Canada West Foundation
Our Impact

January to November 2021

- Media Interviews: 142
- Speaking Engagements: 54
- Hosted Events: 26
- Reports: 13
- What Now? Policy Briefs: 02
- Op-Eds: 16
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02 Responsible energy for the future
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06 The West’s relations with its largest trade partners
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Human Capital Centre
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10 Building the skills and competencies Canada needs
11 Effective and efficient workforce development

Canada West Foundation
POLICY GOALS

12 The West in Confederation
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Hypertext links to original sources have been embedded in the titles of reports, policy briefs, op-eds and, where possible, media interviews.
Carbon and climate policies that benefit the West

POLICY GOAL

Reports

Policy Levers Toolkit: Using government policy to help cleantech succeed
Marla Orenstein with Energy Futures Lab
04-Nov-21

SUBMISSION | Comments on the People-Centred Just Transition Discussion Paper
Marla Orenstein and Janet Lane
21-Oct-21

Update on the federal Clean Fuel Standard
Marla Orenstein and Jade McLean
08-Feb-21

Op-eds

A ‘just transition’ must serve people, communities and companies
DOB
Marla Orenstein and Janet Lane
21-Sep-21

A strategy for North America’s climate and energy future
Doug Black and Gary G. Mar
National Post
01-Apr-21

MSN Canada
01-Apr-21

When shutting down the world isn’t enough to fight climate change. Why nuclear? Why now?
Canadian Nuclear Association
Marla Orenstein
17-Mar-21

Speaking engagements

SPEAKER | CCUS in Canada – Opportunities for a Net-Zero Future | Webinar
SPE
Implications of Canadian Public Policy on CCUS
Marla Orenstein
13-May-21

PANELIST | Transmission planning and interconnection | Webinar
Canadian Renewable Energy Association
CanREAx Spring Forward
Colleen Collins
29-Apr-21

SPEAKER | SPE CHOA ‘Slugging it out’ conference | Webinar
Society of Petroleum Engineers
Roundup of recent federal environmental legislation
Marla Orenstein
20-Apr-21

SPEAKER | Rotary Club of Prince George
Canada West Foundation and the Rotary Club
Marla Orenstein
06-Apr-21

SPEAKER | University of Calgary School of Public Policy | Webinar
Roundup of recent federal environmental legislation
Marla Orenstein
24-Mar-21

SPEAKER | ACE Monthly | Webinar
Alberta Carbon & Energy (ACE) group
Federal government “environmental roundup”
Marla Orenstein
23-Feb-21

SPEAKER | Oil Sands Executives Meeting Group | Webinar
Oil Sands Executives Meeting Group
Update on the Clean Fuel Standard and other recent federal legislation
Marla Orenstein
14-Jan-21

Hosted event

WEBINAR | CWF Arthur J.E. Child POP UP POLICY | Lessons from the North Sea: A ‘just transition’ plan for a low-carbon future
Marla Orenstein
25-May-21

Media interviews

COP26: Is net zero even achievable?
Marla Orenstein
Financial Post
02-Nov-21

Canada heads to COP26 with energy industry emissions on the mind
Gary G. Mar
CBC News Network
31-Oct-21

As UN climate conference begins, Alberta has much on the line
Gary G. Mar
The Canadian Press
30-Oct-21
Canada not expected to surprise at COP26 after shocking environment minister appointment
Marla Orenstein and Brendan Cooke
Financial Post
29-Oct-21

Time to rein in the dangerous greenhouse gas that has slipped through the cracks of Canada’s ambitious net zero masterplan
Marla Orenstein
Financial Post
13-Aug-21

Saskatchewan advocates reflect on dire UN climate panel report
Marla Orenstein
CBC Saskatchewan
12-Aug-21

What the new UN climate change report means for Canada’s energy industry
Marla Orenstein
CBC Saskatchewan Blue Sky
11-Aug-21

City News
10-Aug-21

What it will take to reach net zero emissions by 2050
Marla Orenstein
Financial Post
18-May-21

Clean Fuel Standard and implications for Western Canadian grain farmers
Marla Orenstein
GrainsWest Magazine
14-May-21

Ottawa’s new GHG emissions targets and what they mean for Canada’s oil sands
Marla Orenstein
Calgary Herald
23-Apr-21

Accelerating efforts on carbon capture and storage in Alberta
Marla Orenstein
Reuters
22-Apr-21

What’s next for the carbon tax
Marla Orenstein
RealAg
26-Mar-21

Court ruling on federal carbon price both clarifying and worrying, experts say
Marla Orenstein
The Canadian Press
26-Mar-21

Supreme Court of Canada decision on carbon tax
Marla Orenstein
IHS Markit
26-Mar-21

Another loss for Kenney’s energy Fight Club – a knockout from the top court
Marla Orenstein
Calgary Herald
25-Mar-21

Supreme Court of Canada decision on carbon tax
Gary G. Mar
CBC News Network’s Canada Tonight
25-Mar-21

CTV Power Play
25-Mar-21

CBC Saskatchewan Blue Sky
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Update on the federal Clean Fuel Standard
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JWN
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Energi Media
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ESG and the Canadian Energy Sector
Marla Orenstein, Dinara Millington and Brendan Cooke
11-Aug-21

The LEAD Project: Leveraging our Energy Assets for Diversification, with Energy Futures Lab
Marla Orenstein and Juli Rohl
26-Apr-21

Op-eds
A dose of optimism – and realism – to decarbonize Alberta
Colleen Collins
Hill Times
12-Jul-21

Repurposing inactive oil well sites is Alberta’s ultimate upcycling project
Marla Orenstein and Juli Rohl

Calgary Herald
26-Apr-21

Edmonton Journal
26-Apr-21

Speaking engagements
SPEAKER | (CHOA) Canadian Heavy Oil Association | Webinar
ESG and the Cdn Energy Sector
Marla Orenstein
30-Nov-21

SPEAKER | Canada Energy Regulator Environmental, Social and Governance Analysis Study | Webinar
Marla Orenstein and Brendan Cooke
19-Nov-21

SPEAKER | CPRS Calgary Professional Development ESC Event
Canadian Public Relations Society
Marla Orenstein
17-Nov-21

SPEAKER | Environmental, social and governance (ESG) reporting | Webinar
Canadian Public Relations Society
Marla Orenstein
17-Nov-21

SPEAKER | Alberta Forest Products Observations from Canada’s Oil and Gas sector to adapt to ESG | Webinar
Marla Orenstein
9-Nov-21
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<td>Canada Energy Dialogues**&lt;br&gt;Energy Dialogues, Mount Royal University, Schlumberger&lt;br&gt;The current status of the energy industry in Canada</td>
<td>Marla Orenstein</td>
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<td>Marla Orenstein</td>
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<td>Richardson Roundtable**&lt;br&gt;ESG and the Canadian Energy Sector – an interactive ‘office hours’ roundtable</td>
<td>Marla Orenstein</td>
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<td>When the stars align: Opportunities for Alberta, Saskatchewan and the Federal government to cooperate on energy</td>
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<td>Gary G. Mar Globe and Mail</td>
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The road to COP26 is paved with good intentions
Business in Vancouver 27-Oct-21

Natural Resources minister says he sees a clean future for the oil and gas sector
CBC Power and Politics 27-Oct-21

Oilpatch concerned as former Greenpeace activist Steven Guilbeault named environment minister
Gary G. Mar Financial Post 26-Oct-21

With a target on its back, upbeat oil industry wants to help Canada reach its climate goals
Gary G. Mar Financial Post 26-Oct-21

Understanding North America’s energy market in light of global shortages
Brendan Cooke RealAg 14-Oct-21

Global energy crises and what it means for Canada
Brendan Cooke Energi Media 14-Oct-21

Ottawa’s proposal for transitioning oil and gas workers to new jobs insufficient, says think tank
Marla Orenstein CBC 12-Oct-21

Green industrial projects in Fort Sask zone
Gary G. Mar Reuters 12-Oct-21

Dawn of a new age for energy’ if Alberta can ride the momentum
Gary G. Mar Calgary Herald 09-Oct-21

Line 5 and the implications for Western Canada
Gary G. Mar CBC 05-Oct-21

Oilpatch expects new emissions targets ahead of major climate conference
Marla Orenstein Financial Post 21-Sep-21

The oilpatch and the federal election
Gary G. Mar CBC News 13-Sep-21

ESG and the Canadian energy sector
Marla Orenstein Energi Media 09-Sep-21

What does high oil price mean for Alberta?
Gary G. Mar City News 22-Jun-21

We were told a boom likely wouldn’t happen again, but is it?
Gary G. Mar City News Calgary 20-Jun-21

Enbridge Line 5 fight heats up
Gary G. Mar CTV Power Play 07-May-21

Better regulation could give new life to old well sites
Marla Orenstein Global Edmonton 27-Apr-21

EFL and CWF call on Alberta to Prioritize Inactive Well Repurposing
Daily Oil Bulletin 26-Apr-21

Alberta should lower barriers that discourage businesses from reusing abandoned oil wells: report
The Canadian Press 26-Apr-21

Alberta urged to remove hurdles to turning dormant wells into ‘major’ opportunity
Marla Orenstein CBC News 19-Apr-21

The state of Canada-US energy trade
Gary G. Mar Canadian Energy Centre 18-Mar-21

US states sue Biden in a bid to revive KXL
Gary G. Mar CBC News 18-Mar-21

Boom & Bust Panel | The New US Administration and Why Pipelines are Vital to Canada’s Economy
The News Forum Boom & Bust 3-Feb-21

Feds need to spotlight North American integration to gain exemption from Biden’s protectionist Buy American measures, say experts
Carlo Dade Hill Times 03-Feb-21

Path could open to Keystone pipeline
Gary G. Mar Lethbridge Herald 29-Jan-21

Biden makes strong case for TMX, Energy East
Gary G. Mar Business in Vancouver 20-Jan-21
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<td>Gary G. Mar</td>
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<td>How the Keystone XL pipeline could — just maybe — find a path forward under Joe Biden</td>
<td>Gary G. Mar</td>
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<td>The federal government’s new small modular nuclear reactor action plan</td>
<td>Marla Orenstein</td>
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| Boom & Bust Panel | Are we on the verge of a complete reset of our economy | Gary G. Mar | The News Forum Boom & Bust | 06-Jan-21
| Canadian Energy with Gary G. Mar                                      | Gary G. Mar                                   | No Nonsense with Pamela Wallin             | 05-Jan-21|

### Profiting from cleantech innovation

**POLICY GOAL**

**Speaking engagement**

- **SPEAKER | ACTIA | Foresight Cleantech Accelerator | Webinar**
  - The state of pureplay cleantech in Alberta — preliminary results
  - Marla Orenstein
  - 15-Mar-21

- **Energy Innovation Brief**
  - Marla Orenstein, Brendan Cooke, Kevin Franceschini, Mehera Salah and Nayantara Sudhakar
  - 22-Sep-21
  - Energy Innovation Brief | Issue 17 | A tale of two toilets
  - 22-Jul-21
  - Energy Innovation Brief | Issue 16
  - Special issue on uses for hydrogen
  - 28-Jun-21
  - Energy Innovation Brief | Issue 15
  - The Sustainable Beer Issue
  - 21-May-21
  - Energy Innovation Brief | Issue 14
  - The Carbon Capture, Utilization and Storage (CCUS) Issue
  - 22-Apr-21
  - Energy Innovation Brief | Issue 13
  - 11-Mar-21
  - Energy Innovation Brief | Issue 12
  - 25-Jan-21
  - Energy Innovation Brief | Issue 11

**NATURAL RESOURCES CENTRE**
Trade & Investment Centre

The West’s relations with its largest trade partners

**POLICY GOAL**

**Op-ed**

On China, economic reality bites
Hill Times
Carlo Dade
18-Oct-21

**Hosted events**

**CHINA**

WEBINAR | Cha-time with Dr. Stephen Nagy: A Tokyo insider’s view of what’s ahead for Western Canada and the Indo-Pacific post ‘two Michaels’
Dr. Stephen Nagy, Gary G. Mar, Carlo Dade, Sharon Sun
Carlo Dade
1-Nov-21

WEBINAR | China-North America Economic Forum VI
Simon Fraser University’s Beedie School of Business
Carlo Dade
26-Aug-21

WEBINAR Symposium
China’s Five-Year Plan | What Now?
Carlo Dade
13-May-21

WEBINAR Symposium
China’s Five-Year Plan | Service Industries
Carlo Dade
13-May-21

WEBINAR Symposium
China’s Five-Year Plan | Energy Targets and Climate Goals
Carlo Dade
12-May-21

WEBINAR Symposium
China’s Five-Year Plan | Trade in Agriculture
Carlo Dade
11-May-21

WEBINAR Symposium
China’s Five-Year Plan | Context for Western Canada
Carlo Dade
10-May-21

WEBINAR Symposium
China’s Five-Year Plan | An Armchair Discussion on China’s Latest Five-Year Plan with Ambassador Dominic Barton and Canada West Foundation CEO
Gary G. Mar
Carlo Dade
10-May-21

WEBINAR | CWF Arthur J.E. Child POP UP POLICY | The impact of China’s fifth plenum and the Five-Year Plan on western Canadian trade
with Brett Stephenson, John Gruetzner and Sharon Zhengyang Sun
10-Feb-21

WEBINAR | CWF Arthur J.E. Child POP UP POLICY | Crossing That Bridge Now That We’ve Come to It: COVID-19, the Border and What We’ve Learned
Carlo Dade
27-Sep-21

WEBINAR | James A. Richardson Roundtable | Talking to the Neighbours over the Fence Post-COVID: The renewal of province-state engagement
Marissa Dimmell, Orysia Lennie, Nathan Neudorf, Tom Begich and Trevor Lewington
06-Jul-21

WEBINAR Symposium
China’s Five-Year Plan | Cross-Border Commerce During COVID-19 and Strengthening Regional Economies
International Legislators’ Forum
COVID, the border and prairie provinces and states
Carlo Dade
26-Oct-21

**U.S.**

WEBINAR Symposium
China’s Five-Year Plan | Trade and the Future relationship
Gary G. Mar
23-Sep-21

WEBINAR Symposium
China’s Five-Year Plan | Context for Western Canada
Gary G. Mar
29-Apr-21

WEBINAR Symposium
China’s Five-Year Plan | Energy Targets and Climate Goals
Gary G. Mar
16-Apr-21

WEBINAR Symposium
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Gary G. Mar
10-Feb-21

WEBINAR Symposium
China’s Five-Year Plan | Service Industries
Gary G. Mar
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WEBINAR Symposium
China’s Five-Year Plan | Context for Western Canada
Gary G. Mar
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China Brief
Stephany Laverty

China Brief | Edition 77
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**CHINA**

We Open our Wallets to China all the Time. So why are we so Conflicted About Trading with Them?
Germination
Carlo Dade
19-Nov-21

All eyes on China's climate change policy initiatives
Sharon Sun
Business in Vancouver
27-Oct-21

Huawei 5G
Carlo Dade
CKNW AM 980 Talk Radio
15-Oct-21

Analysts question whether China can meet ‘high standard’ to join CPTPP, as Taiwan bid encouraged
Carlo Dade and Sharon Sun
Hill Times
12-Oct-21

On China, economic reality bites
Carlo Dade
Alberta PrimeTime
08-Oct-21

Trading with the frenemy and how Canada-China trade relations move forward
Sharon Sun
CBC Cost of Living
03-Oct-21

The future of Canada agriculture trade with resolution of Meng Wanzhou case
Carlo Dade
CBC news
30-Sep-21

Transpacific tides shifting for Canada-Asia trade
Carlo Dade
Business in Vancouver
28-Sep-21

Better days ahead for China-Canada Ties?
Carlo Dade
CGTN
27-Sep-21

Farm groups hope end of Meng Wanzhou case leads to resolution of canola dispute with China
Carlo Dade
CBC News
27-Sep-21

China wants to join the TPP. What does that mean for Canada?
Carlo Dade
Financial Post
20-Sep-21

Canada can’t escape China, so here’s how it can build a bridge to ease trade tensions
Sharon Sun
Financial Post
07-Jul-21

In row with China, Canada wrestles own legacy of Indigenous abuse
Carlo Dade
Nikkei Asia
20-Jun-21

Canada tightly bound to China despite calls to cut connections
Carlo Dade
Business in Vancouver
07-Jun-21

Trade implications of China’s Five-Year Plan
Carlo Dade
Business in Vancouver
05-May-21

What China’s latest Five-Year Plan means for Canada’s West
Carlo Dade and Sharon Sun
RealAg
03-May-21

Boom & Bust Panel | A Discussion On The Challenges and Opportunities Facing Canada Today with respect to China
The News Forum Boom & Bust
Gary G. Mar
07-Apr-21

The Role of Agriculture in Canada-China Relations
Sharon Sun
Institute for Peace and Diplomacy
19-Feb-21
U.S. bid to resurrect contentious beef labelling rules returns to Capitol Hill
Carlo Dade
CBC News
29-Oct-21

Mexico, Canada share concern over U.S. proposal on American-made electric vehicle tax credits
Carlo Dade
Globe and Mail
29-Oct-21

CanadaWest forum discusses U.S. trade relationship
Carlo Dade
Lethbridge Herald
08-Jul-21

Manitoba needs to keep healthy economic ties with U.S.
Carlo Dade
Winnipeg Free Press
07-Jul-21

Opportunities and challenges ahead with possible border reopenings
Carlo Dade
Alberta PrimeTime
06-Jul-21

One year into new North American trading pact, Canada has returned to ‘good old days’ of trade disputes
Carlo Dade
Hill Times
28-Jun-21

Dispute looms over Canadian dairy supply management in new NAFTA
Carlo Dade
The Rob Snow Show
25-May-21

Mandatory COOL for beef raised
Carlo Dade
CBC
25-May-21

The first meeting of the CUSMA Free Trade Commission
Carlo Dade
CBC Power and Politics
17-May-21

Wheat trade issue still not resolved for American side
Carlo Dade
RealAg
24-Mar-21

Boom & Bust Panel | Why we need America
The News Forum Boom & Bust
Gary G. Mar
3-Mar-21

New committee a forum to look deeper into ever-important Canada-U.S. economic relationship, but will partisan squabbles dominate?
Carlo Dade
Hill Times
24-Feb-21

PM Trudeau and U.S. President Biden speak
Carlo Dade
CTV News Network
22-Jan-21

Future of Canada-US Relations
Gary G. Mar
City News
21-Jan-21

Canada and U.S. return to normal trade relations, issues
Carlo Dade
Business in Vancouver
21-Jan-21

Rediscovering other markets

Op-eds
On trans Pacific trade Britain could be our new ally
Carlo Dade, Sharon Zhengyang Sun and Dan Ciuriak
Financial Post
03-Mar-21

MSN Canada
03-Mar-21

National Post
03-Mar-21

Speaking engagement

SPEAKER | ASB South Regional Conference
Association of Alberta Agricultural Fieldman
Carlo Dade
6-Oct-21

SPEAKER | Exchange with the economic department of the French Embassy – Indo-Pacific Region
Government of France
Western views on trade issues
Carlo and Sharon
09-Sep-21

SPEAKER | Canada à l’égard de la région Indopacifique
Global Affairs Canada
Western Canadian views on federal trade strategy
Carlo Dade
13-Aug-21

SPEAKER | HOC Committee on International Trade
The House of Commons’ Standing Committee on International Trade
Carlo Dade
29-Jan-21

Hosted events

WEBINAR | Trade Ahead Series
The Other NAFTA Partner with Ambassador Graeme Clark
Ambassador Graeme Clark
Carlo Dade
18-Mar-21

WEBINAR | Trade Ahead Series
Beyond Brexit
Andy Barr, Head of Economics and Trade at the British High Commission in Canada
Carlo Dade
04-Mar-21

WEBINAR | Trade Ahead Series
The Rest of Asia: From ASEAN, to CPTPP and RCEP
Dr. Deborah Elms, President of the Asian Trade Centre in Singapore
Carlo Dade
24-Feb-21
Media interviews

The Trudeau government wants a new trade pact with Southeast Asia. It won’t be easy
CBC News
Carlo Dade
21-Nov-21

Canada to start trade talks with Association of Southeast Asian Nations
Financial Post
Carlo Dade
17-Nov-21

Bilateral negotiation ‘important factor’ for full Canadian support of U.K.’s CPTPP accession: memo
Carlo Dade
Hill Times
02-Nov-21

New British consul-general for western Canada looks to deepen ties between countries
Gary G. Mar
Global News
02-Nov-21

The plant protein landscape in Alberta
Carlo Dade
CBC Radio Canada
20-May-21

Changing trade dynamic
Carlo Dade
CTV Alberta Primetime
25-Jan-21

Key trade issues facing Alberta in the U.S.
Carlo Dade
CBC
14-Jan-21

The future of Keystone XL
Gary G. Mar
The Morning News on QR77
14-Jan-21

SACPA presentation explores potential growth for Canada’s agri-food trade and export
Carlo Dade and Sharon Sun
Lethbridge News Now
07-Jan-21

Getting to market: Improving Canada’s trade infrastructure

POLICY GOAL

Report

SUBMISSION | National Infrastructure Assessment
Carlo Dade and John Law
21-July-21

Speaking engagement

PANELIST | Canada China Business Council AGM
CCBC
Moving the Goods – can our infrastructure keep up
Gary G. Mar
27-Oct-21

SPEAKER | Briefing Alberta Transportation Minister at Calgary office
Western Canada’s trade infrastructure challenges: Briefing for Alberta Transportation Minister
Gary G. Mar, Carlo Dade, John Law
27-Sep-21

SPEAKER | EFPC Big Questions series
Energy Futures Lab
National Infrastructure Review
Marla Orenstein
26-Mar-21

Hosted event

WEBINAR | CWF Arthur J.E. Child Pop up Policy | Crossing That Bridge Now That We’ve Come to It: COVID-19, the Border and What We’ve Learned
Carlo Dade
27-Sep-21

WEBINAR | Trade Ahead Series
Moving goods, will this little piggy get to market?
Canada West Foundation Senior Fellow John Law and Carlo Dade
11-Mar-21

Media interview

Editorial: Canada’s freight fate in infrastructure’s hands
Carlo Dade
Business in Vancouver
17-Aug-21

Other

Op-ed

The serious hidden problem facing Canada’s agricultural innovators
Policy Options
Anthony Rosborough and Carlo Dade
25-Feb-21

Media interview

Immigration takes a back seat at Three Amigos summit
Toronto Star
Carlo Dade
18-Nov-21

CHINA

Right to repair
Carlo Dade
GrainsWest Magazine
11-May-21
Human Capital Centre

Building the skills and competencies Canada needs

POLICY GOAL

What Now? policy brief

Micro Credentials: ‘Small’ qualifications, big deal
Janet Lane and Stephen Murgatroyd
08-Sep-21

Op-eds

Micro credentials require specific components to be credible and effective
Research Money
Janet Lane and Stephen Murgatroyd
29-Sep-21

Canada needs to skill up in the race to 5G
Stephanie Laverty
Hill Times
10-May-21

Training programs must be customized as part of a talent pool guarantee
Janet Lane
Edmonton Journal
16-Mar-21
Calgary Herald
15-Mar-21

Speaking engagement

SPEAKER | Business Council of Alberta
Presentation to BCA members on the long-term unemployment committee
Janet Lane
27-Oct-21

SPEAKER | Canadian Network of Agencies of Regulation (CNAR) Conference 2021
Plenary Session: Upgrading the Development of Professionals
Janet Lane, Jeff Griffiths and Nigel Lloyd
12-Oct-21

Media interview

Albertain oil and gas workers’ uncertain future
Janet Lane
CBC News
06-Apr-21

CBC Cost of Living
28-Mar-21

QR770
26-Mar-21

Alberta’s oil and gas workers wrestle with layoffs and an uncharted future
Janet Lane
CBC
26-Jan-21

The Future of Work & Learning Briefs
Stephanie Laverty and Janet Lane

The Future of Work and Learning | Issue 16
Stephanie Laverty, Janet Lane and Justin Rodych
03-Nov-21

The Future of Work and Learning | Issue 15
Stephanie Laverty, Janet Lane and Justin Rodych
18-Oct-21

The Future of Work and Learning | Issue 14 – Truth & Reconciliation
Stephanie Laverty, Janet Lane and Justin Rodych
06-Oct-21

The Future of Work and Learning | Issue 13
07-Sep-21

The Future of Work and Learning | Issue 12
03-Aug-21

The Future of Work and Learning | Issue 11
06-Jul-21

The Future of Work and Learning | Issue 10
10-Jun-21

The Future of Work and Learning | Issue 9
12-May-21

The Future of Work and Learning | Issue 8
13-Apr-21

Future of Work and Learning | Issue 7
16-Mar-21

Future of Work and Learning | Issue 6
16-Feb-21

Future of Work and Learning | Issue 5
19-Jan-21
Effective and efficient workforce development

POLICY GOAL

Report

SUBMISSION | Comments on the People-Centred Just Transition Discussion Paper
Marla Orenstein and Janet Lane
21-Oct-21

Op-ed

A ‘just transition’ must serve people, communities and companies
DOB
Marla Orenstein and Janet Lane
21-Sep-21

Media interviews

The future of the city’s economy and footprint
Janet Lane
Global News
08-Oct-21

No longer the youngest – Alberta’s ‘brain drain’ sparks concern
Janet Lane
Calgary Herald
02-Oct-21
The West in Confederation

POLICY GOAL

Reports

Confederation of Tomorrow | How Canadians View their Country, their Province and their Neighbour
09-Jul-21

Confederation of Tomorrow | Indigenous Relations and Reconciliation
22-Jun-21

Confederation of Tomorrow | Addressing climate change in the Canadian federation
21-Jun-21

Confederation of Tomorrow | The Role of Governments and the Division of Powers: Federalism in the context of a pandemic
19-Apr-21

Confederation of Tomorrow | All in this Together? Canadians’ views on masks, vaccines and lockdowns during the COVID-19 pandemic
09-Apr-21

Media interview

The state of Alberta-federal relations
Gary G. Mar
CTV True North Politics
07-Jul-21

Majority of Canadians want climate plan that keeps regional economies strong, poll suggests
Colleen Collins
CBC Calgary
17-Jun-21

What are the priorities for Jim Carr, the special representative to the prairies?
Gary G. Mar
Hill Times
20-Jan-21

Hosted event

WEBINAR | CWF Arthur J.E. Child POP UP POLICY | Prairie Priorities: Questions for the Prime Minister’s Special Representative for the Prairies
Hon. Jim Carr, Special Representative for the Prairies
Gary G. Mar
30-Mar-21

What Now? policy brief

Canada Health Transfer: Background and Future
Haizhen Mou
13-May-21

Hosted event

WEBINAR | CWF Arthur J.E. Child POP UP POLICY | The Art of Sharing: Fiscal relations in the federation
Colleen Collins
27-May-21

Intergovernmental fiscal relations

POLICY GOAL
Other

POLICY GOAL

Speaking engagements

PANELIST | AB Energy & Growth Forum
CPP
Creating an Optimal Growth Environment
Gary G. Mar
23-Nov-21

SPEAKER | Boyden National Conference
Boyden Canada
How does Alberta & SK fit in today’s world
Gary G. Mar
5-Nov-21

PANELIST | Prairie Sky Information Series
Prairie Sky
Health Care
Gary G. Mar
16-Jun-21

PANELIST | Alberta Economic Development Leaders Conference
Economic Developers Alberta
Alberta Reimagined, Reinvented and Repositioned
Gary G. Mar
20-May-21

SPEAKER | Presentation to the Senate
CDN Senate
Canada’s Future Prosperity
Gary G. Mar
01-Mar-21

SPEAKER | Public Think Tanks
McGill University
Shaping Public Affairs: Canada – McGill Zoom Class Talk
Carlo Dade
28-Jan-21

Hosted event

WEBINAR | Meet the new British Consul General in Calgary
Jonathan Turner and Gary G. Mar
Gary G. Mar
2-Nov-21

WEBINAR | CWF 50th Anniversary Alumni Event
CWF CEO’s discussion
(Mar, Hall Findlay, Gibbins, Elton)
23-Jun-21

WEBINAR | CWF Arthur J.E. Child POP UP POLICY | The Pandemic, Women and Jobs
Janet Lane and Colleen Collins
27-Apr-21

Media interview

What the election of two progressive mayors in Alberta’s largest cities means for provincial politics
Gary G. Mar
CTV Calgary
19-Oct-21

Canada’s Department of Foreign Affairs needs to be more permeable
Gary G. Mar
Globe and Mail
29-Sep-21

The role of think tanks in Canadian politics and policy-making
Gary G. Mar
Globe and Mail
28-Sep-21

The context for Western Canada of the federal election results
Gary G. Mar
Calgary Sun
24-Sep-21

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Globe and Mail
12-Aug-21

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12-Aug-21

The Future Of | Season 2 Finale | A conversation with community leaders
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The Future Of
08-Jul-21

A growing proportion of Canadians recognize role to play on reconciliation: survey
Colleen Collins
Globe and Mail
22-Jun-21

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The News Forum Boom & Bust
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The News Forum Boom & Bust
Gary G. Mar
5-May-21
### Champions ($50,000+)
- Arthur J.E. Child Foundation Endowment Fund at the Calgary Foundation
- Cenovus
- 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
- Ovintv
- Richardson Family
- Suncor
- Anonymous

### Patrons ($25,000+)
- CN
- Energy Futures Lab/ The Natural Step Canada
- Export Development Canada
- Government of Canada, Privy Council Office
- Shell Canada
- Vancouver Fraser Port Authority

### Builders ($10,000+)
- Alberta Wheat Commission
- ATCO
- Canadian Construction Association
- Canpotex
- CAPP
- Government of Canada, Trade Commissioner Service
- Imperial
- Hal Kvisle
- Ron Wallace
- Western Canada Road Builders & Heavy Construction Ass.

### Members ($5,000+)
- Agriculture and Agri-Food Canada
- Alberta Pork
- Alberta Pulse Growers
- Alberta Real Estate Foundation
- ARC Financial
- Maurice Bundon
- Canadian Cattlemen’s Association
- Chevron Canada
- Dentons Canada LLP
- Jim Dinning and Evelyn Main
- Dr. Audrey Doerr
- David Dzisiak
- EPAC
- Glacier FarmMedia
- Martha Hall Findlay
- Honey Bee Manufacturing Ltd.
- Ian MacGregor
- Manitoba Pork
- Gary G. Mar, Q.C.
- Rod McLennan, Q.C.
- James A. Richardson
- Saskatchewan Pork Development Board
- Sask Heavy Construction Assoc.
- TELUS
- Ty Lund Family Foundation
- WESTAC
- Anonymous

Updated: November 2021
# BOARD OF DIRECTORS

**OFFICERS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Raymond D. Crossley</td>
<td>Chair of the Board</td>
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<tr>
<td>Gary G. Mar, Q.C.</td>
<td>President and CEO</td>
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<tr>
<td>R.W. (Dick) Carter</td>
<td>Corporate Treasurer, SK</td>
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<td>Nancy Hopkins, Q.C.</td>
<td>Vice-Chair, SK</td>
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<td>Charles N. Loewen</td>
<td>Vice-Chair, MB</td>
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<td>Robin Silvester</td>
<td>Vice-Chair, BC</td>
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<td>Ron Wallace</td>
<td>Vice-Chair, AB</td>
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**HONORARY CHAIR**

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<th>Name</th>
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<td>James K. Gray, O.C.</td>
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**CHAIR EMERITUS**

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<th>Name</th>
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<td>James (Jim) Dinning, C.M.</td>
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**DIRECTORS**

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<tr>
<td>Suzanne Anton, QC</td>
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<td>Larry Blain</td>
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<td>Riel Bellegarde</td>
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<td>R.W. (Dick) Carter</td>
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<td>Kevin Doherty</td>
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<td>Dan Doyle</td>
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<td>Edward S. Kennedy</td>
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<td>Brenda Kenny</td>
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<td>Blair Lekstrom</td>
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<td>Steve MacDonald</td>
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<td>Jack Mintz</td>
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<td>Doug Moen, Q.C.</td>
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<td>Mariette Mulaire</td>
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