SASKATCHEWAN CHAMBER of COMMERCE

The Reliability Advantage

Findings from the 2026 Food, Fuel, and Fertilizer Global Summit

Prepared by the Saskatchewan Chamber of Commerce

ABOUT THIS REPORT

A Record of the 2026 Global Summit

About the Saskatchewan Chamber of Commerce

The Saskatchewan Chamber of Commerce is the voice of Saskatchewan business. As a non-partisan, member-driven organization, the Chamber represents the interests of over 10,000 individual businesses, industry associations, and local chambers across the province.

Through advocacy, research, and member engagement, the Chamber works to strengthen Saskatchewan's business environment, advance economic competitiveness, and support long-term prosperity for businesses and communities.

About the Food, Fuel and Fertilizer Global Summit

The Food, Fuel, and Fertilizer Global Summit is the Chamber's annual forum focused on Saskatchewan's contribution to Canadian competitiveness as a supplier of the food, energy, fertilizer, and critical resources the world needs. The fourth annual Global Summit, held on April 21 and 22, 2026, brought together more than 450 industry leaders, policymakers, Indigenous representatives, and innovators in Regina to examine the opportunities and challenges shaping Saskatchewan's contributions to Canada’s economic future.

About This Report

This report captures the key themes, insights, and calls to action that emerged from the Food, Fuel, and Fertilizer Global Summit. Discussions focused on the conditions needed to strengthen Canada's competitiveness, attract investment and deliver the resources the world increasingly depends on.

The findings that follow reflect the perspectives shared throughout the Global Summit and identify practical actions for government and industry across resource development, trade, infrastructure, regulation, labour and Indigenous economic participation.

REPORT FOCUS

Trade · Infrastructure · Regulation · Resource Development · Labour · Indigenous Economic Participation

INTRODUCTION

Reliability Is a Competitive Advantage

Reliability has become a global advantage in a world shaped by changing markets, evolving supply chains, and shifting geopolitical alliances. The fourth annual Food, Fuel, and Fertilizer Global Summit brought together over 450 industry leaders, policymakers, Indigenous representatives, and innovators at a pivotal moment — one defined not just by economic opportunity, but by global instability.

The world is reorganizing its supply chains, rethinking its energy dependencies, and competing hard for reliable partners. Saskatchewan is responding with a generational investment wave across uranium and nuclear, potash and fertilizers, oil and gas, agri-food processing, critical minerals, helium, hydrogen, and data infrastructure. Its competitive advantage is not theoretical, it is in the ground, in the fields, and increasingly in the agreements being built to move it to market.

The task for the 2026 Global Summit was to determine what governments and industry need to do together to make the most of current opportunities. Across every topic — trade, infrastructure, regulation, resource development, labour, and Indigenous economic participation — the message was reiterated: Saskatchewan's reliability is a competitive asset for Canada. Now is the time to match that reliability with the infrastructure, policy certainty, and partnerships needed to deliver.

> **"The sun is shining on this province today, and it's going to shine on us for decades to come."**
> — TIM GITZEL, CEO, CAMECO CORPORATION

RESOURCE DEVELOPMENT

Produce What the World Needs, Responsibly and at Scale

Global demand for Canadian resources is rising, while supply from less stable jurisdictions is increasingly unreliable. Delegates echoed that our competitive edge is not just what lies underground, it is the full package: geological endowment, regulatory credibility, demonstrated Indigenous partnership, and a track record of responsible production that most competing jurisdictions cannot match.

Saskatchewan's agricultural sector recorded $18.5 billion in exports in 2024, a number that reflects real competitive strength, not luck. The 2026 Global Summit dug into what it will take to sustain and build on that performance: more domestic processing, sharper trade relationships, meaningful technology adoption, and the kind of long-range strategic planning that Canadian agri-food policy has historically lacked.

In uranium, Saskatchewan projects are finally moving forward; the first two federal approvals for uranium mining since 2004 were issued in the beginning of 2026, and new projects are moving through the process. Together, these represent some of the few tier-one uranium assets globally and indicate meaningful forward momentum in the sector.

In potash, Saskatchewan operations have generated billions in economic activity over recent years, supporting thousands of jobs and contributing substantial revenues to governments. In oil and gas, the sector continues to provide roughly three-quarters of a billion dollars annually to the provincial budgets, supporting funding for essential public services across the province.

Summit delegates emphasized that affordable and reliable power is the single biggest constraint on Saskatchewan's $62-billion investment pipeline. Every major project in the province needs power to build and power to run. Interprovincial grid links and SMR deployment are the paths forward, and delegates called for this growth in power development to move at the speed of business.

What came through clearly at the Global Summit is that growth can't be taken for granted. Regulatory predictability, Indigenous participation, and unambiguous federal signals of support for projects are not nice-to-haves; they are essential. They are the conditions under which billion-dollar investment decisions get made or go elsewhere. When Canada cannot get resources to market, other nations fill the gap. Many of those nations operate under far weaker environmental and labour standards. The world does not stop buying; it just buys from someone else. The time for investment is now, and the stakes have rarely been higher.




RESOURCE DEVELOPMENT

Calls to Action

FEDERAL CALLS TO ACTION

1. Explicitly, and continuously, signal federal government support for all resource projects, including uranium, potash, oil and gas, and critical minerals.
2. Eliminate barriers to project development, including those created by Bills C-69 and C-48, and pursue outcomes-based environmental assessment frameworks.
3. Strengthen Indigenous participation by improving access to capital and removing barriers to participation.
4. Provide legal clarity on consultation frameworks, including how federal and provincial statutes should be integrated into project workflows, and commit to a time-bound pathway to resolve legal uncertainties that block capital deployment.
5. Address the looming farm asset transition: develop targeted capital access, succession tools, and policy frameworks for the $50-billion-plus in farm assets changing hands in the next decade.
6. Integrate Saskatchewan's uranium supply into national energy security and foreign policy strategies; pursue international partnerships that recognize Canadian uranium as a secure, democratic supply alternative.
7. Position Canada as the "trusted fertilizer partner" globally: use trade missions and foreign policy to emphasize reliability and rule-of-law advantages.
8. Commit to long-term taxation stability for mineral developments: use multi-year agreements that support 40–50-year project investment horizons.

FEDERAL AND PROVINCIAL CALLS TO ACTION

9. Embed fertilizer and potash in national security and food security planning: treat them as critical strategic commodities in federal and provincial frameworks, recognizing their foundational role in social stability.
10. Encourage cluster development around major mining hubs, including training centres, shared services, and innovation hubs.
11. Accelerate power grid and generation planning: finalize timelines and funding pathways for interprovincial grid links and prioritize adding nuclear to Saskatchewan's energy mix.
12. Build a competitiveness lens into all new regulatory proposals.

PROVINCIAL CALLS TO ACTION

13. Continue Saskatchewan's "get to yes" regulatory culture with predictable timelines; consider formalizing clear service standards for project approvals.
14. Invest in public education and age-appropriate communication about responsible resource development to build and maintain long-term social licence.

TRADE AND EXPORT

Diversify and Defend Our Markets

Nearly 70% of what Saskatchewan produces is destined for world markets. That is the province's greatest economic strength and its most significant structural vulnerability. With tariff volatility and geopolitical uncertainty here to stay, Canada cannot afford to rely on a single buyer as a permanent guarantee.

The foundations for a broader global reach already exist. Saskatchewan has nine international engagement offices and a track record of exporting to over 160 countries. The Canadian government has an important opportunity to build on that foundation by converting it into durable, diversified relationships with Europe, India, ASEAN, and Indo-Pacific markets which are actively seeking reliable resource suppliers.

Closer to home, removing internal trade barriers is a high priority. Mutual recognition of standards, certifications, and credentials is one of the most straightforward levers available, and it has yet to be fully activated.

Industry representatives also emphasized the importance of roundtables and strategy processes that include grain traders, potash shippers, and oil marketers who navigate policies to reach markets every day. Commercial knowledge is not optional at the policy table – it is essential.

> **"We need to build certainty back. We are never going to abandon the trade relationship with the U.S., but it's never going to be the same as it was in the past."**
>
> — BRAM STRAIN, PRESIDENT AND CEO, BUSINESS COUNCIL OF MANITOBA

TRADE AND EXPORT

Calls to Action

FEDERAL CALLS TO ACTION

1. Prioritize trade agreement diversification with the EU, India, ASEAN, and South America for Saskatchewan's food, fuel, and fertilizer exports.
2. Formalize a "Team Canada" strategy as part of CUSMA negotiations to protect existing access and address emerging tariff barriers.
3. Require commercial-sector representation at key federal trade policy tables.
4. Take bold, immediate action to signal to global markets that Canada is open for business.
5. Accelerate full digitization of trade documentation, where possible.
6. Strengthen Canada's ability to respond to trade disruptions through rapid, coordinated support mechanisms for exporters.

FEDERAL AND PROVINCIAL CALLS TO ACTION

7. Make mutual recognition the default for interprovincial standards, certifications, and credentials; scale and harmonize labour mobility frameworks.

INFRASTRUCTURE

Build the Backbone of Canada's Global Competitiveness

If there was one theme that cut across every sector represented at the Global Summit, it was this: Canada has the resources, the markets, and the will – but not the infrastructure to match. That gap is not a logistical inconvenience. It is a competitiveness crisis, and it is costing Canada and Saskatchewan real money and real opportunities every year it goes unaddressed.

Rail capacity, port access, inland terminals, and East-West trade corridors all surfaced as critical gaps. Leaders were candid about what private capital is already doing – and equally candid about what it cannot do alone. The widely shared concern expressed by investors and operators alike is that they are waiting for certainty and action. Not studies. Not MOUs. They need visible investment and execution on commitments.

Agriculture provided some of the most specific and urgent infrastructure concerns. Port bottlenecks at Vancouver, the second narrows bridge limitations, the Thornton tunnel's load constraints, limited anchorage capacity, icebreaker shortages that compress Thunder Bay's shipping window, these are known, documented, and costly problems. Interior logistics improvements matter only if the product can reach the port. The lesson from B.C. floods, wildfires, and labour disruptions is that single-corridor dependency is a systemic vulnerability. Climate resilience and redundancy need to be designed in, not retrofitted after the next disaster.

INFRASTRUCTURE

Calls to Action

FEDERAL CALLS TO ACTION

1. Develop a national 20-year rolling Trade Infrastructure Strategy Plan with an explicit East-West corridor focus and a published short list of priority projects with firm timelines.

FEDERAL AND PROVINCIAL CALLS TO ACTION

2. Break the public-private impasse on enabling infrastructure: public capital must move first to unlock private co-investment.
3. Prioritize strategic infrastructure for export corridors and fund targeted rail, terminal, and port capacity projects aligned with projected prairie export growth.
4. Address chronic port and corridor bottlenecks with cross-sector input from agriculture, mining, and energy.
5. Fast-track approvals for trade-enabling infrastructure and establish a federal-provincial-Indigenous infrastructure roundtable.

PROVINCIAL CALLS TO ACTION

6. Invest in rural connectivity and data infrastructure to support precision agriculture and AI-ready decision-making at the farm and supply chain level.

REGULATIONS

Implement Pragmatic, Predictable, Pro-Development Policies

Across every sector and every session, one frustration surfaced with striking consistency: Canada's regulatory environment is not just slow, it is unpredictable, duplicative, costly, and increasingly out of step with the pace of global industry. Saskatchewan's own track record, consistently cited as the most straightforward province in which to get a good project permitted, is the standard the federal system should be aiming for.

The political direction around regulatory reforms has genuinely shifted toward "get it done." But there is an execution gap that political will alone cannot close. A culture of risk aversion that produces sequential reviews, duplicative processes, and indefinite timelines is still very much in place. The Major Projects Office is a step in the right direction, but the Impact Assessment Act and the Clean Electricity Regulations remain live pain points.

The ask from industry is not complicated: one project, one review, one approval—clear rules, no duplication, and timelines that mean something. Speed and predictability are not in conflict with rigour, they are what rigour looks like when it is functioning properly.

REGULATIONS

Calls to Action

FEDERAL CALLS TO ACTION

1. Devolve regulation to the provinces where appropriate: simplify and align federal and provincial processes.
2. Enable concurrent regulatory steps, where possible, to shorten project timelines and eliminate sequential review bottlenecks.
3. Operationalize regulatory excellence with measurable KPIs: time-to-decision targets, single digital application portals, and public performance dashboards.
4. Scale the Major Projects Office mandate with a published 12-month fast-track playbook.
5. Invest in regulator and public service capability through standardized training in risk-trade-off analysis and outcomes-based regulatory thinking.
5. Make key tax and investment measures permanent: enshrine the 2018 CCA/depreciation measures or set explicit multi-year certainty through 2035.

FEDERAL AND PROVINCIAL CALLS TO ACTION

6. Reduce the overall tax burden to enhance competitiveness, attract investment, and support business growth.
7. Build a commercial-competitiveness test into new regulatory proposals: demonstrate that benefits justify any resulting loss of competitiveness, or the proposal should not proceed.

LABOUR AND SKILLS

Train the Workforce of Tomorrow, Starting Today

Canada's workforce challenge is not a future problem – it is a present one, and it is getting more acute as our investment pipeline accelerates. The labour shortage is chronic and structural: a large share of the skilled trades workforce is approaching retirement, too few young workers are entering critical industries to replace them, and entirely new sectors – nuclear energy, lithium processing, data infrastructure, helium – are emerging that require capabilities the current training system does not produce at a meaningful scale. The talent gap is widening.

The private sector is ready to invest in workforce development and is doing so already. But it cannot solve this problem unilaterally. What is needed are governments that align training funding, immigration pathways, and post-secondary programming with the actual project pipeline, not with projections from three years ago or outdated curriculum.

Indigenous inclusion was one of the most substantive and encouraging discussions of the Global Summit. NexGen's 75% local and Indigenous employment and 94% local and Indigenous goods and services procurement are not aspirational targets, they are current practice. The Athabasca Basin Development Corporation's 20-year record of stable, community-anchored growth built on reinvesting profits, decentralized operating structures, and deliberate local hiring, was held up as a model for what genuine Indigenous community economic participation looks like when it is built from the start and not as an afterthought.

Retention was identified as equally important as attraction, and often more overlooked. Commodity cycle volatility drives workers out of the sector when prices drop and brings them back – or fails to – when they rise. Business models that provide stable, year-round employment are better positioned to hold their workforce. The construction phase of major projects was also flagged as a deliberate training opportunity that is frequently missed: the window to build local skills and community capacity opens during construction, not after.

FEDERAL AND PROVINCIAL CALLS TO ACTION

1. Expand investment in trades and technology training linked to high-growth sectors, with funding tied directly to incoming project pipelines.
2. Scale and formalize community-based workforce development, particularly in northern and Indigenous communities.
3. Align immigration pathways with resource sector needs, particularly in-demand trades and technical roles.
4. Promote Indigenous inclusion through training programs — treat Indigenous workforce development as a core economic strategy.
5. Harmonize credential recognition across provinces to allow easier labour mobility to in-demand regions.
6. Fund leadership training, board governance programs, and sector-specific mentorship to expand management depth in Indigenous-owned and locally operated businesses.

BUSINESS TO BUSINESS ADVICE

What Delegates Told Each Other

While much of the conversation focused on the need for policy reform and infrastructure development, the Food, Fuel, and Fertilizer Global Summit also showcased the power of business-to-business insight and initiative. Throughout the Global Summit, executives and entrepreneurs emphasized private sector opportunities.

> **“The contacts and relationships that have been built matter more today than they ever have.”**
>
> — SCOTT MOE, PREMIER OF SASKATCHEWAN

Relationships Are Essential

Working together across sectors and with government expands opportunities for growth. Industry can engage the public sector in ways that support regulatory efficiency, providing them with the information they need to make the case for positive change. Coalitions have a much stronger voice, and cooperation is effective.

Long-Term Planning Is Key

Canada is in the middle of a long-term reshuffling of trade relationships. This is not a three-year window to survive. Businesses need to plan accordingly. Now is the time to focus on building balance sheet strength because opportunities are coming.

Community Building Pays Off

Don't underestimate social licence. Success is linked to the quality of life businesses build in their communities and the bridges they build with diverse interest groups. Taking the time to develop those relationships is worth the effort.

Digital Transformation Needs People, Too

Digital transformation requires a long-term strategy that considers both human and technological resources. Automation will improve, but having the right people with the right expertise in the right places will remain crucial. AI is only as good as the data behind it, focus first on quality data and team building.

Labour Will Be an Ongoing Challenge

The biggest problem facing Saskatchewan businesses will be a tight labour market. Businesses need to plan early for who they'll need and get involved in building training pathways for the workforce of today and tomorrow.

CONCLUSION

The Time to Act Is Now

The 2026 Food, Fuel, and Fertilizer Global Summit reinforced the importance of strong relationships between industry and government: public policy sets the conditions, but business drives the momentum. Saskatchewan has the resources, track record, and relationships to strengthen Canada's position as a dominant player in global food, fuel, and fertilizer supply for decades to come. That advantage does not sustain itself. It must be built on, actively and deliberately, by governments that understand what is at stake.

The constraints are real. Regulatory delays are costing investment decisions today. Infrastructure deficits are leaving product on the ground. Workforce shortages are emerging as a limiting factor. And trade uncertainty—driven by forces well beyond any province's control—demands a level of proactive government-industry coordination that Canada has yet to deliver.

> **"Canada has a once-in-a-generation opportunity to lead in the global supply of food, energy, fertilizer, and critical resources."**

But the opportunity is equally real. The delegates who came to Regina representing Saskatchewan's business community, its Indigenous partners, and its resource sectors, are ready to move. Global investors are paying attention. What is needed now is a government that will be bold on infrastructure, serious on regulation, strategic on trade, and genuinely committed to the long-term workforce and capital frameworks that will allow this province to deliver what the world needs.

Canada has a once-in-a-generation opportunity to lead in the global supply of food, energy, fertilizer, and critical resources. Buyers are actively looking for reliable, democratic, and sustainable partners. With Saskatchewan's reliability advantage, Canada can be that partner. The infrastructure, regulatory frameworks, and trade conditions to make that happen are within reach.

It's time to meet the moment.

GET IN TOUCH

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WITH THANKS TO

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