

STAND
OUT

SPEAK
UP

MAKE A
DIFFERENCE

Stepping up for the West — and the country

Stronger together.

Almost 50 years ago, that was the simple but powerful idea behind the creation of the Canada West Foundation as a bold advocate for the shared interests of the West.

What then to make of licence plate spats, fierce pipeline arguments, the risk of an all-out trade war? These are not – should not be – battles between provinces. They are about **Canada**. We need leadership – political, business, labour, academic and yes, even think tanks – to ensure our future economic and social prosperity. We must also recognize that, despite some of the current challenges, the western provinces are indeed stronger together – that standing up and speaking out for the interests of the West as a whole makes all of Canada stronger.

Given the challenging times, both at home and with our neighbours to the South, our work at the Canada West Foundation is more important than ever. In Vancouver, we brought together trade experts to forge a list of trade priorities for western Canada. Roundtables in Saskatchewan, Manitoba and Alberta set up our ongoing work on how to tell success stories about Indigenous resource partnerships. In Winnipeg, we asked Canadians of all stripes to put aside differences and put on their “Canada pants.” And for the whole Prairie region, we helped attract federal government supercluster support with our work on the plant protein

opportunity. On trade, our analysis of, and vocal support for, the Trans-Pacific Partnership, especially after the withdrawal of the United States, was instrumental in getting the deal signed – a trade opportunity particularly important for our western Canadian economies. Our work on competitive climate policy continues to challenge governments to make good economic and environmental decisions, not just political ones. And we are changing the conversation on how to build better workforces with a competency-based approach.

And while we do good work – 12 comprehensive reports in 2017 – it doesn’t do much good if it stays on a shelf. That is why we are also proud of having one of our best years ever in making our voice heard, with 77 related op-eds in national, regional and local publications and websites; more than 300 media interviews, more than 2,500 media mentions (at home but also in the U.S., Europe and Asia), and 65 presentations to political, business and other decision-makers.

But we could not do the work we do to enhance the social well-being and economic prosperity of the West, without the support of our many contributors who understand the importance of good public policy delivered with a credible voice. Thank you.

Oryssia Lennie, Chair of the Board
Martha Hall Findlay, President and CEO

2017

Financial highlights

December 31, 2017 with comparative figures for 2016*

	2017	2016
Net Assets	\$ 8,852,353	\$ 8,896,683
OPERATING HIGHLIGHTS		
Revenues <i>(Donations, grants, special projects)</i>	\$ 1,475,032	\$ 1,835,925
Operating Expenses	\$ 1,993,628	\$ 2,218,902
Annual Operating Transfer from Endowment	\$ 496,780	\$ 432,950
Operating surplus (deficit)	\$ (21,816)	\$ 49,973

*2017 audited financial data will be posted on cwf.ca July 2018

As you can see from our financials, we accomplish an awful lot on a small budget, and we are proud of the outsized weight we carry. The support from our contributors is critical to the voice we have.

IMPACT: WE HAD ONE OF OUR BEST YEARS EVER IN TERMS OF
PROFILE, PRESENCE AND INFLUENCE.

“Without ideas and an organized effort
to get them heard, change will not happen.”

Roger Gibbins, *Senior Fellow*
Canada West Foundation

Stand Out. Speak Up. Make a Difference.

THE NUMBERS



12
Reports
(one unpublished)



DECEMBER 12, 2017

Sprouted

The plant ingredient opportunity taking root on the Prairies

NOVEMBER 16, 2017

The Pacific Alliance

Why it's (still) important for western Canada

OCTOBER 26, 2017

Western Canada's Trade Agenda

TPP11 and beyond

JUNE 21, 2017

Seniorpreneurship

Don't retire – rewire

JUNE 13, 2017

The Art of the Trade Deal

Quantifying the benefits of a TPP without the United States

JUNE 5, 2017

Supply Management

A win-win opportunity for reform/La gestion de l'offre : Une opportunité de réforme qui ne ferait que des gagnants

MAY 24, 2017

The Skill Advantage

The 21st century challenge for Canada's unions

MAY 9, 2017

Beyond the Rules

Moving safely from compliance to competence

APRIL 10, 2017

Up Front

Modernizing the National Energy Board

FEBRUARY 27, 2017

Matchup

A case for pan-Canadian competency frameworks

FEBRUARY 16, 2017

Strategic Trade

Infrastructure Roundtable Summary

TRADE

Hold Canada to account on supply management



Every trade negotiation involves give and take. In today's tumultuous global trading environment, Canadians must ask: *What are we sacrificing in*

all other economic sectors to preserve our supply management system, which is now making a small number of millionaire dairy and poultry producers even wealthier? Our report and commentary called for a win-win solution to reform the system and let our producers compete globally. We are one of the only voices willing to speak out against one of the country's most powerful lobbies, and to work to find solutions.

Get the TPP over the goal line

The Canada West Foundation was one of the first and most vocal supporters of the Trans-Pacific Partnership to obtain greater access to Asian markets. Our report on the TPP11 which modelled the impact of the U.S. withdrawal from the agreement became Canada's go-to source of evidence-based research to proceed with the deal. The agreement, which many in Canada shrugged off as dead, was resurrected early in 2018 as the CPTPP. Now, the work begins to get it ratified – and open new markets for Canada's producers.

"A recent report by the Canada West Foundation affirms what CAFTA has been urging for some time: the TPP will be positive for all member countries, even if the United States does not participate."

Canadian Agri-Food Trade Alliance

590 Retweets **4.1M** Exposure **152K** webpage views

JOBS

A better way to work



In 2017, our focus on workforce development and safety was unrelenting. Our Human Capital Centre built on a body of work spanning several years to drive the agenda on how to use a competency approach to match people with jobs and jobs with people. This approach not only reduces friction as people move between jobs, it also makes it easier for people to identify what they know and can do as they transition to new jobs in new industries. In 2018, we will champion this as a critical approach to finding new work for displaced oil and gas workers.

"Suncor recognizes the importance and value of supporting the smart public policy work and independent voice of the Canada West Foundation."

Ginny Flood, VP, Government Relations
Suncor Energy Inc

SUCCESS STORIES

Indigenous resource partnerships

Our Natural Resources and Human Capital Centres are collaborating with Indigenous partners to understand and tell the stories of successful Indigenous resource partnership. As part of the first phase of this project, we held five roundtables with Indigenous leaders and industry, to better understand what is meant by successful partnerships, and to identify communities that see themselves as having successful partnerships with resource companies, for further case study work.

Navigate a new relationship with the U.S.

At kitchen tables and boardroom tables in 2017, Canadians talked about our relationship with our American neighbours, how it has evolved in the era of U.S. protectionism and where we go from here. For small-business owners, we provided a "just in case" practical guide to navigate the trading environment if the U.S. pulls out of NAFTA. We supported subnational engagement in the NAFTA discussions and made it the focus of discussions at the Western Governors' Meeting in Montana. We continued our leadership on the softwood lumber dispute by continuing to provide expertise that grew out of our 2015 report.

"Some outstanding work here by @CanadaWestFdn. Well worth studying by Chambers and by any business affected by #NAFTA. We're all working hard for a positive outcome, but it's not too early to think about what to do "just in case."

Perrin Beatty, President and CEO
Canadian Chamber of Commerce

DIVERSIFICATION

A winning case for plant processing

The Foundation was a key voice on why the Prairie provinces are well-placed to strengthen their economies through the new plant processing sector. In *Sprouted: The plant ingredient opportunity taking root on the Prairies*, we analyzed the value-added opportunity for the West, which already grows many of the crops increasing in demand around the world. The federal government subsequently announced the plant protein supercluster as one of the winners in its innovation supercluster initiative – a potentially transformative moment for the Prairie economies.

2018 Workplans

- Navigating Canada's trade future in North America
- Making progress on trade with Asia
- Working together in the West for smart electricity policy
- Telling success stories of Indigenous resource partnerships
- Building an efficient, effective labour market through a competency approach
- Using a competency approach to find new work for displaced oil and gas workers
- Removing regulatory barriers to get from innovation to adoption in the energy sector

ENERGY & THE ENVIRONMENT

Busting myths on carbon pricing

We take seriously our responsibility to reduce greenhouse gas emissions, without harming Canadian competitiveness. That is why we helped make the case across the West for a price on carbon as the most cost-effective approach to reducing GHGs. We also assessed the evidence and proposed solutions to get electricity right including deploying renewables and improving electricity trade with a western electricity grid.

CWF lauded for transparency

Transparency is essential for think tanks. At the Canada West Foundation, we are proud to acknowledge our supporters, and believe that in doing so, we reaffirm our commitment to independence in our research. In December 2017, Transparify, a group that promotes think tank transparency, released a survey of 14 Canadian think tanks. We were pleased, although certainly not surprised, that we were **one of only six rated as "transparent."** Our commitment to independent research is essential to our work and we will continue to hold ourselves to that standard as we champion policy that is good for the West, and good for Canada.

Getting energy infrastructure built

With submissions to the expert panels on Modernizing the National Energy Board (including the report: *Up Front: Modernizing the National Energy Board*) and the Review of Environmental Assessment Processes, we helped move the dial on regulatory processes that affect the development of energy infrastructure in Canada. The federal government's Bill C-69 proposed early in 2018 indicates a desire for certainty in the process, but some challenges remain. We will continue to propose recommendations to help mitigate both political and environmental uncertainty, and to ensure that the impact assessment process works.

"I applaud The Canada West Foundation for taking the initiative to understand what it takes for Indigenous communities and resource companies to build successful partnerships. There are many positive stories where the energy industry and Indigenous communities have worked hand in hand in responsible resource development. Indigenous communities are well positioned to be leaders in our collective energy future."

Stephen Buffalo, President and CEO
Indian Resource Council of Canada

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The Community Fund at the Calgary Foundation
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