Trade & Investment Centre
Policy Goals 2023

01
Improve the resilience of Western Canada’s trade-based economy to be able to survive in the new global trade environment (including North America) and ensure that western interests are represented in the implementation of the federal government’s Indo-Pacific Strategy (IPS)
• Indo-Pacific Trade
• North American Trade

03
Enable Canada’s trade infrastructure to lead the next generation of economic growth

Natural Resources Centre
Policy Goals 2023

04
Help the western provinces capitalize on emerging opportunities in energy of all forms in ways that enhance both prosperity and sustainability
• LNG
• CCUS
• Other

04
Improve impact assessment processes in Canada to ensure timely, robust and fair outcomes

05
Ensure that Western Canada’s electricity systems can meet future demand—reliably, affordably & with low emissions

05
Ensure that energy, emissions and environmental policies are designed and implemented in ways that make sense for Western Canada

Human Capital Centre
Policy Goals 2023

06
A competency-based lens for experiential learning, including apprenticeship

06
Competency-based solutions for young talent development, retention and attraction

06
Competency-based solutions for competitiveness and the global competition for talent

Canada West Foundation

07
Other
Trade & Investment Centre

Policy Goal

Improve the resilience of Western Canada’s trade-based economy to be able to survive in the new global trade environment (including North America) and ensure that western interests are represented in the implementation of the federal government’s Indo-Pacific Strategy (IPS)

INDO-PACIFIC TRADE Report

What We Heard: Alberta’s Business Community on the Indo-Pacific Economic Framework and Opportunities and Challenges for Regional Trade Unpublished Carlo Dade 15-Feb-2023

Op-eds

Worker shortages in the construction sector: addressing the other supply chain issue Calgary Herald Gary G. Mar and Carlo Dade 12-Apr-23

Trade growth on the Prairies linked to Port of Vancouver expansion Calgary Herald 21-Feb-23

Webinar | Trade Ahead: Western Canada Speaker Series 2023 What does the Indo-Pacific Strategy mean for Western Canada? Meredith Lilly, Mac Ross, Dr. Stephen Nagy and four representatives from provincial stakeholder groups Carlo Dade 27-Feb-23

In-person | Richardson Roundtable, Indo-Pacific Stakeholder Roundtable Minister Rajan Sawhney, GoA contacts and business stakeholders Edmonton, AB 21-Feb-23

Webinar | CWF Arthur J.E. Child POP UP POLICY | Can Canada provide clean, secure energy to meet demand in Japan and Korea? Ambassadors and industry experts in Japan and Korea and sponsor Pat Macguire of Bennett Jones 14-Feb-23

Memo to Trudeau: There’s more than a business case to export energy to Japan Gary G. Mar and Carlo Dade MSN 14-Jan-23

The business, environmental, political, security and self-interest cases for energy exports to Japan Carlo Dade 11-Jan-12

Indo-Pacific reality check in Tsawwassen The Hill Times Carlo Dade 16-Feb-23

Webinar | CWF Arthur J.E. Child POP UP POLICY Western Canada-Japan and the Indo-Pacific Strategy: A conversation with Canada’s ambassador to Japan lan G. McKay Carlo Dade 1-May-23
TRADE & INVESTMENT CENTRE

Media Interviews

Canada-China trade not expected to change much amid critical mineral protectionism
Business in Vancouver
Sharon Sun
31-Mar-23

PROC Committee failed to provide clarity Canadians needed: Panel
CTV News Power Play
Gary G. Mar
1-Mar-23

Trudeau’s Indo-Pacific Strategy already raising serious doubts
Hill Times
Sharon Sun
9-Jan-23

Other Briefs

China Brief Issue 94 | Diplomat expulsions increase Canada-China tensions
Taylor Blaisdell and Abygail Montague
16-May-23

China Brief Issue 93 | Experts weigh in on Western Canada’s readiness for influx of newcomers
Carlo Dade, Janet Lane, Stephany Laverty, Stephen Murgatroyd, Jon Reyes
20-Apr-23

China Brief Issue 92 | Rising security concerns impact trade with U.S., foreign election interference, Canada walks back critical mineral investment ban
Taylor Blaisdell
15-Mar-23

China Brief Issue 91 | Super cows, U.S.-China trade doing its own thing and of course... the balloon
Taylor Blaisdell
17-Feb-23

China Brief Issue 90 | Canola sales to China increase, China’s first population drop in 60 years and more...
Taylor Blaisdell
18-Jan-23

NORTH AMERICAN TRADE

Op-ed

Biden’s visit to Canada may mark beginning of long decline in relationship with U.S.
Financial Post
Carlo Dade
1-Apr-23

Hosted Events

CWF Arthur J.E. Child POP UP POLICY Energy, Agriculture and the State of the Canada-Mexico Relationship: A conversation with Canada’s ambassador to Mexico
Graeme C. Clark, Canada’s ambassador to Mexico
Carlo Dade
21-Mar-23

Webinar | Trade Ahead: Western Canada Speaker Series 2023 You, Your Supply Chain’s Supply Chain and Trouble at the Border
Kevin Wolf, Nelson Dong and five representatives from provincial stakeholder groups
Carlo Dade
28-Feb-23

Media Interviews

Can Biden’s sunny message of continental co-operation be matched with policy reality?
Hill Times
Carlo Dade
29-Mar-23

What does Canada have to offer during President Biden’s visit?
CTV News Power Play
Gary G. Mar
22-Mar-23

Will tougher ‘Buy American’ rules affect Canada?
CTV News Front Bench
Gary G. Mar
7-Feb-23

Politics this morning: Amigos with benefits?
Hill Times
Carlo Dade
10-Jan-23

North American Leaders’ Summit
CBC Information Morning
Carlo Dade
9-Jan-23

North America Leaders Summit in Mexico
CBC
Carlo Dade
5-Jan-23

Other Briefs

North America Brief Issue 08
New rail service good news for Canadian exporters, U.S. debt defaults and more
Taylor Blaisdell
3-May-23

North America Brief Issue 07
Rail mergers, U.S. product labelling and Alberta beef all on the March menu
Taylor Blaisdell
30-Mar-23

North America Brief Issue 06
How U.S. drought is impacting your kitchen table
Taylor Blaisdell
3-Mar-23

North America Brief Issue 05
Smuggling eggs, U.S. turns to Canadian uranium, violating FTAs
Taylor Blaisdell
1-Feb-23
Policy Goal

Enable Canada’s trade infrastructure to lead the next generation of economic growth

Op-ed

Manitoba takes the lead
Winnipeg Free Press
Gary G. Mar, Carlo Dade and John Law
13-May-23

Opinion: Worker shortages in the construction sector: addressing the other supply chain issue
Calgary Herald
Gary G. Mar and Carlo Dade
12-Apr-23

Speaking Engagements

Speaker | Stronger Together conference, Western Canada Roadbuilders and Heavy Construction Association, The Role Western Canada should play in global trade
Waikiki, West
Gary G. Mar
7-Feb-23

Panelist | Stronger Together conference, Western Canada Roadbuilders and Heavy Construction Association, Harnessing trade to grow Canada’s economy
Waikiki, West
Gary G. Mar
7-Feb-23

Media Interviews

Commentary: Improved transportation corridors could help boost Canada’s energy exports
SaskToday
Carlo Dade
7-May-23

Transportation infrastructure in the spotlight
Winnipeg Free Press
Carlo Dade
19-Apr-23

Alberta reaches memorandum of understanding with Prairie provinces on trade corridors
Calgary Herald
Carlo Dade
11-Apr-23

We’ve lost our focus on trade enabling infrastructure
Journal of Commerce
Gary G. Mar
27-Feb-23

Analyst: Infrastructure investment initiatives missing in BC NDP trade plan
Business in Vancouver
Carlo Dade
13-Jan-23

Mexico-Canada natural gas
CBC Calgary Eyeopener
Carlo Dade
12-Jan-23

Other

Hosted event

CWF Arthur J.E. Child POP UP POLICY
Free trade, energy and the state of Canada-France economic relations
Morgan Larhant, Head, French Regional Economic Service for Canada
Carlo Dade
28-Mar-23

Speaking Engagement

Speaker | Bill C-294, An Act to amend the Copyright Act (interoperability)
House of Commons, Standing Committee on Industry and Technology
Ottawa, ON
Carlo Dade
8-Mar-23

Government Briefing

In-person | Trade infrastructure and Council of the Federation
Premier Heather Stefanson, Goldy Hyder, Perrin Beatty, Chris Lorenc
John Law, Carlo Dade, Gary G. Mar
Winnipeg, Manitoba
19-Jan-23
Natural Resources Centre

Policy Goal
Help the western provinces capitalize on emerging opportunities in energy of all forms in ways that enhance both prosperity and sustainability

LNG
Report
Fuelling a Secure Energy Future – a report for the LNG2023 Diplomatic Forum
LNG2023
Marla Orenstein
Jun-23

Hosted Event
Webinar | CWF Arthur J.E. Child POP UP POLICY | Can Canada provide clean, secure energy to meet demand in Japan and Korea? Ambassadors and industry experts in Japan and Korea and Pat Macguire of Bennett Jones
14-Feb-23

CCUS
Report
CCUS as a tool for LNG innovation: A report prepared for the Global Gas Innovation Forum
LNG2023
Marla Orenstein
Jun-23

OTHER
Other Briefs

Energy Innovation Brief Issue 30
Exploring AI in Energy
Tyler Robinson
27-Apr-23

Energy Innovation Brief Issue 29
Pollution solutions in the world’s highest emitting sectors
Marla Orenstein, Brendan Cooke, Tyler Robinson
29-Mar-23

Energy Innovation Brief Issue 28
Energy storage solutions explained
Marla Orenstein and Brendan Cooke
22-Feb-23

Energy Innovation Brief Issue 27
Canada’s energy transition enablers
Marla Orenstein, Brendan Cooke and Tyler Robinson
25-Jan-23

Op-ed
Energy Takeover: What I Learned from the Young Women of YWE
Young Women in Energy Magazine
Marla Orenstein
23-Mar-23

Speaking Engagement
Panelist | Walter Gordon Symposium on Canada’s Changing Energy Landscape
Canada’s Role and Responsibility in Supplying our Allies
Ottawa, ON
Gary G. Mar
24-Mar-23

Policy Goal
Improve impact assessment processes in Canada to ensure timely, robust and fair outcomes

Report
Federal Impact Assessment Act
Under Review: Measuring Progress on Projects and Timelines
Marla Orenstein
1-May-23

Op-ed
Gary Mar: Resource jurisdiction conflict in the courts again — but it’s a long way from over
Financial Post
Gary G. Mar and Colleen Collins
22-Mar-23

Hosted Event
In-person | Richardson Roundtable, IA Practitioners’ Roundtable, Impact assessment practitioners from Alberta
Marla Orenstein
Calgary, AB
16-Feb-23
**Media Interviews**

Project progress under Impact Assessment Act remains slow: Report
Marla Orenstien
Journal of Commerce
3-May-23
Thunder Bay Chronicle
2-May-23
The Canadian Press
1-May-23
The Canadian Press – French
1-May-23
JWW
1-May-23
BNN Bloomberg
1-May-23

IAA’s pause button slows environmental reviews
Business in Vancouver
Marla Orenstein
1-May-23

Should the environmental impact of big projects be assessed by Ottawa? Supreme Court is set to weigh in
The Globe and Mail
Colleen Collins
18-Mar-23

**Government Briefings**

Federal Impact Assessment
Brent Parker, IAAC's Director General of Review Panels, and Regional and Strategic Assessments, Federal
Calgary, AB
Marla Orenstein
17-Apr-23

Impact Assessment Act
Terry Hubbard, President of federal Impact Assessment Agency of Canada
Ottawa, ON
Marla Orenstein
10-Mar-23

**Policy Goal**

Ensure that energy, emissions and environmental policies are designed and implemented in ways that make sense for Western Canada

**Media Interviews**

Federal government announces strategy to boost critical minerals sector
Resource World
Marla Orenstein
15-Jan-23

TIER Expands Use Case For CCUS Credits: Highlights 'Fundamental' Role
Daily Oil Bulletin
Brendan Cooke
13-Jan-23

**Speaking Engagements**

Moderator | ConvergX Global Congress 2023, ConvergX, Energy, the Global Crisis – Solutions Needed
Calgary, AB
Gary G. Mar
18-Apr-23

**Other**

Government Briefings

Western Canada Resource Tables
David Tousignant, Director
NRCan
Marla Orenstein
31-Mar-23

What CWF is doing on natural resources
Christina Paradiso, Deputy Minister, Energy Policy, NRCan
Ottawa, ON
Marla Orenstein
16-Mar-23
Human Capital Centre

Policy Goal
A competency-based lens for experiential learning, including apprenticeship

Other Brief
The Future of Work and Learning Brief Issue 30 | Indigenous-led training programs
Stephany Laverty and Janet Lane
11-Jan-23

Policy Goal
Competency-based solutions for young talent development, retention and attraction

Report
The Case for Literacy in Alberta: Life is hard when you can’t read
Janet Lane
20-Apr-23

Op-ed
Better readers make better workers
Calgary Herald
Gary G. Mar and Janet Lane
18-May-23

Media Interviews
These young Calgarians say they’ll demand a ‘healthy’ career no matter what
CBC
Janet Lane
5-Apr-23

Why does Calgary have the highest rate of unemployment of all major Canadian cities?
CBC
Janet Lane
22-Mar-23

Varcoe: Alberta is calling Canadian workers again, but lacks an edge in house prices
Calgary Herald
Janet Lane
13-Mar-23

Workforce Issue Roundtable – special focus on lower wage jobs
CBC
Janet Lane
2-Mar-23

Unlocking Opportunity in Calgary with Gary Mar: Move West to find your brilliance
Back to Business: Calgary
Gary G. Mar
16-Jan-23

Speaking Engagement
Speaker | Meeting with the Council of Alberta University Students, Evolving workforce trends for Alberta’s young talent
Edmonton, AB
Stephany Laverty
22-Feb-23

The Future of Work and Learning Brief Issue 33 | Innovations in workplace learning
Stephany Laverty, Janet Lane and Ethan Johnson
13-Apr-23

The Future of Work and Learning Brief Issue 32 | International talent attraction, vet shortages, education solutions
Stephany Laverty, Janet Lane
8-Mar-23

The Future of Work and Learning Brief Issue 31 | Western Talent: New efforts find success
Stephany Laverty and Janet Lane
7-Feb-23

Policy Goal
Competency-based solutions for competitiveness and the global competition for talent

Media Interviews
Are the Western provinces ready for an influx in immigration
John Gormley Show
Stephany Laverty
23-Apr-25

Workforce trends in U.S. vs Alberta
CBC
Janet Lane
6-Mar-23

Boom or Bust
Canadian Economic Update
The News Forum
Gary G. Mar
11-Jan-23
Other

Hosted Events

CWF Family Dinner | A Strong West in a Strong Canada, Ottawa, ON
Gary G. Mar, Doug Black
8-Mar-23

In-person | Queen’s Platinum Jubilee Medal presentations, Calgary, AB
LG Salma Lakhani & 25 award recipients
Gary G. Mar
10-Jan-23

Webinar | Memorial for Hon. Jim Carr
Business Council of Manitoba executive and members, CWF board members, others, Alberta and Manitoba
Gary G. Mar
9-Jan-23

Media Interviews

New poll shows tight race between NDP and UCP in Calgary: Angus Reid
CTV News
Gary G. Mar
17-May-23

$5B, jobs weigh in the balance of dispute with Stellantis EV plant
CTV News Power Play
Gary G. Mar
17-May-23

Did the passport redesign spark a serious issue for Trudeau?
CTV News Power Play
Gary G. Mar
10-May-23

Unpacking the testimony of Alexandre Trudeau
CTV News Power Play
Gary G. Mar
3-May-23

PSAC losing battle of public opinion with Ottawa: panel
CTV News Power Play
Gary G. Mar
26-Apr-23

Back to Business: Interviews and Podcast from the Calgary Petroleum Club
Public Place Network
Gary G. Mar
25-Apr-23

B2BYC – “From the grocery store to Canada West Foundation: Gary Mar’s inspiring journey”
Calgary Petroleum Club
Gary G. Mar
19-Apr-23

Political risk grows as PSAC strike continues
CTV News Power Play
Gary G. Mar
19-Apr-23

What are the political implications of a PSAC, CRA strike in Canada?
CTV News Power Play
Gary G. Mar
12-Apr-23

Why do Canadians detained in Syria have a right to repatriation?
CTV News Power Play
Gary G. Mar
5-Apr-23

Affordability, supply both key issues with Canada’s housing market
CTV News Power Play
Gary G. Mar
5-Apr-23

Panel discusses the potential shortfalls of the 2023 federal budget
CTV News Power Play
Gary G. Mar
29-Mar-23

Investigation of foreign election interference
CTV News Front Bench
Gary G. Mar
15-Mar-23

Building a Budget
CBC West of Centre
Gary G. Mar
24-Feb-23

Calls to close Roxham Road
CTV News Front Bench
Gary G. Mar
22-Feb-23

Canada needs to ensure federal elections are protected against China
CTV News Front Bench
Gary G. Mar
22-Feb-23
RCMP Commissioner Lucki retirement announcement and looking forward
CTV News Front Bench
Gary G. Mar
15-Feb-23

Reaction to Federal Government healthcare deal with provincial governments
CTV News Front Bench
Gary G. Mar
8-Feb-23

R Community Episode 26 Discussion with Gary G. Mar, KC
R Community
Gary G. Mar
7-Feb-23

AOE and Canada West Foundation
Asian Tribune
Gary G. Mar
2-Feb-23

Breaking news on McKinsey contracts and relationship with Trudeau
CTV News Front Bench
Gary G. Mar
1-Feb-23

Boom or Bust: Canadian Economic Update for Early 2023
The News Forum
Gary G. Mar
1-Feb-23

Will Trudeau and the provinces reach a health-care deal on Feb. 7?
CTV News Front Bench
Gary G. Mar
25-Jan-23

Poll: Trudeau Leads Poilievre for Preferred PM
CTV News Front Bench
Gary G. Mar
18-Jan-23

Nominees to Alberta’s Order of Excellence
CBC Alberta at Noon
Gary G. Mar
6-Jan-23

Boom or Bust: How Canadians should prepare for 2023
The News Forum
Gary G. Mar
4-Jan-23

Government Briefings

CWF Introduction
Terry Duguid, MP, MB
Parliamentary Sec. to ECCC minister
Gary G. Mar
8-Mar-23
Ottawa, ON

CWF Recent Work
Erin O’Toole, MP, ON
Gary G. Mar
8-Mar-23
Ottawa, ON

CWF Introduction
Brad Redekopp, MP, SK
Gary G. Mar
8-Mar-23
Ottawa, ON

CWF Recent Work
Ron Liepert, MP, AB
Gary G. Mar
8-Mar-23
Ottawa, ON

CWF Introduction
Ed Fast, MP, BC
Gary G. Mar
8-Mar-23
Ottawa, ON

CWF Introduction
Peter Harder, Senator, ON
Senate of Canada
Gary G. Mar
8-Mar-23
Ottawa, ON
# CWF Board of Directors | 2023

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<tr>
<th>OFFICERS</th>
<th>HONORARY CHAIR</th>
<th>DIRECTORS</th>
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<tr>
<td>Hon. Doug (Douglas) Black, KC</td>
<td>James K. Gray, OC</td>
<td>British Columbia</td>
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<td>Board Chair</td>
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<td>Suzanne Anton, KC</td>
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<td>Hon. Gary G. Mar, KC</td>
<td>CHAIR EMERITUS</td>
<td>Larry Blain</td>
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<td>President and CEO</td>
<td>James (Jim) Dinning, CM</td>
<td>Blair Lekstrom</td>
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<td>Larry Blain</td>
<td>Geoff Plastik, KC</td>
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<td>Chair of Audit, Finance and Investment Committee</td>
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**Champions ($50,000+)**
- Arthur J.E. Child Foundation Endowment Fund at the Calgary Foundation
- Brawn Family Foundation
- Cenovus
- Exploron
- Enbridge
- Government of Alberta
- Government of Saskatchewan
- Manitoba Chambers of Commerce / Government of Manitoba
- Government of Canada, Prairies Economic Development Canada
- Government of Canada, Pacific Economic Development Canada

**Patrons ($25,000+)**
- CN
- Expander Energy Inc.
- Export Development Canada
- Shell Canada
- Work Based Learning Consortium

**Builders ($10,000+)**
- Alberta Wheat and Barley Commission
- Business Council of Alberta
- Calgary Reads
- Canadian Construction Association
- Canpotex
- CAPP
- C.P. Loewen Family Foundation
- CWF Staff
- Gary G. Mar, KC
- Imperial
- LNG2023
- Loran Scholars Foundation
- Ron Wallace
- The Rotary Club of Calgary – Adult Literacy Committee
- Western Canada Road Builders & Heavy Construction Association
- Vancouver Fraser Port Authority

**Members ($5,000+)**
- Agriculture and Agri-Food Canada
- Alberta Pork
- Alberta Pulse Growers
- Bennett Jones LLP
- Jim Dinning and Evelyn Main
- Doug Black
- Explorers and Producers Association of Canada (EPAC)
- Larry B. Haggar
- Martha Hall Findlay – In memory of Betty (Joy) & Hugh Hall
- Vernon Jones
- Hal Krise
- Manitoba Pork
- Roderick & Jean McKay
- James A. Richardson
- Saskatchewan Pork Development Board
- Saskatchewan Heavy Construction Assoc.
- Anonymous

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Canada West Foundation is a registered Canadian charitable organization incorporated under federal charter (RE#118828698RR0001).