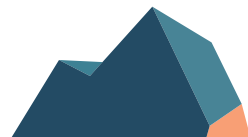


CANADA WEST FOUNDATION



2021 ANNUAL REPORT

CANADAWEST
FOUNDATION

More Than the Tip of the Iceberg

We usually prepare our annual report in the middle of summer: a time to swelter under the sun or enjoy a cool beverage on a hot patio. So maybe it's not surprising that this year, as we talked about the report, icebergs came up in the conversation.

Most people know that only a small portion of an iceberg is above water. Its visible beauty is supported by a massive body below – unseen, but responsible for shaping the iceberg's trajectory.

At the Canada West Foundation, what the public sees – our reports, newsletters, webinars, presentation, etc. – are the tip of our iceberg. Below the surface lie the efforts, expertise and networks which enable us to see what's below the surface for developing issues.

In 2014, for instance, our Trade and Investment Centre saw a problem in Canada's inability to fix systemic issues that harmed our trade infrastructure system. Over the last eight years, we did a deep dive into the transport and trade sectors to find solutions to the decline through research and convening the full range of public and private players in the system. And now, when COVID and weather damage have amplified trade network weaknesses, our solution is ready for adoption by a receptive audience.

Similarly, the Human Capital Centre was an early champion of the competency-based system of workforce development. In 2015 we published our first paper and seven years later when governments, businesses and post-secondary institutions are working to build a system more responsive to the needs of individuals and employers, we're there to provide evidence-based guidance on micro-credentials, broader application of the apprenticeship model and how to better match jobs with people and people with jobs.

So when you see the Natural Resource Centre issue a *What Now?* briefing the day after the release of the Alberta Appeal Court's ruling on the federal Impact Assessment Act – think of icebergs. Yes, our expert was up all night reading the decision, but the team was able to quickly formulate a well-reasoned response backed by years of experience in impact assessment, Bill C-69 and constitutional challenges.

Good policy work needs vigilance, expertise and optimism as well as a belief that together we can build a better future for the West and all of Canada. We bring these qualities to our work because of the generosity of individuals, families, companies and governments and we offer a whale of a thank you to our supporters for enabling the work that you don't see, as well as supporting the tip of the iceberg that you do.

2021 Financial Highlights

December 31, 2021 with comparative figures for 2020*

	2021	2020
Net Assets	\$ 9,994,965	\$ 9,159,825
OPERATING HIGHLIGHTS		
Revenues (donations, grants, special projects)	\$ 1,832,321	\$ 1,909,751
Operating Expenses	\$ 2,252,022	\$ 2,102,142
Annual Operating Transfer from Endowment	\$ 438,400	\$ 440,000
Operating surplus**	\$ 18,699	\$ 247,609

* 2021 audited financial statements available | cwf.ca/about-us/annual-reports

** includes revenue from Covid-19 Wage Subsidy, donations, grants, and projects
(does not include endowment revenue and expenses)

Canada West Foundation | cwf.ca

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 country, at home and on the global stage. Our three research centres – Natural Resources Centre, Trade & Investment Centre, Human Capital Centre – focus on the big economic issues facing the West and Canada today.

MAJOR REPORTS

Update on the federal Clean Fuel Standard

The LEAD Project: Leveraging our Energy Assets for Diversification, with Energy Futures Lab

National Infrastructure Assessment

Submission to House of Commons Committee

ESG and the Canadian Energy Sector**Comments on the People-Centred Just Transition Discussion Paper**

Submission to the Government of Canada

Policy Levers Toolkit

Using government policy to help cleantech succeed

Confederation of Tomorrow Reports:

Respect, Influence and Fairness in the Canadian Federation

How Canadians View their Country, their Province and their Neighbour

Indigenous Relations and Reconciliation

Addressing climate change in the Canadian federation

The Role of Governments and the Division of Powers: Federalism in the context of a pandemic

All in this Together? Canadians' views on masks, vaccines and lockdowns during the COVID-19 pandemic

BELOW THE SURFACE LIE THE

2021 HIGHLIGHTS

Improving trade infrastructure

While the phrase *supply chain* has been on everyone's lips for the last two years, we've been working to improve Canada's trade corridor networks for a decade. Last year, we collaborated with industry stakeholders as we developed plans to have our policy recommendations adopted and put into practice.

Trade with China

China plays a key role in Canada's economy, but the relationship between our two nations is not an easy one. We sought to help Canadians understand this complicated country through our *China Briefs* and a symposium on China's five year plan.

Hot on COOL

Under the Biden administration, the protectionism that started with President Trump continued. Informed by years of research, we were able to quickly offer public response to the return of Country of Origin Labelling (COOL).

Implementing micro credentials

Micro credentials are a valuable but often misunderstood way to provide people with specialized job skills. Our *What Now?* brief, *Micro Credentials: Small qualifications, big deal*, offered best practices to implement micro credentials from ideation to training programs.

Listening to youth

We surveyed 2,000 youth in Alberta, Vancouver and Toronto to discover why young people have been leaving, or not moving to, Alberta. We went even deeper with youth and used focus groups to collect details. The results were somewhat surprising to those over 30, but provided invaluable insight.

Enabling workplace change

Our changing world requires a workforce and training programs that can pivot quickly to adapt to new technology or shifts in procedures. We contributed to this conversation through publications like our *Future of Work and Learning* briefs, submissions to government and media outreach.

LOOKING AHEAD

The winter of 2022 saw much of Western Canada buried in an Arctic deep-freeze, but at CWF we were busy as long-term projects came to completion. A study on youth migration and retention yielded two major reports and countless media interviews. The eight-year trade infrastructure work resulted in a report that is the basis for considerations by the Ministers of Transportation and Infrastructure. And we presented 18 recommendations of what governments should and should not do concerning ESG.

For the remainder of 2022, we intend to:

- Advocate with governments to implement strategies to improve Canada's trade infrastructure systems
- Look south to improve relations and remove trade barriers with the U.S.
- Advance western Canadian export interests in response to the changing global trade environment
- Support government and employers to create competency-based training systems
- Support a multi-sectoral project to upgrade basic workforce skills
- Assist non-profit agencies to improve their capacity to help clients
- Present youth retention findings to stakeholders with the aim of keeping youth in Alberta
- Demonstrate how corporate environmental, social and governance policies intersect with government responsibilities
- Monitor policy challenges and opportunities to reduce emissions in the electricity and oil and gas sectors including CCUS and other technologies
- Ensure the West's interests are aligned with evolving U.S. energy and climate policy

EFFORTS, EXPERTISE & NETWORKS

An exclusive on ESG

To help Canadians understand what responsible energy development looks like, we researched and wrote a first-of-its-kind report on ESG practices in four energy subsectors. The report also provided recommendations which were shared through seven roundtables and presentations.

Action on innovation

In our quest to support the economy and environment, we collaborated with the Energy Futures Lab to develop and present model legislation to the Alberta government that proposed ways to repurpose inactive wells for new energy uses.

Staying afloat on energy

We kept the public informed about the evolving energy sector through a webinar focused on Europe's energy shortages, four presentations on environment and climate legislation, and an analysis of proposed changes to the Clean Fuel Standard.

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