Welcome to the Future
Policy solutions that work for the future – whatever it looks like

In the chaos and uncertainty that engulfed much of 2020, one thing we know for sure is this: the world has changed. The COVID-19 pandemic has accelerated some past trends, and entirely changed the course of others. How we work and learn, how we trade and invest, and how we use and produce resources will all be affected. With immense pressure on individuals and businesses, we need to get policy right – for today and tomorrow.

Good public policy is what we do at the Canada West Foundation – policy that is purposeful, plainspoken and practical, that finds common ground and enhances the lives of Western Canadians and all Canadians.

In 2019, we tackled big issues that took centre stage for Western Canada: environmental and energy regulation (Bill C-69 impact assessment legislation and Bill C-48 tanker ban, and the Paris Accord in particular), energy innovation, global and interprovincial trade, the state of Canada’s federation, as well as the importance of building skills in an ever-changing and increasingly digital work environment. Our profile grew; we released 29 reports and policy briefs and our team did more than 250 media interviews across the West and all of Canada.

THANK YOU to our supporters who share the conviction that the West needs a respected voice that digs into critical issues in a substantial, credible, balanced way. Because you value our work, we are able to continue to develop good policy, and more importantly, work to see it implemented.

Our work in 2020 focuses on: performance in the oil sands and public trust at a time when much of the industry is fighting to survive; how to responsibly develop a diverse energy mix that includes hydrogen and nuclear; the future of work and learning, including how skills transfer between industries to help employers find workers and workers find jobs; improving digital skills in rural and remote areas; Canada’s changing relationship with its two largest trading partners – the United States and China – and its strategy to rediscover new markets; ways to encourage growth in the small agri-food sector in Western Canada; and much more.

All of us – individuals, families, communities and employers – face unprecedented challenges this year. In these unpredictable times, the Canada West Foundation is more committed than ever to improving the economic and social prosperity of the West and all of Canada.

Welcome to the future. We’re ready for it.

Raymond D. Crossley | Chair of the Board
Gary G. Mar | President & CEO
## 2019 Financial Highlights

December 31, 2019 with comparative figures for 2018*

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets</td>
<td>$ 9,248,611</td>
<td>$ 8,576,708</td>
</tr>
<tr>
<td>OPERATING HIGHLIGHTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues <em>(Donations, grants, special projects)</em></td>
<td>$ 1,720,456</td>
<td>$ 2,079,275</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$ 2,197,113</td>
<td>$ 2,371,199</td>
</tr>
<tr>
<td>Annual Operating Transfer from Endowment</td>
<td>$ 400,000</td>
<td>$ 400,000</td>
</tr>
<tr>
<td>Operating surplus (deficit)</td>
<td>$(76,657)</td>
<td>$ 108,076</td>
</tr>
</tbody>
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*2019 audited financial statements available July 2020 | cwf.ca/about-us/annual-reports

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**Canada West Foundation**

The Canada West Foundation is an independent, non-partisan public policy think tank that focuses on the policies that shape the West, and by extension, Canada. Through our evidence-based research and commentary, we provide practical solutions to tough public policy challenges facing the West, and Canada as a whole, at home and on the global stage. Our three research centres – Natural Resources Centre, Trade & Investment Centre, Human Capital Centre – focus on the big issues facing the West and Canada today.
Purposeful, Plainspoken & Practical Policy Analysis.
For the West. For the Future.

2019
In 2019, we accomplished a lot – we produced reports and briefings that informed policy-makers and citizens on critical issues. Our team also did hundreds of media interviews and commentaries that brought our work into people’s homes.

Canada West Foundation | cwf.ca

2020
Looking Ahead
How to:
• build public trust that energy can be developed responsibly
• defend Western Canadian trade interests in the United States under the new NAFTA
• better understand the transferability of skills between sectors to help potential employers find workers
• responsibly develop a diverse energy mix that includes hydrogen and nuclear
• find a path for Canada to more fully engage with China in trade

Global Trade
China
A realistic approach to build on existing strong economic ties and engage a complicated China

The new NAFTA
Recognizing the pros and cons of the new NAFTA agreement with the U.S. and Mexico – and how Canada can use it to our advantage.

Japan and Western Canada
How exporters in each western province can get the most out of the CPTPP.

Confederation of Tomorrow
Making federalism work
We read the amendments so you don’t have to

C-69, C-48 and Federal Regulation
Analysis of the context and implications of the new Impact Assessment Act and implications for federal targets and the Clean Fuel Standard.

Regulatory Innovation
Opening more doors for energy innovation through regulatory reform.

Internal Trade in Canada
How to speed up the process of removing the longstanding trade barriers between provinces and territories for economic prosperity.

2019 Research Reports
Workforce Forward: Indigenous Employment and Inclusion
Toilet Seats, Trucking and Other Trade Tie-ups
A new solution to the old problem of Canadian internal trade
Confederation of Tomorrow: Toward Reconciliation
Indigenous and non-Indigenous perspectives

Forward Together: Key learnings from Forward Summit on empowering Indigenous economies

B-69: We need the amendments so you don’t have to
Confederation of Tomorrow 2019 Part 2: Making federal work
Changes and Challenges to the Regulatory Compact
B-48: We can’t let the legal talks stop us from taking action on energy innovation

2019 What Now? Policy Briefs
Digital Skills, Decided
Tweet of Damocles: Even with a new NAFTA, Canada’s biggest trade threat is from below the border
Building a Bridge to Trade Opportunities: A long-term approach to trade infrastructure planning

LNG and the ‘carbon budget,’ explained
Busted: Developing delayed myths
Opportunity Lost: Improving advanced literacy skills in Canadian workers is key to higher productivity and economic growth

Lessons Learned: Canada’s new Clean Fuel Standard
Canada’s China-canola challenge
Ready or Not: The need to improve this gen literacy

When innovation meets energy regulation

Confederation’s Climate Counting Problem: Our emissions targets are all using

The Literacy Hustle: How ‘learning-to-learn’ skills help people survive in the changing workforce

Strong Signals: China’s changing trade direction and what it means for Canada

16 Reports
13 What Now? policy briefs
19 Hosted & partner events
90 Speeches & presentations
69 Op-eds
257 Media interviews
2288 Media mentions (broadcast, print, online)
172K Webpage views
THANK YOU TO OUR 2019-2020 SUPPORTERS

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Coril Holdings
Enbridge
Government of Alberta
Government of Canada, Essential Skills Initiative
Government of Canada, Innovation, Science and Economic Development
Government of Canada, Western Economic Diversification
Husky Energy
Max Bell Foundation
Ovintiv
Suncor
Anonymous

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CN
Energy Futures Lab/ The Natural Step Canada
Export Development Canada
Imperial
Innovation Saskatchewan
Shell Canada
S.M. Blair Family Foundation
Vancouver Fraser Port Authority

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ATCO
Canpotex
CAPP
Martha Hall Findlay
Government of Canada, Trade Commissioner Service
Hal Kvisle
Ron Wallace

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Maurice Bundon
Chevron Canada

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“We are committing to become a Champion for the next three years. You have delivered quality, impactful work and we have confidence you will continue to do so.”

(October 2019)
2019 multi-year supporter

As a donor-supported think tank, we couldn’t achieve the impact that we do without our supporters. Join the Canada West Foundation Family.
Your support makes a difference to the West – and all of Canada.