

**Transportation  
Opportunities Summit**

**Summary Report**



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## BACKGROUND

### Context

The Jobs Board Secretariat (JBS) was established to support the Jobs Board and its mandate to foster a jobs and economic growth agenda for New Brunswick. The opportunities-based economic development model is based on the idea that the competition for business investment and for highly ambitious entrepreneurs and talent has never been as high as it is today. We need to identify and align our resources to develop tangible, highly valuable and profitable opportunities that will attract investment from local businesses, communities, ambitious new entrepreneurs and multinational firms.

In order to ensure that we are considering the largest range of potential opportunities for NB's growth, the JBS has organized a series of Opportunities Summits around the province, between late September and March 2016, in partnership with Opportunities NB (ONB) and lead departments.

### Summit Objectives

- Identified long list of viable economic opportunities to explore
- Identified conditions for success in identified opportunities
- Participants had a positive experience and felt their contribution mattered
- Participants felt heard

### Summit Agenda and Participants

On March 24rd from 10:30am-3pm at the Kinsmen Club, Centreville, NB, 60 stakeholders gathered to discuss economic opportunities within the New Brunswick Transportation sector. For a full list of attendees see Appendix A.

10:30am	MLA Andrew Harvey
10:40am	Minister Roger Melanson Remarks
11:00am	Guest Presentation <sup>3</sup> – Dale Thibodeau
11:20am	Brainstorming Opportunities
12:50pm	Lunch break
1:45pm	Conditions for Success
2:30pm	Premier Brian Gallant Remarks
2:45pm	Next steps and closing

## WHAT WE HEARD

### Opportunities

Participants were divided into 12 tables of 5 and asked to think about the future of Transportation.

- **Imagine it is 2040, what could Transportation in New Brunswick look like?**

These are a summary of their responses:

### Transportation in 2040

- Promote and support transportation board shipping/export with dollar difference
- Subsidizing truck driver training
- Raise the bar on training
- NBCC programs to train all employees based on the needs of industry drivers/ office support
- Training around the province
- Standardization for drivers' training
- 24/7/365 Service
- Better CBS (Canadian Border Services), efficient, less red tape, pre clearance
- Quicker resolutions
- Forward action and decisions that stick
- Businesses working together
- More benchmarking with Europe
- Standard regulations from province to province and between Canada - US
- Communication between all modes of transport
- Organize matching of available transport
- Go green: Online permits, fuel efficient, cost effective, pipeline, electric vehicles
- Driverless vehicles and infrastructure that supports this
- Change the view of transportation employment: career, professional, view as skilled workers, profitable, growing, value what they do for communities
- Freight matching between loads-various companies/modes
- Infrastructure upgrades for the flow of goods & services between Canada & the US
- Air transport- centralization one international airport for NB
- Use of drones to help with greenhouse gas emissions, efficiency, health, and safety
- Roadways may change, more than 2 lanes of traffic, introduction of new modes of transport, electrification of transportation
- Transformation of Railway system/infrastructure using digital technologies and innovation, electrification
- Increased use of ports in Northern NB
- Direct service, regionally/internationally
- More choice, more competition (also internationally)
- Better connectivity between airports
- Road trains

- Modernize Saint-John Port
- 100% ELO
- Industry greener with green regulations
- Automated ports
- Regionalization
- 1 authority over all ports, increase efficiency over Canada/US border
- CN rates competitive cargo rail: NB vs. NS to central Canada + US mid-West and vs North East
- Pipeline Alberta to Saint John
- More inter-provincial cooperation
- Inter-modal – resources to North/South ports
- Role of Government to promote industry – Tax + Toll policy
- Highway #15 rebuilt
- NB as recognised hub
- Improved cost structure by reducing cost of transportation

Participants were then given 30 minutes to discuss the short term opportunities which would help realize the 2040 opportunities.

## **What are the opportunities for growth in the Transportation industry the next 3 years?**

These opportunities are outlined below:

### **Reclassifying the Trade**

- Change the image of the industry to 'skilled' professionals – classify as a skilled trade
- Beginning in grade 10 to recognize the validity of trades, academic validation for apprentices and truck drivers
- Study of road classification and harmonization of highway system (include common routes, i.e. Toronto, Boston)
- Marine- with a modernized port (containers) in Saint John, increases overall capacity, the next critical piece is to get a direct European container service to allow for NB manufacturers and producers of perishable products to ship through a NB transportation asset

### **Training and Education**

- Workers, mechanics, drivers, office support
- Development of transportation logistics program at educational institutions
- Raise the profile of careers in transportation, duration of training should reflect skill level, offer training subsidies, move to a skilled profession

### **Infrastructure Optimization**

- Better maintenance on current infrastructure worth 'saving'
- Moving more traffic safely, create an environment for this, find ways to fund investment in infrastructure and twin highways (i.e. tolls, gas tax)
- Abandon the infrastructure that is no longer needed (i.e. Jemseg Bridge)

- Road improvement of highway 11 from Miramichi -Moncton to speed up safety and connect North to South
- Strategic repairs and upgrades to existing infrastructure

### **Dialogue Between Stakeholders**

- Increase dialogue between government and the transportation industry, sense of entitlement is an issue, reduce barriers (logistically)
- Rail, work with government to get rate parity to avoid actual monopoly in freight, lower cost, improve industries growth

### **Export**

- Promote and support trans-border shipping and export considering the dollar difference

### **Communication and Logistics Innovation**

- Improved communications between trucking companies and goods suppliers, increase efficiencies between loading and moving goods (don't make drivers sit around inefficiently).

### **Labour Force Attraction**

- Fix driver training shortage issue: training unemployed
- Attracting drivers: establishing a framework to evaluate/recognise skills for immigrant workers
- Immigration
- Worker shortage most serious issue for growth
- Government fund to bridge experience gap on low experience drivers, insurance
- Lots of opportunity in the trucking industry (both drivers and office workers), need to educate the workforce on the opportunities, find ways to raise wages to attract workers.

### **Inter-modal Opportunities**

- Coordination of public transportation, bus – train – airline - ferry
- Inter modal route development from Saint John to Boston
- Better communication between modes of transport, organize and match of available space
- Strategic evaluation of our multi-modal infrastructure (ports, airports, rail, truck)
- Development of inter-modal

## CONDITIONS FOR SUCCESS

Then tables were asked to choose an opportunity from the ones identified in the previous activity and to identify conditions for success within each of the 5 pillars in the Jobs Board economic policy framework.

<b><i>Opportunity – Export – Through NB Transportation Network &amp; Infrastructure</i></b>	
<b><i>People</i></b>	<ul style="list-style-type: none"> <li>▪ Education - workforce and public awareness starting at high school with trades, focus on programs at post-secondary college, university</li> <li>▪ Communication - success stories of career opportunities for upcoming generation</li> <li>▪ Wage subsidy for training as incentives to have a new recruits in industry</li> <li>▪ Grow provincial workforce - for labour shortages through immigration</li> </ul>
<b><i>Ideas</i></b>	<ul style="list-style-type: none"> <li>▪ Border clearance systems – EDI (Electronic Data Interchange) systems in place, pre-clearance, avoid delays, truck, rail, air</li> <li>▪ Investments in IT - knowledge base systems to improve transportation on automation</li> </ul>
<b><i>Money</i></b>	<ul style="list-style-type: none"> <li>▪ Partial investment to spur and support growth in transportation networks, i.e. new service connections</li> <li>▪ Assistance with training within business to grow transportation networks for small business</li> <li>▪ Research to support transportation trade information and network competition</li> </ul>
<b><i>Infrastructure</i></b>	<ul style="list-style-type: none"> <li>▪ Access to rail system needs to improve across the province</li> <li>▪ Investment in road systems to access all means across the province</li> <li>▪ Partnering with Ec. Dev and municipal agencies to promote services and grow access to international markets- air &amp; marine ports</li> </ul>
<b><i>Nimble Business Climate</i></b>	<ul style="list-style-type: none"> <li>▪ Industry and government awareness of implications of the transportation network and challenges of services</li> </ul>

<b><i>Opportunity – Innovation &amp; Transportation</i></b>	
<b><i>People</i></b>	<ul style="list-style-type: none"> <li>▪ Improved - new skills</li> <li>▪ Logistics</li> <li>▪ Urban planning/design</li> <li>▪ Environmental</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Truck driver training in the transportation industry to align with the entrepreneurial ecosystem</li> <li>▪ Addressing business culture</li> </ul>
<b>Ideas</b>	<ul style="list-style-type: none"> <li>▪ Alternative fuels for fleets</li> <li>▪ Drone technology</li> <li>▪ Autonomous driving</li> <li>▪ Digitization (logistics)</li> <li>▪ Improved efficiencies at CBS (Canadian Border Services)</li> </ul>
<b>Money</b>	<ul style="list-style-type: none"> <li>▪ Leverage federal carbon tax to develop transportation solutions</li> <li>▪ Encourage R&amp;D in emerging tech development like high speed transportation via tax incentives</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>▪ Review existing infrastructure to ensure it will support emerging trends</li> <li>▪ Propose new infrastructure</li> <li>▪ North/South corridor between Canada and US to develop efficiencies</li> </ul>
<b>Nimble Business Climate</b>	<ul style="list-style-type: none"> <li>▪ Collaboration within the Atlantic region</li> <li>▪ Break down internal silos within government departments that look at transportation as discrete business units</li> </ul>

### **Opportunity – Dialogue- Government, Stakeholder, Post-Secondary**

<b>People</b>	<ul style="list-style-type: none"> <li>▪ Everyone on the same page</li> <li>▪ Recognition by government of the contribution mode</li> <li>▪ Recognition of skill level required &amp; how to attain</li> <li>▪ Immigration</li> </ul>
<b>Ideas</b>	<ul style="list-style-type: none"> <li>▪ Fully rounded training programs</li> <li>▪ Representation of the sector in partnership with government to balance knowledge of training and needs</li> </ul>
<b>Money</b>	<ul style="list-style-type: none"> <li>▪ Help with tuition costs and /or living expenses</li> <li>▪ Make the investment in the people to carry the future of the industry</li> <li>▪ Forgivable loans</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>▪ None necessary, just a place to sit and talk</li> </ul>



<b>Nimble Business Climate</b>	<ul style="list-style-type: none"> <li>100% open as to what the needs are</li> </ul>
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### **Opportunity – Labour Force Attraction**

<b>People</b>	<ul style="list-style-type: none"> <li>Labour Market Information - Accessibility to classified skilled workers</li> </ul>
<b>Ideas</b>	<ul style="list-style-type: none"> <li>Education in high schools to create better image of industry</li> </ul>
<b>Money</b>	<ul style="list-style-type: none"> <li>Rebates on training for cost of driving</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Driver incentives for companies</li> </ul>
<b>Nimble Business Climate</b>	<ul style="list-style-type: none"> <li>Initiative to entice unemployed drivers to re-join the workforce</li> </ul>

### **Opportunity – Inter-modal**

<b>People</b>	<ul style="list-style-type: none"> <li>Capacity exists, no special skills needed</li> </ul>
<b>Ideas</b>	<ul style="list-style-type: none"> <li>Understand opportunities to grow volume in Atlantic Canada</li> </ul>
<b>Money</b>	<ul style="list-style-type: none"> <li>Requires provincial &amp; federal investment along with private</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Inter-modal operation in Saint John (NB Southern, Panam, CSX Transportation) to US</li> <li>Operation in NW NB, Central Canada/West</li> </ul>
<b>Nimble Business Climate</b>	

### **Opportunity – Training and Education**

<b>People</b>	<ul style="list-style-type: none"> <li>High school</li> <li>University</li> <li>Military</li> </ul>
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<b>Ideas</b>	<ul style="list-style-type: none"> <li>▪ HS- expose them early on to promote transportation</li> <li>▪ U- UNB transportation/logistics</li> <li>▪ M- retraining</li> </ul>
<b>Money</b>	<ul style="list-style-type: none"> <li>▪ Private sector for exposure</li> <li>▪ Government and university refocus spending to support UNB transport and logistics</li> <li>▪ Tap into military out placement funding</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>▪ High school credit, simulator</li> <li>▪ Private sector labs and co-operative education</li> </ul>
<b>Nimble Business Climate</b>	<ul style="list-style-type: none"> <li>▪ Stop tracking</li> <li>▪ Take action</li> </ul>

## **Opportunity – Training & Education**

<b>People</b>	<ul style="list-style-type: none"> <li>▪ Companies invest in employee education &amp; training</li> <li>▪ Unemployment &amp; office support provide people + programs</li> <li>▪ Foreign workers – skilled</li> <li>▪ Educators/employees qualified + skilled</li> </ul>
<b>Ideas</b>	<ul style="list-style-type: none"> <li>▪ Cooperation between industry and colleges</li> <li>▪ Mentorships</li> <li>▪ Driver support line</li> </ul>
<b>Money</b>	<ul style="list-style-type: none"> <li>▪ Canada job grant is available, companies need to pre-select</li> <li>▪ More awareness on wages</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>▪ Available training programs – access – cost, location, class size</li> <li>▪ More frequent programs</li> </ul>
<b>Nimble Business Climate</b>	<ul style="list-style-type: none"> <li>▪ Insurance should recognise new drivers</li> <li>▪ Employer access to EI recipients</li> <li>▪ Immigration (access to)</li> </ul>

## **Opportunity – Infrastructure**

<b>People</b>	<ul style="list-style-type: none"> <li>▪ Human resources</li> <li>▪ Construction industry</li> <li>▪ Flexibility - people + policy</li> <li>▪ Licence/ accreditation, need assessment of workforce</li> </ul>
<b>Ideas</b>	<ul style="list-style-type: none"> <li>▪ Practical lens</li> <li>▪ Willingness to changeover</li> <li>▪ Legislation/regulation</li> <li>▪ Urban VS rural</li> <li>▪ Resources exploitation/ opportunities</li> </ul>
<b>Money</b>	<ul style="list-style-type: none"> <li>▪ Private sector</li> <li>▪ P3 projects</li> <li>▪ Privatization</li> <li>▪ Gas tax</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>▪ Asset Management</li> <li>▪ Long-term plan – rebuild, refit</li> <li>▪ Predictable funding</li> <li>▪ P3 projects</li> <li>▪ Road maintenance of rural roads</li> <li>▪ Gas tax</li> </ul>
<b>Nimble Business Climate</b>	<ul style="list-style-type: none"> <li>▪ Stick to long-term plan, not votes</li> <li>▪ Policy change to 'promote'</li> <li>▪ Technologies- cost</li> <li>▪ Boom/bust cycle</li> </ul>

## **Opportunity – Infrastructure Optimization**

<b>People</b>	<ul style="list-style-type: none"> <li>▪ Staffing for adequate requests</li> </ul>
<b>Ideas</b>	<ul style="list-style-type: none"> <li>▪ Growth of new industries</li> <li>▪ Maintain current industries- foundation for transport growth</li> <li>▪ Make transportation competitive/ advantage</li> <li>▪ Harmonized permits</li> </ul>

<b><i>Money</i></b>	<ul style="list-style-type: none"><li>▪ Prioritize funding for new &amp; existing industry</li></ul>
<b><i>Infrastructure</i></b>	<ul style="list-style-type: none"><li>▪ Use asset management strategy</li><li>▪ 70,000 trucks on resource roads from forest to mills</li><li>▪ Optimize rail connections</li></ul>
<b><i>Nimble Business Climate</i></b>	<ul style="list-style-type: none"><li>▪ Leadership</li><li>▪ Innovation</li></ul>

## LESSONS LEARNED

This summit was one in a series of sector specific Opportunities Summits throughout the Province. For every summit, lessons learned are noted to inform future Summits in the series.

### What went well

- Bilingual conversation
- Adequate space, equipment

### What could be improved

- More diversity in participants
- Better balance between various modes of transportation
- Future summits could be broken down by the various modes of transportation
- Conflicted with another national industry event

## **NEXT STEPS**

### **Summit Survey**

Following the summit a survey was sent to the participants to collect additional input on the ideas discussed and the event itself. This feedback helps us to assess which discussions resonate beyond the summit, as well as to continue to improve future summits.

### **Summit-Specific Report**

Following each summit a report of the ideas generated (this document) and participant feedback (Appendix B) is shared with all participants following the summit.

### **All-Summits Report**

After the full series of summits have been completed a final report will be prepared and shared with all summit participants. This is meant to provide visibility of the ideas generated from other summits and to highlight common themes related to the opportunities.

### **Early Opportunities**

The Jobs Board Secretariat plans to identify and advance initial opportunities coming from the summits in partnership with Opportunities NB and lead departments, and to test the opportunities-model of economic development using the 5-policy pillar structure on these early opportunities. We will also identify opportunities that would benefit from further study and those that government is not well-positioned to lead, and share this assessment with the community of participants and interested New Brunswickers.

### **Implementing Policy Conditions for Growth**

Finally, with your help, we will identify the best growth opportunities for New Brunswick. The Jobs Board Secretariat will lead the formation of cross-departmental teams, the development opportunity plans and measures, and assist in the implementation of the necessary policies to create the conditions growth. GNB will then track the progress and outcomes of these efforts and report those findings.

### **Future Summits**

Consideration is being given to hosting follow-up summits in 2016 and early 2017 to explore whether this approach is demonstrating early results, discuss how it could be improved, and what has changed with the opportunities for NB's economic growth.

## APPENDIX A: ATTENDEES

Name / Nom	Organization / Organisation
Christine Bourgoïn	ACOA
Lisa Ashworth	Agricultural Alliance
Dave Miller	Armour Transportation Systems
Charles Goguen	Association of Consulting Engineering Companies - NB
Jean Boudreau	Association of Professional Engineers and Geoscientists of New Brunswick
Melinda Thornton	Atlantic Provinces Trucking Association
Ralph Boyd	Atlantic Provinces Trucking Association
Kevin A. Larlee	AV Group
Darrell Weare	Bayside Port Corporation
Ed White	Brennens Farm Trucking
Josee Rioux Walker	Collège Communautaire du Nouveau-Brunswick
Lise Ouellette	Collège Communautaire du Nouveau-Brunswick
Kevin Canning	County Line
Brian Murray	Day and Ross
Doug Tingley	Day and Ross
Dale Thibodeau	DJ Thibodeau & Associates
Kyle Mathers	Fredericton International Airport
Julie Daigle	Glencore Canada Corporation (Smelter)
Natasha Ostaff	Greater Moncton International Airport
Wayne Power	Irving (JDI)
Tim Linton	K & T Transport Ltd.
Maurice Maillet	Maillet Transport
Matthew Cassidy	Maritime Bus
Wenda Pitre	Maritime Bus
Stephanie More	Maritimes & Northeast Pipeline
Tina F. Rowsell	McCain Foods Canada
McKenzie McConnell	McConnell Transport
Bill Creagh	Midland Transport
Brian DuPlessis	NB Potato Shippers Association
Brad Wasson	NB Power
Diane Robichaud	NB Power
Andy Savoy	NB Road Builders
Heather Hathaway	New Brunswick Community College (NBCC)
Tom McGinn	New Brunswick Road Builders' and Heavy Construction Association
Josh Bernard	Northern Mat and Bridge
T.J. Harvey	Member of Parliament
Gary Carter	Rite-Line Transportation
Shannon Blanchard	Saint John Port Authority
Iain Dunlop	Transport Action Atlantic
Gordon Cole	Tropical Shipping
Arthur Slipp	Union of Municipalities of NB

Name / Nom	Organization / Organisation
Raymond Murphy	Union of Municipalities of NB
Caleb Cook	Valley Equipment Ltd.
Curtis Morrison	VIA Rail Canada
Andrew Gibbons	WestJet
Jason Limongelli	Woodland
Fred Harvey	

GNB Participants	
Hon. Brian Gallant	Premier
Hon. Roger Melanson	Minister of Transportation and Infrastructure
Andrew Harvey	MLA
Corey White	Department of Transportation and Infrastructure
Gloria Landry	Department of Transportation and Infrastructure
Rachel Lanteigne	Department of Transportation and Infrastructure
Hemant Kumar	Jobs Board Secretariat
Melanie Clark	Opportunities NB
David Godfrey	Post-Secondary Education, Training and Labour



**APPENDIX B: PARTICIPANT FEEDBACK  
COMING SOON**