

# ENGAGED EFFECTIVE

Annual Report 2013  
CANADA WEST FOUNDATION

A herd of horses is running across a grassy field. The sky is bright and hazy, with a soft glow. The horses are in motion, and their silhouettes are visible against the lighter background.

# ROOTED IN A PROUD HERITAGE

## Our Vision

A dynamic and prosperous West in a strong Canada.

## Our Mission

A leading source of strategic insight, conducting and communicating non-partisan economic and public policy research of importance to the four western provinces and all Canadians.

## Four Decades of Service

The year was 1970, and a conference in Lethbridge, Alta., explored the concept of *One Prairie Province? A Question for Canada*. The consensus was that research on the West should be expanded by a new organization. The Canada West Foundation was born, and since then has been a passionate advocate for western Canada. From free trade and federal transfers to environmental regulation and immigration, the Foundation has been at the forefront of the policy debates shaping both the West and the country. It has consistently promoted the belief that Canada is stronger when the West is thriving.

**ENGAGED ON TOPICS  
THAT MATTER MOST  
TO YOU**

**EFFECTIVE ADVOCATES  
FOR THE WEST**

# MESSAGE FROM THE CHAIR



**GEOFF PLANT**  
Board Chair

Canada needs to address urgent policy issues that are of particular interest to the West. These involve our resource economy, market access, environmental sustainability and the skills of our workers. Our continued prosperity depends on timely and decisive action.

The best way to start that process is through sound public policy rooted in first principles, and that is where the Canada West Foundation offers so much value. The Foundation underwent a transformation in the past year to ensure it remains at the forefront of the issues that matter most to the region. This process shifted our focus, and positions the Foundation even better to help the West secure its position on a global stage.

I have been honoured to be a part of the Foundation for the past five years as a member of the Board of Directors, and I am delighted to be Chair at such an exciting time.

It takes many to build a community, and the Foundation is no different. I would like to thank our outstanding lineup of volunteer directors from across the West, and in particular Jim Dinning for his commitment to the organization during his five years as Chair. Jim is a western Canadian of great distinction, and his contributions to the organization are immeasurable.

The Foundation's board and staff have worked tirelessly over the past year to develop its new agenda and reach out to people across the West. The new agenda, which you will read about in the following pages, will ensure that the Canada West Foundation is integral to decision-makers and the public, remains relevant and contributes positively to our cherished western quality of life.

As citizens, we have a responsibility to challenge governments to be innovative and courageous and support them when they make bold moves in the interests of the West. The Canada West Foundation is uniquely positioned to do this, and I look forward to seeing the fruits of our efforts in the coming years.

# MESSAGE FROM THE PRESIDENT



**DYLAN JONES**  
President & CEO

The Canada West Foundation's long and distinguished history as a thought leader in western Canada compels us to achieve groundbreaking excellence in everything we do. So when we re-examined our research agenda a couple of years ago, the goal was to be as current and relevant as we could possibly be.

The year 2013 was one of transformation in which the Foundation recalibrated and laid the groundwork for enhanced engagement with government, business, civil society and the public on the issues that matter most to them.

We landed on three new centres of particular concern to the West: the centres for Trade & Investment Policy, Natural Resources Policy and Human Capital Policy. We recruited extraordinary new talent to lead this effort.

Our new team then set to the task of drafting plans for research and community engagement that will maximize impact on public policy.

Last year, the Foundation also reconnected with stakeholders, and began to re-energize the conversation, through commentaries, speeches, special events such as the *In Conversation with Alberta Premier Alison Redford* evening, and important research papers, such as *Pipe or Perish*, *At the Intersection* and *Managing Expectations*.

This annual report shows that we are active across the West and that our voice as a respected advocate for the West is being heard in our region, across Canada and increasingly beyond our national borders.

Through the Invest in the West campaign, we are also laying the necessary financial footing for our continued work. We remain profoundly grateful to our supporters who see value in a Foundation that is as strong and vibrant as the West itself.

# IDEAS WITH IMPACT

## Visibility & Impact

In 2013, the Foundation set a new course, launching three centres that reflect research priorities: the centres for Human Capital Policy, Natural Resources Policy and Trade & Investment Policy, along with its ongoing excellence in Economics & Fiscal Policy. It also published several high impact reports on issues critical to the West and Canada.

Reports released over the year re-energized the discussion of the most important public policy issues, including an objective assessment of essential pipeline capacity (*Pipe or Perish*), a deep dive into the value of public infrastructure (*At the Intersection*) and a candid assessment of what B.C. must do to address market

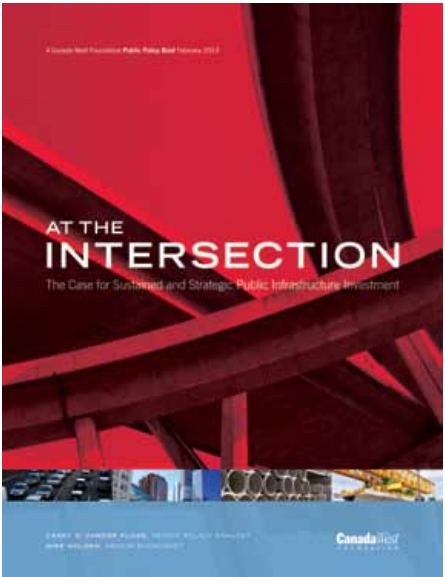
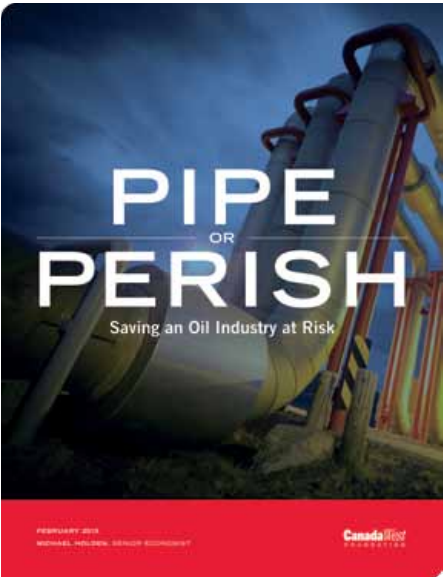
risks for LNG (*Managing Expectations*). As well, 23 commentary pieces were published in more than 40 media outlets. We were frequently quoted as an expert source, and have expanded our reputation as a credible source beyond the West – in daily, community and industry media outlets, both within Canada and beyond our borders.

The creation of the three centres and hiring high-profile directors laid the groundwork for 2014, as we seek to expand our profile and brand even further, reinforcing our reputation as a forward-looking voice for the West.

## Highlights Including Publications

**30/01/2013** From Dead Ducks to Dutch Disease:  
The Vilification of Canada's Oil Sands in the Media  
**04/02/2013** 2012 Jim Hume Memorial Student Essay Contest  
**06/02/2013** At the Intersection: The Case for Sustained and  
Strategic Public Infrastructure Spending  
**06/02/2013** À la Croisée des Chemins : Arguments en faveur  
d'une dépense soutenue et stratégique dans  
l'infrastructure publique  
**07/02/2013** Pipe or Perish: Saving an Oil Industry at Risk  
**15/02/2013** 2013-14 Budget Preview: British Columbia  
**20/02/2013** 2013-14 Budget Analysis: British Columbia  
**04/03/2013** 2013-14 Budget Preview: Alberta  
**07/03/2013** Currents: March 2013  
**08/03/2013** 2013-14 Budget Analysis: Alberta  
**18/03/2013** 2013-14 Budget Preview: Saskatchewan  
**19/03/2013** 2013-14 Federal Budget Preview  
**21/03/2013** 2013-14 Budget Analysis: Saskatchewan

**22/03/2013** 2013-14 Federal Budget Analysis  
**11/04/2013** 2013-14 Budget Preview: Manitoba  
**18/04/2013** 2013-14 Budget Analysis: Manitoba  
**01/05/2013** Currents: May 2013  
**13/06/2013** Engine of Growth: A Western Canadian Energy  
Policy Framework  
**01/08/2013** Currents: August 2013  
**02/10/2013** Hedging our Bets: Making the Case for Saving  
Alberta's Natural Resource Revenues  
**29/10/2013** B.C. LNG: Managing Expectations of an  
Emerging Industry  
**30/10/2013** Survey: Canada and its Natural Resources  
**01/11/2013** Currents: November 2013  
**05/12/2013** The Missing Link: Constructive Ideas for  
Improving Urban Environmental Performance  
in Western Canada



Online	13
Daily Newspaper	12
Blogs	2
Wire	4
Stories in Canada	26
Stories in the U.S.	5
Calgary Herald, Vancouver Sun, Regina Leader Post, Edmonton Journal, Edmonton Sun, Calgary Sun, Daily Oil Bulletin, Peterborough Examiner...	

Online	13
Daily Newspaper	6
Broadcast	2
Wire	8
Stories in Canada	17
Stories in the U.S.	1
Saskatoon Star Phoenix, Regina Leader Post, Calgary Herald, Edmonton Journal, Estevan Mercury, Canadian Press...	

Online	6
Daily Newspaper	14
Stories in Canada	17
The Globe and Mail, the National Post, Vancouver Sun, Vancouver Province, Alaska Highway News, Victoria Times Colonist. Also media in Trail, Prince George, Kamloops, Port Alberni, Okanagan, Dawson Creek...	



# INVEST IN THE WEST ENABLES US TO DO OUR JOB



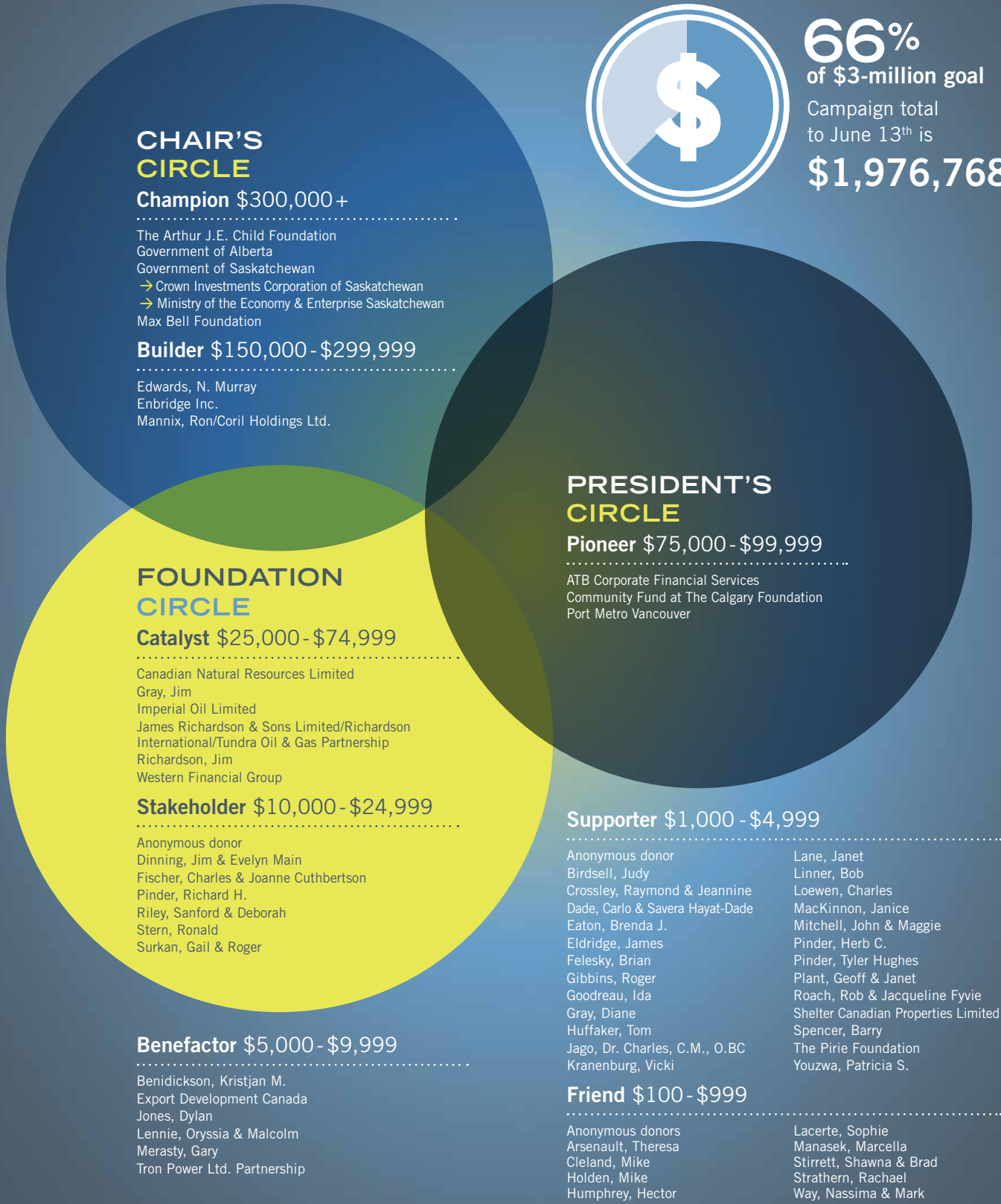
The world is moving fast, and western Canada is at risk of falling behind if it fails to recognize and address emerging challenges.

To ensure that we continue to be the voice for the region on the global stage, we have rebooted our research agenda. Our policy advice is needed now. Our goal is to make the West the best place in the world to live – both now and in the future.

This vital work requires an investment of staff time and energy, and it also requires a stable base of funding that will enable us to continue needed research. That is why we need committed westerners to support us financially, and help us create a sustainable funding model.

The Invest in the West campaign, launched in 2013, will provide a foundation of stable funding we need to focus on the policy issues of greatest importance to the West's long-term prosperity. Our \$3-million campaign lays the financial foundation for the three research centres, so they can draw on both internal and external expertise and translate the results into easy-to-understand and powerful messages.

# DONOR RECOGNITION



# THREE CENTRES RESEARCHING WHAT MATTERS MOST TO YOU

The Canada West Foundation has undergone a fundamental restructuring and renewal in the past two years. Under the leadership of its Board of Directors and President & CEO Dylan Jones, it has sharpened its research focus on three areas of primary concern to the West – issues such as getting product to market, ensuring our workers have the right skills and understanding issues around public support for our resource industries. And it has hired bright new thought leaders to bring fresh ideas into the public forum. This year, we fully return to our place as the Voice for the West within Canada, speaking on the issues that matter most.

The Canada West Foundation is devoted to improving the quality of life for western Canadians and advocating on their behalf. It uses evidence-based research and commentary to have measurable impact on public policy. As a non-partisan think tank, we conduct on-the-ground research that provides objective, practical solutions that governments need. We are not tied to any political ideology; our work is rooted in the people of the West and their aspirations.

Three centres of policy research are now focused on the highest priorities in the four western provinces: Natural Resources, Human Capital and Trade & Investment.

## NEW FOCUS NEW STRATEGY NEW ENERGY

### Why Three Centres?

- Westerners have told us these three public policy areas – Human Capital, Natural Resources and Trade & Investment – are the most important to the West's long-term prosperity.
- Decision-makers at all levels of government need deep expertise and evidence-based commentary that informs, rather than distorts, the public debate.
- The Foundation is of the West and is in a unique position to champion co-operation, voice concerns and help the West situate its future—regionally, nationally and globally.

### How Are They Contributing?

- The insights we offer help governments make better decisions about key policy issues that will result in a more prosperous western Canada.
- Thoughtful public policies in these key areas will enable a better quality of life for our children and grandkids.
- Western Canada will realize its potential as the best place in the world to live.



**CARLO DADE** – DIRECTOR  
Centre for Trade & Investment Policy

Western Canada has a relatively small consumer market within its borders, yet we have achieved a high standard of living by reaching beyond our region. Without exports, the western Canadian economy would be a fraction of what it is today. This is why market access and transportation infrastructure are so important.

Our businesses need foreign capital to grow. But we need to defend our core interests and this requires smart rules for foreign investment. We need to seize opportunities in other parts of the world and invest in infrastructure that will allow us to serve those markets.

The Centre for Trade & Investment Policy champions a West that thrives in markets around the world.

“  
There are huge opportunities  
for the West as the global  
middle class more than  
doubles in size. We need  
to prepare now.”

– Carlo Dade



LEN COAD – DIRECTOR  
Centre for Natural Resources Policy

“  
The world wants the products  
western Canada produces.  
We need public support to  
develop and deliver them.”

– Len Coad

The energy, mining, forestry and agriculture industries drive western Canada's prosperity and support job growth. Without this source of wealth creation, our standard of living would be dramatically lower.

The world is hungry for the food, energy and materials that western Canada has. However, if we don't figure out how to rebuild the social contract that enables our resource economy to operate, our ability to benefit from rising global demand for resources will be hamstrung.





JANET LANE – DIRECTOR  
Centre for Human Capital Policy

We have to rethink our approach to developing and attracting human capital. The needs of businesses are mismatched to the skills and location of workers. As the baby boom generation exits the workforce en masse, finding workers to meet the needs of industry becomes critical.

At the same time, growing international competition and opportunities in the knowledge economy are creating demand for a more adaptable and creative labour force. We need to reconsider the way we equip westerners with the skills needed for the 21st Century.



“  
The West needs skilled,  
adaptable and engaged  
people to ensure its  
continued prosperity.”

– Janet Lane



# ECONOMIC & FISCAL POLICY DIVISION

The Economic & Fiscal Policy Division is a platform within the Canada West Foundation that analyzes and comments on economic, social and political issues affecting the West. This includes government reliance on volatile natural resource revenues, the impact of a struggling global economy on the West, and changes to federal-provincial fiscal arrangements.

In 2013, we focused on finances in the West with budget previews and post-budget analysis of each of four western provinces and the federal government. Our budget publications and news releases spoke out on how financial decisions will affect the region’s long-term prosperity.

The format for Currents, our quarterly economic bulletin sponsored by Canadian Western Bank, was revised in 2013. In addition to expanding our reach to ensure its insights are

shared with even more people, we added a global overview, regional focus section and provincial highlights. Feature stories included delays to the recovery of the global economy, what the crisis in Cyprus could mean for western Canada, and declining export prospects in the U.S.

At the request of Alberta Finance Minister Doug Horner, we produced an independent analysis of the case for saving natural resource revenues and presented the results at the Premier’s Economic Summit in Edmonton on Oct. 5, 2013. The report, *Hedging our Bets: Making the Case for Saving Alberta’s Natural Resource Revenues*, advised policymakers about the need for Albertans to become engaged in a fresh dialogue about saving resource revenues.

# JIM HUME INTERNSHIP PROGRAM

Youth play a pivotal role in the future of the West, and the Canada West Foundation is committed to providing opportunities to young researchers. The Jim Hume Student Internship Program, named in honour of a former board chair, provides post-secondary students and recent graduates with a rewarding work experience at one of Canada’s leading public policy research institutes.

In 2013, our interns engaged with our work on a deeper level. They investigated LNG in B.C., charted opportunities in, and the status of, trade opportunities, assisted with the development of work plans for the research centres and monitored the development of public policies in the West.

## 2013 Interns

**Pawel Mirski** – Masters of Public Policy  
Simon Fraser University (Summer 2013)

**Jaspreet Singh** – Masters of Public Policy  
University of Calgary (Fall 2013)

**Geoff Jackson** – PhD Candidate – Strategic Studies  
University of Calgary (Fall 2013/Winter 2014)

**Chendong Li**  
University of Calgary (Fall 2013/Winter 2014)

# THE HONOURABLE JAMES A. RICHARDSON DISCOVERY ROUNDTABLES

The Honourable James A. Richardson Discovery Roundtables were established in 2006 to seek out new thinking to strengthen the voice of western Canadians. Informal but intense, the roundtable discussions engage a small group of individuals with a background in, and a passion for, the topic under discussion. The roundtables aim to identify policy challenges to come, and how today’s policy research agenda might better address those challenges.

In 2013, the Richardson Roundtables revitalized conversations on challenges facing the West and featured stakeholders, industry and public policy decision-makers.

On March 8, 2013, we convened a group of people at the University of Manitoba to focus on the issues of most importance to the West. The discussions affirmed our plan to create three research centres and broadened our thinking on our research agenda.

On Nov. 19, 2013, we brought together a group of policymakers, experts and industry stakeholders in Victoria for an in-depth discussion about social licence. The discussion built on the findings in our *Engine of Growth* report and provided valuable information on social licence issues for the Centre for Natural Resources Policy.

# ROGER GIBBINS POLICY INNOVATION FUND

The Roger Gibbins Policy Innovation Fund was launched in 2012 to support cutting edge policy research and a citizen engagement program. It is designed to bring contemporary policy challenges to the next wave of leaders and engaged citizens.

## 2013 Policy Innovation Fund Events

On March 5, 2013, the Foundation hosted the inaugural lecture by Dr. Roger Gibbins, *B.C. & the New West: Regional Lynchpin or Solvent?*, in partnership with the School of Public Policy at Simon Fraser University. Dr. Gibbins highlighted the westward drift of the Canadian economy – a transformation

reinforced by the shift of the global economy toward Asian markets and investment – and asked, what will B.C.’s role be in the new West?

On Nov. 7, 2013, the Foundation partnered with the Calgary Chamber to host, *Breaking a Few Eggs: Politics vs. Evidence in Canadian Trade Policy*. The event featured Martha Hall Findlay, Executive Fellow at the School of Public Policy, University of Calgary, and Malcolm Allen, Welland MP and Official Opposition Critic for Agriculture. Participants debated whether politics trumps evidence in making policy decisions.

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# FOUNDATION STAFF

## Office of the President & CEO

Dylan Jones, President & CEO  
Hector Humphrey, Executive Assistant to the President & CEO

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Robert Roach, Vice-President, Research  
Len Coad, Director of the Centre for Natural Resources Policy  
Carlo Dade, Director of the Centre for Trade & Investment Policy  
Janet Lane, Director of the Centre for Human Capital Policy  
Shafak Sajid, Public Policy Analyst

## Operations

Doug Firby, Director of Communications  
Rebecca Chapman, Head of Design  
Sophie Lacerte, Head of Design (maternity leave)  
Kate Hume, Event Coordinator

Marcella Manasek, Administrative Coordinator  
Nassima Way, Communications & Relationship Officer

## Finance and Human Resources

Barry Spencer, Director of Finance

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Michael Cleland, Nexen Executive-in-Residence

## Senior Fellows

Loleen Berdahl, Senior Fellow  
Tom Carson, Senior Fellow  
Dr. Roger Gibbins, Senior Fellow  
Roslyn Kunin, Senior Fellow  
Robert Vineberg, Senior Fellow  
Barry Worbets, Senior Fellow

# BOARD OF DIRECTORS

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Dylan Jones, President & CEO – Canada West Foundation  
Calgary, Alta.

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A.R. (Bob) Linner, Secretary/Treasurer – Retired City Manager, City of Regina – Regina, Sask.

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Rt. Hon. Edward Schreyer – Winnipeg, Man.

Dr. Robert Westbury – Chair, Telus Edmonton Community Board – Edmonton, Alta.

FINANCIAL HIGHLIGHTS

December 31, 2013 with comparative figures for 2012

	2013	2012
Assets	\$ 418,545	\$ 429,916
Investments	8,539,209	7,545,725
	\$8,957,754	\$ 7,975,641
Current Liabilities	\$ 448,377	\$ 329,288
Net Assets	8,509,377	7,646,353
Revenues from operations	\$1,746,539	\$ 1,842,972
Operating expenses	2,203,756	2,356,786
Operating deficit	\$ (457,217)	\$ (513,814)
Net investment income	\$1,320,241	\$ 653,774

# MESSAGE FROM THE OUTGOING CHAIR



**JAMES (JIM) DINNING**  
Board Chair Emeritus

British Columbia. Alberta. Saskatchewan. Manitoba. Four distinct provinces that share common interests and a common kinship. History shows that when they work together, there's little they can't get done. And Canada is always better when that happens.

For more than 40 years, the Canada West Foundation has been an outspoken voice for the West. And for the past four of those years, I've had the honour of serving as Chair of the Foundation's board of directors. It has been a privilege to work with a dedicated volunteer board comprised of passionate business people, academics, entrepreneurs and leaders who make their homes in the West.

Like the West itself, the Foundation is a nimble, smart and astute organization that articulates the needs and aspirations of the people who make up this great region. During my tenure, the organization has gone through a deep reorganization, updating its research priorities to ensure it stays relevant to today's challenges.

For that and many more reasons, I am delighted to see the remarkable Geoff Plant succeed me as Chair. Geoff has an impeccable record in government in British Columbia as former Attorney General and Minister

Responsible for Treaty Negotiations. Today, he continues to serve as Associate Counsel in the Vancouver law firm Gall Legge Grant & Munroe LLP and on a number of corporate and not-for-profit boards. Most importantly for us, he is the steady and wise hand who will stay the course on the Foundation's new direction.

I owe immense gratitude to Dylan Jones, who undertook the daunting task of taking on the CEO reins following Roger Gibbins' 13 years of tireless service. Dylan is a human dynamo who has stepped up to lead us with incredible energy and unflinching determination; his efforts have been key to putting the Foundation on course to financial stability. He's assembled a powerful team worthy of the legacy we have built over four decades.

The Canada West Foundation fulfils a one-of-a-kind role: it showcases the West's innovations, increases understanding of our unique character, and articulates practical public policy solutions to today's – and tomorrow's – challenges. The value of a think tank dedicated to understanding and speaking for the West has never been greater than it is right now.

“  
I just think you westerners  
should take over this country  
if you are so smart.”

– Pierre Elliott Trudeau



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