

THE WEST IN CANADA



Message from the
CHAIR & PRESIDENT

At the “young old age” of 150, Canada is at a crossroads.

As liberal democracies turn inward – from America First to Brexit – Canada as a nation faces hard questions about its own outlook in the world. At home, the question “What matters more – nation-building or nation-dividing?” resonates in the West. The answers start when we grasp issues like pipelines and trade deals that provoke fierce debate. But they are not about one region of the country. They are about the whole country. In many cases, they are about our relationship with the world.

For close to 45 years, the Canada West Foundation has worked tirelessly for the good of the West. As Canada has matured as a country, it has become clear that what is good for the West is also good for Canada. We have a great deal to contribute to the world, and we should.

Getting key infrastructure built. Making trade deals happen. Building an innovative, competency-focused workforce that matches the work that is needed. Making sure we capitalize on our resources, and that we do so responsibly. The Foundation proposes practical, credible policy solutions on issues that define us as a nation.

In 2016, we continued to build on our strengths – recommending non-partisan, evidence-based policy solutions. We challenged conventional thinking on public support for energy projects. Our report on hydro power changed the debate in the West. We showed how to spend intelligently on the right infrastructure projects to get our products to new markets. And we proposed how to make workplaces safer by looking at job training differently.

Our research and analysis captured the attention of policy-makers and thought-leaders, and through the latter part of 2016, both regional and national media coverage of our work soared. Into 2017, we continue to build. With no shortage of challenges for us at home, south of the border and abroad, we are having even more impact, finding practical solutions to challenges of the day. And it is worth repeating – what is good for the West is good for Canada.

Of course, we cannot do any of this without the financial, time and thought contributions of our supporters. **Thank you.**

Geoff Plant, Chair | *Martha Hall Findlay, President and CEO*

PS. The last few months of 2016 were my first as President and CEO of the Foundation. It is an honour to be leading such a respected organization, at such an important time, with such a great group of smart, passionate, thoughtful and dedicated people – *Martha*

2016 Financial
HIGHLIGHTS

December 31, 2016 with comparative figures for 2015*

	2016	2015
Net Assets	\$ 8,896,683	\$ 8,655,089
OPERATING HIGHLIGHTS		
Revenues <i>(Donations, grants, special projects)</i>	\$ 1,835,925	\$ 1,761,971
Operating Expenses	\$ 2,218,902	\$ 2,278,703
Annual Operating Transfer from Endowment	\$ 432,950	\$ 437,318
Operating surplus	\$ 49,973	\$ (79,414)

* audited financial data will be posted on *cwf.ca* July 2017

CANADA WEST FOUNDATION

The Canada West Foundation focuses on the policies that shape the West, and by extension, Canada. Through our evidence-based research, analysis 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.

cwf.ca

STANDING OUT

— in 2016 —

The Canada West Foundation has a stellar reputation for tackling big, nation-defining issues while providing governments with thoughtful and practical advice. The Foundation has established strong relationships with indigenous leaders and is quickly becoming a leading advocate for indigenous economic engagement. It is a testament to the Foundation that governments of all stripes take its advice seriously.

JIM CARR | MINISTER OF NATURAL RESOURCES CANADA

In today's world of fragmented information, that is often used to polarize debates rather than inform them, the role of the Canada West Foundation is more important than ever. Since its inception in 1973, the CWF has evolved, through its commitment to non-partisan, evidence-based research and analysis, as an important voice in public policy development on matters important not just for western Canada, but for the entire country.

DEBORAH YEDLIN | CALGARY HERALD

We are witnessing Canadian and Indigenous businesses move from a purely transactional exchange to transformative, Nation-building relationships that are reshaping our country for the better! The Canada West Foundation has been a champion of this vision.

GARY MERASTY | PRESIDENT AND CEO, DES NEDHE DEVELOPMENTS

I am requesting the study to share with United States Secretary Wilbur Ross at his request.

SENIOR WHITE HOUSE ADVISOR | DEPARTMENT OF COMMERCE

RESEARCH
2016 Reports

MAR 21
KNOW DO UNDERSTAND
Development of competencies
in Canada's schoolchildren

APR 11
FAIR ENOUGH
Assessing community confidence
in energy authorities

APR 20
**A SMOOTHER TRACK
FOR EXPORTS**
A framework for Alberta rail policy

MAY 16
LOOK OUT
Toward a climate strategy
that reduces global emissions

JUN 6
THE TPP
The West wants in



**TOTAL
OP-EDS**

57



Including

**11 IN THE GLOBE AND MAIL
37 IN THE WEST**

45
PRESENTATIONS

Highlights

JAN 06
Spoke at Consulate
General of
Canada in Hong
Kong roundtable
discussion on
western Canada
trade with the Pacific
HONG KONG

MAR 29
Presented at
Softwood, Hard
Choices: The 2006
Softwood Lumber
Agreement and What
it Means in 2016,
The Wilson Center's
Canada Institute
WASHINGTON, D.C.

APR 05
Moderated Chasing
China – Next steps
in free trade,
Canada-China
Business Council
CALGARY, AB

NOV 24

A MATTER OF TRUST

The role of communities
in energy decision-making

NOV 15

SOME ASSEMBLY REQUIRED

Cross-border infrastructure
that creates jobs and growth

OCT 25

START 'EM UP

Incubating nextgen
innovators

JUN 27

POWER UP

The hydro option

JUL 6

**THE INFRASTRUCTURE
THAT MATTERS MOST**



THE GLOBE AND MAIL*

National reach

**MORE THAN 30 INTERVIEWS
IN CANADA ON PIPELINE
APPROVALS, ALONE**

Global reach

**INTERVIEWED BY
THE ECONOMIST,
THE NEW YORK TIMES,
BBC NEWS**

*...with every Canadian jurisdiction tackling
climate change, can we drop the charade
about pipelines driving climate change?
Pipelines are not a proxy for climate action.
The narrative is false....*

BY MARTHA HALL FINDLAY & TREVOR MCLEOD
NOVEMBER 30, 2016

1,672

Total online and print
MEDIA MENTIONS

SEP 06

Spoke on what the
TPP means for NAFTA,
Council of State
Governments West
69th Annual Meeting
**COEUR D'ALENE,
IDAHO**

OCT 03

Spoke at the Indian
Resource Council's
Pipeline Gridlock
conference
CALGARY, AB


OCT 06

Presentation to the
House of Commons
Standing Committee
on Finance on using
competencies to build
a better workforce
WINNIPEG, MB

OCT 19

Sponsored and
spoke at Energy
Futures Lab
Reception on Alberta
leadership for
tomorrow – today
CALGARY, AB




564
Retweets

3.0M
Exposure

137,000
Webpage views



13

EVENTS

Highlights

JAN 27

Co-hosted panel with industry leaders, featuring the architect of Alberta's new climate plan, Andrew Leach
CALGARY, AB

JUN 09

Hosted a roundtable for developing youth entrepreneurs
VANCOUVER, BC

OCT 5-6

Co-hosted a major conference on communities and energy decision-making, *Engage*
OTTAWA, ON

NOV 16

Hosted a panel with American experts on the U.S. election's impact on Manitoba, *Beyond the Ballot*
WINNIPEG, MB

NOV 30

Hosted strategic trade infrastructure roundtable
OTTAWA, ON

FAMILY DINNERS

FEB 22

The future of the West's natural resource sectors
EDMONTON, AB

MAY 16

The prosperity of the next generation
REGINA, SK

OCT 03

The power of innovation
CALGARY, AB

2016 ANNUAL REPORT *cnwf.ca*

OCT 28

Presented to the SHAD board
TORONTO, ON

NOV 01

Spoke on the role western Canada can play in nation-building
VANCOUVER, BC

NOV 16

Keynote speaker at First Nations Power Authority of Saskatchewan Energy Forum on First National Renewable Energy in Saskatchewan
SASKATOON, SK

DEC 01

Submission to the Senate Standing Committee on Foreign Affairs and International Trade on North American trilateral relations
OTTAWA, ON

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at the Calgary Foundation

The Community Fund at the Calgary Foundation

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Ministry of Culture and Tourism

Government of Manitoba

Government of Saskatchewan,
Crown Investments Corporation of Saskatchewan

Government of Saskatchewan,
Ministry of the Economy

Max Bell Foundation

N. Murray Edwards

Richardson Foundation

Ron Mannix/Coril Holdings Ltd.

Anonymous

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ATCO	DynaLIFE _{2X}	Pirie Foundation
Border Paving Ltd.	Edmonton Economic Development	The North West Company
Boyden Global Executive Search	Farm Credit Canada	

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