

CANADA WEST FOUNDATION



ANNUAL 2014 REPORT

*Canada West Foundation*  
*[www.cwf.ca](http://www.cwf.ca)*

Our vision is a dynamic and prosperous West  
in a strong Canada. To realize that vision,

*we think*

about what it means –

healthy communities, a robust economy,  
breathable air and quality of life.

We do original research and objective financial analysis,  
generate commentary and  
convene people across the West.

## OUR BOARD OF DIRECTORS



*Back (left to right):* Brad Ferguson, Jim Eldridge, Charlie Fischer, Raymond Crossley, Theresa Arsenault, Jim Richardson, Robin Silvester, Pat Youzwa, Dick Carter, Bob Linner, Charles Loewen, Tom Huffaker, Brenda Eaton.  
*Front (left to right):* Larry Blain, Oryssia Lennie, Charles Jago, Geoff Plant, Dylan Jones, Janice MacKinnon, Edward Kennedy.  
*Missing:* Ida Goodreau, Diane Gray, Gary Merasty, Sanford Riley.

## MESSAGE FROM THE CHAIR & PRESIDENT

*Dear Friends of the Foundation,*

As history buffs will know, the Canada West Foundation was formed in 1971 after a conference in Lethbridge, Alta., explored the feasibility of forming one western province out of the four. Although it was obvious that a single political entity was not feasible, the organizers understood what we know so well today – the West can do more when it speaks with one voice. The Foundation remains committed to that objective today.

Two-and-a-half years ago, the Foundation reorganized as a truly pan-western think tank. Our reach extends from the prairie fields of Manitoba to the salmon fisheries of British Columbia. To realize our mandate, we travelled widely in 2014, holding events and giving speeches and presentations in Winnipeg, Regina, Saskatoon and Vancouver, as well as Edmonton and Calgary.

Our actions had impact. In Calgary, our Mexico energy event revealed to Canadian companies the tremendous opportunities awaiting them there, and companies responded. In Regina, we moderated a meeting of the three New West Partnership premiers and business leaders to resolve obstacles to getting western goods to international markets. In Manitoba, we conducted a “politics-in-full-sentences” discussion with Premier Greg Selinger. In British Columbia, our community dinner brought together leaders to discuss that province’s connection with the broader West.

We published research on urban energy management, public support for development of the West’s four major resource industries, skills gaps in our workforce, improving our trade infrastructure and understanding reforms to the Temporary Foreign Worker Program.

Convening leaders to have thoughtful discussions about the things that matter most to the West. Looking for practical solutions that policy makers and business leaders can act on today. Seeking ways the West can attain – and sustain – the prosperity and quality of life we value so highly. That’s what drives us. That is why we remain so grateful for the ongoing support we receive.

It is also why we remain steadfastly optimistic that the West will meet the challenges it faces head on and succeed in a hyper-competitive global marketplace. The views of our members and supporters are vital to the ongoing dialogue. We encourage you to let us know what is on your mind.

Sincerely,



*Geoff Plant*  
Geoff Plant  
Chair



*Dylan Jones*  
Dylan Jones  
President & Chief Executive Officer

*Think*  
**OUT  
LOUD**

It's not just  
*what we think*  
that matters. It's what we say, it's who listens,  
and it's how far our reach extends,  
in the West, across Canada and beyond,  
that makes a difference.

# 2014 Year-in-Review

February

## FEB. 04 CURRENTS

The falling Canadian dollar  
& social licence in the West



April

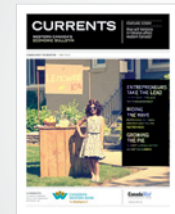
## APR. 21 Buildings, Bicycles & 'Burbs



An overview of Urban Energy Management  
in Seven Western Canadian Cities

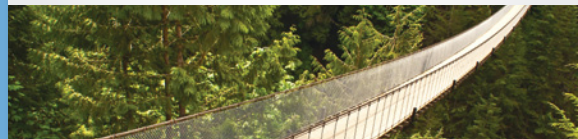
ENERGY SAVINGS SUCCESSES & BATTLES

May



## MAY 06 CURRENTS

Western entrepreneurs  
take the lead



## MAY 26 From the Ground Up

Earning Public Support for  
Resource Development

WINNING TRUST IN CANADA'S  
RESOURCE INDUSTRY



June

## JUNE 02 MEXICO ENERGY REFORM

New opportunities  
for Alberta  
businesses  
& the Mexican  
government



July

## JULY 18 Restoring Trust

The Road to Public Support  
for Resource Industries

ANALYZING A MAJOR  
SURVEY ON ATTITUDES  
IN THE WEST TOWARD  
RESOURCE INDUSTRIES



August

## AUG. 09 CURRENTS

Floods in Saskatchewan  
& Manitoba, growth in B.C.  
& Alberta



September

## SEPT. 15 Talent is not Enough

Closing the Skills Gap

FIXING THE SKILLS GAP  
IN THE WORKFORCE



November

## NOV. 6 NEW WEST PARTNERSHIP INFRASTRUCTURE SUMMIT

Saskatchewan, Alberta & B.C. premiers meet  
with industry leaders to talk market access



## NOV. 13 CURRENTS

Canadians moving West  
& geopolitics spoiling the  
global economy recovery party



## NOV. 24 Building on Advantage

Improving Canada's  
Trade Infrastructure

IMPROVING  
CANADA'S SYSTEM  
FOR MOVING  
GOODS TO MARKET



December

## DEC. 15 Shedding Light

ON THE TEMPORARY  
FOREIGN WORKER  
PROGRAM

Explaining the impact  
of the overhauled TFWP

DEC. 24  
THE BUSINESS CASE  
for an Alberta  
International  
Development  
Office

IN THE NEWS

8

NATIONAL  
OP-EDS

45

REGIONAL  
OP-EDS

483

MEDIA  
MENTIONS

489

PARTICIPANTS  
IN OUR EVENTS

39

SPEECHES OR  
PRESENTATIONS

455,252,324

PRINT/ONLINE  
REACH

cwf.ca

Canada West Foundation

"Our research only makes a difference when it is read by engaged citizens & policy makers."

DOUG FIRBY, Director of Communications



# CHANGING THE WAY

*we think*



*“The advantage that Canada has enjoyed in reliably getting products to market is at risk without a strategic infrastructure investment plan. Our research explores what’s at stake and offers practical solutions to build on our historic advantage.”*

CARLO DADE  
Director  
Centre for Trade & Investment Policy  
Canada West Foundation





*“Natural resources in western Canada face a public support challenge. Our research helps frame the problem at a deeper level, which lays the foundation upon which to build truly responsible resource industries.”*

TREVOR MCLEOD  
Director  
Centre for Natural Resources Policy  
Canada West Foundation



*“Skills mismatches are hurting individuals, business and, ultimately, society. Business and government need to address issues ranging from the shortage of some technical workers, to inadequate essential skills levels to underemployment of our recent post-secondary graduates. Our research points the way.”*

JANET LANE  
Director  
Centre for Human Capital Policy  
Canada West Foundation



# *Think* COMMUNITY

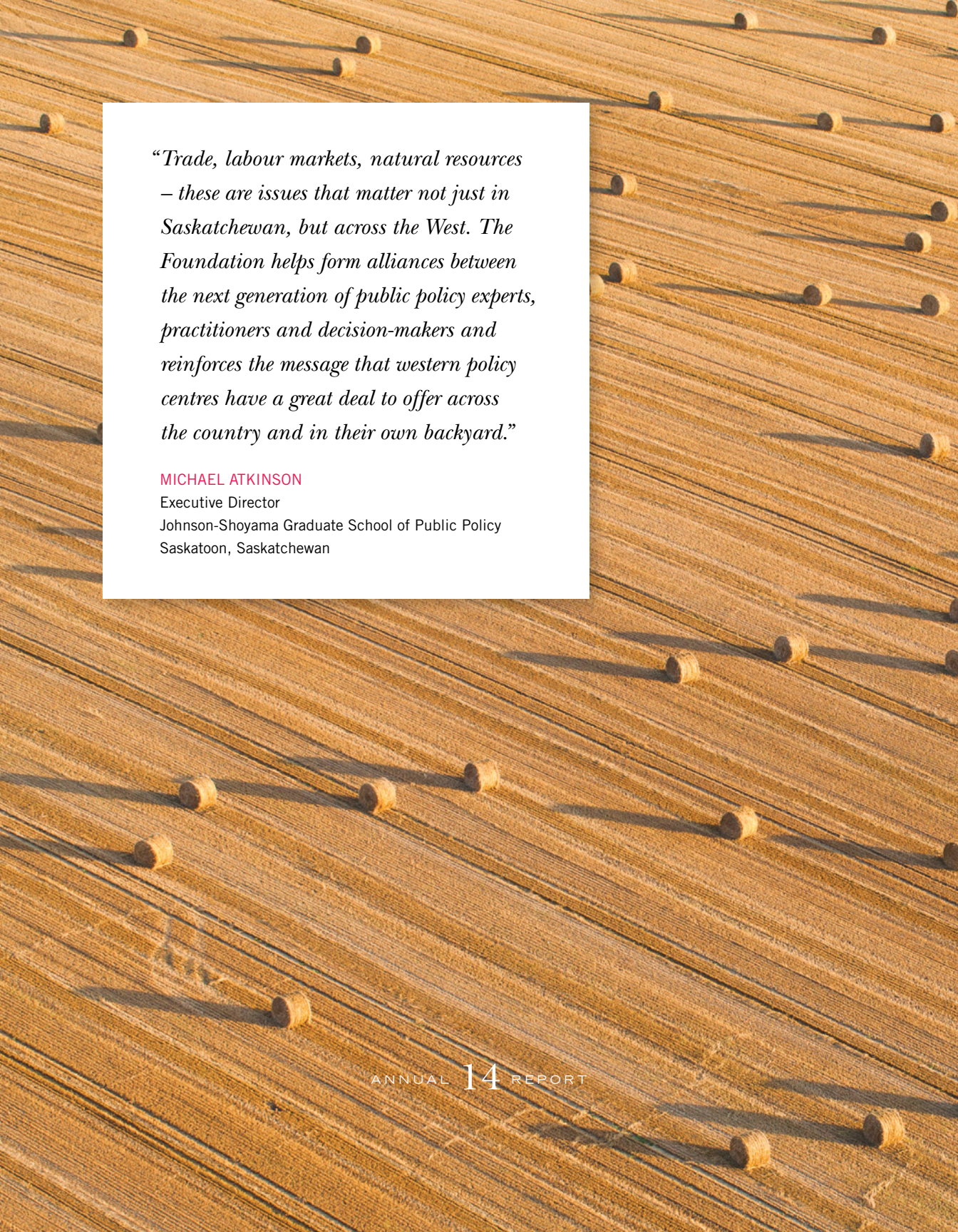
## *Strong communities*

are the cornerstone of the western way of life.

To nurture those communities, the Foundation explores the public policy issues, provides unbiased facts and analysis, and convenes engaged members of civic society.

This work helps ensure our leaders have the tools needed to constantly improve the quality of life for the people of British Columbia, Alberta, Saskatchewan and Manitoba. We provide a vital voice for westerners' interests, frustrations and aspirations.





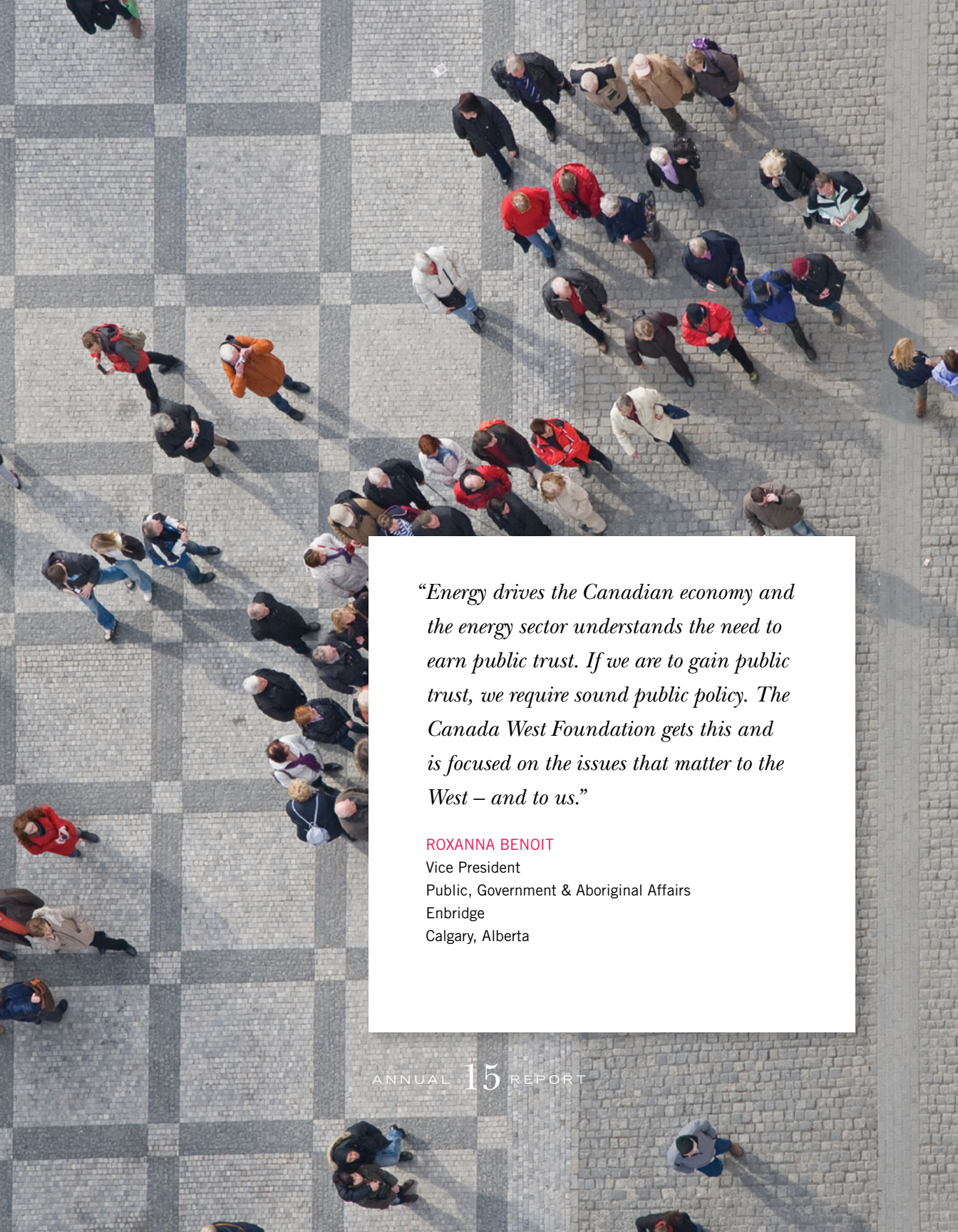
*“Trade, labour markets, natural resources – these are issues that matter not just in Saskatchewan, but across the West. The Foundation helps form alliances between the next generation of public policy experts, practitioners and decision-makers and reinforces the message that western policy centres have a great deal to offer across the country and in their backyard.”*

**MICHAEL ATKINSON**

Executive Director

Johnson-Shoyama Graduate School of Public Policy  
Saskatoon, Saskatchewan

ANNUAL 14 REPORT



*“Energy drives the Canadian economy and the energy sector understands the need to earn public trust. If we are to gain public trust, we require sound public policy. The Canada West Foundation gets this and is focused on the issues that matter to the West – and to us.”*

**ROXANNA BENOIT**

Vice President

Public, Government & Aboriginal Affairs  
Enbridge  
Calgary, Alberta

ANNUAL 15 REPORT



*Think*  
**GLOBAL**  
*Impact*

On June 2, the Foundation convened more than 100 business leaders in Calgary for the Mexican government's first foreign presentation on energy reform. The Mexican government forged

*new relationships*

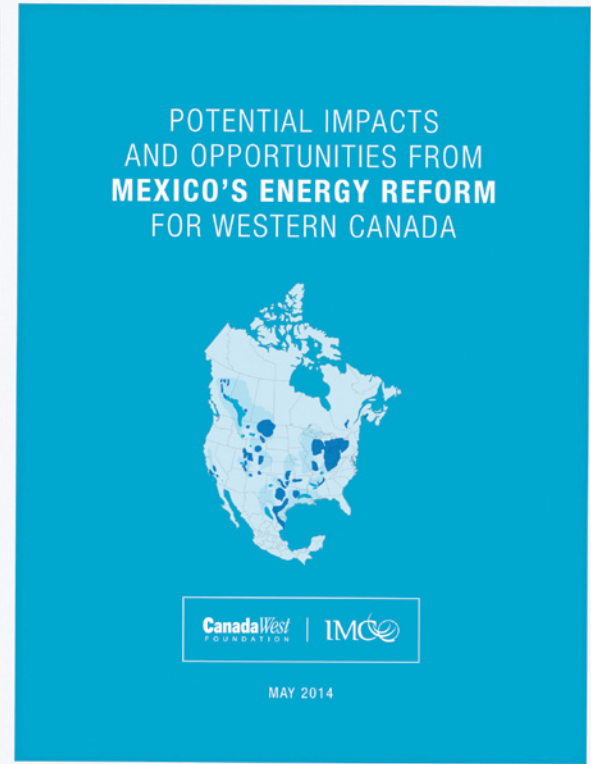
in Alberta. Canadian companies found new business in Mexico's private and public sectors.





June 02  
2014

opportunities for western canada



*“Through a survey and anecdotal comments, our members told us that after the U.S., Mexico is the place they prefer to look for new opportunities. The Mexico Energy Reform event put on by the Foundation, and which we sponsored, gave our members insights about the great opportunities Canadian resource companies have in Mexico as it opens to private investment.”*

MARK SALKELD  
President and CEO  
Petroleum Services Association of Canada  
Calgary, Alberta

# *Think* TRUST

Resource development turns on

*public trust.*

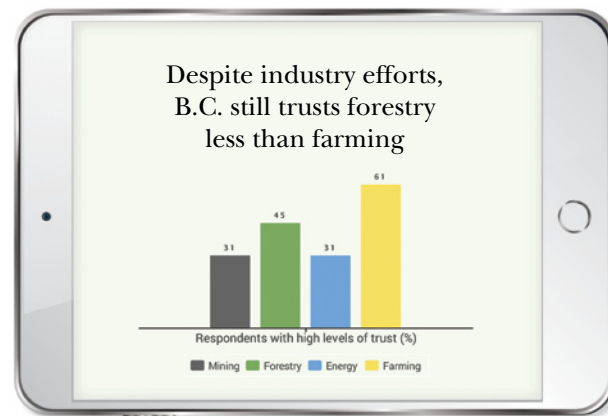
Canada has had an ad hoc approach to social licence, even as billions of dollars in new development depends on building meaningful relationships with the public. The Foundation commissioned deep public opinion research in *Restoring Trust*. And, in *From the Ground Up*, we provided a road map to improving public support.



The essential ingredient  
in renewed public support  
is real improvement in  
how companies perform  
*‘on the ground’  
in communities*

directly affected by  
resource development.

– FROM THE GROUND UP



*“The Foundation’s research rings true in my field – social licence can make a real difference. Aboriginal community buy-in, for example, is happening in a major way in Canada in hydro projects. Is it easy? No. Is it perfect? No. It takes time and money and effort to build real relationships on project planning and design and environmental and social issues – the full process – but we get there in the end.”*

ED WOJCZYNSKI  
Division Manager, Portfolio Projects Management  
Manitoba Hydro  
Winnipeg, Manitoba

# *Think* SKILLS

Canada's employers have a big problem:  
Not only are there not enough skilled workers, but many of those  
already in the workforce also don't have the

*core skills*

they need to communicate, make decisions or think critically.

In *Talent is Not Enough*, the Foundation explained  
why employers and government should be alarmed  
by the growing skills gap –  
and what we can do to fix the problem.



# PATHWAYS to SUCCESS



*Skills gaps are already hurting our quality of life & these gaps will widen as the economy grows.*

## Skills Gap



*“In the manufacturing sector, the lion’s share of job training must be done in the workplace. Even greater focus, and investments, in human capital will be required to enhance productivity and ensure manufacturers’ competitiveness. The Canada West Foundation has defined the issue and provided solutions to close skills gaps and enhance our industry in the West.”*

DAVID PLANTE  
Vice President  
Canadian Manufacturers & Exporters, AB Division  
Edmonton, Alberta

*Think about the*  
**FUTURE**



*The Jim Hume Student Internship Program*

The Jim Hume Student Internship Program gives students of public policy an opportunity to gain real work experience in a fast-paced environment. Interns do research, collaborate with senior researchers and author original documents under the mentorship of the Foundation's research directors. Here is what our 2014 interns said about their experience:

*"My internship experience gave me the opportunity to work with industry professionals on the front lines of public policy research. I'm confident that the knowledge I gained and the connections I made will have a positive and lasting effect on my professional career."*

CONNOR BATES

*"The coaching and mentorship I received from the Foundation's directors and president strengthened my policy skills far more than any coursework could ever do. I appreciated being considered a full member of the team right from Day 1, and the great work atmosphere in the organization."*

NAOMI CHRISTENSEN

*"I benefited tremendously from the internship experience at the Canada West Foundation.... There are great events, high-profile speakers and the wonderful team to work with."*

CHENDONG LI

*"In addition to gaining valuable research skills from mentors, my experiences instilled in me a passion and pride in the West that I hope to demonstrate throughout my career."*

PAWEL MIRSKI



# Think FISCAL Common Sense

Fiscal prudence is a western value.  
The Foundation helps foster economic common sense  
by analyzing provincial and federal budgets  
and publishing the *Currents* economic update newsletter  
four times per year.

*CURRENTS is made possible with the financial support of Canadian Western Bank*

## 2014 FINANCIAL HIGHLIGHTS

December 31, 2014 with comparative figures for 2013

	2014	2013
Assets	\$ 514,414	\$ 418,545
Investments	8,746,365	8,539,209
	\$ 9,260,779	\$ 8,957,754
Current Liabilities	\$ 402,331	\$ 448,377
Net Assets	8,858,448	8,509,377
Revenues from operations	\$ 1,991,048	\$ 1,746,539
Operating expenses	2,420,769	2,203,756
Operating shortfall	(429,721)	\$ (457,217)
Net investment income	\$ 778,792	\$ 1,320,241

# Think discovery

## The Hon. James A. Richardson Discovery Roundtables

In 2014, we assembled industry, educators and government in Edmonton to explore the extent of skills gaps in workers and how those gaps can be closed. The learnings laid the groundwork for the *Talent is Not Enough* research paper.

We brought together industry and government in Winnipeg to discuss the state of Canada's trade infrastructure. The input from that event was captured and incorporated into the research paper: *Building on Advantage: Improving Canada's Trade Infrastructure*.

## The Roger Gibbins Policy Innovation Fund

Noted economist, author and television host Linda Nazareth spoke in Calgary on the subject of *Economorphics*, the impact of demographics on Canada's economy.

The Honourable  
**James A. Richardson**  
DISCOVERY ROUNDTABLES

**ROGER GIBBINS**  
Policy Innovation Fund

## THANK YOU TO OUR SUPPORTERS

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ATB Corporate Financial Services  
The Community Fund at  
the Calgary Foundation  
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Port Metro Vancouver

# 80.7%

OF \$3-MILLION GOAL

Campaign total to April 1, 2015 is

# \$2,420,194

BENEFACTOR \$5,000-\$9,999

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Canada West Foundation Invest in the West Campaign total to April 1, 2015

# *Think support that makes a difference*

*The people & companies  
that support the Foundation believe that  
engaged public policy discussions  
will help build a stronger & healthier West.*

*Canada West Foundation*  
900 – 105 12<sup>th</sup> Avenue SE, Calgary AB T2G 1A1  
[www.cwf.ca](http://www.cwf.ca)