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Welcome *to the* Future

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CANADA WEST FOUNDATION // 2019 ANNUAL REPORT

# 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\*

	2019	2018
Net Assets	\$ 9,248,611	\$ 8,576,708
OPERATING HIGHLIGHTS		
Revenues <i>(Donations, grants, special projects)</i>	\$ 1,720,456	\$ 2,079,275
Operating Expenses	\$ 2,197,113	\$ 2,371,199
Annual Operating Transfer from Endowment	\$ 400,000	\$ 400,000
Operating surplus (deficit)	\$ (76,657)	\$ 108,076

\*2019 audited financial statements available July 2020 | [cwf.ca/about-us/annual-reports](http://cwf.ca/about-us/annual-reports)

## 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.

## 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

- improve Canada's trade infrastructure to ensure Western Canadian producers have access to foreign markets
  - improve digital skills in rural and remote areas to drive economic development
  - compile a compendium of the GHG legislation and regulations that have been enacted across Canada
  - identify trade opportunities with Japan under the CPTPP specific to each of the four western provinces
  - ensure implementation of the federal *Clean Fuel Standard* leads to good outcomes
  - reshape the post-secondary education system in Western Canada to respond to reductions in funding
  - remove market barriers to encourage growth in the small agri-food sector in Western Canada
- We will also continue the China Brief and Energy Innovation Brief, and introduce the Future of Work and Learning Brief.

## 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](http://cwf.ca)

### 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.

### 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.

### Literacy and Skills

Improving basic skills in Canada's youth and better targeting skill development among workers to keep pace with the changing workplace and evolving digital sphere.

### Confederation of Tomorrow

#### Making federalism work

How should federal, provincial and territorial governments work together as partners to address key issues.

#### Toward reconciliation

Empowering Indigenous economies.

#### 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

**Bill C-69:** We read the amendments so you don't have to

**Confederation of Tomorrow 2019 Part 2:** Making federalism work

#### Changes and Challenges to the Regulatory Compact

**Bill C-69:** We lose the jurisprudence, we start back at square one

**Compendium of programs and policies to narrow economic gaps for Western Canada's Indigenous Peoples**

**Confederation of Tomorrow 2019 Survey of Canadians | Part 1:** Pulling together or drifting apart

**Workshop Summary Report Getting to 'Go':** Removing regulatory barriers to energy innovation

**Bill C-69:** We can get this right

(four unpublished reports)

#### 2019 WHAT NOW? POLICY BRIEFS

##### Digital Skills, Decoded

**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:** 11 enduring literacy 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**

**Canada's Climate Counting Problem:** Our emission targets are all wrong

**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

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Reports

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What Now?  
policy briefs

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Hosted  
& partner events

90

Speeches  
& presentations

69

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257

Media  
interviews

2288

Media mentions  
(broadcast, print, online)

172K

Webpage views

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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.