

We create
change,
not chatter.



ANNUAL REPORT 2022-23

“At CWF our reports don’t just sit on the shelf. We provide thoughtful research solutions that are practical, balanced and address the unique concerns of the western provinces. That our solutions are valued is proven over and over when governments, industry and individuals ask for our advice.”

— **Honourable Gary G. Mar, KC**, President and CEO, Canada West Foundation

“I chose to serve as Chair of the Canada West Foundation board because of their belief in the West. As a former Senator, I know the value of strong voices in Ottawa. CWF is that voice. With a solid reputation for excellence, the Foundation provides trusted research and policy solutions that officials and politicians from both sides of the floor listen to.”

— **Honourable Doug Black, KC**, Chair of the Board, Canada West Foundation

CANADA WEST FOUNDATION

2022 Financial Highlights

December 31, 2022 with comparative figures for 2021*

	2022	2021
Net Assets	\$ 8,802,566	\$ 9,994,965
OPERATING HIGHLIGHTS		
Revenues (donations, grants, special projects)	\$ 1,963,468	\$ 1,832,321
Operating Expenses	\$ 2,580,073	\$ 2,252,022
Annual Operating Transfer from Endowment	\$ 478,670	\$ 438,400
Operating surplus/-deficit**	\$ -137,934 ***	\$ 18,699

* 2022 audited financial statements available | [cwf.ca/about-us/annual-reports](https://www.cwf.ca/about-us/annual-reports)

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

*** there was no Covid-19 Wage Subsidy in 2022

Canada West Foundation

The Canada West Foundation is a donor-supported, independent, non-partisan public policy think tank that provides practical solutions to tough public policy challenges facing the West and Canada. Whether it's finding solutions that address energy, environment and economy, the ability of our transport systems to get products to market, or training people for jobs in tomorrow's economy, we offer solutions that policymakers trust.

Financial Statements | [cwf.ca/about-us/annual-reports](https://www.cwf.ca/about-us/annual-reports)

MAJOR
REPORTS
2022

From Shovel Ready to Shovel Worthy: The Path to a National Trade Infrastructure Plan for the Next Generation of Economic Growth

North America's Border Infrastructure: How it limits global competitiveness and how to fix it

Work to Live: Alberta Youth Mobility

The Young are Restless: Western youth migration

Financing Social Solutions through Outcomes Procurement

ESG: Why should governments care and what can governments do?

Methane Emissions and Canada's Oil and Gas Sector

Alberta's Place in the World: The Changing Context of International Trade

Transparency and the Pan-Canadian Climate Framework in Action in the West: The case of Saskatchewan

Energy, Environment and Economy

Electricity sectors across the western provinces

Just weeks ahead of release of the federal draft Clean Energy Regulations, the Natural Resources Centre released *Electricity Sectors Across Western Canada: A Landscape Analysis* detailing the very different electricity sectors in each of the four western provinces. The analysis will no doubt serve as a valuable resource to regulators, federal policy makers and anyone else with an interest in the sector.

“It's typical of Canada West Foundation work: timely, resonant and relevant and should be on the desk of all #energysystem watchers.”

Bill Whitelaw
Managing Director, Strategy and Sustainability
geoLOGIC

Reporting on *Impact Assessment Act* progress

The 2019 federal Impact Assessment Act was put in place to remedy several problems, including excessively long approval timelines for major projects. Our Natural Resources Centre took a deep dive into the system to see if progress through the process was indeed faster. The report, *Federal Impact Assessment Under Review: Measuring progress on projects and timelines*, suggests the jury is still out.

Matching People with Jobs and Jobs with People

Talent attraction and retention

Between 2015 and 2021 more young people were leaving Alberta than were arriving. Prairies Economic Development Canada contracted CWF to understand why. Our research and the results so impressed the Government of Manitoba they asked us to conduct a similar study in their province.

“It is imperative that we learn what motivates some youth to leave Manitoba and how to attract and retain others from across Canada and around the world. The Manitoba Chambers of Commerce is pleased to partner with the Canada West Foundation on this important initiative. Their work will provide much needed information as we compete for talent, promote economic growth, and help employers to attract and retain the talent they need.”

Chuck Davidson
President and CEO
Manitoba Chambers of Commerce

Skills, productivity and training

Last fall, Canada was in the unusual position of having 100,000 available jobs, a low unemployment rate and a shortage of workers. Our Human Capital Centre has been tracking and researching the gap between employer needs and the skills provided through training programs, and over the last year has produced several opinion pieces, briefs on the issue - including a presentation to the Senate Standing Committee on Banking Commerce and the Economy.

Balanced. Trusted. Objective.

Canada needs the Canada West Foundation.

For 52 years, we have been the voice of reason in a world where, increasingly, opinions divide more than unite.

The result of this steadfast adherence to solutions that are evidence-based and practical is respect.

Businesses, governments and individuals count on our work to inform and inspire as they develop new programs, address tough issues and establish public policy.

Trade and Trade Infrastructure

If you can't move it, you can't sell it

Anyone who's shopped for anything in the last year knows the West has supply chain issues. Less well known are the challenges in Canada's road, rail, port and air corridors. CWF made substantial progress this year in its drive to have governments adopt a long term strategic national trade infrastructure plan:

- An MOU that supported the plan was signed by Alberta, Saskatchewan and Manitoba.
- Seven premiers attended a special briefing to discuss trade infrastructure planning.
- Trade infrastructure planning was discussed by the Council of the Federation meeting of Premiers and strong support for the plan was included in the meeting's communique.

An Indo-Pacific Strategy for the West

In November 2022, the federal government released the Indo-Pacific Strategy (IPS). It included program funding and timelines, but it was clear to CWF the strategy needed provincial input. CWF has been mobilizing western provincial governments and industry to make their needs and opinions known to the federal government.

- Hosted for the Government of Alberta two stakeholder roundtables
- Hosted a briefing and discussion for Alberta, Saskatchewan and Manitoba trade ministers

“Canada West Foundation does Western #Canada a real service (but also Canada broadly) in providing granular analysis and perspectives on #Canada #China #traderelations.”

Stephen Nagy
Professor of Politics and International Studies
International Christian University (ICU), Tokyo, Japan

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FOUNDATION**