



Feeding the Future, Fueling Prosperity, and Fertilizing Growth: Saskatchewan's Moment to Lead

A REPORT FROM THE 2025 FOOD, FUEL, AND FERTILIZER SUMMIT

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Introduction

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On April 8 and 9, 2025, the Saskatchewan Chamber of Commerce brought together nearly 400 industry leaders, policymakers, Indigenous representatives, and innovators for the third annual Food, Fuel, and Fertilizer Global Summit in Regina, Saskatchewan. This event focused on Canada's strategic opportunity to deliver its natural resources to the world, address global food and energy insecurity, and redefine economic growth in today's trade environment.

With nearly 70% of its production destined for export markets, Saskatchewan is a cornerstone of Canada's trade performance. Our province leads the world in potash production, ranks second globally in uranium output, and is home to more than 40% of Canada's cultivated farmland—driving a record-breaking \$18.5 billion in agricultural exports in 2024. As Canada's

second-largest oil-producing province and an emerging hub for critical minerals, Saskatchewan is also critical to North American energy security and the global transition to sustainable resource development.

The 2025 Food, Fuel, and Fertilizer Summit explored what it will take to meet rising global demand for Saskatchewan's resources. From trade barriers and infrastructure challenges to workforce shortages and regulatory inefficiencies, speakers delivered a unified message: **Canada must mean business.**



Diversify and Defend Our Markets

Delegates were clear—proximity to the U.S. is an advantage, but not a strategy. In today's volatile global landscape, overdependence on any single trade partner undermines Canada's long-term economic resilience. Saskatchewan will remain a key player in U.S. markets, but ongoing tariff tensions reinforce the need to diversify our trade relationships.

Fortunately, Saskatchewan has a strong foundation to build on. From 2022-2023, our province's total exports exceeded \$100 billion and reached 163 countries—32 of which each received over \$100 million in goods. This global reach is supported by Saskatchewan's network of nine international engagement offices, helping make us the top per capita exporter in Canada. Our trade footprint proves that Saskatchewan can compete, and win, on the world stage. But to fully capitalize on this potential, government leadership is needed to actively support export market diversification and work to stabilize and strengthen Canada's global trade relationships.

Calls to Action

1. Prioritize trade agreement diversification including with the EU, ASEAN, India, and South America.
2. Engage in education and advocacy efforts in the U.S. to raise awareness of tariff impacts.
3. Ensure interprovincial cooperation in procurement to enhance supply chain resilience while avoiding new trade barriers.
4. Implement measures to reduce the downstream impact of labour disruptions on exports by strengthening contingency planning, enhancing dispute resolution mechanisms, and promoting collaborative labour relations.
5. Repair key diplomatic relationships and resolve disputes quickly.
6. Promote Saskatchewan as a stable, sustainable global partner.
7. Take bold, immediate action to signal to the global market that Canada is open for business.



Infrastructure

Build the Backbone of Global Competitiveness

Across keynotes and panel discussions, a unified message emerged: without robust, trade-enabling infrastructure, Canada's resource potential will remain untapped. Failed infrastructure projects have seriously hurt investment in our country, and we must be bold if we want to attract capital to Canada again. Business leaders from the Port of Prince Rupert, Air Canada, and CN Rail all showcased the private sector's proactive efforts to get Canada moving again. But the consensus was firm: they can't do it alone.

A national East-West trade corridor was repeatedly identified as a critical investment for Canada's future – one that would unlock new export pathways and enhance national competitiveness. Saskatchewan's ability to compete globally depends on reliable, efficient infrastructure. From trade corridors to port access, every link in the transportation chain must be strengthened to move products to market and support long-term economic growth.



Calls to Action

1. Develop a national 20-year rolling Trade Infrastructure Strategy Plan with a focus on East-West corridors.
2. Invest in trade-enabling infrastructure such as rail capacity, road networks, and port access, with a particular focus on improving logistics for prairie exports.
3. Expand infrastructure to support the export of Canadian LNG, critical minerals, and agri-foods, especially to European and Indo-Pacific markets where demand is growing rapidly.
4. Enhance intergovernmental and industry collaboration to identify and eliminate transportation bottlenecks—ensuring efficient, cost-effective, and timely delivery of Canadian goods to international buyers.



Regulations

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Implement Pragmatic, Predictable, and Pro-Development Policies

Over two days of discussion, participants voiced a common frustration: Canada's outdated and inconsistent regulatory systems are creating unnecessary barriers to progress. Current regulations—particularly those affecting investment in sectors such as oil and gas—are not only restrictive but also unpredictable. This shifting regulatory environment makes long-term planning and investment increasingly difficult.

It is critical to recognize that Saskatchewan's global competitors are often not bound by the same regulatory constraints. When Saskatchewan is prevented from providing the world with essential resources, other nations are quick to fill the gap. To remain competitive, Canada must transition from reactive, risk-averse policymaking to a streamlined, outcomes-based regulatory approach that encourages innovation, growth, and investment. As global demand surges for sustainable energy, secure food systems, and critical minerals, competitiveness will depend on a regulatory framework that accelerates—rather than delays—responsible development.



Calls to Action

1. Leave regulation to the provinces. Simplify and align federal and provincial regulatory processes by formally recognizing or substituting provincial reviews where appropriate.
2. Enable concurrent regulatory steps, where possible, to shorten project timelines.
3. Provide clarity from regulators on the scope of information required at each stage of a review and the timelines anticipated.
4. Reduce the overall tax burden to enhance competitiveness, attract investment, and support business growth.

Produce What the World Needs

In a world increasingly demanding more food on tables, fuel in tanks, and fertilizer in fields, Saskatchewan holds a clear strategic advantage. With world-class energy, potash, uranium, agri-food, and critical minerals sectors, our province offers a rare combination of reliability and sustainability. That advantage is translating into global impact: In 2023, Saskatchewan exports reached 163 countries, and demand for key resources like potash and uranium has hit record highs. We produce what the world needs, and we do so sustainably.

While the current U.S. administration speaks of American energy dominance, the reality is clear: There can be no American energy dominance without North American energy dominance. Saskatchewan plays a central role in ensuring continental energy security and resource stability. Unlocking the full value of Saskatchewan's resource potential is not just a provincial imperative – it's a national economic opportunity. Realizing it will require long-term vision and enduring collaboration among industry, Indigenous partners, and all levels of government.

Calls to Action

1. Strengthen Indigenous equity ownership opportunities in resource projects by improving access to capital, and addressing regulatory barriers.
2. Explicitly signal that the federal government supports all major projects.
3. Eliminate barriers to development such as Bills C-69 and C-48.
4. Shift toward outcome-based emissions strategies that enable innovation and economic growth, rather than limiting production or disincentivizing investment.
5. Create a fast-track approval pathway for projects that enhance national energy security.





Labour and Skills

Train the Workforce of Tomorrow

At the Summit, leaders took the stage to discuss how Saskatchewan companies are responding to what has become a chronic and continuous labour shortage in the province. With a significant portion of the current workforce nearing retirement, and too few young workers entering critical industries, the talent gap is widening just as demand for skilled labour is accelerating. The emergence of new sectors—such as nuclear power generation—adds further pressure, underscoring the urgent need for modernized education and training pathways for both new entrants to the workforce and experienced workers looking to reskill.

As Saskatchewan prepares to scale up and launch new projects, a qualified domestic workforce will be essential to sustaining this growth. Panelists called for the federal government to step up with targeted action

to align talent pipelines with industry demand. They also took time to highlight how businesses are making strides by adopting new technologies, including AI, to enhance safety and productivity. The private sector is prepared to lead, but it cannot meet these challenges alone.

Calls to Action

1. Expand investment in trades and technology training linked to high-growth sectors.
2. Align immigration pathways with resource sector needs and accelerate foreign credential recognition.
3. Promote Indigenous inclusion through training, equity, and procurement.
4. Harmonize credential recognition across the provinces to allow for easier labour mobility to in-demand regions.

While much of the conversation around unlocking Saskatchewan's resource potential focused on the need for policy reform, the Food, Fuel, and Fertilizer Summit also showcased the power of business-to-business insight and initiative. As governments work to address structural barriers, it's clear that industry leaders are not waiting on the sidelines. Throughout the Summit, executives and entrepreneurs emphasized where the private sector opportunities lay.

“Canadianize” Supply Chains

One recurring theme was the need to “Canadianize” domestic supply chains. Larger businesses can build resilience by sourcing inputs locally wherever possible and investing in domestic manufacturing and logistics. At the same time, entrepreneurs and Small-and-medium enterprises (SMEs) must recognize and act on these emerging opportunities. With major companies actively seeking to realign their supply chains, the window for local businesses to step in and fill critical gaps is now. Speakers noted that this is a moment of strategic realignment, and those who are able to rise to the occasion will be best positioned to grow alongside Canada's evolving economic landscape.

ESG is Not a Hurdle – It's Leverage

Forward-thinking companies understand that environmental, social, and governance (ESG) practices aren't just regulatory obligations—they're strategic assets. Consumers are demanding greater

markets are prioritizing sustainability and governance as core investment criteria, and the principles of environmental stewardship, social responsibility, and sound governance remain critical to long-term value creation. Far from a passing trend, ESG is now a defining feature of modern business. Companies that lead on these principles are more likely to attract investment, retain talent, and build resilient brands.

Know Your Markets – and Your Customers

In today's dynamic trade environment, deep market understanding is a critical advantage. Summit speakers emphasized the importance of knowing where businesses have the flexibility to adapt to shifting demand—and where they're bound by fixed sales arrangements. This awareness allows companies to adapt more strategically, identify emerging opportunities, and manage risks more effectively. As global trade continues to be shaped by geopolitics, regulation, and consumer preferences, businesses who truly understand their markets will be best positioned to respond.

Plan for Permanent Labour Constraints

Saskatchewan has been facing a persistent labour shortage that will continue as the province captures the full potential of its resources. Leaders pointed to automation, digital transformation, and stronger partnerships with post-secondary institutions as effective ways to unlock talent pipelines and build future-ready workforces.

Emphasis was also placed on the importance of using the temporary construction phase many projects are currently undertaking as a training ground to build skills. In addition to attracting talent, retention emerged as a critical priority. Speakers stressed the importance of building business models that provide stable, year-round employment, helping to insulate workers from the volatility often associated with resource sector cycles.

Explore Alternative Shipping Routes and Methods

While the call for large-scale infrastructure investment was unanimous throughout the summit, panelists also highlighted more immediate, practical solutions to address current shipping challenges. The ability to consolidate and move products efficiently remains a key barrier to Saskatchewan's economic growth. To that end, attendees were encouraged to explore alternative shipping methods, such as containerized shipping over traditional bulk transport, the use of underutilized port facilities, and the growing potential of air cargo, which offers increased flexibility and dynamic pricing. These approaches were presented as actionable opportunities for businesses seeking to overcome logistical bottlenecks and reach global markets faster.

Tell Saskatchewan's Story

One of the most impactful roles business leaders, entrepreneurs, and residents alike can play is in helping to tell Saskatchewan's story. With a population of just 1.25 million, every voice matters. In a world increasingly focused on sustainability, reliability, and ethical sourcing, Saskatchewan's leadership

in the responsible production of potash, uranium, oil, and food is more than just an economic asset—it's a global branding advantage. By actively promoting Saskatchewan's success in natural resource development, businesses can help open new markets, attract global investment, and strengthen international trade relationships.





Conclusion

Ultimately, the discussions at the Food, Fuel, and Fertilizer Summit reinforced a fundamental truth: public policy sets the conditions, but it is business that drives momentum. Canada's ability to remain globally competitive in the resource economy depends on a strong partnership between industry and government. It is through shared leadership, coordinated action, and mutual investment that today's challenges can be turned into tomorrow's opportunities. **Neither sector can do it alone—collaboration is the catalyst for progress.**



What Comes Next?

The Saskatchewan Chamber of Commerce is calling for an immediate meeting with federal leaders to present this report and initiate actions to institute the changes recommended. Canada stands at a crossroads: a once-in-a-generation opportunity to lead in the global supply of food, energy, and critical resources. As the world looks for reliable and sustainable trading partners, Saskatchewan is uniquely positioned to deliver. However, delays would mean lost opportunities, both economically and geopolitically. The time to act is now.

We must seize the moment.

Appendix A - Summary of Calls to Action

Trade & Export	<ol style="list-style-type: none">1. Prioritize trade agreement diversification including with the EU, ASEAN, India, and South America.2. Engage in education and advocacy efforts in the U.S. to raise awareness of tariff impacts.3. Ensure interprovincial cooperation in procurement to enhance supply chain resilience while avoiding new trade barriers.4. Implement measures to reduce the downstream impact of labour disruptions on exports by strengthening contingency planning, enhancing dispute resolution mechanisms, and promoting collaborative labour relations.5. Repair key diplomatic relationships and resolve disputes quickly.6. Promote Saskatchewan as a stable, sustainable global partner.7. Take bold, immediate action to signal to the global market that Canada is open for business.
Infrastructure	<ol style="list-style-type: none">1. Develop a national 20-year rolling Trade Infrastructure Strategy Plan with a focus on East-West corridors.2. Invest in trade-enabling infrastructure such as rail capacity, road networks, and port access, with a particular focus on improving logistics for prairie exports.3. Expand infrastructure to support the export of Canadian LNG, critical minerals, and agri-foods, especially to European and Indo-Pacific markets where demand is growing rapidly.4. Enhance intergovernmental and industry collaboration to identify and eliminate transportation bottlenecks—ensuring efficient, cost-effective, and timely delivery of Canadian goods to international buyers.
Regulations	<ol style="list-style-type: none">1. Leave regulation to the provinces. Simplify and align federal and provincial regulatory processes by formally recognizing or substituting provincial reviews where appropriate.2. Enable concurrent regulatory steps, where possible, to shorten project timelines.3. Provide clarity from regulators on the scope of information required at each stage of a review and the timelines anticipated.4. Reduce the overall tax burden to enhance competitiveness, attract investment, and support business growth.
Resource Development	<ol style="list-style-type: none">1. Strengthen Indigenous equity ownership opportunities in resource projects by improving access to capital, and addressing regulatory barriers.2. Explicitly signal that the federal government supports all major projects.3. Eliminate barriers to development such as Bills C-69 and C-48.4. Shift toward outcome-based emissions strategies that enable innovation and economic growth, rather than limiting production or disincentivizing investment.5. Create a fast-track approval pathway for projects that enhance national energy security.
Labour & Skills	<ol style="list-style-type: none">1. Expand investment in trades and technology training linked to high-growth sectors.2. Align immigration pathways with resource sector needs and accelerate foreign credential recognition.3. Promote Indigenous inclusion through training, equity, and procurement.4. Harmonize credential recognition across the provinces to allow for easier labour mobility to in-demand regions.

Appendix B - List of Speakers and Moderators

1. The Honourable Scott Moe, Premier of Saskatchewan
2. Ben Speed, Regional Sales Manager, Air Canada
3. Candace Laing, President & CEO, Canadian Chamber of Commerce
4. Carter Zazula, Director, Government Relations, Foran Mining
5. Chuck Davidson, CEO, Manitoba Chambers of Commerce
6. Dylan Smart, VP, Regional Development, NexGen Energy Ltd.
7. Gisela Gips, GM, Planning Technical & Environment, BHP
8. Gordon McKenzie, President & CEO, Canpotex
9. Jean-Marc Ruest, SVP, Corporate Affairs and General Counsel, Richardson International
10. Karen Swager, EVP, Operations, The Mosaic Company
11. Kevin Doherty, Senior Strategy Advisor, Prairie Sky Strategy
12. Kim McConnell, Founder & Former CEO, AdFarm
13. Kristjan Hebert, President, The Hebert Group, Hebert Grain Ventures
14. Kurt Slocombe, VP, Operations, Infrastructure & Planning, Prince Rupert Port Authority
15. Murad Al-Katib, President & CEO, AGT Foods
16. Prabha Ramaswamy, CEO, Saskatchewan Chamber of Commerce
17. Rachelle Girard, SVP and Chief Corporate Officer, Cameco Corporation
18. Ranjith Narayanasamy, President & CEO, PTRC
19. Richard Wong, Vice President, Regulatory & Operations, CAPP
20. Shauna Feth, CEO, Alberta Chambers of Commerce
21. Thomas Benjoe, CEO, Flowing River Capital
22. Tracy Robinson, President & CEO, CN
23. Zach Mauer, Executive Director, Arizona Lithium





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