

**Western Centre for Economic Research  
Faculty of Business**

**Annual Report**  
January 1 - December 31, 1998



University of Alberta

## Western Centre for Economic Research

The Western Centre for Economic Research has as its primary objective the dissemination of research findings relevant to the Western Canadian economy to a wider audience of concerned citizens and, in particular, to policy makers, business executives, managers and decision makers within the public and private sectors throughout Western Canada and beyond.

Sponsored by the Faculty of Business and the Departments of Economics and of Rural Economy, the Western Centre is able to draw on a wide range of expertise and to offer academic research, conferences, workshops and seminars on a diversity of issues pertaining to the performance of Western Canada's economy. The Centre's activities are often co-sponsored with other University of Alberta institutes, such as the Centre for International Business Studies also housed in the Faculty of Business, as well as with federal and provincial government departments and research organizations at other universities across the Americas. The results of research findings and conference deliberations are distributed through a series of Information Bulletins and similar monographs, where emphasis is continually placed on ensuring that the information is presented in a non-technical, accessible format.

Funding for the Western Centre is derived from two primary sources: fee-for-service contract work and financial support from the George M. Cormie Endowment. The revenue stream from this endowment, available only since 1996, has permitted the Western Centre to undertake additional independent initiatives and, consequently, to involve more academic staff and graduate students in its research activities. Thus, the Western Centre is today in a stronger position to realize its full potential as a source of organized knowledge about the regional economic and business environment.

The year 1998 was a busy one for the Western Centre. Not only did the Centre take on a variety of new research projects, it also hosted a major conference on global change, participated in numerous workshops, seminars and conferences, and developed a useful and informative web site.

## The Research Grants Program

A major initiative, made possible as of 1997 through the funding from the George M. Cormie Endowment, is the research grants program established in collaboration with the Centre for International Business Studies. The purpose of this joint program is to encourage academic staff and graduate students in the Faculty of Business and the Department of Economics to investigate topics relating to: (1) overall regional economic and business development; (2) aspects of international business, trade, marketing, and finance which present a challenge to Western Canadian businesses; and (3) international conditions which have an impact on Western Canada.

Each grant has a maximum value of \$5,000, awarded in two installments following approval of the grant application by an *ad hoc* committee of peer reviewers. Recipients are required to present their findings in a style that is readily accessible to managers and decision-makers in the public and private sectors. It is anticipated that the papers will also be reviewed through standard academic procedures and, whenever possible, published in refereed journals.

Following are summaries of the grant applications approved by the review committee in 1998:

1. **Michael Barrett**, Department of Accounting and Information Systems in the Faculty of Business, will conduct in-depth field research to examine the advent of electronic trading in the London International Financial Futures and Options Exchange (LIFFE), and compare this experience with the highly successful Frankfurt market, a market which attributes a key competitive advantage to electronic trading, and which is currently developing joint ventures with a number of other exchanges (e.g. Chicago) in this dynamic sector. Two key themes will be explored: (1) electronic trading and work transformation in the LIFFE market; and (2) information technology and strategic change in global futures markets. The study is expected to provide some key insights on how emerging regional exchanges such as the Toronto and Alberta Stock Exchanges might benefit from the use of electronic trading, and help to chart possible global strategies on joint ventures with other exchanges.

2. **Rolf Mirus**, Department of Marketing, Business, Economics and Law in the Faculty of Business, will use a U.S. Department of Commerce data bank "Foreign Direct Investment in the United States: Establishment Data for 1987 and for 1992," to construct a snapshot of Canadian foreign direct investment (FDI) in the U.S. along the following lines:

- Its industry distribution by 4-digit SIC classification;
- The geographic distribution of Canadian FDI (1987) over the states of the U.S.;
- The distribution of Canadian FDI by merger, new plant, joint venture, equity injection or other (e.g. loans converted into shares); and
- The distribution by value of the FDI over the dimension of the above.

Comparison with the data for FDI in 1992 will allow additional questions to be addressed:

- Does new FDI go to the same industries as earlier FDI?
- Does new FDI go to the same geographic regions?
- What are the differences in the characteristics of investing firms, if any?
- Are the characteristics of Canadian FDI in the U.S. consistent with Canada's revealed comparative advantage from bilateral trade?

The results are to be presented at the Administrative Sciences Association of Canada Annual Conference (International Business Division), St. John, N.B., in June of 1999. The paper will then be published in the proceedings of the conference.

## 1998 Publications – Information Bulletins

The Information Bulletin series remains the Western Centre's main vehicle for the dissemination of its research findings. Following are summaries of the Bulletins published during 1997.

No. 48 *The Comparative Costs of Governing Alberta's Metropolitan Areas* (January) by James Lightbody, Department of Political Science, Faculty of Arts, University of Alberta.

This study addresses the jurisdictional divisions prevalent in many of Canada's 25 Census Metropolitan Areas (CMAs) – areas in which 78% of the country's population lives – and examines the consequences resulting from the multitude of governing units within these CMAs, as well as the difficulties of effecting change to existing structures. Note is made that “across Canada, five thousand local governments are governed by about thirty-eight thousand locally elected officials. . . . Around these directly elected councillors are arrayed partially autonomous authorities, agencies, boards and special districts with varying degrees of functional and taxation independence.”

The Edmonton and Calgary CMAs are used as examples of a polycentric system and one that is more centralized. The author describes the evolution of the Edmonton and Calgary metropolitan areas, noting that Calgary met its expansion needs through amalgamation and annexation policies, becoming one of Canada's most centralized CMAs (second only to Winnipeg), and that ninety percent of the area's population lives within the city's confines. In contrast, “. . . Edmonton city planners pursued a more cautious strategy of decentralization and were generally more supportive of dispersal to satellite communities within its commuter shed. A major impediment to civic expansion was, simply, the preexistence of numerous small urban centres. As a consequence, less than three-quarters of the region's population is captured by the core city. It is ringed by four cities and four urbanizing rural municipalities, and the metro region continues to be subject to interjurisdictional growth squabbles. In all, over

two dozen important local governments exercise autonomous development authority in the Edmonton area.”<sup>1</sup>

In examining the comparative costs of governing the two areas, the study assesses both the cost of the councillors themselves, and the overall cost of social, economic and general government services — such as transportation, planning, protection, recreation, environment, etc. With respect to total expenditures on councillors’ salaries, the cost to Calgary metropolitan area residents is calculated at \$1.46 per capita, whereas Edmonton area residents pay \$3.40 per capita for councillors’ salaries. In short, more local governments mean more councillors (62 in the Calgary area, versus 169 in the Edmonton area) and higher costs. Social, economic and government services are also found to be more expensive in the Edmonton area with its multiple governments. The core city itself has about 10% higher expenditures per capita than the Calgary core. Some of the factors to which these higher costs are attributed include: duplication of services and structures, such as city halls, cultural and recreational facilities, technological applications, and professional staff; and the more complex coordination and planning functions required in a multi-jurisdictional system.

The study acknowledges that there are no measures of effectiveness included in this study, and that it cannot cost the “intangible value of community identity that comes from autonomy and perceived access to one’s own town council.”<sup>2</sup> Thus, more significant than the cost differentials, may be the difficulties of developing a coherent regional economic strategy in an area with multiple units of government where each council, by setting its own goals, may be detracting from the general interest. For cities competing for the location of industrial and commercial ventures, the study advises: “Today, business expects a regional environment in which there is some reasonable sense of direction, one that is developing a realizable matrix of compatible research, commercial, communications, transportation, residential and recreational components. In a world where competitive city systems provide this, and where

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<sup>1</sup>Lightbody, James, *The Comparative Costs of Governing Alberta’s Metropolitan Areas*, Information Bulletin #48, Western Centre for Economic Research, January 1998, p.4.

<sup>2</sup> *Ibid.*, p.12.

national boundaries and geographic location are increasingly less bothersome, cities that cannot compete will lose out.”<sup>3</sup>

No. 49 *The Alberta and Western Canada Export Experience under the Free Trade Agreements: 1988 - 1997* (May) by Edward J. (Ted) Chambers and S. Stephen Janzen, Research Associate, Western Centre for Economic Research.

This study, funded by Alberta Intergovernmental and Aboriginal Affairs, is one of an annual series on Western Canada and the recent free trade agreements. It reviews the merchandise export records of Alberta and the other western provinces in the years since the Free Trade Agreement came into effect in 1989. Thus the year 1988 is employed as a benchmark against which to assess not only the growth in aggregate exports, but also the changes in export totals and market shares for 98 categories of product groups shipped from the western provinces to the United States, Mexico and the rest of the world.

The study finds that Alberta merchandise exports to all foreign countries rose by \$20.32 billion, an increase of 156% over the period 1988 to 1997. Alberta's global exports in 1997 accounted for just over 44% of Western Canada's total, with Alberta's export growth being, by a substantial margin, the strongest and most sustained of the western provinces.

Of Alberta's total growth, \$17.97 billion, or 88%, resulted from sales to the United States. Greater access to the U.S. market has been important for export growth in all western provinces, and U.S. market share has increased for the top twenty exports of each province. More than four-fifths of Alberta's top twenty exports now go to the U.S. market, compared with some 70% in 1988.

The top five export categories in Alberta – energy, cereals, electrical equipment, organic chemicals and sawn lumber – accounted for 73% of the value of all exports in 1997. Slightly more than three-fifths of the

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<sup>3</sup> *Ibid.*, p.13.

growth in total exports since 1988 can be directly attributed to the energy industry.

The study concludes that “ Alberta’s economy continues to benefit from export-led growth and the existing free trade agreements continue to prove that open markets benefit Alberta’s sophisticated, competitive economy. . . In 1997 Alberta exported over \$262 of merchandise for every \$100 shipped in 1988.”<sup>4</sup>

It also noted that “The FTA and NAFTA have provided a market oriented and competitive atmosphere for Alberta manufacturers and, as a result, the value-added content of provincial exports has risen.”<sup>5</sup> In assessing the performance of a group of value-added exports that the Western Centre has been tracking since 1988 – meat processing, paper and paperboard, machinery, electrical equipment, precision instruments, aircraft and parts, and furniture – the authors find that this group has grown by an aggregate of 545% over the nine years, and accounted for over 10% of the value of total Alberta merchandise exports in 1997, as compared with only 4% in 1988.

No. 50 *The Rural Renaissance in Alberta: Some Empirical Evidence* (May) by Edward J. (Ted) Chambers and Mae Deans, Senior Research Associate, Western Centre for Economic Research.

This is the second part of a two-part study examining the economic and demographic change that has occurred in smaller communities in Alberta over the past decade, with an emphasis on communications technology and the location of business service enterprises in towns with populations between 1,000 and 15,000. The research for this study was supported by the Rural Education and Development Association, by Alberta Agriculture, Food and Rural Development, and by the George M. Cormie Endowment.

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<sup>4</sup> Chambers, Edward J. (Ted) and S. Stephen Janzen, *The Alberta and Western Canada Export Experience under the Free Trade Agreements: 1988 – 1997*, Information Bulletin #49, Western Centre for Economic Research, May 1998, p.26.

<sup>5</sup> *Ibid.*, p.26



The first part of the study, reviewed in the Annual Report for 1997, set the background for an examination of the quiet renaissance which seems to be taking place in many smaller communities throughout Alberta. In this second part, census and taxation data are combined with a survey of rural business service firms to identify the reasons for and nature of the population growth occurring in these communities.

The study confirms the favourable impact of advances in communications technology which have altered the comparative advantage of living and working in smaller communities, but also notes that these cannot be considered in isolation of quality of life factors, such as less stress, proximity to nature and wilderness areas, recreational opportunities, and/or closeness to older family members.

The study concludes with the following comments: "Advances in and availability of communications technology, the lifestyle options available to the highly skilled, and more general market forces have combined to overcome some of the real and perceived disadvantages of rural location. Some, though not all, Alberta rural communities are already beneficiaries of these developments. . . . It is reasonable to conclude that the revolution in communications technology will continue to improve, on average, the comparative advantage of smaller communities.

"State of the art telecommunications technology in the case of business services is a requirement for a rural community to enter choice location sets. With the technology in place, the rural business service firm can, through "exports," expand the economic base of the local community. The outlook for rural communities is further strengthened because non-earnings income in the form of retirement and investment income and transfer payments reduce income sensitivity to local economic conditions. Greater stability in income flows means more stable demand, adding to the wealth and longer term potential of the rural town.

"The research findings, however, also imply that telecommunications technology is not a sufficient condition for rural renaissance. There is also a leadership issue. The changing and evolving economy poses a challenge to leaders in the rural community. The challenge is to integrate change

into development strategies. Community leaders should be vigilant in maintaining and enhancing the suitability of their locations for business service firms.”<sup>6</sup>

No. 51 *Alberta's Labour Force and Employment Structure over the Last Quarter Century: Assessing the Changes* (December) by Edward J. (Ted) Chambers.

This study examines the changes that have occurred in Alberta's economic landscape over the past twenty-five years, with its several cyclical ups and downs, and assesses the resulting effects on the province's labour force and employment profiles.

Statistics Canada's monthly labour force survey furnished the data for the study, with both annual data and quarterly data used. The overall time-frame chosen was 1976-1997, and reference years from each of the three decades were identified: 1976, 1986 and 1997. Further, as preliminary analysis of the quarterly data suggested statistically significant differences in labour force and employment variables between the first and second halves of this time period, the year 1988 was chosen as a dividing line. This division, of course, also coincides with the implementation of the Free Trade Agreement with the United States.

Extracts from the study's Summary and Conclusions follow<sup>7</sup>:

“(1) The rate of growth in the labour force between 1976 and 1986 was approximately double that between 1986 and 1997. However, the gender composition evolved substantially over the entire period with the proportion of women increasing from 37.5% to 44.8%. This growth was attributable in large part to higher labour force participation by women in the 25-44 and 45-64 age cohorts. These increases accounted for 24% of the growth in the entire labour force and for 43% of the

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<sup>6</sup> Chambers, Edward J. (Ted) and Mae Deans, *The Rural Renaissance in Alberta: Some Empirical Evidence*, Information Bulletin #50, Western Centre for Economic Research, May 1998, p.30.

<sup>7</sup> The complete record of the study's findings can be found on pages 17-18 of Information Bulletin #51.

growth in the female labour force during the 1976-86 years. Comparable figures for the 1986-1997 period are 21% and 39%.

“(2) Self-employment in Alberta was consistently a higher proportion of total employment than nationally. In 1997 there was 1 person in self-employment for every 3.7 persons in paid employment.” Further, statistical testing confirms “the casual observation that, at least in the case of Alberta,” and at least in the period 1988 to 1998, “the transition into self-employment was an important response to restructuring and downsizing.”

“(3) The relative importance of part-time employment has increased. Full-time jobs per part-time job in Alberta declined over the reference years from 5.8 to 4.4.”

“(4) The sectoral composition of employment was compared with the national for the three reference years. Alberta sectors consistently above the national are agriculture, other primary activities which include energy and forestry, construction, and wholesale and retail trade. Consistently below the national are manufacturing, and finance, insurance and real estate.”

(5) Statistical analysis indicates “that employment volatility in Alberta is falling. In the later period, variance declined in 8 sectors (together accounting for 85% of Alberta jobs in 1997) while negative covariances rose. The conclusion is that the absolute level of volatility in Alberta employment declined. Reduced volatility infers increased diversification. Comparisons with national experience also indicate a relative decline in Alberta volatility, though levels still are above those for the country as a whole.”

No. 52 *New Indexes for Tracking the Alberta and British Columbia Economies* (December) by Edward J. (Ted) Chambers.

This study addresses the lack of timely indicators of economic conditions at the provincial level, and suggests how one such indicator might be constructed. Importantly, it also notes that the Western Centre for Economic Research will report on the new monthly provincial indicators for Alberta and for British Columbia on its web site.

At the national level, Statistics Canada issues monthly GDP data, providing public policy makers and private sector decision makers with broadly based and timely information of national trends. At the provincial level, however, no equivalent data series exists to facilitate short-term assessments of an economy's cyclical direction. Provincial GDP data, while extremely valuable, are only available on an annual basis and therefore not suitable for short-term assessments. This study proposes the construction of a provincial Coincident Composite Indicator (CCI) – a composite indicator that coincides with cyclical movements in the economy and which can be used to identify the current state of the economy.

The three coincident data series used to construct the proposed CCI are: (1) full-time employment; (2) average hours worked per week (including overtime) of hourly rated employees in all industrial sectors; and (3) retail sales adjusted for inflation. The index was tested by constructing a national CCI using the three data series above and assessing how closely it tracked national business cycles over the period 1976 to the present. It was found that the peaks and troughs of this CCI coincided well with the national cyclical turning points.

CCIs were then constructed for Alberta and British Columbia. When plotted against the national CCI and the national periods of recession, it was evident that this new index would permit better and more prompt assessment of provincial economic activity. For Alberta, for example, the CCI confirms that the province was not affected by the 1980 national recession, but that the recession starting in 1981, while starting later than the national, lasted longer and recovery was much slower. The CCI also clearly shows the separate cycle which occurred in Alberta in 1986, the

year of an oil-price collapse, and, similarly, reveals that the 1990 recession was considerably shallower in Alberta than at the national level. For more recent months, the Alberta CCI reflects declining resource prices and the consequent effect on the provincial economy.

The Western Centre for Economic Research will track the Alberta and British Columbia monthly coincident indicator indexes on a regular basis. They will help answer questions about swings in economic activity in a reasonably timely manner, and provide an additional instrument for comparing economic performance in one province with that of another, and with the performance of the nation as a whole.

## **The Canadian University Programme on Global Change**

With the sponsorship of a large number of private and public organizations and under the leadership of Dr. David Laughton, Adjunct Professor Faculty of Business, the Western Centre for Economic Research hosted a workshop on January 22-23, 1998 to discuss information and recommendations on the scope, priorities, and governance of a multi-disciplinary network to study global change issues – a Canadian University Programme on Global Change. The objectives of the proposed Programme identified for review by workshop participants were:

- (a) the integration of scientific, social scientific, and technological modeling of global change processes to develop options for strategies that Canada might consider in international negotiations and domestic policy options;
- (b) the support of basic research on technologies for mitigating, adapting to, or taking advantage of the effects of global change processes;
- (c) the support of research on management issues and techniques facing organizations as they face global change; and
- (d) the encouragement of interdisciplinary academic dialogue and research.

Approximately 80 delegates from academic institutions, government, non-governmental organizations, and industry attended the workshop and

presentations were made on numerous aspects of global change. Industry involvement included oil, power, banking, mining, insurance, forestry and chemical corporations, with financial contributions from private industry and governments totaling \$76,000.

The workshop agenda is included as an Appendix to this Annual Report.

Following the deliberations at this Workshop, and following subsequent assessments of needs and resources, it was decided that the Programme should focus exclusively on global climate change, and that it be housed at the University of Victoria. Its address is:

Canadian Institute for Climate Studies,  
130 Saunders Annex, University of Victoria,  
P.O. Box 1700, Station CSC,  
Victoria, BC, V8W 2Y2.

## **New Research Projects**

In the course of 1998, the Western Centre embarked on a number of projects which will be concluded in forthcoming reporting periods. Among them are:

1. Identification of the entrepreneurial activity of Faculty of Engineering graduates of the University of Alberta.

This project will establish the number and types of businesses that have been started by the 14,500 engineering graduates presently alive, and measure the employment effects of these businesses. Sponsored by the Faculty of Engineering and the University of Alberta's central administration, the objective of the study is to estimate the role of University of Alberta engineering graduates in regional and national economic development through business ownership.

2. A case study of NOVA Gas International's investment in a transAndean gas pipeline.

This study will review the economic and political background to the pipeline project, energy sector demand and supply conditions, factors in the external and internal environment that underlay the company's commitment, and the technical, environmental and corporate elements in the pipeline decision. The project will be undertaken jointly with the School of Economics and Administrative Sciences at the Universidad de Chile, and funding support is being provided by TransCanada PipeLines (which merged with NOVA in mid-1998).

3. A ten-year review of the Canada-United States Free Trade Agreement.

It is also five years since the implementation of NAFTA, and the Western Centre will evaluate the impact of the NAFTA and the Free Trade Agreement on the Alberta economy. The study will analyze:

- Alberta's export performance for HS categories 1-99 over the decade;
- The market penetration in the U.S. and Mexico of selected Alberta value-added exports;
- Employment performance during the FTA era;
- Savings to Alberta consumers as a result of tariff reductions under the FTA; and
- Foreign direct investment flows into Alberta under the FTA/NAFTA.

This study will be funded by Alberta Intergovernmental and Aboriginal Affairs.

4. Various additional studies on trade issues, again funded by Alberta Intergovernmental and Aboriginal Affairs.

## Conference Presentations and Public Relations

The Director of the Western Centre is regularly asked to participate in conferences and seminars focusing on Western Canada's economy, and to make presentations on the impact of local, national and/or international policies and programs on the region's economic performance. Every effort is made to respond positively to these requests. Events at which presentations were made during 1998 included:

- 1) The Edmonton Real Estate Board Economic Forecast Seminar, held in January;
- 2) An April symposium arranged by the Edmonton branch of the Real Estate Institute of Canada, where Edward J. (Ted) Chambers presented a paper titled "Alberta and the International Economy";
- 3) The Hong Kong-Canada Business Association meeting in April, with a presentation on Alberta's position in the international economy;
- 4) The Rural Adult Education Association meeting in April, where the results of the rural renaissance project were presented;
- 5) The June meeting of the Directors of the Community Futures Network Society of Alberta, with a further presentation of the results of the rural research project;
- 6) "Mining for Opportunities", a gathering held in Edmonton in September, where the Director of the Western Centre participated as a panelist on the Pacific Northwest Economic Region;
- 7) The Banff Diplomatic Forum held in October/November, with participation on panel deliberations regarding the diversification of the Western Canadian economy; and
- 8) The November meeting of the Calgary Chapter of the Canadian Institute of Chartered Life Underwriters and Chartered Financial Consultants, held in Kananaskis, with a report on the economic outlook for Alberta.

In a similar vein, the Centre is frequently asked by the media and by others for assessments of economic conditions in Alberta and other western provinces. Priority is continually placed on the prompt and credible response to these inquiries.



## **The WCER Website**

During 1998, effort and resources were directed toward updating the WCER website and making the Centre's publications more accessible to the public through this means. The site was developed and designed in collaboration with the Centre for International Business Studies, and users can now access publications from both centres via the same web-page, as well as find summaries of ongoing research and descriptions of events planned by both Centres.

The home page address for the two Centres is:

[www.bus.ualberta.ca/cibs-wcer](http://www.bus.ualberta.ca/cibs-wcer)

## **Internal Management**

Thanks are due to Jean Frost, Stephen Janzen, Yelena Lungin and Birgitta Smith for their valued contributions and assistance throughout the year.

Respectfully submitted,

Edward J. (Ted) Chambers  
Director

## Advisory Board

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## APPENDIX

### CANADIAN UNIVERSITY PROGRAM ON GLOBAL CHANGE INAUGURAL WORKSHOP JANUARY 21-23, 1998 AGENDA

#### Wednesday, January 21

3:00 p.m.	<b>Meeting of Steering Committee</b>	Stollery Board Room
7:30 p.m. to 9:30 p.m.	<b>Welcome Reception</b>	Hospitality Suite Campus Tower Hotel

#### Thursday, January 22

8:30 a.m.	<b>Registration/Muffins/Coffee</b>	Stollery Foyer
9:00 a.m.	<b>Introduction &amp; Welcome</b> Michael Percy	Stollery Centre
9:05 a.m.	<b>Workshop Goals and Format</b> David Laughton	Stollery Centre
9:25 a.m.	<b>Background Session</b> Canada and Global Change: John Donner, David Manning, Grant Kelly, Neil McIlveen, Robert Hornung	Stollery Centre
10:05 a.m.	<b>Background Session</b> MIT Program: Henry Jacoby	Stollery Centre
10:25 a.m.	<b>Coffee/Tea/Juice</b>	Stollery Foyer

10:50 a.m.	<b>Background Session</b> Physical and Natural Science: Andrew Weaver, Michael Apps	Stollery Centre
11:30 a.m.	<b>Background Session</b> Social Science: Elizabeth Wilman, Richard Loulou, Nancy Olewiler, Kees van Kooten, Ross McKitrick	Stollery Centre
12:20 p.m.	<b>Lunch</b>	4-06, Faculty Lounge
1:20 p.m.	<b>Background Session</b> Technology: David Checkel, Kelly Thambimuthu	Stollery Centre
2:00 p.m.	<b>Wrap Up , Questions and Answers</b> David Laughton	Stollery Centre
2:20 p.m.	<b>Small Groups: Scope and Priorities</b>	
	Group 1	Stollery Centre
	Group 2	Stollery Board Room
	Group 3	Business 4-16
	Group 4	Tory 3-65
	Group 5	Tory 2-87
	Group 6	Tory 3-2
	Group 7	Business 4-26
3:40 p.m.	<b>Coffee/Tea/Juice</b>	Stollery Foyer
4:10 p.m.	<b>Small Groups: Scope and Priorities</b>	
	Group 1	Stollery Centre
	Group 2	Stollery Board Room
	Group 3	Business 4-16
	Group 4	Tory 2-117
	Group 5	Tory 2-87
	Group 6	Tory 3-2
	Group 7	Business 4-26

5:45 p.m.	<b>Adjourn</b>	
6:30 p.m.	<b>Cash Bar</b>	Papaschase Room Faculty Club
7:00 p.m.	<b>Dinner</b>	Papaschase Room Faculty Club

The Faculty Lounge (4-06) on the 4th Floor Business Building will be open in the evening for discussion and work.

Friday, January 23

8:00 a.m.	<b>Muffins/Coffee/Juice</b>	Stollery Foyer
8:30 a.m.	<b>Introduction to Day 2</b> David Laughton	Stollery Centre
8:40 a.m.	<b>Small Group Reports</b>	Stollery Centre
9:40 a.m.	<b>Background Session</b> Governance Models: Panel Discussion	Stollery Centre
10:10 a.m.	<b>Background Session</b> Communication: Panel Discussion	Stollery Centre
10:30 a.m.	<b>Coffee/Tea/Juice</b>	Stollery Foyer
11:00 a.m.	<b>Small Groups</b>	
	Group 1	Stollery Centre
	Group 2	Stollery Board Room
	Group 3	4-16
	Group 4	Tory 3-70
	Group 5	Tory 2-87
	Group 6	Tory 3-2
	Group 7	Tory 2-117

12 noon	<b>Lunch</b>	4-06, Faculty Lounge
1:00 p.m.	<b>Small Group Reports</b>	Stollery Centre
1:45 p.m.	<b>Evaluation</b>	Stollery Centre
2:00 p.m.	<b>Questions, Answers, Next Step, Wrap Up</b>	Stollery Centre
2:15 p.m.	<b>Adjourn</b>	
3:00 p.m.	<b>Steering Committee</b>	Stollery Centre

**Sponsored by:**

Industry Canada, Transport Canada, Natural Resources Canada, Ontario Ministry of Environment and Energy, Saskatchewan Department of Energy and Mines, Alberta Environmental Protection, Alberta Economic Development, Falconbridge Ltd., Nova Corporation, Interprovincial Pipe Line Inc., Syncrude Canada Ltd., Alcan Aluminium Ltd., Alberta-Pacific Forest Industries, the T-D Bank, Luscar Ltd., Petro-Canada, Dofasco Inc., EPCOR, Imperial Oil Ltd., Westcoast Energy Inc., Amoco Canada Petroleum Co. Ltd., Suncor Energy Inc., DOW Chemical Canada Ltd., Royal Bank of Canada, Weyerhaeuser Canada Ltd., Husky Oil Inc., Shell Canada Ltd., PanCanadian Petroleum, Alberta Power.