

# WORK PLANS

Canada West Foundation | 2018

## NATURAL RESOURCES CENTRE PATRONS

Arthur J.E. Child Foundation Endowment  
Fund at the Calgary Foundation

Cenovus

Eavor Technologies

Enbridge Inc.

Energy Futures Lab/The Natural Step Canada

Government of Alberta

Government of Manitoba

Max Bell Foundation

Richardson Foundation

Ron Mannix/Coril Holdings Ltd.

Suncor

## TRADE & INVESTMENT CENTRE PATRONS

Arthur J.E. Child Foundation Endowment  
Fund at the Calgary Foundation

CN

Government of Alberta

Government of Manitoba

Max Bell Foundation

Prince Rupert Port Authority

Vancouver Fraser Port Authority

## HUMAN CAPITAL CENTRE PATRONS

Arthur J.E. Child Foundation Endowment  
Fund at the Calgary Foundation

The Community Fund at  
The Calgary Foundation

Enbridge Inc.

Government of Alberta

Government of Manitoba

Ledcor

Max Bell Foundation

Suncor

Anonymous

# WORK PLAN

2018

Natural Resources Centre  
Canada West Foundation

## A better way to benefit

Canada's prosperity has been, and will continue to be, due in large part to our abundant natural resources. But their extraction, development and transportation must be responsible, environmentally sustainable, and involve greater Indigenous participation. At the same time, governments, industry and all Canadians are grappling with how to reduce greenhouse gas emissions without harming Canadian competitiveness. Part of that means adding different sources of energy, with more focus on electricity – yet we still have significant transmission challenges, particularly inter-province. These are among the issues our 2018 research and recommendations will focus on.

### 2018 PROJECTS

#### Getting electricity right

The western provinces have different regional comparative advantages and needs. Building on our *Power Up: The hydro option* paper, we are continuing our work on electricity, including co-operation across the West on which electricity sources make the most sense for which customers, in which places, for which uses. And we need to determine how best to get that electricity from where it is produced to where it is needed. We are also working on how greater co-operation and more integrated production and transmission of electricity can benefit each province. This work was started in 2017; Phase 2 will be completed in 2018, culminating with a comprehensive report with recommendations for the West.

#### Successful Indigenous resource partnerships

Indigenous people who live on or near Canada's vast natural resource endowment too often manage poverty, not prosperity. Yet, there are cases where natural resources firms and Indigenous communities have built successful partnerships. Our Natural Resources and Human Capital Centres are collaborating with our Indigenous partners, Name to Place Educational Consulting and Medicine Rope Strategies, to share these success stories. Phase 1, to be completed in early 2018, summarizes what we learned through roundtables with Indigenous leaders and industry about the meaning of success, different approaches, and the

factors that contribute to successful partnerships. Phase 2, to be completed in early 2019, will involve “deep-dive” case studies of up to eight individual communities (two in each western province) to determine the factors that contribute (or not) to the success of partnerships with resource development firms, and to better understand the opportunities to use a competency-based approach to employment and entrepreneurship in Indigenous communities.

#### Getting energy infrastructure built – responsibly

The energy sector is clearly of great importance to the economies of all of the western provinces, albeit in different ways. Extracting, developing and getting that energy to markets in cost-effective, responsible and sustainable ways is critical. Building on our work in *A Matter of Trust: The role of communities in energy decision-making* and *Up Front: Modernizing the National Energy Board*, we continue to develop evidence-based recommendations to help energy projects (oil, gas, hydro and renewables) get built sustainably and with community support. Our work this year will address emerging issues, such as the overhaul of the federal and provincial regulatory systems (including the proposed evolution of the NEB to a new Canadian Energy Regulator).

#### From ‘no’ to ‘go’ on innovation and regulatory policy

Innovation is key to Canada's energy sector transition to a cleaner economy. But in many cases, regulatory processes are slowing, and sometimes preventing, the adoption of innovations that could reduce GHG emissions and lower costs. Our project will analyze the nature of the regulatory barriers and recommend changes needed to reduce those barriers, while ensuring the system still protects Canadians' health, economic security and the environment.

#### Other

In addition to specific projects, we will continue to provide expert research, insight and recommendations to decision-makers on various climate policies with the goal of ensuring both sustainability and economic competitiveness.

# WORK PLAN

2018

Trade & Investment Centre  
Canada West Foundation

## A better way to do business

Canada faces critical trade challenges in an increasingly volatile international trade environment. Increasing market access used to be our greatest challenge. We are now trying to manage tensions over the basic rules of trade with the U.S. We also face challenges working with countries in Asia that have different beliefs on how economic growth and trade should be managed. Meanwhile, our growing inability to deliver goods reliably because of lack of strategic trade infrastructure undercuts success we might have in increasing market access. These are among the issues our 2018 research and recommendations will focus on.

### 2018 PROJECTS

#### The NAFTA “just-in-case” plan

The future of the North American Free Trade Agreement (NAFTA) is uncertain. No matter the outcome, it's not too soon for small businesses who rely on the trade deal to be ready. Our “just in case” guide will give small businesses practical advice and case studies to prepare for what happens if the U.S. withdraws from the deal. We will also continue to provide expert analysis, insights and recommendations on the important Canada-U.S. trade relationship.

#### New trade horizons in the Asia-Pacific

The Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) offers one set of rules for 10 markets. For Canadian businesses, particularly western agricultural producers, there will be significant benefits, but finding them can be complex. We will provide an easy to understand, practical guide for small and medium-sized businesses on how to capitalize on the CPTPP opportunities. We will also continue to provide expert analysis, insights and recommendations on how western Canada can take advantage of Asian market opportunities.

#### China

The rise of China – and its millions of consumers with increasing disposable income – provides huge opportunity

for Canadian businesses to expand trade. But we must tread cautiously. Our Centre will produce a unique “China-in-western-Canadian media” newsletter; briefs on new trade or investment treaty negotiations in China; and a paper on western Canadian food and agricultural trade and investment with China.

#### Building more and better strategic trade infrastructure

In Canada, and especially the West, we are fortunate to produce much of what the booming global markets want and need. But we lose out when we don't get our goods to markets fast or reliably enough – if at all. We will conclude our work on how to improve trade infrastructure by linking the private sector and its sophisticated logistics supply and production chain information to government decision-making to get trade infrastructure spending right.

#### Conditions on foreign investment

Canada cannot generate enough investment domestically to meet the country's needs. Yet, although official Canadian policy is to welcome foreign direct investment, it isn't always greeted with open arms. When Canada imposes conditions on foreign investment, it reduces the incentive to invest here. We will conduct and publish a study to determine what types of conditions, if any, are needed to reduce barriers to foreign investment without causing harm to Canada.

#### How to deal with trade disruption

In every trade agreement, there are many winners – but also some losers. The benefits of more open trade are significant, but usually diffuse, and spread wide, with many people benefitting in smaller, less obvious ways such as lower prices for food or jobs in supply chains. Losses however, tend to be concentrated, such as when a factory closes. How do governments make decisions to provide compensation and transition assistance to those disrupted, based on evidence, instead of emotion or specific lobby efforts, and which is fairly distributed? In light of the signing of the CPTPP, our project will provide recommendations on how to get it right.

# WORK PLAN

2018

Human Capital Centre  
Canada West Foundation

## A better way to work

Canada's labour market is inefficient: there are 470,000 jobs without people and 1.1 million people without jobs. But no one really knows which skills are in demand and which skills people can supply. A competency approach can transform the way we develop our workforce. In 2018, we will build on our body of work to show that a competency-driven workforce can help match the right people with the right jobs.

### 2018 PROJECTS

#### Reduce friction in the Canadian labour market

Points of friction include: unfilled jobs compared to the number of unemployed people, the time it takes immigrants to integrate into the workforce, post-secondary graduates who struggle to find work, workplace incidents, poor labour productivity. These all reduce efficiency in the Canadian labour market. A reliable tool to show who gets hired, by whom, for what job, using what competencies, will go a long way to reducing that friction. Our project will build on our prior work to produce an online resource, updated in real time, with data on which competencies are required for today's jobs.

#### The future of a coal town without coal

The closure of coal-fired generating plants in Alberta will leave the economies of some towns decimated. We will conduct a major study, with practical recommendations, to build the competency profile of a coal town. This can be used by coal industry workers to find other work in other industries; by employers to recognize the competencies of coal industry workers for jobs they have available; and by municipal and provincial agencies working to attract new employers to the town. This research also sets the stage for large-scale competency profiling that could be applied in other cases of workforce disruption due to automation, roboticization, and artificial intelligence.

#### New, different work for laid off oil and gas workers

Laid-off oil and gas workers have developed significant competencies that can be useful in other sectors and occupations – the problem is that neither they nor potential employers realize it. This project will work with up to 250 unemployed oil and gas workers to analyze the competencies that have been developed, where they are needed, and how to match people looking for work with available jobs.

#### Literacy skill loss – and why it matters

The demand for high-level skills is increasing as our economy changes. However, Canadian literacy skills are not keeping up with the demand. This work shows the importance of building and maintaining literacy skills to ensure our workforce has the capacity to thrive in the new economy.

#### Successful Indigenous resource partnerships

Indigenous people who live on or near Canada's vast natural resource endowment too often manage poverty, not prosperity. Yet, there are cases where natural resources firms and Indigenous communities have built successful partnerships. Our Natural Resources and Human Capital Centres are collaborating with our Indigenous partners, Name to Place Educational Consulting and Medicine Rope Strategies, to share these success stories. Phase 1, to be completed in early 2018, summarizes what we learned through roundtables with Indigenous leaders and industry about the meaning of success, different approaches, and the factors that contribute to successful partnerships. Phase 2, to be completed in early 2019, will involve "deep-dive" case studies of up to eight individual communities (two in each western province) to determine the factors that contribute (or not) to the success of partnerships with resource development firms, and to better understand the opportunities to use a competency-based approach to employment and entrepreneurship in Indigenous communities.