

## CANADIAN STRATEGIES FOR REGIONAL DEVELOPMENT – THE QUEBEC CASE

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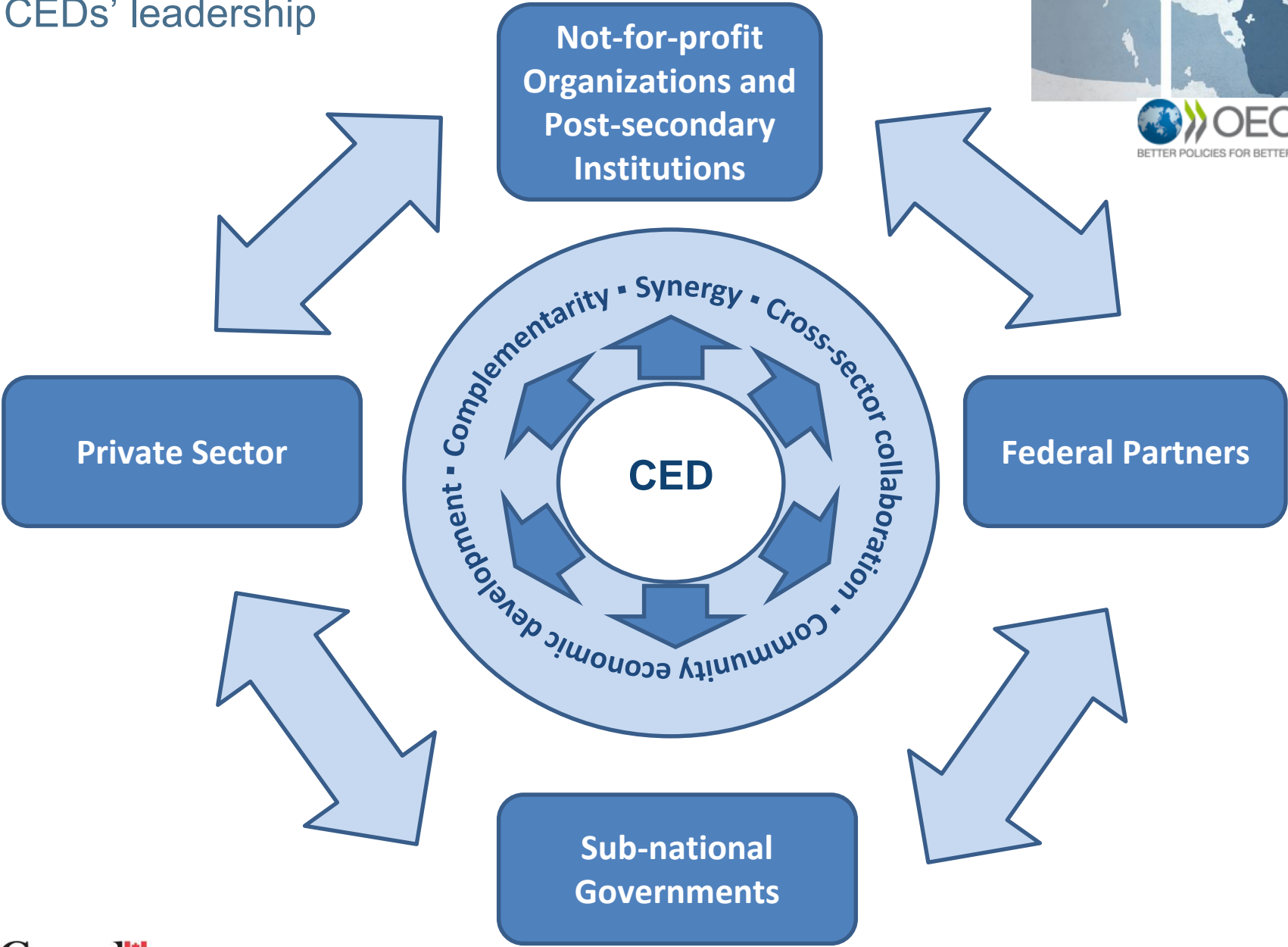
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OECD – Territorial Review - Sweden  
February 25, 2016 - Piteå



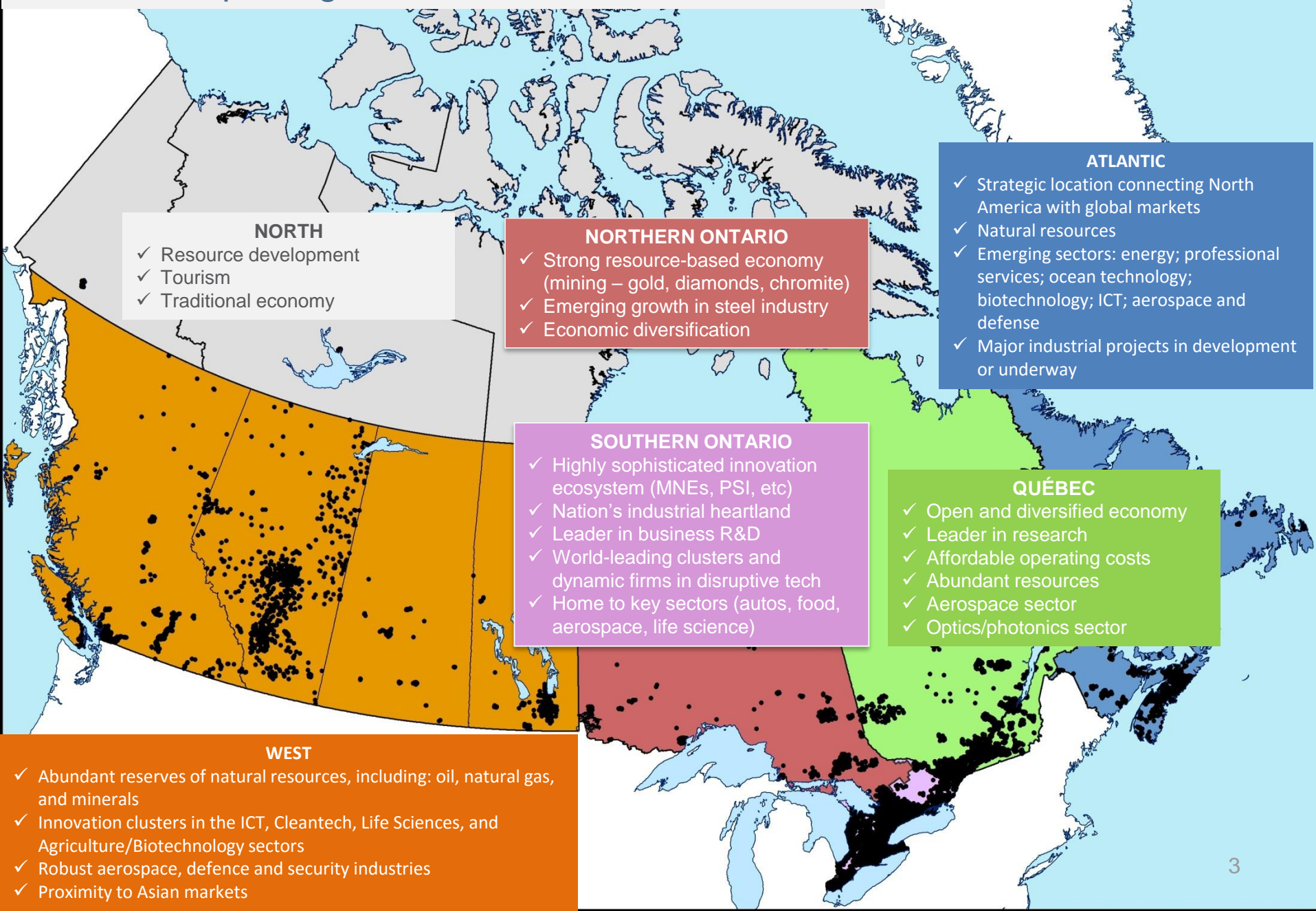
# Regional Economic Development

CEDs' leadership



# CANADA IS SEVERAL ECONOMIES

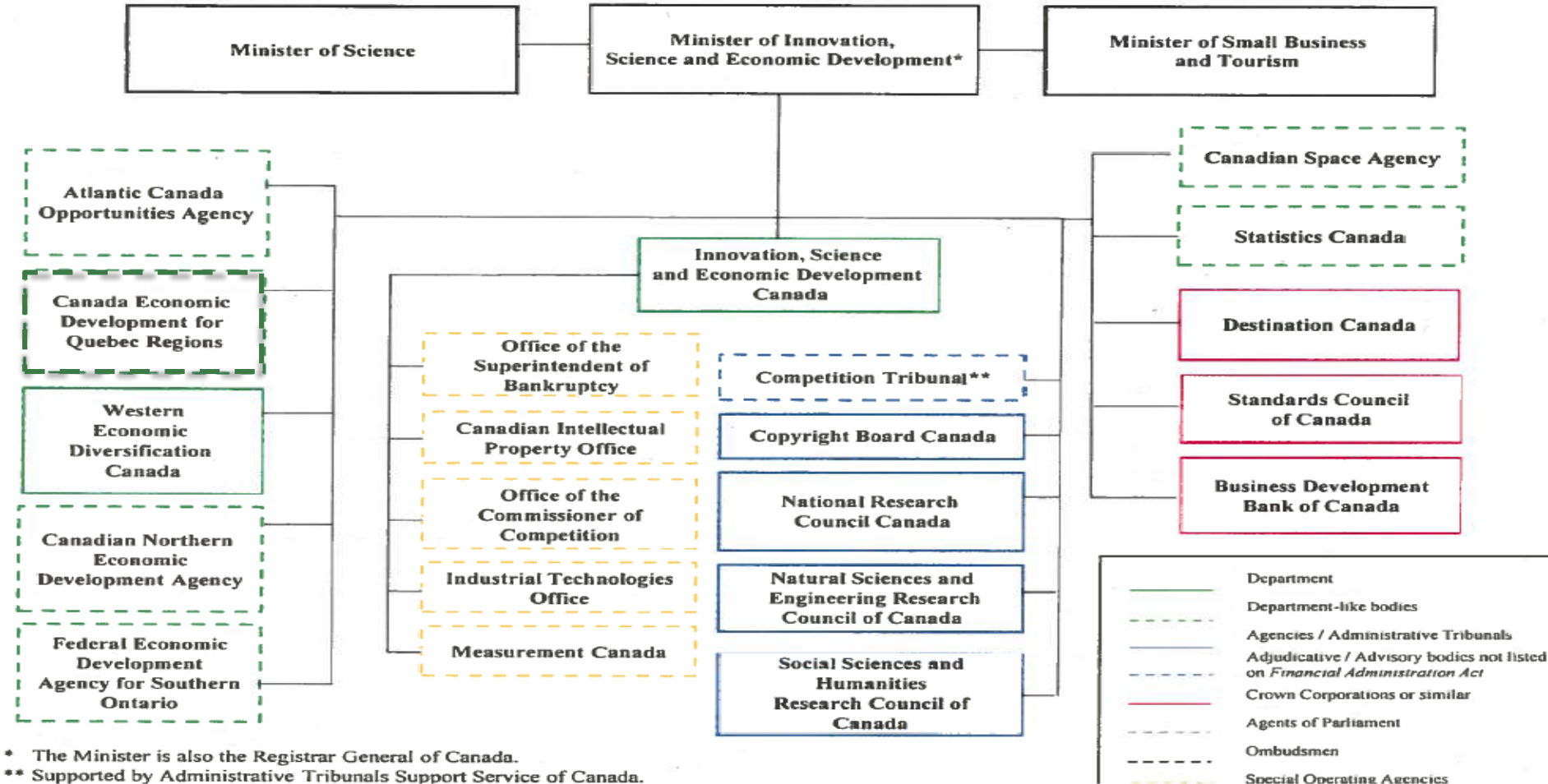
## Main Assets per region



# Canada's Innovation, Science and Economic development Portfolio



## INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT PORTFOLIO



\* The Minister is also the Registrar General of Canada.  
 \*\* Supported by Administrative Tribunals Support Service of Canada.

# Priorities of the Canadian Government - Economic Priorities

## Making Real Change Happen

### Speech from the Throne – 2015

- Making significant new investments in public transit, green infrastructure and social infrastructure (Budget 2016 – to come in March)
- Making strategic investments in clean technology, notably by providing more support for companies seeking to export those technologies;
- Negotiating beneficial trade agreements and pursuing opportunities with emerging markets.

### Minister of Innovation, Science and Economic Development Mandate Letter

- Help Canadian businesses grow, innovate and export so that they can create good quality jobs and wealth for Canadians.
- Develop an Innovation Agenda.
- Making strategic investments in our clean technology sector;
- Support Canadian businesses to increase their exports, expand the range of their trading partners, and adjust to, take advantage of, and prepare for, the implementation of new trade agreements.
- Increase high-speed broadband coverage and work to support competition, choice and availability of services, and foster a strong investment environment for telecommunications services to keep Canada at the leading edge of the digital economy.
- Etc.



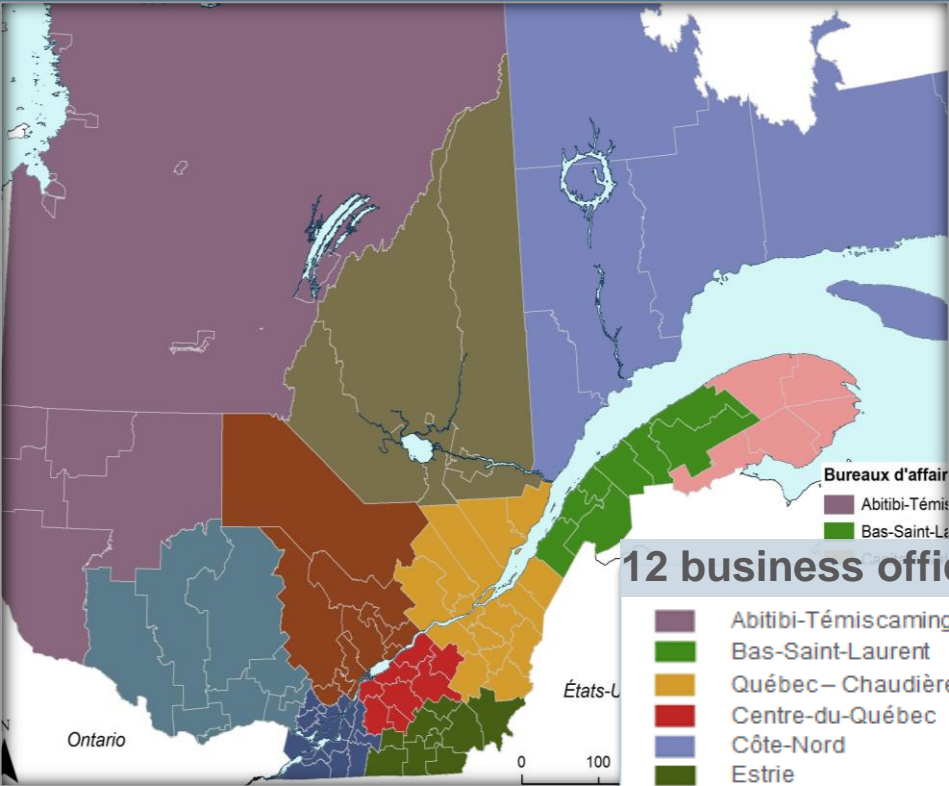
# Priorities at Sub-national level - Quebec's Economic Plan



## Quebec's Government priorities

- Better matching workforce training to business needs;
- Development of key sectors (e.g., aluminium, innovation, etc.)
- Implement the Perform Strategy
  - ✓ Support the high growth firms
- Commitment to implementing :
  - ✓ the Maritime Strategy (\$1.5 billion over 5 years),
  - ✓ the Plan Nord (\$425 million over 5 years), and
  - ✓ the Quebec Infrastructure Plan (\$88 billion over 10 years).
  - ✓ The Digital Cultural Plan for Québec (\$110 million over 7 years)
  - ✓ The Sustainable Development Strategy 2015-2020

# CED, that's....



## CED's Mission

Promote the long-term economic development of the regions of Quebec by giving special attention to those regions where slow economic growth is prevalent. In carrying out its object, the Agency shall take such measures as will *promote cooperation and complementarity with Quebec and communities in Quebec.*

## 12 business offices:

- Abitibi-Témiscamingue – Nord-du-Québec
- Bas-Saint-Laurent
- Québec – Chaudière-Appalaches
- Centre-du-Québec
- Côte-Nord
- Estrie
- Gaspésie – Îles-de-la-Madeleine
- Mauricie
- Grand Montréal
- Outaouais
- Saguenay – Lac-Saint-Jean
- Business Development and Infrastructure

A \$212 M budget for grants and contribution 2014-2015.

( DPR 2014-2015)

# CED is there to help SMEs at every stage of their development



BY PROVIDING FINANCIAL SUPPORT AND ASSISTANCE, DIRECTLY  
OR THROUGH ECONOMIC DEVELOPMENT ORGANIZATIONS

STARTING A  
BUSINESS AND  
PLANNING A  
BUSINESS  
SUCCESSION



**67%**  
survival rate  
for CED clients  
(vs 50% for non-clients)

(Statistics Canada 2013)

IMPROVING  
PRODUCTIVITY



**72%**  
growth  
in sales for CED clients  
(vs 47% for non-clients)

(Statistics Canada 2011)

INNOVATING



**1,645**  
enterprises given  
support for innovation  
and technology transfer  
in 2014-2015

(DPR 2014-2015)

MARKETING AND  
EXPORTING



**3,482**  
enterprises given  
support for export and  
commercialization  
In 2014-2015

(DPR 2014-2015)

Types of organizations  
funded as catalysts for  
growth:

■ Incubators

■ Organizations involved in  
building industrial clusters

■ Research centres and college  
centres for technology transfer  
(CCTT)

■ Regional export promotion  
organizations (ORPEX)

# CED supports the long-term development of the regions



## By promoting their economic assets



- Funding community economic facilities such as airports
- Attracting tourists from outside Quebec

## By attracting foreign investors



- Contributing to the establishment and retention of foreign enterprises in Quebec's regions

## By investing in communities with low economic growth potential



- Criteria tailored to these communities
- Taking action by providing additional dedicated funding from the federal government or specific funding allocated by CED.

## By funding community development through CFDCs and CBDCs



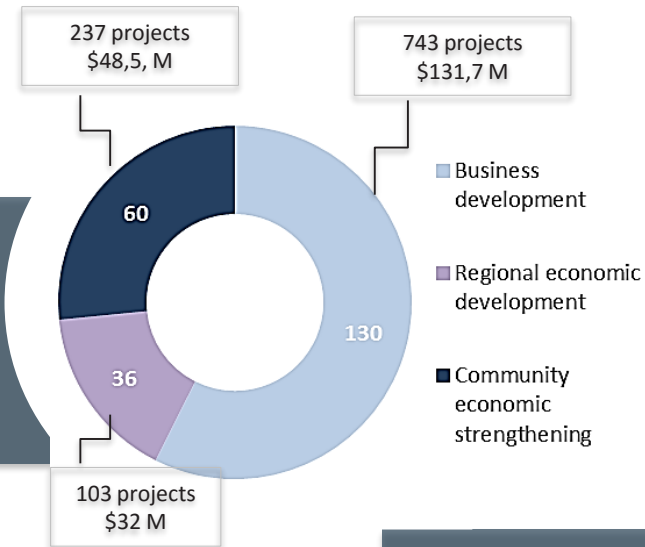
- Funded enterprises create twice the jobs and their revenues grow twice as fast as they would without financial support \*

# Global portrait of CED investments



**\$212M in grants and contribution spending for 1 083 projects supported in 2014-2015**

(Source: DPR 2014-2015)



In 2014-20145 on average,  
**1 dollar**  
invested by CED generated

**2.88 dollars**  
in investment

(Source: DPR 2014-2015)

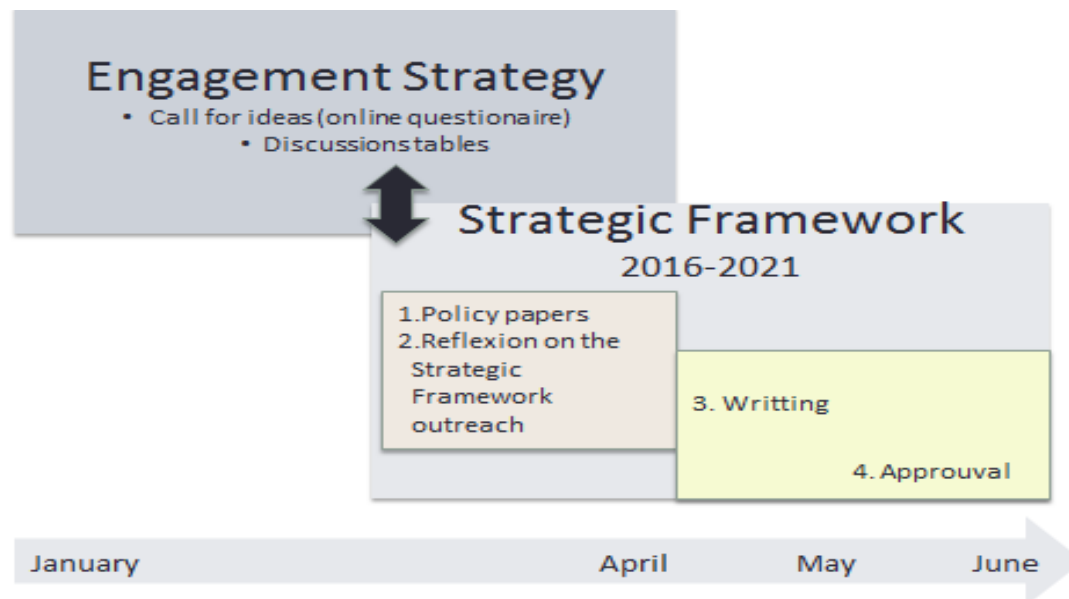
# CED's Engagement Strategy

## Including Groups and Business in Decision

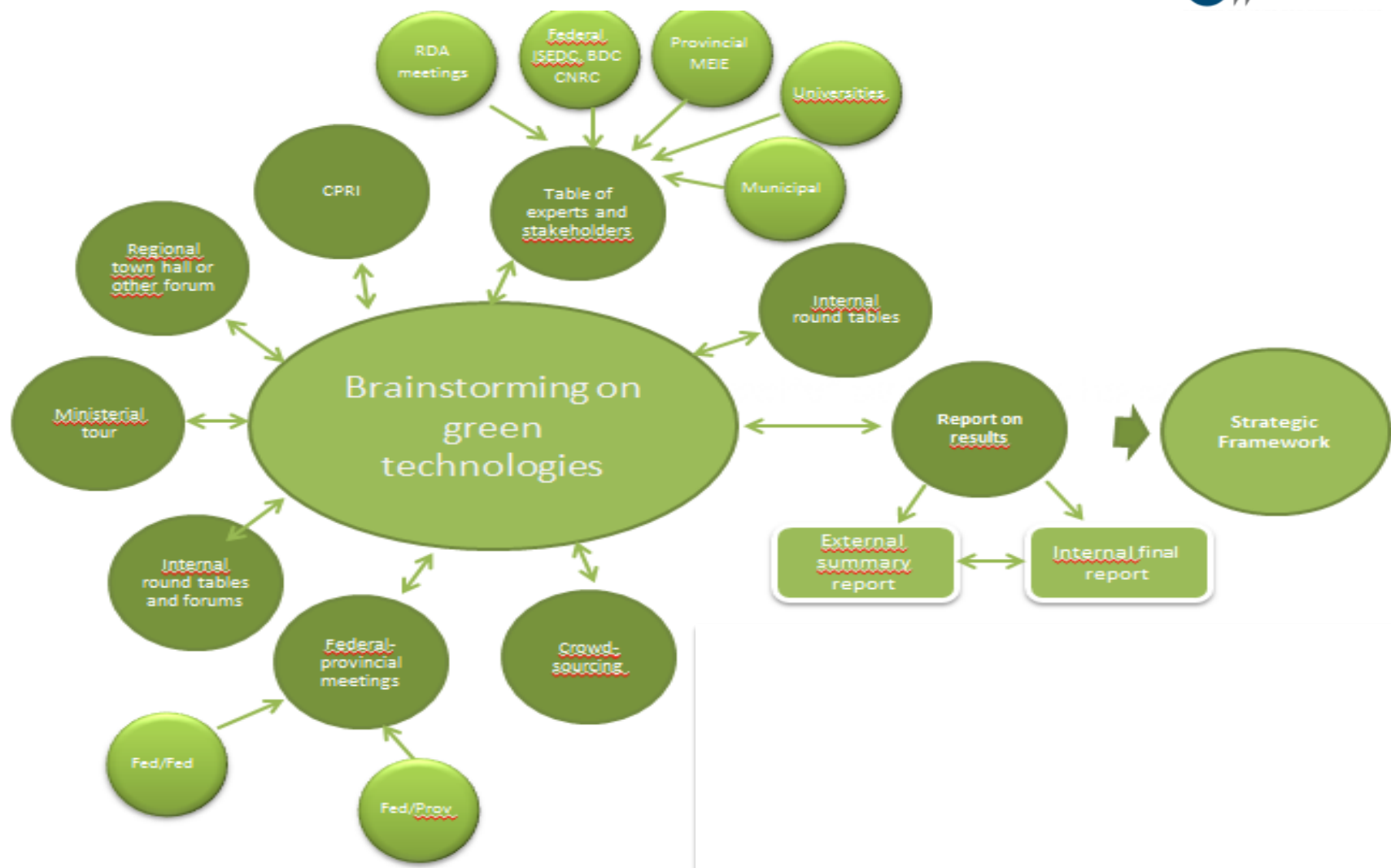


### OBJECTIVE

- To establish a constructive dialogue with the Minister, citizens, CED employees and economic development stakeholders in line with the Government of Canada's new vision/priority to:
  - ✓ involve them in developing the 2016-2021 Strategic Framework
  - ✓ foster their engagement, participation and adherence



# Example of activities/organic approach Regional Development Strategy



# RING OF FIRE

## UNLOCKING CANADA'S RESSOURCE POTENTIAL



- The Ring of Fire is a strategically important and actively explored mineral resource region in northwestern Ontario.
- In 2006, first commercial quantities of chromite discovered in North America. Essential ingredient in stainless steel.
- Analysts estimate that the region could hold \$60 billion in high quality chromite, base-metals and platinum group metals in-situ resources.
- Ontario anticipates that region will match other historic, multi-generational world-class mining areas such as Sudbury and Timmins.
- Opportunity for long-term socio-economic development of northern 24,000 First Nations in an environmentally sustainable manner.
- Potential to enhance Canada's mineral resource advantage and transform northern Ontario economy.

# Le cercle de feu et les Premières Nations Ring of Fire and First Nations

- Premières Nations Matabwa / Matabwa First Nations**
- ▲ Éloignée / Remote
  - ◆ Accessible via réseau routier / Road Access
- Premières Nations / First Nations**
- Premières Nations / First Nations
- Réserves indiennes / Indian Reserves**
- Réserves indiennes / Indian Reserves
- Claims miniers / Mining Claims**
- Claims miniers / Mining Claims
- Transport proposé / Proposed Transportation**
- KWG Rail
  - NorOnt Road
  - Cliffs Road
- Réseau routier / Road Network**
- Principal
  - Secondaire / Secondary
  - Hivernal / Winter

**Avvertimento:**  
 Cette carte doit être utilisée à des fins d'illustration seulement.  
 Les limites présentées sont approximatives.

**Disclaimer:**  
 This map is for illustrative purposes only.  
 Boundaries shown are approximations.

**Références:**  
 AANDC, Système d'information sur l'administration des bandes, mai 2012;  
 Ressources naturelles Canada, Système d'apartage des terres du Canada, 14 mai 2012;  
 Gouvernement de l'Ontario, Ministère du Développement du Nord et des Mines,  
 Données des claims miniers, 15 mai 2012;  
 Ressources naturelles Canada, Atlas national du Canada 1:1 000 000.

**Source:**  
 AANDC, Band Governance Management System, May 2012;  
 Natural Resources Canada, Canada Lands Survey System, May 14, 2012;  
 Government of Ontario, Ministry of Northern Development and Mines,  
 Mining Claims data, May 15, 2012;  
 Natural Resources Canada, National Atlas of Canada, 1:1,000,000.

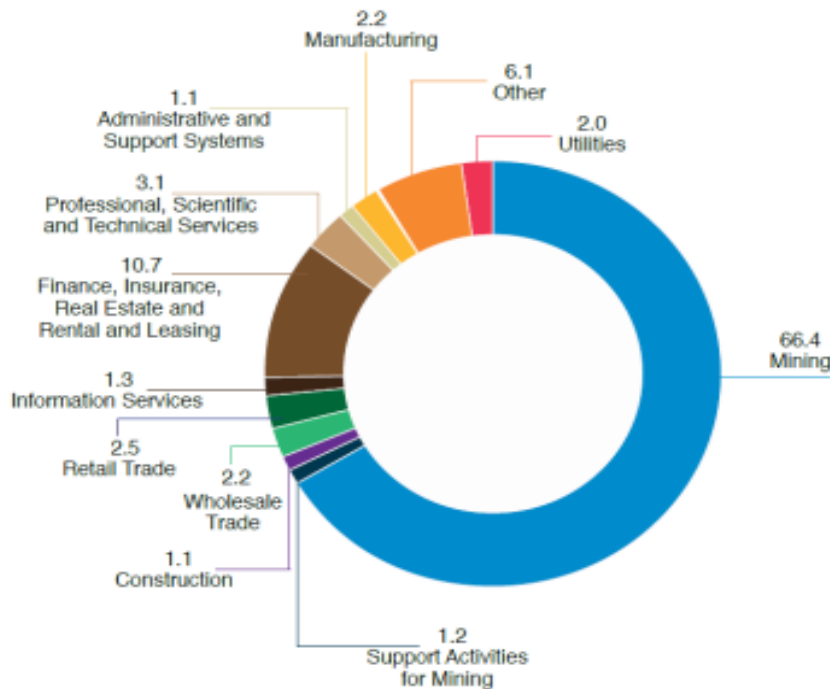
Échelle / Scale: 1:6,000,000

0 50 100 150 200 km

# RING OF FIRE

## REGIONAL ECONOMIC DEVELOPMENT

### Sectors that Stand to Benefit Most from the Development of the Ring of Fire



Percentage of total economic output using Input-Output ratios by Statistics Canada

Source: Ontario Chamber of Commerce



- Natural resources is a significant driver for regional economic development.
- Opportunity for community, transportation, broadband and electricity infrastructure.
- Indirect impacts: purchases by mining companies during operations.
- Induced impacts: employee spending on consumer goods and services.
- 34% of economic output will be dispersed in non-mining sectors.
- Impacts generating public debate on government role as an enabler.

# RING OF FIRE

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# RING OF FIRE

## FEDERAL & PROVINCIAL ACTIONS



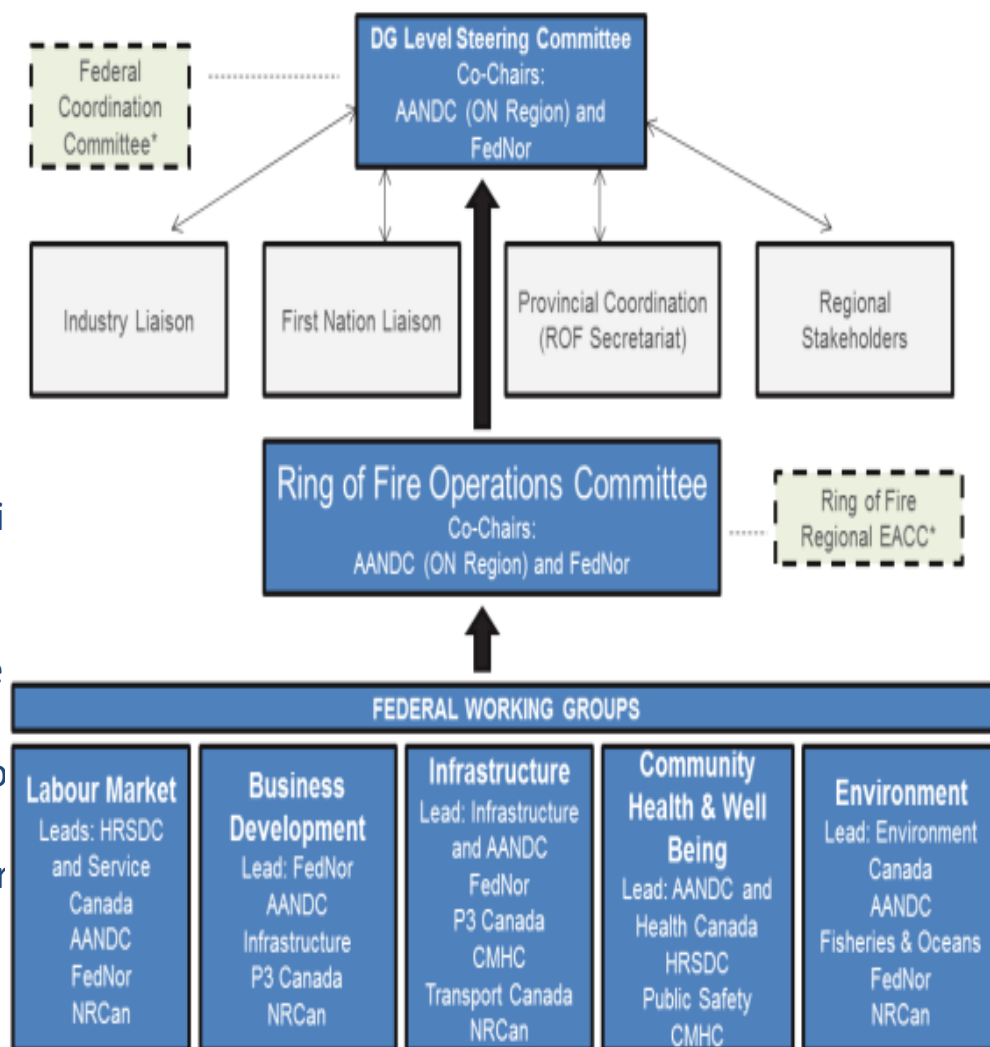
	Ontario	Canada
<b>Initiatives and Legislation</b>	<ul style="list-style-type: none"> <li>- 25-year Growth Plan for Northern Ontario</li> <li>- <i>Far North Act</i>, 2010</li> <li>- <i>Mining Act</i>, 2009</li> </ul>	<ul style="list-style-type: none"> <li>- Plan for Responsible Resource Development</li> <li>- <i>Canadian Environmental Assessment Act</i>, 2012</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>- ADM office for the Ring of Fire</li> <li>- Provincial committee – 13 ministries</li> <li>- Ring of Fire Advisory Council</li> </ul>	<ul style="list-style-type: none"> <li>- Lead federal Minister on the Ring of Fire</li> <li>- Federal committee and action plan – 17 departments/agencies</li> </ul>
<b>« Building blocks » investments</b>	Over <b>\$46M</b> in skills development and capacity building, land-use planning, mapping and environmental initiatives since 2008	Over <b>\$38M</b> in skills development and capacity building, mapping and environmental assessment and monitoring initiatives since 2010
<b>Infrastructure Development</b>	<ul style="list-style-type: none"> <li>- Development Corporation</li> <li>- \$1B Budget 2014 commitment</li> <li>- Technical infrastructure report</li> </ul>	\$14B New Building Canada Fund Commitment – Ontario priority projects
<b>First Nation Negotiations</b>	<ul style="list-style-type: none"> <li>- High level negotiations</li> <li>- Framework agreement with 9 FNs</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic Partnership Initiative, federal committee</li> <li>- Environmental Assessment activities</li> </ul>

# RING OF FIRE

## FEDERAL GOVERNANCE MODEL



- Federal committee chaired by FedNor and AANDC established in 2011.
- Ensure a whole-of-government strategy in information sharing, communications and program investments.
- Committee implementing federal action plan to support FedNor participation.
- FedNor investments:
  - 4.4M\$ in CFDC funding for entrepreneurship and business development for 9 FNs;
  - Feasibility studies for FN business centres, commercial airpark, infrastructure upgrade
  - Investments in community strategic planning, mining readiness and chambers of commerce studies;
  - Increase mining supply and services industry exports; and,
  - Potential support for broadband upgrades.



# RING OF FIRE

## SUMMARY AND NEXT STEPS



- There are significant resource development opportunities that can transform regional economies and communities in northern Ontario and Quebec for years to come.
- Complex, multi-year, high-risk development projects with a number of challenges that need to be considered (market/economic factors; skills development; business and infrastructure; Aboriginals and securing social licence).
- Successful development will require significant (and creative) collaborative efforts and investments from diverse stakeholders, including government.
- Moving forward, there are opportunities to learn from other northern resource development initiatives like the Ring of Fire and collaborate with other federal partners and regional development agencies.