



THE SCHOOL OF PUBLIC POLICY

Impacting Public Policy In Canada



APRIL 2014 – MARCH 2015
ANNUAL GROWTH REVIEW



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.

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

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

Dear Partners in Policy:

The School of Public Policy is changing Canada.

I know that is a bold statement – but it is true. After only a few short years The School of Public Policy is having a tangible impact on public policy discourse in this country. That was our goal, and we are achieving it.

I believe in metrics. Without metrics there is no proof of real impact. Just as The School brings an empirical perspective to public policy in Canada, we subject our work to empirical measures. That is what makes The School different than other think tanks and university departments.

You will see in this document the impact that we have had on media, in events, in outreach and on political discourse. We are punching well above the weight of a new school, and we have just begun. A few years ago, I pledged to our donors and partners that we would be the flagship school of policy in Canada. We have clearly achieved that, but there is more work to be done. And we need your help.

In 2015/2016 we intend to focus heavily on policy that will help Alberta deliver energy to overseas markets. To that end, we have just launched an Asian trade program. We also intend to be the leader in social and economic policy as well as issues related to energy and environment. Our Master of Public Policy graduates have been placed in senior positions in government and the private sector. They are a new cohort of leaders that will remake the civil service and bridge the gap between government and business.

As you may know, the University of Calgary has offered me the opportunity to focus my energies on research related to taxation, urban and financial policy. To that end, it is my goal to make The School the national leader in taxation and regulatory policy.

You may think these are lofty goals. Fair enough. But I would ask you to consider that the goals The School set five years ago have all been met. We know how to deliver. So, please join me in growing the work and impact of The School in the next year. Canada needs a strong School of Public Policy.

Sincerely,

Jack Mintz

DIRECTOR AND PALMER CHAIR
THE SCHOOL OF PUBLIC POLICY

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MAJOR NEWS

March 2015

Hosted Ian Bremmer, president of Eurasia Group and internationally recognized expert on geopolitics, for a symposium on The Canada-U.S. Relationship in a G-Zero World.

December 2014

Hosted the Hon. Rona Ambrose, minister of health, and Hon. Christine Elliott at a dinner to pay tribute to the late Hon. Jim Flaherty.

November 2014

Provided a forum for a debate on “The U.S. Midterm Election: Heading into Obama’s Last Two Years”, featuring panelists Governor Howard Dean and Ron Kaufman.

October 2014

Vice-Admiral Mark Norman, commander of the Royal Canadian Navy, delivered the keynote address at a forum focusing on Canada’s defence procurement policies.

June 2014

The School partnered with Université Laval for a summer school program on Global Issues in Natural Resources and the Economy.

April 2014

Hosted The Honourable James Moore, minister of industry, to present the government’s new Digital Canada Action Plan.

DOLLARS RAISED

Total of \$6.9 million in 2014/2015, highlights include:

OVER
\$3 million

for technical assistance and policy development for resource-based economies through the Extractive Resource Governance Program

\$1 million
to launch new activity in urban-policy analysis

\$250,000
for a new research series on labour market issues

NEARLY
\$2 million

for scholarship assistance, including \$500k specifically marked to attract international students in graduate policy studies



The 2015 Israel Program students with Laura Fitterer (graduate program manager, MPP) and Israel guide, Michael Bauer

MASTER OF PUBLIC POLICY

With the complexity of a modern international economy come increasing regulatory burdens and hurdles. Navigating those obstacles requires deep knowledge of public policy. The goal of the Master of Public Policy program is to train policy professionals who will find leadership positions in government and the private sector. This 12-month program fosters in students an appreciation of the importance of effective institutions, efficient regulation and the role that markets play in democracies.

STUDENT EXPERIENCE

Students visit Israel to broaden policy perspective

In February 2015, 14 graduate students from The School of Public Policy's Master of Public Policy program and four MBA students from the Haskayne School of Business, embarked on an educational journey through Israel to study differences in Israeli and Canadian public policy.

The eight-day tour of Israel is designed to educate students on broader perspectives of how public policy changes across borders. Students travelled between Tel Aviv, Hagoshrim and Jerusalem listening to a series of distinguished academics and practitioners each day, including: Mark Regev, international spokesman for Prime Minister Benjamin Netanyahu,

Vivian Bercovici, Canadian ambassador to Israel and former MK Einat Wilf on Israeli social-policy issues, among others.

Lectures included topics such as security issues, environmental policy in Israel, the issue of settlements and Israeli law as well as human rights.

The trip combines both policy and business students to enhance the collaboration between The School of Public Policy and the Haskayne School of Business joint Master of Business Administration/Master of Public Policy program.

ALUMNI SUCCESS

Our students pursue careers in the civil service and areas of the private sector that involve public policy analysis. This includes corporate and private government-relations experts, media, public relations experts, analysts for non-governmental organizations (NGOs), private consultants, pollsters, etc.

Featured Alumni



Jennifer Zwicker

Jennifer Zwicker holds a PhD in neurophysiology from the University of Alberta and a Master of Public Policy from the University of Calgary School of Public Policy, where she is currently a research associate in health policy. She is a 2014/2015 Action Canada Fellow, a public member on the council of the Alberta College of Optometrists and a co-chair for the Canadian Science Policy Centre.

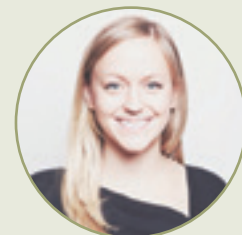
“The MPP program provided me with the practical and applied policy knowledge I needed to enter into a career in health policy. The objective and evidence-based research produced by The School of Public Policy on health and social policy issues informed and challenged my perspective as a student. The critical-thinking skills, fundamental policy background and experiential learning through the capstone program has been formative for my policy career.”



Chris Apps

After completing his studies at The School of Public Policy, Chris Apps moved to the remote northern community of Atlin, B.C. to serve as the mining co-ordinator for the Taku River Tlingit First Nation (TRTFN). As a representative of the TRTFN, Chris was responsible for fulfilling the mining-related implementation directions of the Wóoshtin Wudidaa: Atlin-Taku Land Use Plan, as well as consulting with the Government of British Columbia on mining applications and decisions. In his current role with the BC Oil and Gas Commission, Chris serves as the First Nations liaison assistant in Terrace, B.C. consulting with local Aboriginal governments on LNG pipeline and facility development in the northwest.

“My experiences at The School of Public Policy prepared me for my next steps personally, professionally and academically.”



Mikaela McQuade

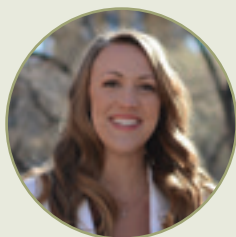
Mikaela is the policy advisor, environment, for the Canadian Association of Petroleum Producers. As part of a diverse team of technical and policy experts, she is responsible for leading the development and advocacy of public policy positions and strategies for the upstream oil and gas industry across a number of environmental files.

“The Master of Public Policy program allowed me to gain a deep understanding of national and international political systems, policy analysis and development, legislative interpretation as well as risk management. The critical-thinking and analysis skills developed in the MPP program have been crucial to my success in the workforce.”



Master of Public Policy Class of 2015

Featured Alumni (continued)



McKensi Mills

McKensi Mills is the communications and community liaison in the office of the councillors for Ward 6, Councillor Richard Pootmans at The City of Calgary. Her position includes research, creating communications and acting as a liaison between community associations, provincial and federal government, city administration and other stakeholders.

“The MPP program was a great foundation for me to understand policy, process, law and government and helped me establish a career in public service.”



Jennifer Rumas

Jennifer Rumas is the senior advisor, regulatory compliance and quality, at ATCO Energy Solutions Ltd. As senior advisor her work involves managing project regulatory needs including working with regulators to secure necessary approvals for projects as well as building the standards and policies by which the company can optimize its operations, maximize efficiency and minimize risk.

“The MPP program was an invaluable experience for me. It has enabled my professional growth and given me an understanding of economic and energy policy that I can apply to all areas of my profession.”

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. The 2014/2015 speakers included:

Martha Hall Findlay

Former member of parliament and fellow with The School of Public Policy

Rick Hanson

Former chief of the Calgary Police Service

Alina Turner

Fellow, The School of Public Policy, former vice-president of strategy for the Calgary Homeless Foundation

Brian Livingston

Fellow, The School of Public Policy and former vice-president, general counsel and corporate secretary, Imperial Oil

Katherine White

Assistant deputy minister for the economics and fiscal policy division of Alberta Treasury Board and Finance

Gitane de Silva

Deputy minister of Alberta International and Intergovernmental Relations

Chris Sands

Senior fellow, Hudson Institute

Alice Woolley

Professor, Faculty of Law, University of Calgary

Jim Dinning

Former provincial treasurer and chancellor of the University of Calgary

Uzi Arad

Executive fellow, The School of Public Policy and former national security advisor to Israeli Prime Minister Benjamin Netanyahu

Mark Salkeld

President and CEO of Petroleum Services Association of Canada

“ The MPP program allowed me to hit the ground running as a public policy analyst.

Naomi Christensen, Master of Public Policy Alumni

”

ECONOMIC AND SOCIAL POLICY

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.





PUBLICATIONS

The Siren Song of Economic Diversification: Alberta's Legacy of Loss

Meredith McDonald and Ted Morton
MARCH 2015

Caught in the Middle: Some in Canada's Middle Class are Doing Well; Others Have Good Reason to Worry

Philip Cross and Munir Sheikh
MARCH 2015

Who Are the Homeless? Numbers, Trends and Characteristics of Those Without Homes in Calgary

Meaghan Bell, Nicole Jackson, Ali Jadidzadeh and Ron Kneebone
MARCH 2015

The Exempt Market in Canada: Empirics, Observations and Recommendations

Vijay Jog
MARCH 2015

Report of the Commission for the Review of Social Assistance in Ontario: Taking Stock Two Years Later

Munir Sheikh
MARCH 2015

ESPlannerBASIC CANADA

Laurence Kotlikoff
FEBRUARY 2015

Shelter from the Storm: Weather-Induced Patterns in the Use of Emergency Shelters

Ali Jadidzadeh and Ron Kneebone
FEBRUARY 2015

After America, Canada's Moment?

Ian Brodie
FEBRUARY 2015

The Distribution of Income and Taxes/Transfers In Canada: A Cohort Analysis

Daria Crisan, Kenneth McKenzie and Jack Mintz
FEBRUARY 2015

The 2014 Global Tax Competitiveness Report: A Proposed Business Tax Reform Agenda

Duanjie Chen and Jack Mintz
FEBRUARY 2015

What Dependency Issues? Re-examining Assumptions about Canada's Reliance on the U.S. Export Market

Eugene Beaulieu and Yang Song
JANUARY 2015

Bending the Medicare Cost Curve in 12 Months or Less: How Preventative Health Care can Yield Significant Near-Term Savings for Acute Care in Alberta

Daniel Dutton, J.C. Herbert Emery, Thomas Mullie and Jennifer Zwicker
JANUARY 2015

Potash Taxation: How Canada's Regime is Neither Efficient nor Competitive from an International Perspective

Duanjie Chen and Jack Mintz
JANUARY 2015

An International Comparison of Assistance for Research and Development

John Lester and Jacek Warda
NOVEMBER 2014

Muddling Up the Market: New Exempt-Market Regulations May do More Harm than Good to the Integrity of Markets

Jack Mintz
NOVEMBER 2014

The Canadian Unemployment Rate - with and without Alberta's Boom

Ron Kneebone
NOVEMBER 2014

Not Just for Americans: The Case for Expanding Reciprocal Tax Exemptions for Foreign Investments by Pension Funds

Jack Mintz and Stephen Richardson
NOVEMBER 2014

Do Municipal Governments need More Tax Powers? A Background Paper on Municipal Finance in Alberta

Bev Dahlby and Melville McMillan
NOVEMBER 2014

Digging Deep for the Heritage Fund: Why the Right Fund for Alberta Pays Dividends Long After Oil is Gone

Ton van den Bremer
and Rick van der Ploeg
OCTOBER 2014

Beyond Housing First: Essential Elements of a System-Planning Approach to Ending Homelessness

Alina Turner
OCTOBER 2014

Laying the Foundation for Policy: Measuring Local Prevalence for Autism Spectrum Disorder

Katelyn Lowe, Margaret Clarke,
Carolyn Dudley, Daniel Dutton,
Herbert Emery, Carly McMorris,
David Nicholas and
Jennifer Zwicker
SEPTEMBER 2014

Policy Advice to Alberta's New Premier

Ron Kneebone, Jack Mintz,
Ted Morton and Jennifer Winter
SEPTEMBER 2014

Do Local Governments Need Alternate Sources of Tax Revenue? An Assessment of the Options for Alberta Cities

Bev Dahlby and Melville McMillan
SEPTEMBER 2014

Four Studies on the Canadian Equalization System

Bev Dahlby, Jim Feehan, Ergete Ferede and Marcelin Joanis
SEPTEMBER 2014

Reforming Equalization: Balancing Efficiency, Entitlement and Ownership

Bev Dahlby
SEPTEMBER 2014

The Incentive Effects of Equalization Grants on Fiscal Policy

Ergete Ferede
SEPTEMBER 2014

Canada's Equalization Formula: Peering Inside the Black Box... and Beyond

Jim Feehan
SEPTEMBER 2014

The Politics of Chequebook Federalism: Can Electoral Considerations Affect Federal-Provincial Transfers?

Marcelin Joanis
SEPTEMBER 2014

Wireless Competition in Canada: Damn the Torpedoes! The Triumph of Politics over Economics

Jeffrey Church and Andrew Wilkins
AUGUST 2014

Who, or What, is to Blame for the Accumulation of Debt in Ontario and Quebec (and What Will it Take to Stop the Bleeding?)

Margarita Wilkins
and Ron Kneebone
JULY 2014

From Trial to Triumph: How Canada's Past Financial Crises Helped Shape a Superior Regulatory System

Lawrie Savage
MAY 2014

The Free Ride is Over: Why Cities, and Citizens, Must Start Paying for Much-Needed Infrastructure

Philip Bazel and Jack Mintz
MAY 2014

Alberta Cities at the Crossroads: Urban Development Challenges and Opportunities in Historical and Comparative Perspective

Anna Kramer, Marcy Burchfield
and Zack Taylor
MAY 2014

Ontario's Experiment with Primary Care Reform

Gioia Buckley and
Arthur Sweetman
APRIL 2014



Honourable James Moore, Minister of Industry and Jack Mintz, Director and Palmer Chair in Public Policy

RESEARCH SYMPOSIA AND ROUNDTABLES

APRIL 7, 2014

Calgary, Alberta

Canada's Digital Action Plan

Featured the Honourable James Moore, minister of industry, in a public presentation of the government's new Digital Action Plan.

MAY 13, 2014

Calgary, Alberta

Why We Bite The Invisible Hand

Keynote presentation by Peter Foster, author and *National Post* columnist.

OCTOBER 2, 2014

Toronto, Ontario

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

The School, in partnership with PwC, hosted a series of discussions focusing

on the risk associated with tax evasion for corporations.

OCTOBER 28, 2014

Edmonton, Alberta

Provincial Budgeting Roundtable

With discussants from across Canada and a keynote delivered by Jim Dinning, former finance minister of Alberta, this program discussed how Alberta can better prepare and present the budget.

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

Peering into Alberta's Darkening Future: How Oil Prices Impact Alberta's Royalty Revenues

Sarah Dobson
MARCH 2015

Better off Dead: "Value Added" in Economic Policy Debates

Trevor Tombe
MARCH 2015

The Future of Energy Regulation and Policy Development: A Summary Paper

Shantel Jordison, Andrew Wilkins
and Jennifer Winter
AUGUST 2014

Risky Business: The Issue of Timing, Entry and Performance in the Asia-Pacific LNG Market

David Hackett, Roman Karski,
Michal Moore, Leigh Noda, Mark
Pilcher and Jennifer Winter
JULY 2014

The Impact of Foreign Investment Restrictions on the Stock Returns of Oil Sands Companies

Eugene Beaulieu
and Matthew Saunders
JUNE 2014

Safety in Numbers: Evaluating Canadian Rail Safety Data

Jennifer Winter
APRIL 2014

RESEARCH SYMPOSIA AND ROUNDTABLES

MARCH 11, 2015

Calgary, Alberta

Good Politics Versus Bad Policy: The Fallacy of Value-Added Industries

This paper presentation provided an opportunity for industry to discuss what the concept of value-added really means.

OCTOBER 8-9, 2014

Calgary, Alberta

Is Social Licence a Licence to Stall?

This roundtable focused on how the term "social licence" is used in the regulatory process in Canada.

JUNE 23-24 2014

Calgary, Alberta

Calculating Risk and Its Influence on Public Policy

A symposium devoted to the nature of risk in policy and regulatory decision-making.





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

Mining Taxation in Colombia

Duanjie Chen and Guillermo Perry
FEBRUARY 2015

On Uncertain Ice: The Future of Arctic Shipping and the Northwest Passage

Adam Lajeunesse and
Whitney Lackenbauer
DECEMBER 2014

Something Has to Give: Why Delays Are the New Reality of Canada's Defence Procurement Strategy

Elinor Sloan
OCTOBER 2014

Grand, Bland or Somewhat Planned? Toward a Canadian Strategy for the Indo-Pacific Region

Patrick James
AUGUST 2014

"It's All About Money": Crime in the Caribbean and Its Impact on Canada

Cameron Ross
JULY 2014

The Middle Power and the Middle Kingdom: Securing Canada's Place in the New China-U.S. Economic and Strategic World Order

Wendy Dobson
APRIL 2014

RESEARCH SYMPOSIA AND ROUNDTABLES

MARCH 18, 2015

Calgary, Alberta

The Canada-U.S. Relationship in a G-Zero World

This symposium featured Ian Bremmer, author and president of Eurasia Group, and discussed the shift in global power dynamics.

NOVEMBER 5, 2014

Calgary, Alberta

The U.S. Midterm Election: Heading into Obama's Last Two Years

This discussion featuring Governor Howard Dean and Ron Kaufman focused on how the U.S. midterm-election results could impact the Canadian and particularly Calgarian economy and business environment.

JUNE 11, 2014

Calgary, Alberta

North America 2.0 - Prospects for Preeminence in the 21st Century

In partnership with the Canada West Foundation, The School hosted a debate featuring Chris Sands, senior fellow at the Hudson Institute, to discuss NAFTA at 20 years.

JUNE 9, 2014

Calgary, Alberta

Emerging Issues in the Extractive Industry

The School hosted practitioners and representatives of extracting nations for a collaborative discussion of issues facing emerging nations in the extractive sector.

JUNE 3, 2014

Calgary, Alberta

Extractive Resource Governance Executive Program

The School hosted a delegation of officials from Mexico in a day-long executive education program discussing Alberta's best practices.

EVENTS IN NUMBERS

60

EVENTS

355

SPEAKERS

15

PRIVATE POLICY BRIEFINGS

8

PUBLIC AND CAMPUS
COMMUNITY EVENTS

17

MASTER OF PUBLIC
POLICY LECTURES

18

RESEARCH SYMPOSIA
OR ROUNDTABLES

8

CITIES

2

EXECUTIVE PROGRAMS



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 2014/2015 financial year, The School put on two executive programs and 15 policy briefings.



Ian Bremmer, Author and President of Eurasia Group



The Canada-U.S. Relationship in a G-Zero World



Military Procurement Symposium

— CANADA'S — LEADING THINKERS

AT CANADA'S
FLAGSHIP SCHOOL
OF PUBLIC POLICY

As Canada's flagship school of public policy, The School has amassed a wealth of policy expertise that is unrivaled among 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



Gaétan Caron

Executive Fellow

Expertise in energy and regulatory matters; former chair of the National Energy Board



Duanjie Chen

Research Fellow

Expertise in Chinese state-owned enterprise, public finance and taxation



Bev Dahlby

Distinguished Fellow

Expertise in tax policy, fiscal federalism and equalization; professor, University of Calgary



Jim Dilay

Executive Fellow

Expertise in energy resource regulatory management; former member of the ERCB



Wendy Dobson

Research Fellow

Expertise in international business and finance with focus on Asian markets; professor, University of Toronto



Tom Flanagan

Distinguished Fellow

Expertise in politics, First Nations and federalism; professor, University of Calgary



Robert Fonberg

Executive Fellow

Expertise in global and regional economics, trade and security and cyber issues; former deputy minister of national defence



David Hackett

Executive Fellow

Expertise in oil market trading and analysis; president of Stillwater Associates



Martha Hall-Findlay

Executive Fellow

Expertise in international law, trade, commerce and investment, government, supply management and dairy policy; former MP and chief legal officer of EnStream



Toby Jenkins

Executive Fellow

Expertise in urban and health policy; president of Columbia Developments Inc.



Tom Jenkins

Executive Fellow

Expertise in innovation and economic development policy; chairman, Open Text Corp.



Vijay Jog

Research Fellow

Expertise in marginal effective tax rates, pension funds and tax-exempt savings; Chancellor Professor, Carleton University



Rainer Knopff

Senior Fellow

Expertise in political science, constitutional politics, judicial policy-making and research; professor, University of Calgary



Laurence Kotlikoff

Distinguished Fellow

Expertise in U.S. 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; former vice-president, general counsel and corporate secretary, Imperial Oil



Dan McFadyen

Executive Fellow

Former chair and CEO of the Energy Resources Conservation Board in Alberta; former deputy minister of energy



Kenneth McKenzie

Distinguished Fellow

Expertise in tax and fiscal policy; professor, University of Calgary



Charles McLure

Executive Fellow

Expertise in U.S. and Canadian tax policy; senior fellow, Hoover Institution (Stanford)



Ted Morton

Senior Fellow

Expertise in politics, energy policy; former Alberta energy and finance minister and professor, University of Calgary



Eric Noël

Executive Fellow

Expertise in geo-economics, global markets, long-term trends and thinking; director of Oxford Analytics



Steven 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; vice-president and senior fellow at Canadian Defence and Foreign Affairs Institute



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; president and CEO of Lawrie Savage and Associates Inc.



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 and regional economics; professor, University of Manitoba



Robert Skinner

Executive Fellow

Expertise in energy and energy policy; former director and ADM, government of Canada and senior vice-president at Statoil



Michael Smart

Distinguished Fellow

Expertise in economics and international research; professor, University of Toronto



Almos Tassonyi

Executive Fellow

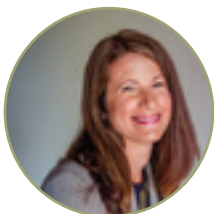
Expertise in economics and urban policy; former senior economist with Ontario Ministry of Finance



André Turcotte

Research Fellow

Expertise in polling, public opinion, political trends; professor, University of Ottawa



Alina Turner

Research Fellow

Expertise in research and strategy development; former vice-president, Calgary Homeless Foundation



Jean-Francois Wen

Research Fellow

Expertise in taxation and social insurance programs; professor, University of Calgary



Scott Wilkie

Executive Fellow

Expertise in international taxation, transfer pricing, tax treaties; Senior Tax expert, Couzin Taylor LLP/Ernst & Young L.P.



Tom Wilson

Research Fellow

Expertise in forecasting, fiscal policy analysis, tax policy analysis, wage-price models; professor, University of Toronto



David Wright

Research Fellow

Expertise in Chinese and East-Asian relations and history; professor, University of Calgary



Jack Mintz, Director and Palmer Chair in Public Policy



Nation Building and the Digital Economy

OUR PEOPLE

EXECUTIVE

Jack Mintz

Director and Palmer Chair
in Public Policy

Dr. Mintz (PhD, 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 U.K. magazine article 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 Ltd., Morneau Shepell and as vice-president and chair of the Social Sciences and Humanities Research Council. He has also been 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.

Robert Mansell

Academic Director

Dr. Mansell (PhD, University of Alberta) is founding director of the Institute for Sustainable Energy, Environment and Economy as well as 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; as well as 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 University of Calgary 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 adviser to the Government of Canada on the Mackenzie Gas Pipeline Project; on the Canadian Academy of Engineering Energy Pathways Taskforce; as well as on the Council of Canadian Academies Study on Hydrates. Dr. Mansell also serves on the board of directors for the Alberta Chamber of Resources, Alberta Innovates – Energy and Environment Solutions and the Climate Change and Emissions Management Corp.

Ian Brodie

Research Director

Dr. Brodie (PhD, University of Calgary) joined The School of Public Policy in 2013. He is the research director and teaches in the Master of Public Policy program. From 2005 to 2008, Dr. Brodie worked as the chief of staff for Prime Minister Stephen Harper. Prior to that, he was executive director of the Conservative Party of Canada following the merger of the Canadian Alliance and the PC party. After leaving government, Dr. Brodie worked as a strategic adviser at the Inter-American Development Bank, preparing for the 2012 Summit of the Americas in Cartagena and 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. He published *Friends of the Court* in 2002 and articles in *Comparative Politics*, *Canadian Journal of Political Science* and elsewhere. Dr. Brodie is co-chair of the premier's advisory committee on the Alberta public service, a director of the Canada Health Infoway and the Conference of Defence Associations Institute as well as a member of the advisory board of the Canadian Defence and Foreign Affairs Institute.

AREA DIRECTORS

David Bercuson

Area Director,
International Policy

Dr. Bercuson (PhD, 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.

Jean-Sébastien Rioux

Co-Area Director,
International Policy

Dr. Rioux (PhD, Florida State University) is full-time at The School as an associate professor and co-director of international policy, leading the Israel Program as well as the International Summer School on Energy & Natural Resources. 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 Harper government's first term. He has taught at McGill and Concordia in Montreal, as well as 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.

Ron Kneebone

Area Director, Economic and Social Policy and Director of the Master of Public Policy Program

Dr. Kneebone (PhD, 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 and the adequacy of social assistance income-support payments. Prior to joining The School he was director of the University of Calgary's Institute for Advanced Policy Research from 2006-2009.

Michal Moore

Area Director (on sabbatical), Energy and Environment Policy

Dr. Moore (PhD, Cambridge, U.K.) 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 the 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 CO₂.

Jennifer Winter

Associate Area Director, Energy and Environmental Policy

Dr. Winter (PhD, Calgary) is an economist and associate director of the Energy and Environmental Policy Area at The School of Public Policy, University of Calgary. Her research is focused on the effects of government regulation and policy on the development of natural resources and energy and the consequences of energy development. Dr. Winter is one of The School's most prolific authors. She has authored several School of Public Policy research papers, including three examining Canadian energy literacy, two on the safe transportation of crude oil and a paper on the idea of "green jobs." Other projects she is currently working on are an analysis of Alberta's emissions-reduction policies and the role of internal trade barriers in diminishing productivity. Dr. Winter is actively engaged in increasing public understanding of energy and environmental issues, and was recently recognized for this with a 2014 Young Women in Energy Award. Prior to joining The School of Public Policy, Dr. Winter worked at Human Resources and Skills Development Canada, researching Canadian labour markets. Dr. Winter also serves on the board of directors of the World Petroleum Council Canada Youth Committee.

PROGRAM DIRECTORS

Eugene Beaulieu

Program Director,
International Economics

Dr. Beaulieu (PhD, Columbia) is a professor in the department of economics at the University of Calgary and is program director, international economics at The School of Public Policy. He completed his PhD at Columbia University in May 1997 and began his appointment here as an assistant professor that summer. Before pursuing a doctorate at Columbia he worked as an economist for the Government of Kenya and the Bank of Canada. Dr. Beaulieu's principal area of research is empirical international economics, with an emphasis on political economy, causes and consequences of international trade policy and economic development. He held the Petro-Canada Young Innovators Award in 1997 and the Killam Resident Fellowship in 2003. During the 2004/05 academic year, Dr. Beaulieu spent a sabbatical as the Norman Robertson Fellow at the International Trade Canada and a visiting scholar at the department of economics at Carleton University. Dr. Beaulieu sits on the editorial boards of *Canadian Foreign Policy* and the Forum for Research in Empirical International Trade (eiit.org) and manages the on-line working paper series "Positive Political Economics" for IDEAS (ideas.repec.org). Dr. Beaulieu has served as an adviser 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 (PhD, 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,
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Bev Dahlby, professor of economics and distinguished fellow at The School of Public Policy, University of Calgary, attended St. Peter's College, the University of Saskatchewan, Queen's University and the London School of Economics. Dr. Dahlby has published extensively on tax policy and fiscal federalism.

He has served as a policy adviser 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 and Mexico. He was a member of the Jenkins Panel on federal support to research and development, a research fellow at the C.D. Howe Institute and currently serves on Canada's Ecofiscal Commission.

Herb Emery

Program Director, Health Policy

Dr. Emery (PhD, 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.

Ron Kneebone

Program Director, Fiscal Policy and
Homelessness and Social Policy

Dr. Kneebone (PhD, 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 as well as 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 and the adequacy of social assistance income-support payments. Prior to joining The School he was director of the University of Calgary's Institute for Advanced Policy Research from 2006-2009.

Robert Mansell

Program Director,
Sustaining Prosperity

Dr. Mansell (PhD, University of Alberta) is founding director of the Institute for Sustainable Energy, Environment and Economy as well as 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; as well as 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 University of Calgary 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; an adviser to the Government of Canada on the Mackenzie Gas Pipeline Project as well as on the Canadian Academy of Engineering Energy Pathways Taskforce; as well as on the Council of Canadian Academies Study on Hydrates. Dr. Mansell also serves on the board of directors for the Alberta Chamber of Resources, Alberta Innovates – Energy and Environment Solutions and the Climate Change and Emissions Management Corp.

Dan McFadyen

Program Director, Extractive
Resources Governance

Dan McFadyen is a professional engineer with over three decades

of experience in the public service and the energy sector. Dan served as chairman and CEO of the Energy Resources Conservation Board (ERCB) from February 2008 until December 2012. As Chairman, Mr. McFadyen was responsible for directing the ERCB's regulatory mandate governing energy resource development in Alberta. Before joining the ERCB, he was appointed deputy minister of Alberta Energy in January 2006. Prior to being appointed as deputy minister of Alberta Energy, Mr. McFadyen held other senior positions in the energy sector and with government, including: vice-president, regulatory affairs and public policy with the Canadian Energy Pipeline Association (CEPA); deputy minister of energy in Nova Scotia; and senior leadership positions with the Saskatchewan public service, including the Saskatchewan Research Council, the Department of Industry and Resources, and the Department of Energy and Mines. Mr. McFadyen has a Bachelor of Science in mechanical engineering from the University of Manitoba and is a member of the Association of Engineers, Geologists, and Geophysicists of Alberta.

Norma Nielson

Program Director, Financial
Markets Regulation

Dr. Nielson (PhD, University of Pennsylvania) is professor and chair in insurance and risk management at the Haskayne School of Business where she teaches courses in life insurance and employee benefits. Prior to joining Haskayne, she spent 20 years in academic positions at Oregon State University, the University of Southern California and Iowa State University. Her research has produced over 50 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.

Almos Tassonyi

Program Director, Urban Policy

Almos T. Tassonyi is executive fellow and director, Urban Policy Program at The School of Public Policy, University of Calgary. He is adjunct professor of economics, Ryerson University, adjunct lecturer, department of geography and planning, University of Toronto and research associate, International Property Tax Institute. Dr. Tassonyi has worked extensively in government, as a senior economist with the Ontario Ministry of Finance, Provincial-Local Finance Division; the Ontario Ministry of Municipal Affairs and Housing, Municipal Finance Branch; and the Regional Municipality of Durham; and was seconded to the Fair Tax Commission. Dr. Tassonyi has taught at the University of Toronto, Ryerson and Laurentian universities and his publications include journal articles and chapters in several books on municipal budgeting, property taxation and fiscal decentralization. He has lectured on local government finance and tax reform in China, India and Hungary. Dr. Tassonyi holds a PhD in economics from the University of Calgary, an MSc in economic history from the London School of Economics and a bachelor's and master's degree in economics and economic history from the University of Toronto.



Honourable James Moore, Minister of Industry



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