed to providing \$1.7 billion to clean up orphaned and abandoned oil and gas wells.

This includes:

- \$200 million to the Alberta Orphan Wells Association (OWA) to clean up orphaned wells;
- up to \$1 billion to the Government of Alberta to clean up inactive wells;
- up to \$400 million to the Government of Saskatchewan to clean up orphaned and inactive wells; and
- up to \$120 million to the Government of British Columbia to clean up orphaned and inactive wells.

The primary rationale for this recommendation was economic development. Remediating oil and gas wells is labour-intensive and requires specialized skills that energy sector workers have. It's estimated that remediating the 91,000 inactive wells in Alberta would create 250,000 person-years of employment. Recognizing that this is a large challenge, particularly for Alberta, which will take decades to fully address, WEST discussed



the importance of finding a long-term solution that didn't fully relieve industry of its financial responsibilities.

**In the near-term, this \$1.7 billion in federal funding is expected to create 5,200 jobs and will provide economic stimulus for Western Canada** while working towards a lasting solution that requires industry to cover the full cost of reclamation going forward.

Of the 91,000 inactive wells in Alberta in 2019, 77,000 were abandoned, and 4,600 were orphaned. As noted above, \$1 billion of the \$1.7 billion support package was provided to the Government of Alberta to clean up inactive wells that are not covered by the OWA. It is expected that this money will be provided in the form of grants and won't be repaid by industry or the Government of Alberta.

However, the federal government has placed three conditions on this funding in order to ensure that industry is financially responsible for the majority of well clean ups over the long-run:

1. Alberta has committed to implement strengthened regulation to significantly reduce the future prospect of new orphan wells. The federal government has stated that “this will create a sustainably funded system that ensures companies are bearing the costs of their environmental responsibilities.”
2. Local landowners will have the ability to nominate and prioritize wells for remediation, funding will be prioritized to companies that are in good standing with respect to municipal taxes.

3. The funding program will have oversight from a federal-provincial committee, and the federal government will ensure municipal and Indigenous engagement.

The extent to which industry will be financially responsible for the majority of wells remains to be seen and will largely depend on the regulatory reforms made by the Government of Alberta and the Alberta Energy Regulator.

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In the near-term, this \$1.7 billion in federal funding is expected to create 5,200 jobs and will provide economic stimulus for Western Canada[...]

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## Profiles of western innovation

### *Powering the future of the Municipal District of Taber, AB*

The downturn in the oil and gas sector has hit rural Alberta hard. Approximately only one third of all oil and gas wells in the Municipal District of Taber (MDT) are currently producing—which poses significant challenges for the local economy, farmers, residents and the municipality itself. The Rural Municipalities of Alberta association estimates that more than more than \$245 million is owed to municipalities from companies in unpaid property taxes. With support from the Municipal Climate Change Action Centre, the MDT will work with

RenuWell and other stakeholders to convert orphaned and abandoned wells sites into smart solar installations. Once operational, this project will not only benefit the local economy, but also preserve 35,000 acres of agricultural lands and reduce GHG emissions. Scaled up across Alberta, this model could translate into 77,500 direct full-time construction and 1,860 permanent jobs and a GHG emissions reduction of approximately 4,300,000 metric tonnes of carbon dioxide equivalent a year. It highlights the strength of municipalities in directly responding to the needs of their residents—while moving our entire country forward.





## Strengthening western regional economic development agencies

WEST called for \$600 million over three years to boost western regional development agencies—to create jobs while strengthening and diversifying local economies. **In the November 2020 Fall Economic Statement, the federal government responded by announcing the creation of a new federal economic development agency for British Columbia. Budget 2021 included \$560 million over five years for this new BC agency.** That's on top of existing funding for Western Economic Diversification Canada (about \$200 million per year), which will now be focused on regional economic development in Alberta, Saskatchewan and Manitoba through a new agency for the Prairies. FCM engaged the Minister of Economic Development and federal officials on the design and implementation of these new western agencies to ensure that they meet municipal needs and address the economic challenges facing the region.



Building on Western Economic Diversification Canada's Grow West strategy, these two new agencies can expand regional strengths like agriculture, forestry and energy and support rapidly growing sectors like technology, finance and tourism. WEST has recommended a focus on increasing value-added production of natural resources and agricultural commodities. In the agriculture sector, the federal government has set a goal of increasing domestic sales from \$110 billion to \$140 billion and exports from \$65 billion to \$85 billion by 2025. Together with the investments in trade infrastructure (see below) and broadband connectivity, investments through the regional economic development agencies can help increase agri-food production.



## Profiles of western innovation

### *Forestry sustainability in Prince George, BC*

The University of Northern British Columbia's Wood Innovation Research Laboratory (WIRL) is leading the way in forestry sustainability. With land donated by the City of Prince George, alongside federal-provincial investment, WIRL has become an innovation hub for sustainable wood engineering. The lab was designed to meet Passive House Standards, which means it takes very little energy to keep the building warm due to its thick and insulated walls. Even in fluctuating Prince George weather, the temperature within the building barely changes. The Research Laboratory, in partnership with the City of Prince George, has generated a drop of 30–40 percent in greenhouse gas emissions associated with natural gas heating of city buildings—helping to make the city one of the most energy efficient in Canada for its size. This project will not only support the local forestry industry, but their communities as well. The work of the Innovation Hub highlights what's possible when municipalities are empowered to build partnerships for local innovation and local economic development.







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Canada has the third-largest per-capita natural resource endowment in the world.

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## Increasing federal investment in trade-enabling infrastructure

**Budget 2021 responded directly to WEST’s call to expand the National Trade Corridors Fund by adding \$1.9 billion to the fund over four years.** Trade infrastructure—from roads and highways to rail and ports—is vital to getting Canadian goods to market while boosting exports and protecting jobs, especially in the agriculture and the natural resources sectors. Funding through the National Trade Corridor Fund, which is administered by Transport Canada, is available to and will benefit municipalities in all regions of Canada. FCM continues to advocate for municipal infrastructure, such as municipal roads and bridges, to be eligible for funding when they can be proven to support inter-provincial and international trade.

Canada has the third-largest per-capita natural resource endowment in the world, accounting for 1.82 million jobs and contributing to 17 percent of the country’s GDP. Getting natural resources—including minerals and metals, forestry products, agricultural commodities and petroleum products, as well as manufactured goods—to Canadian and international markets is critical to Canada’s economic growth.

In the early 2000s, Canada made significant investments in trade infrastructure through the National Policy Framework for Strategic Gateways and Trade Corridors, which included the Asia-Pacific Gateway and Corridor Initiative, the Gateways and Border Crossings Fund Program and a rebuild of the National Highway System. As a result, in 2008 the World Economic Forum ranked Canada as having the 10<sup>th</sup> best trade infrastructure in the world. Today Canada ranks 32<sup>nd</sup>.

Global demand for Canadian resources and agricultural products is increasing rapidly. The federal Finance Minister’s Advisory Council on Economic Growth, Chaired by McKinsey Global Managing Partner Dominic Barton (now Canada’s ambassador to China), highlighted the agriculture sector as the single biggest economic growth opportunity for Canada. The Council also noted insufficient trade infrastructure as a key barrier to the growth of the agriculture sector. The federal government has committed to increasing Canada’s agriculture exports by 50 percent by 2025 and to make Canada the world’s second largest exporter of agricultural products by 2025.



## Compensating farmers for the federal carbon price

**Responding directly to another WEST recommendation, Budget 2021 included a new mechanism to compensate farmers for the cost of carbon pricing.** The rebate will apply to farmers in the four provinces where the federal carbon price applies: Alberta, Saskatchewan, Manitoba and Ontario. **The federal government estimates that farmers will receive \$100 million in the first year.** WEST called for farmers to be compensated for the cost of the federal carbon price on

grain drying and barn heating in particular, and FCM will follow the design of the rebate to ensure this outcome is achieved. WEST has also highlighted the opportunity for farmers to adopt lower-carbon technologies over time, and Budget 2021 responds by prioritizing \$50 million within the recently expanded \$165.5 million Agricultural Clean Technology program for the purchase of more efficient grain dryers for farmers across Canada.



Photo courtesy of The Brandon Sun  
<https://www.brandonsun.com/local/Plenty-of-potential-in-Portage-pea-plant-573747941.html>

pea protein processing facility, which will create 150 local jobs while helping to meet the increasing global demand for plant-based food. And that's not all. Thanks to those community improvements, J.R. Simplot—a thriving business that specializes in potato processing already located in Portage la Prairie—also recently invested more than \$460 million for an expansion project to increase their current facility from 180,000 to 460,000-square-feet. The expansion has doubled the plant's need for potatoes from regional growers and increased its employment from 87 to 150 full-time positions.

## Profiles of western innovation

### *Bringing global investment to Portage la Prairie, MB*

The City of Portage la Prairie, MB and the Rural Municipality of Portage la Prairie, MB have a long history of partnership. Working together to plan for the future, the municipalities have made strategic investments to improve broadband internet access as well as local water and wastewater capacity in the region. That work proved critical to attracting a \$600 million investment from Roquette—a global leader in plant-based ingredients. This year, Roquette completed work on the world's largest





## Profiles of western innovation

### *Hydrogen leadership in the Edmonton region*

The municipalities in the Edmonton region are set to become the next leaders in the clean energy and hydrogen industry. The Edmonton Regional Hydrogen Hub envisions a future where buses, trains, heavy trucks, home heating and farm equipment all operate on zero-emission hydrogen fuel. The hub taps into regional strengths, including access to low-cost natural gas; engaged stakeholders in government, research institutions and diverse communities; skilled engineers; and a vast network of pipeline infrastructure. The wholesale revenue of hydrogen in Canada is currently \$100 billion a year. The hub has the potential to produce 30 percent of Canada's hydrogen going forward. In April 2021, the hub received more than \$2 million in funding from all orders of government. With 25 projects underway, Albertans will see the growth of a local hydrogen economy as the hub moves out of its strategic planning phase and into infrastructure building. The first of its kind, this hub shows how local communities can support the larger Canadian economy.





## Reducing emissions from the energy sector

The federal government has partially responded to WEST recommendations on reducing emissions in Canada's energy sector.

**In addition to the \$1.5 billion over five years that the federal government committed for the Clean Fuels Fund in December 2020, Budget 2021 included additional measures to support Canada's Hydrogen Strategy, which aims to position Canada as a top-3 global hydrogen exporter:**

- Adding hydrogen production and refueling equipment to the list of clean energy technology that is eligible for 100 percent accelerated depreciation.
- \$56 million over five years to Measurement Canada to develop and implement, in coordination with international partners such as the United States, a set of codes and standards for retail zero-emission charging and fueling stations, including hydrogen.
- \$67.4 million over seven years for Measurement Canada to ensure that commercial transactions of low-carbon fuels, including hydrogen, are measured accurately just as they are for conventional fuels.



**To accelerate research, development and commercialization of Carbon Capture, Utilization and Storage (CCUS) technologies, Budget 2021 included the following commitments:**

- Introduce an investment tax credit for capital invested in CCUS projects with the goal of reducing emissions by at least 15 megatonnes of CO<sub>2</sub> annually. This measure will come into effect in 2022. The Budget documents note that this tax credit will apply to hydrogen production.
- \$319 million over seven years to Natural Resources Canada to support research, development, and demonstrations that would improve the commercial viability of carbon capture, utilization, and storage technologies.

Positioning Canada's energy sector to be competitive in a carbon-constrained world will require a concerted long-term effort by the private sector, with support from federal government and provincial governments.

**Further federal investments are necessary in the following areas:**

- Industrial process efficiencies
- Flue gas heat and water recovery
- Digital optimization using advanced process controls
- Waste heat recovery and utilization
- Multilateral well technology to reduce GHG intensity of SAGD operations
- Energy intensity reductions through flow control devices (FCD) and non-condensable gas (NCG)
- Shift to non-emitting power across the value chain
- Carbon capture, utilization and storage
- Methane leak detection, capture and utilization

Finally, WEST calls on the federal government to accelerate the implementation of Canada's Hydrogen Strategy.



Battleford, SK participated in the [Community Economic Development Initiative](#) (CEDI), a joint initiative between FCM and the Council for the Advancement of Native Development Officers (Cando). CEDI facilitates relationship-building and cooperation between municipalities and Indigenous governments. The partnership resulted in an Indigenous employment and representative workforce plan at the City of North Battleford, and the creation of *Urban Reserve Guidelines: Benefits and Considerations for Urban Reserves in Saskatchewan*. The Sacichawasihc Relationship Agreement creates a framework for the region's governments to collaborate on issues of regional importance—like economic development, health, education, and crime. Overall, the initiative demonstrates how collaboration between Indigenous and non-Indigenous communities is important to reconciliation, and unlocks economic development potential.

## Profiles of western innovation

### *Municipal-Indigenous regional economic development in Saskatchewan*

Between 2016 and 2019, the Battlefords Agency Tribal Chiefs (BATC) and the City of North





# **WEST** **recommendations** **requiring further action**

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## 1

## Establishing National Utility Corridors

A utility corridor is right-of-way that is pre-approved for the development of transportation, energy or telecommunications infrastructure. In 2017 the Senate Standing Committee on Banking, Trade and Commerce released the report, National Corridor: Enhancing and Facilitating Commerce and Internal Trade. Conceptually, the idea is not dissimilar to the zoning and land-use planning processes that municipalities use.

In order to help improve the long-term predictability of federal assessment processes for inter-provincial energy infrastructure like

pipelines and powerlines, **WEST is calling on the federal government to establish a process to pre-approve routes for a series of National Utility Corridors.** The Impact Assessment Agency of Canada currently has the mandate to conduct both Strategic Assessments and Regional Assessments that can look at a type of project or assess the impact of multiple projects in a region. These reviews could be used to establish the basis for National Utility Corridors, effectively assessing potential impacts in advance in order improve predictability for investors and project proponents.



## 2

## Improving federal impact assessments

FCM supported many of the elements of the modernized federal impact assessment regime established through Bill C-69, including how it improved municipalities' ability to participate in federal reviews and improved consultation with Indigenous communities. However, it remains to be seen whether the new process will live up to the federal government's stated objective of being more predictable. **WEST has identified three areas that may require additional changes:**

- **Timelines:** Improving predictability on review timelines by limiting the ability of the minister responsible for the Impact Assessment Agency of Canada to grant

time limit extensions beyond the default one-year maximum.

- **Scope:** Focusing federal assessments on the direct economic, environmental, health and public safety impacts of a project.
- **Participants:** Focusing participation on individuals and communities directly impacted by a project.

**WEST proposes that the federal government regularly review the new impact assessment regime** to assess outcomes and to determine the extent to which it is living up to the federal government's stated objectives regarding predictability.

## 3

## Improving rail safety

Budget 2021 did not respond to the WEST recommendation to increase the Rail Safety Improvement Program (RSIP) by \$100 million. Increased capital funding for rail safety improvements is required for municipalities, private landowners and railways to improve public safety at at-grade rail crossings. Rail

safety improvements also improve the flow of freight transportation by rail. **FCM will continue to advocate for increased funding for rail safety improvements in order to enable municipalities to comply with the federal Grade Crossing Regulations.**



## Supporting energy communities as part of a “just transition” to net-zero GHG emissions

The federal government has committed to implementing a “Just Transition Act” and in July 2021 launched a consultation on a “People-Centred Just Transition.” **The role of municipal governments and the direct financial impact of the net-zero transition on municipal revenue must be a central element of the federal government’s Just Transition strategy.**

Municipalities in energy-producing regions rely heavily on tax revenue from the energy industry. In Alberta, the taxes levied on machinery and equipment and linear property represented 58 per cent of property tax revenues for rural municipalities in 2019.

Municipal infrastructure and the services that local governments underpin commerce and are essential to economic growth. Economic diversification, as part of a transition to net-zero, requires stable municipal finance in order to maintain and improve local infrastructure and municipal services. Conversely, declining municipal revenue can contribute to a death spiral for energy-producing regions.

In 2016 the federal government committed to phase out coal-fired electricity generation without carbon capture, storage and utilization technology by 2030. Acknowledging both the direct and indirect economic impacts that this policy would have on communities, the federal government created a Task Force on Just Transition for Canadian Coal

Power Workers and Communities. As one response to the Task Force’s recommendations, in Budget 2019 the federal government committed to establishing a \$150 million infrastructure fund, beginning in 2020–21, to support priority projects and economic diversification in impacted communities. The Task Force also suggested that the federal government “undertake a subsequent and broader phase of consultation and analysis on just transition in Canada with industries beyond coal.”

Building on the work of the Task Force on Just Transition for Canadian Coal Power Workers and Communities, **WEST is calling on the federal government to create an Energy Community Infrastructure Fund that supports the infrastructure and economic development needs of municipalities in oil and gas producing regions** that are experiencing, and are expected to experience, negative economic impacts as a result of a transition to net-zero GHG emissions by 2050. Funding should be delivered directly and efficiently through an application-based program that enables energy communities to propose projects that address local and regional infrastructure priorities. It should support a variety of infrastructure categories and eligible costs—including municipal, provincial, non-profit and private sector infrastructure—and scale-up over time according to long-term needs.



# **WEST's vision for a place-based transition to net-zero GHG emissions**

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As part of its strategy to achieve net-zero GHG emission by 2050, the federal government must put local communities in oil and gas producing regions at the very heart of the transition.



**As part of that transition, the federal government must:**

- 1. Implement robust federal climate policies and programs to reduce Canada's GHG emissions consistent with Paris Climate Agreement targets**, setting Canada on a low-carbon pathway towards net-zero GHG emissions by the middle of this century. In order to achieve net-zero, federal policies and programs must complement municipal action and target low-cost and readily available emissions reductions, especially in the buildings, transportation and waste sectors.
- 2. Position Canada to continue to be a leading global energy exporter on a path to net-zero.** In the near-term, support investments that reduce the carbon-intensity of the entire value-chain, enabling lower-carbon Canadian energy to displace higher-carbon forms of energy in global export markets, while helping Canada's oil and gas sector invest in technology and R&D to accelerate the transition to net-zero hydrocarbons—future-proofing the industry to be globally competitive in a carbon constrained world.
- 3. Recognize that Canada needs a regulatory environment within which new energy export capacity can be added in the near-term in order to expand international market access**, while ensuring that product is transported in the safest way possible and in accordance with best-in-class safety standards.
- 4. Assess the short-, medium- and long-term impacts of net-zero climate policies on communities in oil and gas producing regions**, including impacts on municipal governments, public services, workers and residents, and implement comprehensive place-based policies and programs to address these impacts and ensure sustainable economic growth for these regions.
- 5. Find new ways to continue extracting value from hydrocarbons with lower GHG emissions**, as well as diversifying economies building on other existing regional economic strengths. Fundamental shifts in an export-oriented energy sector can't only be replaced by a transition to renewable energy for domestic consumption.





# Conclusion: WEST's vision for a strong western Canada

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Canada is constantly evolving. Economic and demographic shifts, innovation and new technology, reconciliation with Indigenous peoples, climate change and COVID-19—all of these are having a significant impact in our communities today, and will shape our shared future.



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We envision a western Canada where every community can prosper and thrive. Where parents feel confident that their children can find good jobs and opportunities close to home—now, and for years to come.

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As the order of government closest to Canadians, local leaders see up close how broad national challenges play out in people's daily lives. And we know what's needed to meet these challenges on the ground—where Canadians live, work, and raise their families. It's in this spirit that the Federation of Canadian Municipalities created its WEST taskforce. Local leaders saw the deep sense of anxiety western Canadians feel about their jobs and their future, and we wanted to help.

We envision a western Canada where every community can prosper and thrive. Where parents feel confident that their children can find good jobs and opportunities close to home—now, and for years to come. Where reconciliation and partnership with Indigenous people is the norm. Where Canada's natural resources and nation-building energy infrastructure

continue to drive national prosperity in a way that meets high environmental standards. And where western innovation and resourcefulness diversify our local economies and create new opportunities for workers and families. We also envision empowered local governments and municipal services that support economic growth, community well-being, and a better quality of life for everyone.

The solutions we lay out in this report, and the work WEST has done since its inception, are all shaped by this vision. We're proud to serve and support western communities. And we'll continue to work pragmatically with everyone who wants to do the same. Because local leaders understand that this isn't about politics—it's about the people who continue to help build our remarkable country.



## **Appendix 1: list of WEST members**

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**Randy Goulden**, FCM Regional Chair – *WEST Chair*

**Paul McLaughlin**, President of the Rural Municipalities of Alberta – *WEST Vice-Chair*

**Charlie Clark**, Mayor of Saskatoon – *WEST Vice-Chair*

**Joanne Vanderheyden**, FCM President

**Taneen Rudyk**, FCM First Vice-President

**Scott Pearce**, FCM Second Vice-President

**Geoff Stewart**, FCM Third Vice-President

**Garth Frizzell**, FCM Past President

**Kam Blight**, President of the Association of Manitoba Municipalities

**Brian Frenkel**, President of the Union of British Columbia Municipalities

**Ray Orb**, President of the Saskatchewan Association of Rural Municipalities  
and FCM Rural Forum Chair

**Rodger Hayward**, President of the Saskatchewan Urban Municipalities Association

**Naheed Nenshi**, Mayor of Calgary

**Don Iveson**, Mayor of Edmonton

**Sandra Masters**, Mayor of Regina

**Brian Bowman**, Mayor of Winnipeg

## Former members

**Al Kemmere**, former President of the Rural Municipalities of Alberta

**Barry Morishita**, President of the Alberta Urban Municipalities Association

**Gordon Barnhart**, former President of the Saskatchewan Urban Municipalities Association

**Maja Tait**, former President of the Union of British Columbia Municipalities

**Ralph Groening**, former President of the Association of Manitoba Municipalities

**Bill Karsten**, former FCM President

**Darren Hill**, former FCM Second Vice-President



## Appendix 2: list of key WEST meetings

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Since its inception, WEST has met with a number of senior federal decision-makers—both in government and in opposition. At every opportunity, we’ve brought forward the realities facing western communities, as well as our recommendations.

Date	Meeting
February 10, 2020	WEST's inaugural summit in Leduc, Alberta. Taskforce members meet directly with Deputy Prime Minister <b>Chrystia Freeland</b> , Economic Development Minister <b>Mélanie Joly</b> and Transport Minister <b>Marc Garneau</b> . WEST also meets with Conservative MPs <b>Matt Jeneroux</b> , <b>James Cummings</b> and <b>Len Webber</b> , as well as NDP MP <b>Heather McPherson</b> .
March 3, 2020	Call with <b>Minister Garneau</b> .
March 10, 2020	Meeting with Alberta Senator <b>Paula Simons</b> .
April 7, 2020	Meeting with Senators <b>Paula Simons</b> and <b>Frances Lankin</b> .
April 29, 2020	Meeting with <b>Jim Carr</b> , Special Representative for the Prairies.
May 19, 2020	Meeting with <b>Michelle Rempel Garner</b> , Shadow Minister for Industry and Economic Development, as well as Conservative MP <b>Jeremy Patzer</b> .
May 29, 2020	Meeting with Senator <b>Paula Simons</b> and her municipal working group, including Senators <b>Frances Lankin</b> , <b>Bev Busson</b> , <b>Dr. Mary Jane McCallum</b> , <b>Eric Forest</b> , <b>Renee Dupis</b> , <b>Mary Coyle</b> , <b>Margaret Dawn Anderson</b> , <b>Brent Cotter</b> , <b>Ratna Omidvar</b> , <b>Tony Dean</b> , <b>Donna Dasko</b> .
November 2020	FCM's Advocacy Days. WEST taskforce members meet with the <b>BC, Manitoba and Saskatchewan Conservative Caucuses</b> , as well as with <b>Jim Carr</b> , and with <b>Warren Steinley</b> , Conservative Shadow Minister for Economic Development & Internal Trade.
February 16, 2021	Meeting with <b>Jim Carr</b> , Special Representative for the Prairies.
April 6, 2021	Meeting with the <b>Alberta Conservative Caucus</b> .
April 7, 2021	Meeting with <b>Minister Joly</b> .



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