



# THE SCHOOL OF PUBLIC POLICY

APRIL 2013 - MARCH 2014  
ANNUAL GROWTH REVIEW

## Canada Just Got Smarter



# About The School of Public Policy

The School of Public Policy provides a practical, global and focused perspective on public policy analysis and practice in three areas:

- 1) International Policy
- 2) Economic & Social Policy
- 3) Energy & Environmental Policy

Our mission is to get public policy right. This means strengthening Canada's public service and bridging the gap between business, government and academia. These are the keys to unleashing Canada's full economic potential – domestically and internationally.

We fulfill our mission by:

#### BUILDING CAPACITY IN GOVERNMENT

The Master of Public Policy (MPP) program trains students to hit the ground running, offering them practical, hands-on and intensive experience in policy development and analysis.

#### PRODUCING INFLUENTIAL RESEARCH

Our research papers and communiqués offer in-depth analysis on the most pertinent issues of the day and create specific recommendations for policy makers.

#### IMPROVING PUBLIC POLICY DISCOURSE

We bridge the gap between business, government and academia by creating forums for communication and best-practice sharing.

#### PROVIDING A GLOBAL PERSPECTIVE

The School of Public Policy has launched an initiative with two other highly regarded foreign policy institutes to create a critical mass of foreign policy expertise.



THE SCHOOL  
OF PUBLIC POLICY

Practical | Global | Focused

# Message From Jack Mintz



I am pleased to present the 2014 Annual Growth Review from The School of Public Policy. At the end of each financial year, The School publishes this document as a recap of its activity and to acknowledge major milestones. I would like to highlight a few items that you will come across in the pages that follow.

A major portfolio for The School is its Executive Programming and Outreach. We bring together leading experts from business, government and academia to examine and discuss pressing policy matters at an array of events. This past year we hosted 73 events of varying size and nature, and many featured influential policy figures. For example, in April 2013, we hosted Hon. Joe Oliver at the launch of our Extractive Resource Governance Program in Calgary. In December, as part of an ongoing project devoted to energy literacy, we hosted a conference in Calgary to reveal our findings of a pan-Canadian survey of First Nations. And in February, David Dodge delivered a speech on reawakening market efficiency and growth after the global financial crisis of 2007-2008 at a conference in Toronto.

In September, we welcomed our third Master of Public Policy class consisting of 30 students, with an impressive average incoming GPA of 3.7, higher than any other year. Additionally, with the Haskayne School of Business, we launched the country's first joint Master of Business Administration/Master of Public Policy program, and with the Faculty of Law at the University of Calgary, we created the first joint Juris Doctor/Master of Public Policy program in western Canada.

Through our Extractive Resource Governance Program, we have consulted with government and industry agencies from over 15 countries around the globe. And, building on our work abroad, in March, we co-hosted the Trilateral Borders Conference in Phoenix, Arizona.

Increasing our extensive library of publications, 38 titles were added in 2013/2014. The research portfolio also saw the appointment of Dr. Ian Brodie, former Chief of Staff to Prime Minister Stephen Harper, as Research Director, as well as the addition of 16 influential experts who joined The School as fellows.

A great deal of thanks is owed to the faculty, staff, advisory council and fellows here at The School whose efforts produced these successes. And to those who have engaged us over the past year by following our work, attending our events or through some other means, thank you for your continued support and interest in our work.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Jack Mintz'.

Jack Mintz

DIRECTOR AND PALMER CHAIR  
THE SCHOOL OF PUBLIC POLICY

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# Major News

## MARCH 2014

Hosted the James S. Palmer Lecture at the University of Calgary, with a keynote speech by Robert Kaplan, Chief Geopolitical Analyst for Stratfor, on the topic of “The Revenge of Geography”.

## MARCH 2014

Eight Master of Public Policy students and six MBA students from the University of Calgary traveled to Israel to study Israeli policy as a week-long course.

## FEBRUARY 2014

Launch of the “Canada Just Got Smarter” campaign to announce The School’s 27 appointed fellows (see page 16).

Hosted Hon. Diane Finley, Minister of Public Works and Government Services Canada, at a symposium on defence procurement in Ottawa.

## JANUARY 2014

Official announcement of two new joint graduate degrees offered through The School: the Master of Business Administration/Master of Public Policy, and the Juris Doctor/Master of Public Policy.

## DECEMBER 2013

Jack Mintz named Vice-President and Chair of the Social Sciences and Humanities Research Council.

## OCTOBER 2013

4th Annual Symposium in Tax and Economic Growth, focusing on the theme of “Urban Growth and Finance Symposium.”

## MAY 2013

Hosted Hans-Werner Sinn, President of Ifo Institute for Economic Research, at our Imperial Oil Distinguished Lecture Series.



University of Calgary, Downtown Campus

## Other News:

- Over \$290,000 from event ticket sales and sponsorships
- \$1.265 million in new money for the health promotion program
- \$500,000 to build a Canadian energy policy network that will analyze and propose policy related to energy systems
- \$250,000 to support a new program in intergovernmental transfers with a focus on equalization
- \$150,000 individual donation to support student awards over 10 years
- \$190,000 from the Aurea Foundation to support tax and fiscal policy studies

## MAY 2013

Hosted a symposium for the federal government’s Deputy Minister Committee on Economic Trends and Policies.

## JUNE 2013

Ian Brodie, former Chief of Staff to Prime Minister Stephen Harper, joined The School as Research Director.

## JUNE 2013

4th Annual Executive Program in Government Affairs held in Banff, Alberta.

## APRIL 2013

Official launch event of the Extractive Resource Governance program with a keynote speech delivered by Hon. Joe Oliver, current Minister of Finance, and former Minister of Natural Resources. Other speakers included Rilwanu Lukman, former Secretary General of OPEC, and Paul Collier, Director, Centre for the Study of African Economies, Oxford University

# Master of Public Policy

September 2013 saw the third cohort of students enter the Master of Public Policy program. The calibre of students entering the program was the highest to date in terms of grade point average, with this year's average entrance GPA at 3.7. The class of 2014 is made up of students from across Canada and countries around the world, including Liberia, Malawi and Ecuador.



*Students and staff in Jaffa, Israel for The School's Israel Policy Course*

## Student Experience

### Israeli Policy Course

Eight students from The School of Public Policy traveled to Israel in February 2014 for a week-long course devoted to studying the differences between Israeli and Canadian public policy.

The course involved stops in Tel Aviv, kibbutz Hagoshrim and Jerusalem so that students could listen to a series of distinguished academics and practitioners lecture on security issues; energy and environmental policy in Israel; the

issue of settlements; Israeli law and human rights; elections and politics; and health care, among other issues.

Examples of lecturers included Uzi Arad, former national security advisor to Prime Minister Netanyahu, and Amir Weissbrod, head of the Bureau for Middle East Affairs at Israel's Ministry of Foreign Affairs.

### Case Competition

In February 2014, students from the Master of Public Policy program took part in the 2014 National Public Administration Case

Competition at the University of Toronto. The School of Public Policy team was composed of Naomi Christensen, Brandeis Tilleman, Katrina Sholdice and Mandy van Waes, accompanied by their coach Dr. Jean-Sébastien Rioux. The group competed against 11 other representative policy schools from across the country in a case analysis of a complex policy topic: the legal and tax status of charitable organizations in Canada.

## New Joint Programs

Starting in September 2014, The School of Public Policy and the Haskayne School of Business at the University of Calgary will offer Canada's first joint Master of Business Administration/Master of Public Policy program. This joint degree provides students with an even broader range of skills that are highly valued in the private and public sectors.

A Juris Doctor (JD)/Master of Public Policy (MPP) will also be offered starting in the fall of 2014 through the University of Calgary's Faculty of Law and The School of Public Policy. The program combines the study of law and public policy across a wide spectrum, including resources and the environment, economic and social issues, and international policy, and involves areas such as taxation, regulation, public finance and policy development and implementation.

## Student Research

One of the key components of the Master of Public Policy degree is the capstone project. This practical, hand-on element results in a wide range of projects devoted to timely issues. Examples of student work include:

### ***The State Infrastructure Bank Finance Model: Potential for a Canadian Application***

By: Philip Bazel

This paper considers the potential benefits of adopting the State Infrastructure Bank finance model in Canada, and examines the rationale for its application.

### ***A Licence to Fill: Private Organizations and Water Conservation in Alberta***

By: Jessa Bedford

This paper outlines the downfalls of the legislation in Alberta for water conservation, and outlines recommendations that the province could take to improve water conservation.

### ***Real-Time Pricing and Demand Response in Alberta's Electricity Market***

By: Roman Karski

This paper uses a basic econometric model and data analysis to estimate the degree to which electricity demand varies as a result of change in electricity prices. The potential for real-time pricing to curtail electricity load and generate savings is also estimated.

### ***The Calgary Interfaith Food Bank and Corporate Donations: Reclamation, Redistribution and Logistics Management***

By: Nicole Jackson

This paper reviews the Calgary Interfaith Food Bank's donor streams, distribution processes, and receiving social service agencies to identify challenges and opportunities.

### ***Aboriginal Employment in the Alberta Oil Sands: Success and Barriers to Success***

By: J. Susan Jose

This paper suggests that Alberta needs an increased Aboriginal representation in the workforce, especially in the oil sands industry, and outlines differences in hiring practices between Aboriginal and non-Aboriginal employers in the industry.





*Master of Public Policy Class of 2013*

## Alumni Success

The class of 2013 graduated from the Master of Public Policy program in November 2013. Equipped with a powerful skill set and hands-on policy experience, our graduates found employment in a variety of roles and an array of industries.

Here are just some of the jobs our alumni hold:

**Christopher Apps**

Mining Coordinator,  
Taku River Tlingit First Nation

**Daniel Boucher**

Executive Assistant/Director of  
Operations, Office of Devinder  
Shory, Member of Parliament

**Jennifer Rumas**

Standards & Regulatory Compliance  
Lead at ATCO Energy Solutions Ltd.

**Sue Jose**

Intergovernmental Affairs  
Consultant, City Manager's Office,  
City of Calgary

**Parminder Raewal**

Associate Research Fellow,  
Institute of Energy Economics,  
Japan, Asia Pacific Energy  
Research Centre

**Jocelyn Gerke**

Project Manager,  
Information Services Branch,  
Alberta Energy Regulator



# Master of Public Policy Speaker Series

The MPP Speaker Series brings experienced and influential policy personnel into the classroom to interact with our students. This feature of the Master of Public Policy program allows students to hear the insights of leaders from the private and public sectors, and it offers valuable networking opportunities. A list of 2013/2014 speakers is provided below.

**Hon. Chris Alexander,**  
Minister of Citizenship and Immigration, Government of Canada

**Uzi Arad,**  
Executive Fellow,  
The School of Public Policy, and  
former National Security Advisor  
to Israeli Prime Minister Benjamin Netanyahu

**Kimberly Armstrong,**  
Deputy Attorney General,  
Government of Alberta

**Val Carter,**  
Director, The Success Centre Inc.

**Andre Corbould,**  
Chief Assistant Deputy Minister,  
Floor Recovery Task Force

**Hon. Jonathan Denis,**  
Minister of Justice and Solicitor  
General, Government of Alberta

**Eileen Dooley,**  
Certified Career Coach and  
Team Lead, McRae Inc.

**Jim Ellis,**  
Chief Executive Officer,  
Alberta Energy Regulator

**Drew Fagan,**  
Deputy Minister,  
Ministry of Infrastructure,  
Government of Ontario

**Hon. Kyle Fawcett,**  
Associate Minister for Recovery  
and Reconstruction for Southwest  
Alberta, Government of Alberta

**Jean René Halde,**  
President and Chief Executive  
Officer, Business Development  
Bank of Canada

**Peter Howard,**  
President and Chief Executive  
Officer, CERI

**Robert Jennings,**  
Jennings Capital

**Ambassador Tim Martin,**  
Canadian Ambassador to Colombia

**Ambassador John Negroponte,**  
former U.S. Ambassador to Iraq

**Michael Porter,**  
Bishop William Lawrence  
University Professor,  
Harvard Business School

**Hon. Justice William A.  
Tillman,** Court of Queen's Bench,  
Alberta

**Annette Trimbee,**  
Deputy Minister, Service Alberta

**Deborah Yedlin,**  
Business Columnist, Calgary Herald



Deborah Yedlin

# Economic and Social Policy

## Publications

***Keeping the Genie in the Bottle: Grading the Regulation of Canadian Financial Institutions***

John Chant  
MARCH 2014

***Simulated Replacement Rates for CPP Reform Options***

Kevin Milligan and Tammy Schirle  
March 2014

***The Rise and Fall of Social Assistance Use in Canada, 1969-2012***

Ron Kneebone and Katherine White  
FEBRUARY 2014

***Income Adequacy Among Canadian Seniors: Helping Singles Most***

Jack Mintz and Philip Bazel  
FEBRUARY 2014

***The Value of Caregiver Time: Costs of Support and Care for Individuals Living with Autism Spectrum Disorder***

Carolyn Dudley and Herbert Emery  
JANUARY 2014

***How a Guaranteed Annual Income Could Put Food Banks Out of Business***

Herbert Emery, Valerie Fleisch and Lynn McIntyre  
DECEMBER 2013

***2013 Annual Global Tax Competitiveness Ranking: Corporate Tax Policy at a Crossroads***

Jack Mintz and Duanjie Chen  
NOVEMBER 2013

***The Timing and Direction of Statutory Tax Rate Changes by the Canadian Provinces (technical paper)***

Ebenezer Adjeic, Bev Dahlby and Ergete Ferede  
NOVEMBER 2013

***Provincial Tax Rate Adjustments in Canada (Communiqué)***

Ebenezer Adjeic, Bev Dahlby and Ergete Ferede  
NOVEMBER 2013

***The Prudential Regulation of Financial Institutions: Why Regulatory Responses to the Crisis Might Not Prove Sufficient***

William White  
OCTOBER 2013

***The Challenge of Defining Medicare Coverage in Canada***

Herbert Emery and Ron Kneebone  
OCTOBER 2013

***Enhancing the Alberta Tax Advantage with a Harmonized Sales Tax***

Jack Mintz and Philip Bazel  
SEPTEMBER 2013

***Wireless Competition in Canada: An Assessment***

Jeffrey Church and Andrew Wilkins  
SEPTEMBER 2013

***Redistribution of Income: Policy Directions***

James Davies  
AUGUST 2013

***Income Inequality and Income Taxation in Canada: Trends in the Census 1980-2005***

Kevin Milligan  
AUGUST 2013

***Income Inequality, Redistribution and Economic Growth***

Bev Dahlby and Ergete Ferede  
AUGUST 2013

***Trends, Peaks, and Troughs: National and Regional Employment Cycles in Canada***

Margarita Wilkins and Ron Kneebone  
JULY 2013

The Economic and Social Policy area is led by Professor Ron Kneebone and is driven by two clear goals: first, to improve the lives of Canadians by employing an objective, evidence-based approach to assess existing and proposed public policies; second, to identify practical solutions that cut through rhetoric that can polarize debate and freeze policy makers into inaction.

Research and outreach efforts fall within a framework of five programs designed to address specific policy areas within economic and social policy: Tax and Economic Growth, Social Policy, Health Policy, Financial Markets Regulation, and Digital Economy.

***The Fiscal, Social and Economic Dividends of Feeling Better and Living Longer***

Ludovic Brunel, Daniel Dutton, Herbert Emery and Ken Fyie  
JUNE 2013

***Repairing Canada's Mining-Tax System to Be Less Distorting and Complex***

Jack Mintz and Duanjie Chen  
MAY 2013

***All the Workers We Need: Debunking Canada's Labour-Shortage Fallacy***

Kevin McQuillan  
MAY 2013

***No More Second-Class Taxpayers: How Income Splitting Can Bring Fairness to Canada's Single Income Families***

Jack Mintz and Matt Krzepkowski  
APRIL 2013

## Research Symposia and Roundtables

MARCH 27, 2014

Calgary, Alberta

### ***Reputational, Regulatory and Political Risk in Tax Evasion and Tax Avoidance***

The School assembled some of North America's most prominent tax experts for a roundtable devoted to tax evasion and avoidance. Sessions focused on defining these complex terms, and understanding the various tax regimes worldwide and how companies' international operations are affected by them.

JANUARY 28-29, 2014

Calgary, Alberta

### ***Equalization Grants Conference***

With the expiry of Canada's equalization formula on March 31, 2014, fiscal policy experts came together for a discussion of potential changes to the program under a revamped formula.

DECEMBER 19, 2013

Edmonton, Alberta

### ***Policy in Motion Knowledge Transfer Roundtable***

Research from The School's Health Policy Program was presented and discussed to a group of public health officials and researchers.

NOVEMBER 28, 2013

Ottawa, Ontario

### ***Proposals for Canada/Québec Pension Plan Expansion: Are We on the Right Path?***

This conference, hosted by The School and CIRANO, brought together policy experts from across Canada to discuss proposals to expand the Canada/Quebec pension plan. Discussions focused on implications the proposals would have on saving rates, labour markets and the economy.

OCTOBER 9-10, 2013

Calgary, Alberta

### ***Urban Growth and Finance Symposium***

The School's fourth annual Symposium in Tax and Economic Growth was a two-day event focused on the topic of "Urban Growth and Finance." Preston Manning delivered a keynote speech at the opening dinner on October 9th. The following day featured sessions where experts from government, business and academia examined the issues of municipal taxation, infrastructure financing and urban growth patterns, among others.

MAY 21, 2013

Toronto, Ontario

### ***Financial Markets Regulation Roundtable***

This full-day roundtable focused on evaluating financial regulations that emerged following the 2008 Financial Crisis. Experts debated whether policy responses have struck an appropriate balance between market stability and economic growth.

MAY 10, 2013

Calgary, Alberta

### ***Sustaining Prosperity: Fault Lines and Policies for Long-Term Societal Well-Being***

This symposium brought government, business and community leaders together to discuss the fault lines, the opportunities and the appropriate policy responses necessary to sustain the long-term prosperity of Canada and its regions.

## Public and Campus Community Events

FEBRUARY 10, 2014

Toronto, Ontario

### ***Post 2008: Re-Awakening Market Efficiency and Growth***

**Featuring:** David Dodge, former Governor of the Bank of Canada

OCTOBER 9, 2013

Calgary, Alberta

### ***Strengthening the First Level of Government: Municipal Government***

**Featuring:** Preston Manning, President and CEO, Manning Centre for Building Democracy

SEPTEMBER 24, 2013

Calgary, Alberta

### ***Restoring the Alberta Advantage: Time for an HST***

**Featuring:** Jack Mintz, Director and Palmer Chair, The School of Public Policy

SEPTEMBER 10, 2013

Calgary, Alberta

### ***Lunch with the Honourable Maxime Bernier***

**Featuring:** Hon. Maxime Bernier, Minister of State (Small Business and Tourism, and Agriculture)

MAY 8, 2013

Calgary, Alberta

### ***Fault Lines and the Future of Market Democracies***

**Featuring:** Ragurham Rajan, Eric J. Gleacher Distinguished Service Professor of Finance, University of Chicago's Booth School of Business



# Energy and Environmental Policy

The Energy and Environmental Policy area produces diverse research and event outputs relating to domestic and international energy issues.

An underlying goal is to balance environmental concerns against the need to advance the energy industry, which is recognized as a key driver of the Canadian economy and other economies around the world. Some of the themes receiving ongoing attention include regulatory systems and practices, energy trade, impacts on other industries and energy literacy.

## Publications

***The Taming of the Skew: Facts On Canada's Energy Trade***  
Trevor Tombe  
MARCH 2014

***Aboriginal-Canadians and Energy Literacy: A Survey of Opinions and Thoughts on Energy***  
Michal C. Moore, André Turcotte and Jennifer Winter  
FEBRUARY 2014

***Energy Efficiency: Finding Leadership Opportunities***  
William D. Rosehart and Hamidreza Zareipour  
FEBRUARY 2014

***Should Canada Worry About a Resource Curse?***  
Alan Gelb  
JANUARY 2014

***The "Green Jobs" Fantasy: Why the Economic and Environmental Reality Can Never Live Up to the Political Promise***  
Michal Moore and Jennifer Winter  
OCTOBER 2013

***The Canadian Dollar and the Dutch and Canadian Diseases***  
Serge Coulombe  
OCTOBER 2013

***Grasping at Straws: Comments on the Alberta Pipeline Safety Review***  
Jennifer Winter  
OCTOBER 2013

***The Canadian Manufacturing Sector, 2002-2008: Why Is It Called Dutch Disease?***  
Stephen Gordon  
SEPTEMBER 2013

***Not So Fast: How Slower Utilities Regulation Can Reduce Prices and Increase Profits***  
G. Kent Fellows  
MAY 2013

## Research Symposia and Roundtables

OCTOBER 30, 2013  
Calgary, Alberta  
***Energy Efficiency Roundtable: Opportunities for Improvement in Alberta***  
Using new research on Alberta's energy efficiency as a basis for discussion, this roundtable focused on identifying opportunities for the province to become a leader in this area.

SEPTEMBER 26, 2013  
Calgary, Alberta  
***The Future of Energy Regulation and Policy Development: Conflict, Compromise or Cooperation?***  
Experts in energy regulation explored various regulation topics at this full-day symposium. Discussion focused on the changing roles of energy regulators; hurdles and challenges for applicants, regulators and other stakeholders; and potential solutions for ensuring the sector prospers while mitigating environmental impacts.

## Public and Campus Community Events

DECEMBER 5, 2013  
Calgary, Alberta  
***What Do First Nations Really Think About Energy?***  
**Featuring:** Michal Moore, Area Director, Energy and Environmental Policy, The School of Public Policy  
André Turcotte, Assistant Professor, Carleton University's School of Journalism and Communication, and President, Feedback Research Corporation  
Jennifer Winter, Research Associate, Energy and Environmental Policy, The School of Public Policy

JUNE 4, 2013  
Calgary, Alberta  
***Global Crises, Global Solutions***  
**Featuring:** Bjorn Lomborg, Adjunct Professor, Copenhagen Business School, and Director of the Copenhagen Consensus Center

MAY 6, 2013  
Calgary, Alberta  
***The Green Paradox***  
**Featuring:** Hans-Werner Sinn, President of Ifo Institute for Economic Research

# International Policy

The International Policy area focuses on analyzing and developing public policy in order to advance Canada's international relationships. By nature, this involves the expansion of trade ties and security issues both at home and abroad. The School has four priority areas that guide its international policy work: International Economics, Extractive Resource Governance, Asian Market Diversification, and Security of State, Resources and Relations.

## Publications

***China's State-Owned Enterprises and Canada's FDI Policy***

Wendy Dobson  
MARCH 2014

***Canada-Korea Free Trade: A Watershed in Economic Integration with Asia***

Eugene Beaulieu  
MARCH 2014

***Prioritizing Defence Industry Capabilities: Lessons for Canada from Australia***

Craig Stone  
JANUARY 2014

***Canadian Defence Commitments: Overview and Status of Selected Acquisitions and Initiatives***

Elinor Sloan  
DECEMBER 2013

***Climate Change and the Trading System: After Doha and Doha***

Dan Ciuriak and Natassia Ciuriak  
NOVEMBER 2013

***Diplomacy, Globalization and Heteropolarity: The Challenge of Adaptation***

Daryl Copeland  
AUGUST 2013

***China's State-Owned Enterprises: How Much Do We Know? From CNOOC to Its Siblings***

Duanjie Chen  
JUNE 2013



## International Policy (continued)

### Research Symposia and Roundtables

MARCH 16-18, 2014

Phoenix, Arizona

#### ***NAFTA at 20 Years: Toward Greater Trilateralism?***

For the second year in a row, The School partnered with the College of Public Programs at Arizona State University and Tecnológico de Monterrey, Mexico City Campus, to host a symposium devoted to trilateral trade and border issues.

MARCH 11-12, 2014

Calgary, Alberta

#### ***Emerging Markets & Mounting Tension: Doing Business in the Face of Potential Conflict in the Indo-Pacific***

This event centred on strategic issues relating to Canada's economic and diplomatic ties with the broad region between India and the Pacific Ocean. A keynote speech was delivered by Robert D. Kaplan, Chief Geopolitical Analyst at Stratfor, who spoke about mounting tension in the region and the threats this poses.

FEBRUARY 19, 2014

Ottawa, Ontario

#### ***Getting the Biggest Bang for Our Buck: A Symposium on Making Defence Procurement Work for Canada***

This symposium focused on reforms to Canada defence procurement strategy. The event examined the prospect of leveraging Canada's industrial capabilities for military procurement, and featured an announcement by Hon. Diane Finley, Minister of Public Works and Government Services, of the creation of a defence analytics institute.

DECEMBER 10-11, 2013

Calgary, Alberta

#### ***Proceed With Caution? State-Owned Enterprises and the Need for a New Approach to Investment Policy***

Leading experts, practitioners and policy makers in the area of foreign direct investment and state-owned enterprises assembled at this symposium to explore Canada's policies in this area. Research was presented and spurred discussion amongst attendees.

NOV 25-26, 2013

Vancouver, B.C.

#### ***The Asian Ship is Sailing: What Canada Needs to Do to Get on Board***

Canada's trade with Asia was the focus of this two-day symposium. Participants debated whether Canada has gone to sufficient lengths to foster economic ties with Asian markets and potential strategies for advancing the Canada-Asia agenda.

JUNE 3, 2013

Ottawa, Ontario

#### ***Making Sense of Canada's Trade Policy Agenda***

This symposium examined pressing issues concerning the world trade system, specifically where the trading system is headed and what useful research is already underway, or could be undertaken, to help policy makers steer the system in the right direction.

APRIL 17-19, 2013

Calgary, Alberta

#### ***Extractive Resource Governance Inaugural Symposium***

This symposium was the launch event for the Extractive Resources Governance Program at The School of Public Policy. Over the course of three days, a diverse group assembled to discuss best practices for establishing sound public policies in resource-based economies.



Moderator Jonathan Koppell and Panelists Thomas d'Aquino, Jack Mintz, Ambassador Andrés Rozental and Duncan Wood at Trilateral Borders Conference





Hon. Joe Oliver, Minister of Finance, and former Minister of Natural Resources, Government of Canada

## Public and Campus Community Events

MARCH 12, 2014

Calgary, Alberta

***The Revenge of Geography:  
The Coming Global Crisis  
(James S. Palmer Lecture)***

**Featuring:** Robert D. Kaplan,  
Chief Geopolitical Analyst, Stratfor

MARCH 11, 2014

Calgary, Alberta

***Asia's Cauldron: Conflict  
Across the Indo-Pacific***

**Featuring:** Robert D. Kaplan,  
Chief Geopolitical Analyst, Stratfor

MAY 6, 2013

Calgary, Alberta

***The Impending Euro Crisis  
(Imperial Oil Distinguished  
Lecture Series)***

**Featuring:** Hans-Werner Sinn,  
President of Ifo Institute for  
Economic Research

APRIL 18, 2013

Calgary, Alberta

***Can Africa Be Canada?  
Will Africa unlock its resource  
wealth for prosperity?***

**Featuring:** Paul Collier,  
Director, Centre for the Study  
of African Economies,  
Oxford University

APRIL 18, 2013

Calgary, Alberta

***Breakfast with  
Hon. Joe Oliver***

**Featuring:** Hon. Joe Oliver,  
Minister of Finance, and former  
Minister of Natural Resources,  
Government of Canada

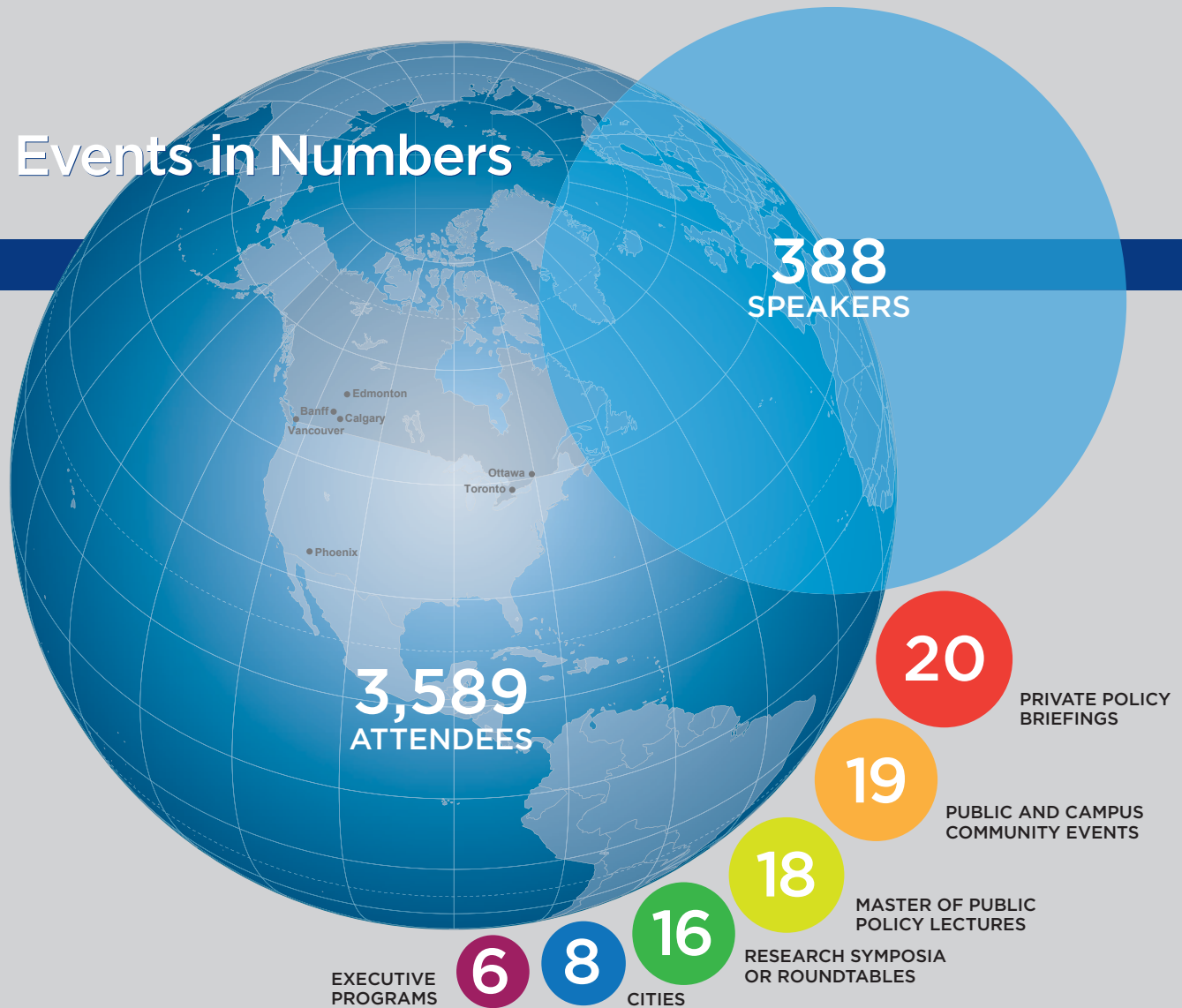
APRIL 17, 2013

Calgary, Alberta

***Extractive Resource  
Industries in the  
Developing World***

**Featuring:** Rilwanu Lukman,  
former Secretary General of OPEC

## Events in Numbers



## Executive Programs and Policy Briefings

The School's Executive Programs and Policy Briefings provide training on very specific policy practices. These workshop-style sessions are tailored to smaller groups looking to gain in-depth policy expertise. In the 2013/2014 financial year, The School put on six Executive Programs and 21 Policy Briefings.

The Fourth Annual Executive Program in Government Affairs was held in June 2013 in Banff, Alberta, where over 30 delegates received rigorous training on how to effectively manage relationships between their organizations and government.

As part of its new Extractive Resource Governance Program, The School hosted several sessions devoted to the regulation and development of extractive industries. Several of these sessions drew representatives from

governments overseas, including a Colombian delegation that traveled to The School to learn about best-practices in regulation, and a group from Romania who came to learn about developing shale gas reserves.

# Extractive Resource Governance Program Launch

The Extractive Resource Governance Program fosters policy capacity in three areas that are critical to the establishment of a sustainable resource economy:

- Fiscal policies for growth and stability
- Improved regulatory regimes
- Sustainable community development and regional planning

The program provides a platform to harness Canadian and international research and expertise in these areas. As part of this effort, The School engages governments, industry, academics and other relevant groups to identify policy gaps and develop strategies for

bridging them. This includes in-country consultations and providing opportunities for stakeholder groups to collaborate like the symposium held at the program's launch.

To date, The School has consulted with and developed policy training sessions for government and industry agencies from:

- Brazil
- Colombia
- Republic of the Congo
- Ghana
- Indonesia
- Malaysia
- Mexico
- Mongolia
- Romania
- Tanzania

In April 2013, The School held a formal launch for its Extractive Resource Governance Program. The two-day event drew an international audience as delegations from Europe and Africa travelled to Calgary to participate in informative sessions focused on policy related to extractive industries. Attendees were also treated to keynote speeches from three prominent policy figures: Rilwanu Lukman, former Secretary General of OPEC, the Honourable Joe Oliver, Minister of Finance and former Minister of Natural Resources, and Paul Collier, Director, Centre for the Study of African Economies, Oxford University.



*Paul Collier, Director, Centre for the Study of African Economies, Oxford University*



# Canada Just Got Smarter

In February 2014, The School launched its “Canada Just Got Smarter” campaign to showcase its fellows. While some of them have been working with us for several years, many joined The School during the 2013/2014 financial year.

As Canada’s flagship school of public policy, The School has amassed a wealth of policy expertise that is unrivaled amongst Canadian policy schools. Invaluable expertise comes from fellows that have been appointed by The School. The roster of fellows consists of recognized policy experts from across business, government and academia, many of whom have extensive experience in prestigious and influential positions.

## The School of Public Policy Fellows



**Uzi Arad,**  
Executive Fellow  
*Former National Security Advisor to Israeli Prime Minister Netanyahu*



**Duanjie Chen,**  
Research Fellow  
*Expertise in Chinese state-owned enterprise, public finance and taxation*



**Bev Dahlby,**  
Distinguished Fellow  
*Expertise in tax policy and fiscal federalism, equalization*



**Wendy Dobson,**  
Research Fellow  
*Expertise in international business and finance with focus on Asian markets*



**Martha Hall Findlay,**  
Executive Fellow  
*Former MP for Willowdale; Chief Legal Officer of EnStream*



**Tom Flanagan,**  
Distinguished Fellow  
*Expertise in politics, First Nations, federalism*



**Robert Fonberg**  
Executive Fellow  
*Former Deputy Minister of National Defence; Expertise in global and regional economics, trade, and security and cyber issues*



**David Hackett,**  
Executive Fellow  
*Expertise in oil market trading and analysis; President of Stillwater Associates*



**Toby Jenkins,**  
Executive Fellow  
*Expertise in urban planning and business; President of Columbia Developments*



**Tom Jenkins,**  
Executive Fellow  
*Former Chair of the Government of Canada’s military procurement review panel; Chairman of OpenText*



**Vijay Jog,**  
Research Fellow  
*Expertise in marginal effective tax rates, pension funds and tax exempt savings*



**Laurence Kotlikoff,**  
Distinguished Fellow  
*Expertise in US debt, debt ceiling, fiscal cliff, entitlement programs, unfunded liabilities; Economist at Boston University*



**John Lester,**  
Executive Fellow  
*Expertise in tax policy and  
fiscal federalism*



**Brian Livingston,**  
Executive Fellow  
*Expertise in energy and law*



**Dan McFadyen,**  
Executive Fellow  
*Former Chair and CEO  
of the Energy Resources  
Conservation Board in  
Alberta; former Deputy  
Minister of Energy*



**Charles McLure,**  
Executive Fellow  
*Expertise in US and  
Canadian tax policy*



**Ted Morton,**  
Executive in Residence  
*Expertise in politics, energy  
policy; Former Alberta  
Energy and Finance  
Minister*



**Stephen Richardson,**  
Executive Fellow  
*Expertise in taxes and fiscal  
policy; Former Director  
and CEO of the Canadian  
Tax Foundation and former  
Associate Deputy Minister  
of Finance*



**Colin Robertson,**  
Executive Fellow  
*Expertise in international  
relations, defence, defence  
procurement; Former  
Canadian Diplomat*



**Cam Ross,**  
Executive Fellow  
*Expertise in defence,  
foreign affairs; Retired  
Major-General in the  
Canadian Forces*



**Lawrie Savage,**  
Executive Fellow  
*Expertise in insurance and  
risk management*



**Munir Sheikh,**  
Executive Fellow  
*Former Chief Statistician of  
Canada and former Deputy  
Minister of Labour for the  
federal government*



**Wayne Simpson,**  
Research Fellow  
*Expertise in labour  
economics, urban &  
regional economics*



**Robert Skinner,**  
Executive Fellow  
*Expertise in energy,  
energy policy*



**André Turcotte,**  
Research Fellow  
*Expertise in polling, public  
opinion, political trends*



**J-F Wen,**  
Research Fellow  
*Expertise in taxation and  
social insurance programs*



**Scott Wilkie,**  
Executive Fellow  
*Expertise in international  
taxation, transfer pricing,  
tax treaties; Former Chair  
of the Canadian  
Tax Foundation*



**Tom Wilson,**  
Research Fellow  
*Expertise in forecasting,  
fiscal policy analysis, tax  
policy analysis, wage-price  
models*



**David Wright,**  
Research Fellow  
*Expertise in Chinese  
and East-Asian relations  
and history*

# Our People

## Executive

**Ian Brodie,**  
Research Director

Dr. Brodie (Ph.D., University of Calgary) joined The School of Public Policy in 2013. He is Research Director and teaches in the Master of Public Policy program. From 2006 to 2008, Dr. Brodie worked as the Chief of Staff for Canadian Prime Minister Stephen Harper. Dr. Brodie was the first permanent Executive Director of the Conservative Party following the merger of the Canadian Alliance and the PC Party. After leaving government, Dr. Brodie worked in international and multi-lateral finance as Strategic Advisor at the Inter-American Development Bank. He worked as IDB's 'Sherpa' for the 2012 Summit of the Americas in Cartagena and represented IDB at G-20 meetings. He also worked with Hill & Knowlton Canada advising blue-chip clients on their public affairs strategies and interactions with government. From 1997-2003, Dr. Brodie was Associate Professor of Political Science at the University of Western Ontario. His 2002 book, *Friends of the Court*, was the first comprehensive study of interest group litigation in Canada. His academic work has been published in Comparative Politics, Canadian Journal of Political Science, and elsewhere.

**Robert Mansell,**  
Academic Director

Dr. Mansell (Ph.D., University of Alberta) is Founding Director of the Institute for Sustainable Energy, Environment and Economy and former Dean of Graduate Studies and Head of Economics at the University of Calgary. He has authored many studies on energy and regulatory issues and on regional economics. Examples include publications on traditional and incentive regulation; tolling alternatives for pipelines; the economic impacts of energy and related projects; fiscal transfers, policy and restructuring; and changes and challenges in the Alberta economy. Dr. Mansell is qualified as an expert witness before many energy and utility regulatory bodies. In addition to serving on a large number of U of C committees, councils and task forces, he has provided extensive service

on a variety of external committees and boards. Recent examples include service on the Energy Strategy Advisory Committee for the Government of Alberta; as an advisor to the Government of Canada on the Mackenzie Gas Pipeline Project; on the Canadian Academy of Engineering Energy Pathways Taskforce; and on the Council of Canadian Academies Study on Hydrates. Dr. Mansell also serves on the Boards of Directors of the Alberta Chamber of Resources, Alberta Innovates – Energy and Environment Solutions, and the Climate Change and Emissions Management Corporation.

**Jack Mintz,** Director and Palmer Chair in Public Policy

Dr. Mintz (Ph.D., University of Essex) was appointed the Palmer Chair in Public Policy at the University of Calgary in January 2008. Widely published in the field of public economics, he was touted in a 2004 UK magazine publication as one of the world's most influential tax experts. He serves as an Associate Editor of *International Tax and Public Finance* and the *Canadian Tax Journal*, and is a research fellow of CESifo, Munich, Germany, and the Centre for Business Taxation Institute, Oxford University. He is a regular contributor to the *National Post*, and has frequently published articles in other print media. Dr. Mintz presently serves on several boards, including Imperial Oil Limited, Morneau Shepell, and as Vice-President and Chair of the Social Sciences and Humanities Research Council. He is also appointed by the Federal Minister of Finance to the Economic Advisory Council to advise on economic planning. Dr. Mintz has consulted widely with the World Bank, the International Monetary Fund, the Organization for Economic Co-operation and Development, and various governments, businesses and non-profit organizations in Canada.

**Jean-Sébastien Rioux,** Director, Master of Public Policy program, and Associate Director, International Policy

Dr. Rioux (Ph.D., Florida State University) is the Director of the Master of Public Policy program and the Associate Director of International Policy at The School of Public Policy.

He is the author or co-author of 16 books, book chapters and scholarly articles as well as several dozen op-eds on current affairs in newspapers across Canada. For two-and-a-half years, he was Jim Prentice's Chief of Staff in Ottawa during the first Harper government. He has taught at McGill and Concordia in Montreal, and was a faculty member at Vesalius College in Brussels, Belgium. In 2001, he was awarded a Canada Research Chair and joined the Political Science Department at Université Laval. From 2009 to 2012, he worked for one of Canada's largest oil and gas companies as the lead government relations practitioner.

## Area Directors

**David Bercuson,**  
Area Director, International Policy

Dr. Bercuson (Ph.D., University of Toronto; F.R.S.C.) is Professor of History, Director of the Centre for Military and Strategic Studies and a former Dean of the Faculty of Graduate Studies at the University of Calgary. He was appointed to the Order of Canada in 2004 and received a Queen's Diamond Jubilee Medal in 2012. He has authored, co-authored or edited more than 35 books on Canadian history, with specialization in Canadian military history and Canadian defence and foreign policy. He is currently a member of the Advisory Council on National Security and of the Board of Governors of the Royal Military College of Canada.

**Ron Kneebone,** Area Director, Economic and Social Policy

Dr. Kneebone (Ph.D., McMaster) is a Professor of Economics at the University of Calgary. His published research has dealt with issues pertaining to the political economy of government deficit and debt reduction, the history of government fiscal and monetary relations in Canada and the characteristics of Canadian federal, provincial and municipal fiscal policy choices. In addition to continuing to work in those areas, he has more recently published examinations of the demand for homeless shelters, the adequacy of social assistance income support payments and the public



policy challenges of accommodating the needs of persons with neurodevelopmental disabilities.

**Michal Moore**, Area Director, Energy and Environmental Policy  
Dr. Moore (Ph.D., Cambridge, UK) is a visiting scholar and research associate at Cornell University and Senior Fellow at the Institute for Sustainable Energy, Environment and Economy. He teaches courses on energy markets and policy, carbon valuation and policy, and regulation. He was formerly the Chief Economist at National Renewable Energy Lab in Golden, Colorado and regulatory commissioner with the California Energy Commission. Recent publications include articles and papers on geothermal energy, energy conservation, electricity system planning and evaluation, incorporation of renewable power, bioenergy, and geological storage of CO<sub>2</sub>.

## Program Directors

**Eugene Beaulieu**,  
Program Director,  
International Economics  
Dr. Beaulieu (Ph.D., Columbia University) is Professor of Economics at the University of Calgary. He has been at the University of Calgary since 1997. Prior to that, he worked as an economist for the government of Kenya and the Bank of Canada and was a visiting professor at Carleton University and the University of Western Australia. He has won numerous awards including the Petro-Canada Young Innovators Award, the Killam Resident Fellowship, and the Norman Robertson Fellowship at International Trade Canada. Dr. Beaulieu has served as an advisor to the Department of Foreign Affairs and International Trade and serves on the International Trade Advisory Committee at Statistics Canada.

**Jeffrey Church**,  
Program Director, Digital Economy  
Dr. Church (Ph.D., University of California, Berkeley) is Professor of Economics at the University of Calgary. The focus of his research has been on competition policy and network economics. Dr. Church

has been extensively involved in regulatory restructuring of telecommunications in Canada for almost 20 years. Recent contributions to telecom policy discussions in Canada include contributions on forbearance, unbundling, foreign ownership, spectrum auction rules, usage based billing, and integration between channels and distribution.

**Bev Dahlby**,  
Program Director, Extractive Resource Governance Program  
Dr. Dahlby (Ph.D., London School of Economics) is Professor of Economics at the University of Calgary and Distinguished Fellow and Program Director, Tax and Economic Growth at The School of Public Policy. Dr. Dahlby has published extensively on tax policy and fiscal federalism and has served as a policy advisor to the federal and provincial governments. His international experience includes advisory work on tax reform for the IMF in Malawi, for the Thailand Development Research Institute, and for the World Bank in Brazil. In 2010-11, Dr. Dahlby was a member of the Jenkins Panel on federal support to research and development, and he is currently a member of Statistics Canada's advisory council.

**Herb Emery**,  
Program Director, Health Policy  
Dr. Emery (Ph.D., University of British Columbia) is Professor of Economics at the University of Calgary. He is a former Svare Professor in Health Economics, a joint appointment with the Department of Economics and the Department of Health Sciences. His research interests and publications are focused on economic history, labour economics, and health economics. Current projects include studies on reform of public health care in Canada. Dr. Emery is currently editor of *Canadian Public Policy*, Canada's foremost journal examining economic and social policy.

**Kenneth J. McKenzie**,  
Program Director, Tax and Economic Growth  
Dr. McKenzie (Ph.D., Queen's University) is a Professor in the Department of Economics and The School of Public Policy at

the University of Calgary, where he has been since 1992. He is a former economist in the Tax Policy Branch of the federal Department of Finance, and was the inaugural director in 2004 of the University of Calgary's Institute for Advanced Policy Research. He previously served as Department Head in Economics at the University of Calgary and is past editor and associate editor of *Canadian Public Policy*. Dr. McKenzie has served on the Executive Council of the Canadian Economics Association, and on the editorial boards of the *Canadian Journal of Economics* and the *Canadian Tax Journal*. He has acted as an advisor to governments and institutions at the international, federal and provincial levels. His principal area of research is public economics, with an emphasis on taxation.

**Norma Nielson**,  
Program Director, Financial Markets Regulation  
Dr. Norma Nielson (Ph.D., University of Pennsylvania) is Professor and Chair in Insurance and Risk Management in the Haskayne School of Business where she teaches life insurance and employee benefits courses. Prior to joining Haskayne, she spent twenty years in academic positions at Oregon State University, the University of Southern California, and Iowa State University. Her research has produced over fifty publications, including articles in such journals as the *Journal of Risk and Insurance* and the *Journal of Pension Economics and Finance*. She has also conducted research projects for the Property & Casualty Insurance Compensation Corporation (PACICC), the Insurance Bureau of Canada and the Law Commission of Canada and serves as Director of the Risk Studies Centre. Dr. Nielson also serves on the Actuarial Standards Oversight Council.

## Our People (continued)

### Master of Public Policy Instructors

**Bev Dahlby**  
**Diane Eaton**  
**Herb Emery**  
**Tom Flanagan**  
**Shaun Fluker**  
**Ron Kneebone**  
**Rainer Knopff**  
**Ken McKenzie**  
**Jack Mintz**  
**Michal Moore**  
**Ted Morton**  
**Norma Nielson**  
**J.S. Rioux**  
**David Taras**  
**Sarah Templeton**  
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Chairman & CEO,  
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**Drew Fagan,**  
Deputy Minister,  
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**George Gosbee,**  
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**Daniel K. Halyk,**  
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Total Energy Services Ltd.

**Timothy J. Hamilton,**  
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**Tim Hearn,**  
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**Tom Jenkins,**  
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**Kabir Jivraj,**  
Managing Director,  
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**Winston Ma,**  
Managing Director,  
China Investment Corporation  
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**Kevin Neveu,**  
President & CEO,  
Precision Drilling Corporation

**Herbert C. Pinder,**  
President,  
GOAL Group of Companies

**Nancy Southern,**  
Chair, President & CEO,  
ATCO Group

**Peter Watson,**  
Deputy Minister,  
Executive Council,  
Government of Alberta

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As Canada's flagship school of public policy, we work with a large network of partners who share our vision for bettering public policy. To learn about how you or your organization can play a part in our success and the improvement of policy in Canada, please contact the individuals listed below.

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