



# *Advantage* **NORTH**

May 28 - 30, 2007  
Whitehorse, Yukon

Resource Development and Northern Transportation



THE VAN HORNE INSTITUTE



## *Post Conference* **REPORT**



SEPTEMBER, 2007

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**Yukon**  
Government



*L-R: Hon. Kevin Menicoche (Minister of Transportation, Government of the Northwest Territories), John MacKinnon (Deputy Commissioner of Transportation & Public Facilities, State of Alaska), Ruth Sol (President, WESTAC), Hon. Archie Lang (Minister of Highways and Public Works, Government of Yukon), Peter Wallis (President & CEO, The Van Horne Institute)*



*L-R: Peter Wallis (President & CEO, The Van Horne Institute), Hon. Denis Fentie (Premier, Government of Yukon), Ruth Sol (President, WESTAC)*



The Van Horne Institute was established to assist industry, governments, and the public in addressing issues affecting transportation and regulated industries that are relevant to the well-being and growth of industry and commerce. Efficient and low-cost transportation services are essential to both industry and the public in our geographically large country, so the evolution of sound industrial strategy, public policy, and progressive legislation and regulations are increasing in importance as business moves further towards globalization. Industry needs to be innovative to compete. The Institute will contribute to this competitive challenge through its education and public policy research activities.

The Institute is a not-for-profit organization, is affiliated with the Universities of Calgary and Alberta, SAIT Polytechnic and Athabasca University. Its Board of Directors brings together the experience and knowledge of a broad group of individuals – representing shippers, carriers, government, and the academic community.



Western Transportation Advisory Council (WESTAC) is a non-profit association of major organizations, represented by senior business, labour and government decision-makers. The Council was formed in 1973, through the vision of four Western Canadians, Hon. Fred Peacock, Alberta's Minister of Industry & Commerce; Hon. Alex Macdonald, BC's Minister of Industrial Development, Trade & Commerce; Hon. Leonard Evans, Manitoba's Minister of Industry & Commerce, and Hon. Roy Romanow, Saskatchewan's Attorney-General and Minister of Transport.

The Council seeks to highlight the contribution of transportation to Canada's economic and social well-being and to provide a focus on priorities to ensure our competitiveness in world markets. As a catalyst and thought leader, it creates, advances and shares ideas to improve the transportation supply chain. As an industry champion, it promotes transportation as a critical sector supporting trade, jobs and our high standard of living.

To achieve its goals the Council focuses attention on and provides concise, clear information about critical transportation issues, and provides a forum where the active players come together to jointly address issues and concerns in a non-confrontational setting.

*The opinions expressed in this report were drawn from the conference and do not necessarily represent the views of the sponsors or of The Van Horne Institute, WESTAC or their members.*



# Advantage NORTH

Resource Development and Northern Transportation

## EXECUTIVE SUMMARY

*For too long, the North has been overlooked by those in the South, in Canada and in the US. A confluence of factors – climate change, high commodity prices, globalization and sovereignty concerns – are now drawing attention to the North and highlighting all it has to offer.*

*As catalysts, The Van Horne Institute and WESTAC organized the “Advantage North: Resource Development and Northern Transportation Conference”. Our purpose was to shine some light on the vast opportunities in the North and to set in motion the willpower and the resources required to advance the economies of the North. **It will take infrastructure – the foundation of a vibrant economy, but most of all it will take a forward looking vision and persistence to allow the North to achieve its potential.***

*We thank our hosts, the Government of Yukon for their support, and their enthusiastic welcome of conference delegates. We also thank our sponsors, listed on the inside back cover, who helped make this event possible.*

Peter Wallis  
President, Van Horne Institute

Ruth Sol  
President, WESTAC

One hundred forty people representing the resource and transportation industries, labour unions and all levels of government met (May 2007, Whitehorse) to discuss resource development and transportation in the North. This report synthesizes the conference presentations and discussions, as well as the written input from two participant surveys.

Northern opportunities are gaining new recognition by Canadians. Increasingly transportation is recognized as key to the North's success. Better transportation systems will enable resource development and provide the vital access to world markets.

It won't be easy. Climate change is having a significant impact on transportation. It is becoming increasingly difficult to operate winter roads, yet there is the possibility of new access routes such as a marine port in the Arctic.

Sadly, we are not investing enough in our physical and human infrastructure to support the level of resource development that we want to achieve. Territorial governments face challenges to find sufficient capital.

- infrastructure is more expensive in the North
- Nunavut/Northwest Territories don't directly receive their resource revenues
- federal funding programs are generally based on per capita formulas

Partnerships among governments, businesses, labour and First Nations are vital, given the unique combination of challenges – low population, remoteness, extreme weather, high cost of infrastructure.

There are outstanding examples of innovative transport solutions that could prove advantageous to the North with its unique challenges. Solutions range from conceptual to operational – airships to re-supply mines to barging materials in shallow Northern river systems. With reduced sea ice making navigation easier across the Northwest Passage, the North may well be on its way as a viable gateway to Asia and Europe with a shipping route rivaling others, perhaps even rivaling the Panama Canal.

Transportation is an enabler that allows resource and economic development. If we want to ride the wave of trans-Pacific trade with increasing demand for our commodities, we have to be able to efficiently move resources to foreign customers while serving the needs of Northerners.



## Northern opportunities are gaining new recognition by Canadians

Increasing attention is being focused on the North, and its vast economic potential.\* The region is rich in oil & gas and mineral resources. The volume and variety of resources in the North is staggering:

- the Northwest Territories, Nunavut and Canadian Arctic offshore area hold an estimated one-third of Canada's conventionally recoverable natural gas plus one-quarter of its recoverable light crude oil
- the Yukon's Selwyn Basin potentially contains the world's largest zinc deposit
- more than 18 billion tonnes of iron ore reserves (Crest deposit, Yukon)
- Yukon has 20% of the world's known tungsten resource
- Canada is now the 3rd largest producer of diamonds
- there are also major deposits of precious metals (gold & silver) and base metals (copper, zinc, uranium, iron, tungsten, molybdenum)

It is difficult to measure or forecast the value of its resources – geologists anticipate that many deposits remain to be discovered. Commodity prices are relatively high and economists expect these prices to continue.

Globalization and the rise of industrialization in Brazil, Russia, India and China is fuelling demand for resources. The per capita use of metals is growing – every American born today will need 3.7 million pounds of minerals, metals, and fuels in their lifetime.<sup>1</sup>

Transportation is key to the North's success. Better transportation systems will enable resource development and provide the vital access to world markets.

**Q** [N]ow, at last, the North's time has arrived. Never have its resources been in greater demand. Never have prices for northern commodities been so strong. And never have Northerners been so united in their desire for real jobs and real economic progress. To unleash the tremendous potential of this region. To enjoy the same opportunities as other Canadians.

*Prime Minister Stephen Harper  
August 16, 2006, Yellowknife*

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\*"the North" and "Northern region" is the three Canadian territories (Northwest Territories, Nunavut and Yukon), the US State of Alaska, plus the northern areas of the four Western provinces.

<sup>1</sup>Mineral Information Institute <http://www.mii.org>



# Resource Development and Northern Transportation



## Climate change: opportunity or threat?

Climate change is having, and will continue to have a significant impact on transportation in the North. It is becoming increasingly difficult to operate winter roads, yet there is the possibility new access routes will be created, such as a marine port in the Arctic.

In the North, empirical evidence shows that:

- snow is melting
- glaciers are retreating
- sea ice is vanishing
- frozen ground is thawing
- ice sheets are shrinking

The forecast is for summer sea ice to disappear in the next fifty to one hundred years. A reduction in sea ice is likely to increase marine transport and access to resources.

Weather changes in the North are having an impact on mobility. For example, the Canadian military's Joint Task Force North's travel routes have had to vary considerably from the planned routes as there was much less snow and ice than typical; in many areas there was no snow at all for the snowmobiles to traverse. The changes are causing Russia to look at alternatives to pipeline development and it is building tankers capable of transiting the Arctic.

Although new routings may eventually become possible, reliability of transportation on a week to week basis is essential. A short time period with ice-free conditions is unlikely to induce commercial transportation. Ultimately, economics will determine when and whether Arctic shipping increases, and whether ice bridges and winter roads remain feasible options for re-supply of communities and access to resources.

Two-thirds of conference delegates responded that we are not doing enough to prepare for the impacts of climate change on our transportation system.<sup>2</sup> Suggestions on what could be done by various stakeholders included:

- more innovation by transportation and resource industries in equipment, operations and infrastructure
- additional government funding (federal, provincial and territorial) for research and to enhance public awareness
- less emphasis on meetings, more action from all stakeholders

*Q* Weather variations are like rolling the dice every year with the economy of the North.

*Erik Madsen  
Tibbit to Contwoyto Winter Road  
Joint Venture*

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<sup>2</sup> Conference participants provided input through responses to two written surveys distributed at the event.

## **Sadly, we are not investing enough in our physical and human infrastructure to support the level of resource development that we want to achieve.**

Participants strongly believe that additional investments in people – our human infrastructure – through training and development, and additional investments in physical infrastructure – roads, bridges, ports, airports, railways and pipelines – are needed to support resource development.

### **Northerners require stable long-term jobs**

Ensuring there is a sufficient number of workers is a challenge in the North. The latest census figures show a combined population of 104,000 in the three territories, about 78,000 of whom are over 15 years of age. In contrast, some of the proposed mega-projects will require 20,000 people to construct. Many delegates questioned how these projects could be built, wondering where the skilled workers would come from.

One strategy is for the majority of the construction workers to be sought elsewhere in Canada, to be mobile and locate in the North for a relatively short period of time. At the same time, these projects must bring stable, long-term jobs to the region and ensure there are opportunities for local youth to enter the labour market. Northerners are eager to benefit from the development of their resources.

Territorial governments and post-secondary institutions are willing to assist industry to ensure there is a qualified pool of workers in the North. Yukon Economic Development, for example, has targeted campaigns to recruit workers for the mines and to train people with the necessary skills for the resource industry. Similarly, colleges are willing to work with industry to develop customized training programs.

Industry can help governments focus labour-related initiatives, by providing them with data on:

- job growth (relative to other sectors)
- demographic information (percent of workforce set to retire in 5 years, 10 years)
- economic impact and potential of the industry

Industry should also consider innovative solutions to meet its workforce requirements. Solutions such as flexible work arrangements for seniors, shorter apprenticeship programs and partnering with other businesses to counter seasonal work were suggested.

### ***Yukon Ports Access Strategy for Yukon Economic Development***

*In June 2007, the Yukon Government released a report regarding port access to facilitate economic development in the Yukon. The study determined that the preferred port options for tide-water access are **Skagway and Haines, Alaska** to get resources to markets. Skagway is best for low to moderate volume and Haines for larger volume of products. It concluded that although work on environmental management and land and approval issues appears to be substantial, including time and cost requirements, they are not insurmountable.*

*The study evaluated factors that would impact a port development strategy, including economic factors such as traffic potential based on mineral products and other commodities, current and needed surface infrastructure, port options, and other critical considerations: regulatory, land use and environmental, economic and socio-cultural and governance issues.*

*The findings of this port study are vital for Yukon's economic development - the viability of some current and potential resource development projects hinge on a port link to access wider markets.*



# Resource Development and Northern Transportation



## Significant infrastructure investments are required.

Providing sufficient capital for infrastructure is a challenge throughout Canada. However, it is even more challenging for territorial governments, for three reasons:

- infrastructure is more expensive in the North (longer distances)
- Nunavut/Northwest Territories don't directly receive their resource revenues which flow to the federal government
- many federal government programs are based on per capita funding formulas.

A territorial government cannot assume the financial burden of increased infrastructure investments on its own. Similarly, it is difficult for a single mine to support infrastructure investments as the life cycle of infrastructure exceeds the life cycle of a mine.

The federal government has increased its support for Northern infrastructure, including:

- \$1.2 million for Nunavut's airport runways
- \$175 million budgeted for the territories for infrastructure
- strengthened "Territorial Formula Financing", extra \$115 million in 2006-2007
- \$80 million from Strategic Infrastructure Fund towards key highway infrastructure

Further resource development is hampered unless significant investments in transportation infrastructure occur. Many southerners would be shocked to learn of the state of transportation in much of the North – there are thousands of kilometers of gravel and winter roads, many communities have no road connection to others, and there is a proliferation of public airports and landing strips (more than 200 in Alaska alone plus more than two dozen in each of Yukon, Northwest Territories and Nunavut).

## The Alaska Canada Rail Link Project

The much-anticipated results of the Alaska Canada Rail Link Project Phase 1 Feasibility Study, "Rails to Resources to Ports", were publicly released simultaneously with the Yukon Ports Access Strategy for Yukon Economic Development. Based on the assessment, a private-public partnership appears to be a feasible investment model to cover the US\$10.5B initial construction cost of a rail route through Alaska, Yukon and Northern BC. Results of the study are expected to attract interests from stakeholders to move the project forward.

The feasibility of the rail route was assessed based on market, technical, environmental and financial factors. Investments in rail infrastructure were projected to support large-scale mining projects while making medium-sized projects competitive and resilient to market downturns. It would also provide market access to remote resources. Projected traffic forecasts range from 9 million tonnes per year of Alaskan and Yukon coal and concentrate exports, to a high forecast of 50 million tonnes with iron ore exports. The rail connection to stimulate resource development would also open a trade corridor that would link north Pacific Rim markets, between North America and North Asia, through a US port. The governments of Yukon and the State of Alaska jointly funded the study.



## **Partnerships are vital in the North, given the unique combination of challenges – low population, remoteness, extreme weather, high cost of infrastructure**

Providing transportation infrastructure to enable resource development will require a multitude of partnerships: between governments, between government and business organizations, business to business, business and First Nations, and business and labour. Partnerships involve more than the well-known public-private partnerships (P3) for infrastructure investments. Some examples of successful partnerships are highlighted here.

### **Partnerships: Government + Business**

Partnerships between governments and businesses can take many forms, including the well-known model of public-private partnerships (P3). The Sierra Yoyo Desan Road (SYD) is an example of an award-winning P3 project. It was designed, built, financed and is operated by Ledcor, a private company. The SYD road provides access to oil and gas resources in northeastern BC. Under the sixteen year concession agreement, the private firm is responsible for improving and maintaining the road. The Ministry of Energy, Mines and Petroleum Resources (MEMPR) has a Joint Management Agreement with road users (primarily oil and gas producers) which gives road users a direct stake in managing the road, setting tolls and working with the Ministry and Ledcor. Public users may use the road at no charge, while the fifty-four private road users pay combined tolls of \$9 million each year to cover the capital repayments to Ledcor and annual maintenance costs. Oil and gas producers receive a fifty percent royalty deduction for the road user fees they are charged. The project has been a win-win for oil and gas producers and the BC government – producers have built a series of new development roads that feed off SYD, and oil and gas activity off SYD generates \$250 to \$300 million a year in royalty revenue to the province.

Other examples of partnerships between government and industry include agreements to allow trucking companies to haul heavier loads. In some areas of Saskatchewan, trucking companies may be permitted to haul heavier loads but must pass a share of their savings on to the Province to pay for added maintenance costs. In Alaska, Lynden Incorporated paid construction costs for an upgraded highway in return for the right to haul heavier loads.

### **Partnerships: Business + Business**

The Tibbitt to Contwoyto Winter Road was built and is operated as a joint venture of two competing diamond mines – BHP Billiton Diamonds Inc. and Diavik Diamond Mines Inc. It is the world's longest ice road, nearly 570 kms in length. This road is vital to the NWT economy; diamond mining contributed fully 50% of NWT's GDP in 2006. If other companies want access to this road, they must negotiate with the joint venture.

### **Partnerships: Business + Labour**

Arnold Vingsnes of the Canadian Merchant Service Guild encouraged business to increase partnerships with labour, to view labour as a partner rather than as an obstacle. One way that partnerships with labour can assist business is to provide certainty, especially with mega-projects. It would be beneficial for companies to negotiate labour contracts – otherwise, wages remain a large variable and companies risk the price of labour being bid up to an uneconomic level.



# Resource Development and Northern Transportation



## Partnerships: Business + First Nations

Stronger ties must be built between businesses and First Nations. The MacKenzie Gas Project (MGP) provides an example of how First Nations can share in the benefits of development. The Mackenzie Gas Project, currently in the regulatory approval stage, involves a gathering system north of Inuvik, a processing plant in Inuvik, a 1200 km long 30" pipeline running to Alberta and a 10" liquids pipeline to Norman Wells. The Aboriginal Pipeline Group (APG), involved in the 30" pipeline to Alberta, is a business deal, negotiated by aboriginal people to benefit aboriginal people. It provides them an ownership stake of one-third during the regulatory phase, a seat on the Board of MGP, and participation in all project committees. TransCanada Corp. is funding AGP's share of project costs during the pre-development period; the loan balance exceeds \$120 million.

Following regulatory approval, APG will borrow debt and equity to finance construction costs. The regulatory process is cumbersome and lengthy; it is now anticipated to take more than four years and involve more than 7,000 individual permits. The APG is hopeful the project will proceed as it will provide a stable, long-term revenue stream for many aboriginal groups in the Northwest Territories.

## Partnerships: Government + Government

It is also necessary for governments to partner with one another – not just partnerships between territorial or provincial governments, but also partnerships involving our US neighbour, the State of Alaska. The territorial governments recently partnered on "A Northern Vision", which will act as a framework for future territorial policy and direction.

## Partnerships: Government + Government + Business

There are opportunities for governments and businesses to work more closely together. The Pacific NorthWest Economic Region (PNWER) is a model which can be adopted in the North. PNWER is a regional planning and facilitation organization set up in statute by the border provinces and states to deal with bi-national issues in the Pacific Northwest. It has more than fourteen working groups, each of which is Chaired by a legislator and an industry leader.

## Airships: A Creative Solution

Conference delegates were intrigued by airships and their potential to provide an alternate means of transport to remote communities and mine operations. An airship is an extremely buoyant aircraft perfect for hauling cargo. Key technological advancements have greatly improved their safety, control and robustness. They are already used today in South Africa. There are about a dozen firms worldwide at various stages of airship development; about half have received certification. Characteristics of modern airships include:

- payload of 5 to 250 tonnes
- cost competitive with trucking
- very low maintenance
- ability to operate year-round
- minimal infrastructure needs

According to Dr. Barry Prentice, the most significant barrier to their use in Canada is lack of business confidence. Firms are now interested in testing prototypes in the North and a test flight will occur in Manitoba soon.



*We know technology has moved forward, it's time we move forward with it.*

*Dr. Barry Prentice  
I.H. Asper School of Business*

## Success requires alignment among diverse parties and needs

The goal of the conference was to spur resource development through better transportation infrastructure. Accomplishing this aim requires a mix of short-term and long-term actions.

### **INAC as the Lead Federal Government Department Needs to Step Up**

INAC is a pivotal player in the North's economic development and the strategic direction provided by the federal government is key to resource development. It needs to coordinate with other governments and departments (e.g. Transport Canada) to bring about the transportation infrastructure needed. Ultimately, the function of resource management will be devolved to remaining territorial and aboriginal governments (in April 2003 land and resource management functions of INAC was transferred to Government of Yukon). Before this happens, a strong transportation infrastructure should be in place.

### **More First Nations Participation**

Resource and infrastructure development cannot occur without First Nations participation including land claim settlements, human resource involvement and business partnerships. Creative ways will attract First Nations to be long-term partners. With a young population and one growing at a faster rate than the overall Canadian population, First Nations are a source of needed labour. Not only will the Canadian North benefit - western provinces facing shortages can also tap into that labour pool. Training and labour strategies for Northerners should recognize long-term industry requirements.

Given the diverse interests – need for business certainty, social, cultural and environmental considerations, and sustained economic development for the territories, structures should encourage, not restrict First Nations participation. There has to be genuine willingness from stakeholders and the process should be inclusive of aboriginal communities.

### **Incremental vs. Big Projects – Partnership is Key**

Mega projects, such as the Alaska-Canada Rail Link and Yukon Ports Access Strategy, require immense resources that match the expected economic benefits in the long-term. The mega-projects are usually cross-border which face both funding and political challenges. Incremental projects, such as the ice road maintained by a joint venture of two diamond mines in North-west Territories, have more limited purposes.

Whether transportation infrastructure is developed incrementally or through massive projects, a strategy is needed to look at individual projects as part of a holistic transportation system and determine areas where stakeholders need to step up. These projects cannot proceed without partnerships: regional, provincial-territorial, industry-government-First Nations, and business-business.

### **How to Leverage Other Needs**

Resource development has been the focus of this conference. Other issues – sovereignty, security and social needs are also important factors, and they are all interconnected concerns that are in themselves complex and require involvement of different stakeholders. We have to frame resource development in a context that includes these other important issues.



# Resource Development and Northern Transportation



## Funding Infrastructure - Trade and Foreign Investment

Foreign investors may pay for infrastructure tied to control of getting resource deposits to market. An effective funding model must protect Canadian interests and also recognize the merits of foreign investments in resource and economic development. If domestic stakeholders are not willing to put up the capital to finance transportation infrastructure, there should be serious consideration of foreign investors who are willing to pay to extract the resources, including transportation infrastructure costs. As financing models evolve and the success of P3s in delivering needed infrastructure rises, foreign investments can be used to bring out trapped resources to overseas markets.

Transportation is an enabler, however insufficient transportation is an obstacle to resource and economic development. If we want to “ride the waves” of trans-Pacific trade with strong demand for our commodities, we have to profitably get resources to customers. Foreign funding of our transportation infrastructure has its risks and opportunities. It merits serious consideration and analysis.

## Survey Industry Best Practices and Position the North as a Viable Gateway

There are outstanding examples of innovative transport solutions that could prove advantageous to the North. These range from conceptual to operational – airships to re-supply mines to barging innovations in Northern shallow river systems. We had an excellent session dealing with transport solutions, but there are more innovative practices that should be considered within the North’s context. And with reduced sea ice making navigation easier in the Northwest Passage, the North may well be on its way as a viable gateway to Asia and Europe with a possible shipping route rivaling other routes, such as the Panama Canal. Innovative transport practices and research on climate change can contribute to developing approaches on how best to use the Arctic Gateway.

## There is Willingness – Needs to be Harnessed

Based on survey results, delegates expressed a willingness to “do something” after the conference. Delegates volunteered various actions: provide input into research papers, contact elected officials, provide technical expertise, communicate Northern transportation issues to the mining community, or develop practical strategies for implementation.

Building a stronger transportation network will require cooperation from many people across jurisdictions. ***What are you prepared to do?***





# Advantage **NORTH**

Resource Development and Northern Transportation

## Conference Program

MAY 28, 2007 6:00 pm

Welcome Reception

MAY 29, 2007 7:00 am

Registration and Hot Breakfast (sponsored by Edmonton Regional Airports Authority)

8:00 am

**Opening Remarks, Ruth Sol**, President, WESTAC

8:15 am

**Welcoming Address, Hon. Archie Lang**, Minister of Energy, Mines and Resources; Highways and Public Works, Government of Yukon

8:30 am

**Keynote Address: "Approach to Northern Issues", Elizabeth Hanson**, Interim Regional Director General, Yukon Region, Indian and Northern Affairs Canada

9:00 am

### Session 1 ~ Global Commodity Outlooks and Opportunities

Chair: **Eugene Lysy**, Deputy Minister of Economic Development, Government of Yukon

Panelists:

- **Michael Burke**, Acting Head, Mineral Services Unit, Yukon Geological Survey
- **Peter Vician**, Deputy Minister, Department of Industry, Tourism & Investment Government of the Northwest Territories
- **Dr. Paul Metz**, Director, Mineral Industry Research Lab, Institute of Northern Engineering, University of Alaska

10:15 am

Networking and Coffee Break

10:45 am

### Session 2 ~ Impacts of Climate Change

Chair: **Kirk Cameron**, Managing Director, Yukon Cold Climate Innovation Centre

Panelists:

- **Dr. John Fyfe**, Research Scientist, Canadian Centre for Climate Modelling and Analysis, Environment Canada
- **LCdr Ivan Russell**, Intelligence Officer, and **Maj Chris Bergeron**, Commanding Officer, 1 Canadian Ranger Patrol Group, Canadian Forces Joint Task Force North
- **Dr. Rob Huebert**, Associate Director, Centre for Military and Strategic Studies University of Calgary
- **Ross MacDonald**, Manager, Special Projects and Arctic Shipping, Transport Canada, Marine Safety

Noon

Lunch (audio visual & luncheon sponsored by Transport Canada)

1:00 pm

### Session 3 ~ Pipeline Projects Updates

Chair: **Teresa Watts**, President, Shirocca Consulting

Panelists:

- **Robert Reid**, President, Aboriginal Pipeline Group
- **Ron Brintnell**, Director of Gas Development, Enbridge Inc.

2:00 pm

Networking and Coffee Break

2:30 pm

### Session 4 ~ State of Transportation

Chair: **Rob Penny**, Assistant Deputy Minister, Policy and Corporate Services Division, Ministry of Infrastructure and Transportation, Government of Alberta

Panelists:

- **Gordon King**, Executive Director Northern Region, Department of Highways and Transportation, Government of Saskatchewan
- **Janet Mann**, Acting Deputy Minister of Highways and Public Works, Government of Yukon
- **Jim Stevens**, Director Planning and Policy, Department of Transportation Government of the Northwest Territories
- **Methusalah Kunuk**, Assistant Deputy Minister, Department of Economic Development and Transportation, Government of Nunavut
- **John MacKinnon**, Deputy Commissioner, Department of Transportation and Public Facilities, State of Alaska



# Advantage **NORTH**

Resource Development and Northern Transportation

## Conference Program

MAY 29, 2007 4:15 pm

### Session 5 ~ Transport Challenges: Perspectives from Resource Companies

Chair: **Roy Matson**, Project Manager, Yukon Ports Access Strategy

Panelist: • **Erik Madsen**, Director, Winter Road Operations, Tibbitt to Contwoyto Winter Road, Diavik Diamond Mines Inc.

6:00 pm

Networking Reception

7:00 pm

**Dinner and Address, Hon. Dennis Fentie**, Premier, Government of Yukon

MAY 30, 2007 7:00 am

Registration and Continental Breakfast

8:00 am

### Session 6 ~ Shifting Gears: From Transport Challenges to Solutions

Chair: **Brent Frederick**, Associate Editor, Canadian Sailings

Panelists: Air • **Glen Vanstone**, Director of Cargo and Business Innovation, Edmonton Regional Airports Authority  
• **Joe Sparling**, President and CEO, Air North  
• **Dr. Barry Prentice**, Professor, Supply Chain Management, Transport Institute University of Manitoba

9:00 am

Networking and Coffee Break

9:15 am

### Session 6 ~ Shifting Gears (cont'd)

Surface and Marine Transport

- **Kells Boland**, Principal, PROLOG Canada Inc.
- **David Haugen**, Vice-President, Lynden Incorporated
- **Capt. Arnold Vingsnes**, Secretary-Treasurer, Canadian Merchant Service Guild

Gateway

- **Roy Matson**, Project Manager, Yukon Ports Access Strategy
- **David Foster**, President, NTCL

10:45 am

### Session 7 ~ Physical and Human Infrastructure

Chair: **Ray Anderson**, Director, Matco Transportation Systems

Panelists: • **Lecia Stewart**, President, Stewart Gossage  
• **Marie-Liesse Marc**, Manager, Macquarie North America Ltd.  
• **Kim Cholette**, Director, Regional Economic Development Branch, Department of Economic Development, Government of Yukon  
• **Shelagh Rowles**, Dean of Developmental Studies, Yukon College

Noon

Networking and Coffee Break

12:15 pm

### Session 8 ~ Partnerships

Chair: **Ruth Sol**, President, WESTAC

Panelists: • **Hon. Kevin Menicoche**, Minister of Transportation, Government of the Northwest Territories  
• **Doug Caul**, Assistant Deputy Minister, Oil and Gas Division, Ministry of Energy, Mines and Petroleum Resources, Government of British Columbia  
• **Matt Morrison**, Executive Director, Pacific NorthWest Economic Region

1:15 pm

**Concluding Remarks, Peter Wallis**, President and CEO, The Van Horne Institute

1:30 pm

Closing Luncheon (sponsored by Government of Alberta)



# Advantage **NORTH**

## DELEGATES

Allison, Robert - Government of Yukon  
Anderson, Ray - Matco Transportation Systems  
Anderson, Glen - PNWER - Pacific Northwest Economic Region  
Anderson, Damen - Matco Transportation Systems  
Ashton, Robert - ILWU, Local 500  
Austin, Don - United Association of Journeymen  
Ayranto, Mark - StrataGold Corp.  
Baratta, Lisa - WESTAC  
Batchelor, Rhonda - Government of Northwest Territories  
Bauder, Ken - ILWU Canada  
Bergeron, Major Chris - Canadian Forces Joint Task Force North  
Blais, Denis - Transports Québec  
Boccanfuso, Angelo - Transport Canada  
Boland, Kells - PROLOG Canada Inc.  
Brewer, Kevin - Government of Yukon  
Brintnell, Ronald - Enbridge Inc.  
Brown, Jeff - Transport Canada  
Brown, Bob - CAP Management Services  
Bruntlett, Brenda - Government of Alberta  
Burke, Michael - Yukon Geological Survey  
Cameron, Kirk - Gartner Lee Ltd.  
Caul, Doug - Government of British Columbia  
Chiulli, Nancy - North Cariboo Air  
Cholette, Kim - Government of Yukon  
Clayton, Alan - University of Manitoba  
Cochran, Tom - City of Skagway  
Cousineau, Greg - Government of Northwest Territories  
Cunningham, Esther - Transport Canada  
Duncan, Doug - University of Manitoba Transport Institute  
Eid, Erick - Northwestel  
Emon, Kellie - Government of Yukon  
Eskridge, George - PNWER - Pacific Northwest Economic Region  
Fentie, Hon. Dennis - Government of Yukon  
Foster, Dave - NTCL  
Frederick, Brent - Canadian Sailings  
Fyfe, Dr. John - Environment Canada  
Galbraith, Peter - EarthTech  
Gallivan, Barry - Government of Saskatchewan  
Godson, Peggy - Government of Yukon  
Gubala, Chad - CAP Management Services  
Guenette, Gordon - Flint Energy Services  
Guimond, Anick - Transports Québec  
Hainer, Joanne - Yukon Chamber of Mines  
Hall, Bob - Government of Alberta  
Hanson, Elizabeth - Indian and Northern Affairs Canada  
Harris, Leigh - SMIT Marine Canada Inc.  
Haugen, David - Lynden Incorporated  
Hawkins, Robert - Government of the Northwest Territories  
Hawkins, John - Government of Nunavut  
Hidinger, Wally - Government of Yukon  
Hogg, Patricia - Government of Northwest Territories  
Huebert, Dr. Rob - University of Calgary  
Huelin, Shawn - Discovernet  
Hynes, Derrick - Government of Yukon  
Ingram, Sarah - The Van Horne Institute  
Janz, Vern - Government of Yukon  
Jardine, Ken - Government of Alberta  
Kenyon, Hon. Jim - Government of Yukon  
King, Gordon - Government of Saskatchewan  
Kitchen, Hugh - Northern Air Transport Association  
Kollmar, Robert - HDR Engineering, Inc.  
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