

# CANADA'S PRACTICAL POLICY LEADERS

2015-16 Annual Growth Review



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# MISSION

## **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.

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

1. Economic & Social Policy
  2. Energy & Environmental Policy
  3. International 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.

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Jack Mintz, President's Fellow, The School of Public Policy and Elizabeth Cannon, President, University of Calgary



Pierre-Gerlier Forest, Director and Palmer Chair in Public Policy



Restoring Trust in Canada's Public Institutions with Jim Dinning (Chair, Western Financial Group, former Provincial Treasurer, Government of Alberta and former Chancellor, University of Calgary)

## SUCCESSES – DUANJIE CHEN

APRIL 23-24, 2015 | NEW YORK

The United Nations invited Duanjie, a tax expert, to attend a workshop in New York on Tax Incentives and Base Protection. During the workshop, Duanjie provided two sessions on methodologies to estimate the costs and benefits of tax incentives.

## The Trans-Pacific Partnership and Beyond: Advancing Canadian Trade and Investment in Asia



# MESSAGE FROM PIERRE-GERLIER FOREST



Just a few weeks ago, on March 1<sup>st</sup> of this year, I assumed the position of Director of The School of Public Policy at the University of Calgary and James S. and Barbara A. Palmer Chair in Public Policy. Succeeding Jack Mintz is an immense honour and a great responsibility. Under his impressive leadership, the influence and reputation of The School of Public Policy reached the highest levels, in Canada and abroad. Therefore, it should not come as a surprise that my first objective is to preserve “the house that Jack built,” as The School’s many friends like to call our organization.

The School of Public Policy is known for the quality of its publications, the independence of its faculty and its full and whole engagement in defence of the common good. This will not change. We won’t disappoint all those who trusted The School with their support. However, after more than six years, it is also essential to revisit

our research commitments to make sure they are well aligned with the issues of today and importantly, of tomorrow.

My second objective is to add to our programs in some areas of crucial importance, like health, Indigenous, and economic policy, among others. This will require new research capacity and therefore, the recruitment of new qualified faculty and personnel – a task obviously aided by our privileged situation in a vibrant and innovative university such as the University of Calgary.

I want to convey my heartfelt gratitude to Robert Mansell, Academic Director of The School of Public Policy, for his dedication and relentless work during this transition. I found a house in good order and a fabulous team ready to begin a new chapter in our young history.

I am committed to the mission of The School – to make public policy better in Canada. I look forward to your support in this critical effort.

Sincerely,

A stylized handwritten signature in black ink, consisting of a large 'P' followed by a horizontal line and a vertical stroke.

Pierre-Gerlier Forest, PhD

**Director and Palmer Chair  
The School of Public Policy**



# DOLLARS RAISED

Over \$3 million raised in 2015/2016

The School of Public Policy is grateful for the support of our generous community. Thank you for supporting world-class research and experiential learning to unleash Canada's potential.

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OVER

## \$400,000

raised towards student financial assistance, allowing our students to receive the best educational experiences in Canada.

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## \$125,000

raised for research and community outreach to improve Indigenous relations in Canada.

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## \$1 million

to support research and analysis in Canadian urban policy.

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## \$500,000

to support experiential learning opportunities for students.

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## \$225,000

to move the needle in health policy research.

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### SUCCESSES – HUGH STEPHENS

JUNE 18, 2015 | OTTAWA, ON

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Hugh moderated the panel on “Canada and SE Asia: Getting Back in the Game” at The Transpacific Partnership and Beyond Symposium.

# EXPERT GUESTS

## February 22, 2016

Arne Kalleberg, Kenan Distinguished Professor of Sociology, University of North Carolina at Chapel Hill and Editor, Social Forces

## February 22, 2016

Cliff Halliwell, former Director General of Policy Research, Human Resources and Skills Development Canada

## December 3, 2015

Stewart Beck, President and CEO, Asia Pacific Foundation

## December 3, 2015

Laura Dawson, Director, Canada Institute, Wilson Centre

## December 3, 2015

John Curtis, Founding Chief Economist, Department of Foreign Affairs and International Trade and Executive Fellow, The School of Public Policy

## October 26, 2015

Dr. David Naylor, MD, Chair, Advisory Panel on Healthcare Innovation

## September 23, 2015

Frank L. Graves, President, EKOS

## September 23, 2015

David Waugh, CEO, North Atlantic Potash

## September 22, 2015

Dylan Jones, President and CEO, Canada West Foundation

## September 22, 2015

William J. Fehrman, President and CEO, MidAmerican Energy Company and President and CEO, MidAmerican Renewables, a division of Berkshire Hathaway Energy Co.

## September 15, 2015

Marvin Shaffer, Simon Fraser University

## July 2, 2015

The Honourable Rona Ambrose, Minister of Health, Government of Canada

## June 18, 2015

Randolph Mank, Vice President and Board Member, Canadian Chamber of Commerce, Singapore, and former Ambassador to Malaysia, Pakistan and Indonesia

## June 2, 2015

John Beck, Executive Chairman, Aecon Group Inc.

## April 23, 2015

Dr. Tim Aubry, Faculty of Social Sciences Research Chair in Community Mental Health and Homelessness, Professor, School of Psychology and Senior Researcher, Centre for Research on Educational and Community Services, University of Ottawa

## April 22, 2015

Dr. Stephen Gaetz, Director, The Canadian Observatory on Homelessness/Homeless Hub; President, Raising the Roof and Professor, Faculty of Education, York University

## April 15, 2015

Douglas Holtz-Eakin, President of American Action Forum, on U.S. Income Tax Reform

## April 9, 2015

Sr. Guillermo Eduardo Perry Rubio, the former Minister of Finance and Public Credit, and Minister of Mines and Energy of Colombia



# ECONOMIC & 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, and second, to identify practical solutions that cut through rhetoric that can polarize debate and freeze policy-makers into inaction.

We apply this approach to programs in seven separate policy areas:

- Tax & Economic Growth
- Social Policy
- Health Policy
- Financial Markets Regulation
- Urban Policy
- Policies for the Digital Economy
- Sustainable Prosperity

24

Research papers

30

Authors

7

Communiqués & discussion papers

10

Research symposia & roundtables

## PUBLICATIONS

### *The Theory and Evidence Concerning Public-Private Partnerships in Canada and Elsewhere*

Anthony Boardman, Matti Siemiatycki and Aidan Vining  
MARCH 2016

### *The Costliest Tax of All: Raising Revenue through Corporate Tax Hikes can be Counter-Productive for the Provinces*

Bev Dahlby and Ergete Ferede  
MARCH 2016

### *Cutting Provincial Corporate Income Tax Rates to Promote Investment, Employment and Economic Growth*

Bev Dahlby and Ergete Ferede  
MARCH 2016

### *Give Canada Post a Break: Allowing More Pricing Flexibility and Competition Could Help the Corporation Succeed*

Philippe De Donder  
FEBRUARY 2016

### *Rates of Return on Flow-Through Shares: Investors and Governments Beware*

Vijay Jog  
FEBRUARY 2016

### *The False Panacea of City Charters? A Political Perspective on the Case of Toronto*

Andrew Sancton  
JANUARY 2016

### *Is 'Charter-City Status' a Solution for Financing City Services in Canada – or is that a Myth?*

Harry Kitchen  
JANUARY 2016

### *Mind the Gap: Transportation Challenges for Individuals Living with Autism Spectrum Disorder*

Carolyn Dudley and Jennifer Zwicker  
JANUARY 2016

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

Carolyn Dudley and Jennifer Zwicker  
JANUARY 2016

***What do we Know about Improving Employment Outcomes for Individuals with Autism Spectrum Disorder?***

Carolyn Dudley and Jennifer Zwicker  
JANUARY 2016

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

Carolyn Dudley and Jennifer Zwicker  
JANUARY 2016

***Optimal Public Infrastructure: Some Guideposts to Ensure we don't Overspend***

Philip Bazel and Jack Mintz  
NOVEMBER 2015

***An Exploration into the Municipal Capacity to Finance Capital Infrastructure***

Brian Conger and Almos Tassonyi  
NOVEMBER 2015

***Striking the Right Balance: Federal Infrastructure Transfer Programs, 2002-2015***

Bev Dahlby and Emily Jackson  
NOVEMBER 2015

***Reflections on Calgary's Spatial Structure: An Urban Economist's Critique of Municipal Planning in Calgary***

Richard Arnott  
OCTOBER 2015

***Macprudential Policy: A Review***

Alfred Lehar and Mahdi Ebrahimi Kahou  
OCTOBER 2015

***Taxing Stock Options: Efficiency, Fairness and Revenue Implications***

Jack Mintz and Balaji Venkatachalam  
OCTOBER 2015

***What Do We Know About Improving Employment Outcomes for Individuals with Autism Spectrum Disorder?***

Carolyn Dudley, David Nicholas and Jennifer Zwicker  
SEPTEMBER 2015

***The Impact of Converting Federal Non-Refundable Tax Credits Into Refundable Credits***

Wayne Simpson and Harvey Stevens  
AUGUST 2015

***How is Funding Medical Research Better for Patients?***

Herbert Emery and Jennifer Zwicker  
AUGUST 2015

***The Recession's Impact on Canada's Labour Market***

Philip Cross  
JULY 2015

***Alternatives to Criminalizing Public Intoxication: Case Study of a Sobering Centre in Calgary, AB***

Alina Turner  
JUNE 2015

***On Livability, Liveability and the Limited Utility of Quality-of-Life Rankings***

Brian Conger  
JUNE 2015

***The Structure and Presentation of Provincial Budgets***

Bev Dahlby and Michael Smart  
MAY 2015

***The Problem with the Low-Tax Backlash: Rethinking Corporate Tax Policies to Adjust for Uneven Reputational Risks***

Jack Mintz and Balaji Venkatachalam  
MAY 2015

***Small and Exposed: Debt Accumulation in Canada's Small Provinces***

Ron Kneebone  
MAY 2015

***Sources of Debt Accumulation in Resource-Dependent Provinces***

Ron Kneebone  
MAY 2015

***No Statecraft, Questionable Jurisprudence: How the Supreme Court Tried to Kill Senate Reform***

Ted Morton  
APRIL 2015

***Mind the Gap: Dealing with Resource Revenue in Three Provinces***

Ron Kneebone  
APRIL 2015

***D-fence Against the Canadian Winter: Making Insufficient Vitamin D Levels a Higher Priority for Public Health***

Jennifer Zwicker  
APRIL 2015

***Estimating Discount Rates***

Laurence Booth  
APRIL 2015

## RESEARCH SYMPOSIA AND ROUNDTABLES

APRIL 15 – 16, 2015

Calgary, Alberta, Canada

***Reform of the Personal Income Tax in Canada (a part of the Walton Consortium Taxation and Economic Growth Program)***

Symposium in partnership with the Canadian Tax Foundation.

APRIL 22 – 23, 2015

Calgary, Alberta, Canada

***Making Data Meaningful: Research Exchange and Collaboration on Homelessness in Alberta***

Two-day symposium and webinar in partnership with the Calgary Homeless Foundation. Supported by the Social Sciences and Humanities Research Council of Canada, Homeward Trust Edmonton and 7 Cities on Housing and Homelessness. Webinar support by the Alberta Centre for Child, Family and Community Research.

MAY 6, 2015

Toronto, Ontario, Canada

***Places to Grow and the Greenbelt Plan: Does One Size Fit All?***

Urban policy roundtable on metropolitan development and if the one-size fits all approach to the 'Places to Grow' and 'Greenbelt Plans' is an appropriate framework for regional planning in the Greater Golden Horseshoe.

MAY 20, 2015

Toronto, Ontario, Canada

***Marketing Regulation: Balancing Risks and Rewards***

Roundtable discussion on creating a framework for the regulation of financial markets in Canada.

JUNE 2 – 3, 2015

Calgary, Alberta, Canada

***Issues Affecting Mid-Sized Cities***

Inaugural urban policy symposium exploring a range of policy issues including infrastructure development, the role of public-private partnerships, inter-municipal and intergovernmental relationships, as well as factors driving urban growth.

OCTOBER 21, 2015

Calgary, Alberta, Canada

***FATCA, Bill C-51, and the End of Taxpayer Privacy - Tax Policy Speaker Series***

Public lecture by Saul Templeton, Faculty of Law, University of Calgary.

OCTOBER 22, 2015

Calgary, Alberta, Canada

***Reflections on Calgary's Spatial Structure: An Urban Economist's Critique of Municipal Planning in Calgary***

Private lunch briefing with key stakeholders on Richard Arnott's urban policy paper release.

OCTOBER 26-27, 2015

Calgary, Alberta, Canada

***Unleashing Healthcare Innovation: An Evaluation of the Report of the Advisory Panel on Healthcare Innovation***

Symposium with live webcast in partnership with the O'Brien Institute for Public Health at the Cumming School of Medicine, University of Calgary.

NOVEMBER 13, 2015

Toronto, Ontario, Canada

***Financial Markets Impact Analysis Roundtable***

Half-day roundtable bringing regulators, investor advocates, and associations to discuss the creation of a constructive impact analysis framework which financial services regulators could use when considering new regulatory measures.

MARCH 3, 2016

Calgary, Alberta, Canada

***Roy Berg and Kim Moody, Moodys Gartner Tax Law - Tax Policy Speaker Series***

Public lecture exploring to what extent the Canada Revenue Agency should be permitted to access and use information disclosed via the Foreign Account Tax Compliance Act (FATCA).

## SUCCESSSES – JENNIFER WINTER

FALL 2015 | AB

Jennifer was a member of two Expert Groups (Crude Oil & Liquids, as well as Oil Sands) for the Alberta Royalty Review for the Alberta Government (Department of Energy).



# ENERGY & ENVIRONMENTAL POLICY

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

An underlying goal is to balance environmental concerns against economic growth and energy use, recognizing that energy is a key driver of the Canadian economy and other economies around the world. We achieve this goal through research in six unique research programs:

- Best Practices in Indigenous Consultation and Engagement
  - Canadian Network for Energy Policy Research and Analysis
  - Energy for Life
  - Energy Policy and Regulatory Frameworks
  - Extractive Resource Governance
  - National Infrastructure and Market Access
- 

7  
Research papers

11  
Authors

6  
Communiqués & briefing papers

19  
Research symposia & roundtables

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## PUBLICATIONS

### *Into the Mire: A Closer Look at Fossil Fuel Subsidies*

Radoslaw Stefanski

MARCH 2016

### *The Question of Social Licence and Regulatory Responsibility*

Michal C. Moore

MARCH 2016

### *The Issue of Social Licence and Energy Utility Planning and Investment*

Michal C. Moore

MARCH 2016

### *Is Social Licence a Licence To Stall?*

Mark Lowey

MARCH 2016

### *A Fiscal Framework for Offshore Oil and Gas Activities in Romania*

Daria Crisan

MARCH 2016

### *Lifting the Hood on Alberta's Royalty Review*

Blake Shaffer

FEBRUARY 2016

### *Energy Literacy in Canada: A summary*

Dale Eisler

JANUARY 2016

### *A Primer on Alberta's Oil Sands Royalties*

Sarah Dobson

DECEMBER 2015

### *The Case for a Carbon Tax in Alberta*

Sarah Dobson and Jennifer Winter

NOVEMBER 2015

### *A Comparative Anatomy of Oil Price Routs: A Review of Four Price Routs between 1985 and 2014*

Robert Skinner

NOVEMBER 2015

### *An Energy Strategy for Canada*

Michal C. Moore

OCTOBER 2015

***Extractive Resource Governance:  
Creating Maximum Benefit for  
Countries***

Shantel Jordison  
JULY 2015

***The North West Sturgeon Upgrader:  
Good Money after Bad?***

Ted Morton  
APRIL 2015

## RESEARCH SYMPOSIA AND ROUNDTABLES

**MAY 4 – 8, 2015**

Calgary, Alberta, Canada

Public lunch following the release of the Chen and Perry “Mining Taxation in Colombia” paper, featuring remarks from Guillermo Eduardo Perry Rubio, the former Minister of Finance and Public Credit, and Minister of Mines and Energy of Colombia.

**MAY 5, 2015**

Ulaanbaatar, Mongolia

Intensive week-long policy workshop for Mongolian energy policy makers in partnership with the U.S. Commerce Department (CLDP).

**MAY 4 – 8, 2015**

Washington, D.C., United States  
Four-day ‘2015 Private sector Liaison Officer’s Mission’. (By the invitation of Alberta’s Ministry of International and Intergovernmental Affairs).

**MAY 5, 2015**

Toronto, Ontario, Canada

***Seeking Common Ground***

High-level meeting organized in cooperation with the Ivey Business School at Western University to identify common ground amongst thought leaders and content experts on the consequences on energy and regulatory systems of Canada having carbon pricing in place in all jurisdictions.

**MAY 14, 2015**

Calgary, Alberta, Canada

***Managing Regulatory-Policy  
Interface and Gaps***

Roundtable discussion on managing the balance between regulation and policy when broader public policy debates infiltrate the regulatory process, and how to manage regulation in the presence of policy gaps.

**MAY 14, 2015**

Calgary, Alberta, Canada

Meeting with a large delegation from Kenya Pipeline Company in partnership with University of Calgary International (UCI) and the University of Calgary’s Pipeline Engineering Centre at the Department of Mechanical Engineering.

**MAY 20 – 22, 2015**

Bucharest, Romania

Mission to present current research results from a School of Public Policy paper related to the review of the royalty system for oil and gas development in the Black Sea under Romania jurisdiction and discuss fiscal issues in the development of Romania’s new Petroleum Law.

**JUNE 10 – 11, 2015**

Calgary, Alberta, Canada

“International Regulatory Roundtable for Extractive Resources” session as part of the 2015 Global Petroleum Show. In partnership with DMG Events Group and the Alberta Energy Regulator.



Recognizing Jack Mintz

JUNE 12, 2015

Calgary, Alberta, Canada

Governance consultation with senior decision makers from South Africa's Trade and Investment (Oil and Gas Infrastructure) Division, High Commission, and Saldanha Bay Business Development Centre.

AUGUST 18, 2015

Toronto, Ontario, Canada

***Seeking Common Ground II***

High-level meeting organized in cooperation with the Ivey Business School at Western University to identify common ground amongst thought leaders and content experts on the consequences on energy and regulatory systems of Canada having carbon pricing in place in all jurisdictions.

SEPTEMBER 15, 2015

Ottawa, Ontario, Canada

***Public Acceptance of Energy Projects – Canadian Network for Energy Policy Research and Analysis***

Half-day conference related to the initial white paper from the Canadian Network for Energy Policy Research and Analysis. Discussion related to 'social licence'.

SEPTEMBER 15, 2015

Calgary, Alberta, Canada

***Renewable Energy: Policy Goals and the Reality of Grid Integration***

Half-day roundtable discussing successes, failures and options for increased renewable generation.

OCTOBER 14, 2015

Calgary, Alberta, Canada

Governance consultation with a group from Ecuador, led by the Undersecretary of Hydrocarbons, Hydrocarbons Studies and Heritage, Secretary of Hydrocarbons. (At the request of Alberta International and Intergovernmental Affairs).

OCTOBER 14 – 15, 2015

Calgary, Alberta, Canada

***Presentation on the ERGP "Where in the World" project at 'The Calgary Global Exploration Forum'***

The project tracks where publicly traded Canadian oil and gas companies undertake oil and gas activities internationally.

NOVEMBER 25 – 26, 2015

Georgetown, Guyana

Two-day workshop with support from the Canadian High Commission in Guyana.

DECEMBER 7, 2015

Calgary, Alberta, Canada

Governance consultation with senior decision makers from the South Africa Ministry of Mineral Resources.

DECEMBER 14, 2015

Calgary, Alberta, Canada

***Best Practices for Consultation and Engagement with Canada's Aboriginal Communities***

One-day workshop focusing on business success stories in Canada's Aboriginal communities.

DECEMBER 16, 2015

Calgary, Alberta, Canada

Governance consultation with senior decision makers from the Mongolia Ministry of Mineral Resources.

JANUARY 11 – 21, 2016

Ulaanbaatar, Mongolia

Agriteam Consulting Canada's 'Strengthening Extractive Sector Management in Mongolia' mission along with the Government of Alberta and University of Alberta.



**OUTREACH –  
SAUL TEMPLETON  
OCTOBER 9, 2015 | ANN  
ARBOR, MICHIGAN**

Saul presented at the Citizenship and Taxation conference on "FATCA, Bill C-51, and the End of Taxpayer Privacy".



University of Calgary recently hosted a Mexican delegation led by Pedro Joaquín Coldwell, Secretary of Energy, Mexico Ministry of Energy (SENER). Photo credit: Daniela Andrei, UCI.

## EXTRACTIVE RESOURCE GOVERNANCE PROGRAM

Led by Dan McFadyen and Shantel Jordison, the Extractive Resource Governance Program (ERGP) assists decision makers with policy and regulatory best practices to responsibly unlock and manage endowments of hydrocarbon and mineral resources. The ERGP delivers quality, customized programming tailored to the needs of various jurisdictions around the world. It leverages a large network of policy professionals in Canada and abroad including individuals from the University of Calgary, Government of Alberta, Government of Canada, industry and other organizations.

The ERGP provides capacity building in the development of skills through training and education via conferences, private training seminars, its certificate program, roundtables, collaborative events and original applied research.

### Certificate Program

The ERGP delivers a best-in-class executive certificate program in various aspects of extractive resource governance

The ERGP program focuses on research and knowledge sharing across three policy areas that are critical to the establishment of a governance framework for sustainable extractive resource economies:

#### 1. Fiscal Governance

Policies and mechanisms involving the collection, management and disbursement of resource revenue. This includes evaluations of tax and royalty regimes and systems, their competitiveness in attracting industry investment and how they impact and



Elizabeth Cannon, President, University of Calgary and Leonardo Beltrán, Deputy Secretary for Energy Planning and Transition, Mexican Secretariat of Energy. Photo credit: Daniela Andrei, UCI.



Pedro Joaquín Coldwell, Secretary of Energy, Mexico Ministry of Energy (SENER). Photo credit: Daniela Andrei, UCI.

support the general public through the financing of infrastructure, public services, employment, etc.

## 2. Regulatory Governance

Good regulatory governance is transparent, predictable and efficient and encourages sustainable development, balancing economic, social and environmental objectives. The ERGP helps jurisdictions achieve better governance and more economic success.

## 3. Community Development

The ERGP program provides case studies in policies and practices that promote constructive relationships among the public, communities, national and local governments, land owners and industry. Extractive resource governance policy and regulatory experts focus on best practices applicable to policy and regulatory development; economic, social and environmental impacts; and effectiveness and efficiency of management systems.

# SUCCESS

In December 2015, The University of Calgary and the Mexican Ministry of Energy (SENER) signed a collaboration note that opens up a long-term partnership to support the implementation of Mexico's energy reform agenda. The ERGP is playing a leading role in this initiative. As part of this partnership, SENER has allocated \$150 million pesos over four years from their hydrocarbon fund for Mexican organizations that want to collaborate with the University of Calgary on energy research and education.



# 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 three priority areas that guide its international policy work:

- International Economics
- Market Diversification
- Security of State, Resources and Relations.

9

Research papers

12

Authors

4

Communiqués

7

Research symposia  
& roundtables



## PUBLICATIONS

*Understanding the New Public Outlook on the Economy and Middle-Class Decline: How FDI Attitudes are Caught in a Tentative Closing of the Canadian Mind*

Frank Graves

FEBRUARY 2016

*The Canadian RMB Trading Centre: A Small Step in the Long Road of China's Peaceful Rise in International Financial Markets*

John M. Curtis

JANUARY 2016

*2015 Status Report on Major Defence Equipment Procurements*

David Perry

DECEMBER 2015

*The Trans-Pacific Partnership (TPP): An Overview*

John M. Curtis

DECEMBER 2015

*Championing the Joint Force: A Job for the Public and our Political Leaders - Not Just Military Professionals Alone*

Stuart Beare

NOVEMBER 2015

*Canada, The Law of the Sea Treaty and International Payments: Where will the Money Come From?*

Wylie Spicer

SEPTEMBER 2015

*The Trans-Pacific Partnership and Beyond: Advancing Canadian Trade and Investment in Asia - Keynote Lecture*

Randolph Mank

AUGUST 2015

*The Case of Canadian Bulk Water Exports*

Rhett Larson

AUGUST 2015

*Canada-Mexico Trade: An Arranged Marriage comes of Age*

Laura Dawson

JUNE 2015

*Why Delay the Inevitable: Why the AIIB Matters to Canada's Future*

Eugene Beaulieu and Wendy Dobson

APRIL 2015

*What Canada could Learn from U.S. Defence Procurement: Issues, Best Practices and Recommendations*

Anessa Kimball  
APRIL 2015

*Improving the Acquisition Process in Canada*

Craig Stone  
APRIL 2015

*A Primer on Recent Canadian Defence Budgeting Trends and Implications*

Dave Perry  
APRIL 2015

## RESEARCH SYMPOSIA AND ROUNDTABLES

APRIL 16 – 18, 2015  
Brussels, Belgium

*The Changing Role of NATO*

Symposium in partnership with Atlantik-Brücke.

JUNE 18, 2015

Ottawa, Ontario, Canada

*The Trans-Pacific Partnership and Beyond: Advancing Canadian Trade and Investment in Asia*

Symposium on the Trans-Pacific Partnership, the evolving trade landscape in Southeast Asia and policy considerations for Canada.

SEPTEMBER 22 – 23, 2015

Saskatoon, Saskatchewan, Canada

*FDI Canada Forum*

Two-day national symposium focused on Canadian foreign direct investment, in partnership with Rainmaker Global Business Development.

DECEMBER 1, 2015

Ottawa, Ontario, Canada

*Military Procurement for a Purpose: Refreshing Canada's Defence Strategy*

Third annual symposium in partnership with the Canadian Global Affairs Institute.

The Trans-Pacific Partnership and Beyond: Advancing Canadian Trade and Investment in Asia



DECEMBER 3, 2015

Edmonton, Alberta, Canada

***The Trans-Pacific Partnership Agreement: Opportunities and Advantages for Western Canada***

Symposium in partnership with the Canada Institute at the Wilson Centre.

FEBRUARY 25, 2016

Ottawa, Ontario, Canada

***Labour Market Policy for a Vibrant Canadian Future***

Symposium considering the research and evidence on labour developments and how policy can address the most important labour market challenges facing Canada.

MARCH 30 – APRIL 1, 2016

Phoenix, Arizona, U.S.A.

***The North American Process: Steps Toward Stronger Partnership***

Symposium in partnership with Arizona State University and Universidad Anáhuac México Norte.

## SUCCESSES – JACK MINTZ

JULY 1, 2015

On July 1, 2015, Jack became a member of the Order of Canada, an appointment that recognized his role as an adviser on fiscal and tax policy at the national and international levels. The appointment also acknowledged him as one of Canada's most distinguished and influential academics in public policy.



Global Forces and a Changing World and speaker Dominic Barton, Global Managing Director of McKinsey & Company



Master of Public Policy class of 2016

## MASTER OF PUBLIC POLICY

The intent of the Master of Public Policy program is to provide students with the skills to address unexpected and difficult questions, to confront perceived wisdom with facts and to help society define, understand and address its many challenges. Our students develop a comprehensive approach that enables them to collaborate with senior policy leaders from government, business and the community to address issues in a practical, focused and global manner. 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.

**\$450,000**

In scholarships awarded annually

**96%**

Of our graduates are employed in a policy related role or are undertaking further education

**+30%**

Applicants to the 2016-2017 MPP program are up over 30 per cent from last year. This is a testament to our outstanding curriculum and our extraordinary policy-specific job placement rate.

**3.6 GPA**

The MPP program attracts a high calibre of students, as the average entrance GPA of the 2015-2016 cohort is 3.6.



The 2016 Israel Program students

“In addition to obtaining a newfound appreciation for the special bond that Canada and Israel share, we gained insight and perspective into the complexity and scope of many of the geopolitical, cultural and social issues in Israel, and into the diversity of people working to solve them.”

Blake Leew, PEng, 2014 Multi-faces of Israel course participant

## STUDENT EXPERIENCE

### 2016 Israel Policy Course

In February 2016, 18 students (ten MPP and eight MBA students) participated in the fourth annual Multi-Faces of Israel course and trip to Israel. The trip took place over eight days with extensive lectures by high level Israeli policy makers ranging in diverse topics including health, security, immigration and fiscal policy. Students were able to meet with officials from the Bank of Israel, the Supreme Court and the Knesset and had opportunities for one on one dialogue.

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

“One of the great opportunities for our MPP students is to travel abroad to find out what other countries do in the conduct of their public policy. This enables a person to find out first-hand about various topics including proportional representation, innovation policy and foreign policy. Those attending get to hear some of the finest minds who grapple with difficult issues that are quite different than what we would experience in Canada. Every student who has participated in our travel abroad experience has told me that this was the highlight of the program and they were happy to have had this unique opportunity.”

Jack Mintz, President’s Fellow,  
The School of Public Policy

## Enhancing Student Experience

The School of Public Policy plays a significant role in informing policy dialogue. In such a crucial time of global transformation, it is critical to continue building capacity for Canada's future policy makers. This is why The School believes so strongly in our Master of Public Policy program. Every year, The School provides student awards to deserving MPP students. These awards help students pay for their tuition. The School is grateful to our student award donors for their commitment to the future of public policy in Canada.

"I am an international student from Kunming, China and the recipient of the *Scotiabank Graduate Scholarship in Public Policy*. Receiving this award from Scotiabank made my journey from China to Canada a peaceful one. I am a police officer working as the policy advisor for international anti-drug crime in the south Asia-Pacific in the Yunnan Public Security Department. My work impacts the final decision of the department and state in combatting drug crimes in this area. I chose The School's MPP program to be exposed to some of the best policy minds in the world. My experience here has proven that my choice was right; what I am learning here has eliminated blind spots and misperceptions, allowing me to view issues from an international perspective. Thanks to Scotiabank's kindness, I will use my MPP degree to improve drug enforcement in the south Asia-Pacific region."

Yang Yang, MPP'16. Hometown: Kunming, China

## Calgary-Quebec Summer School

In May 2015, The School of Public Policy, along with Université Laval, hosted the second annual summer school, *The Current Geopolitics of Energy: Break from the Past, or New Realities?* Twenty-five graduate students and civil servants from across Canada spent the week learning about energy and environmental policy. Over 20 speakers presented cutting edge research on topics ranging from global and local trends in environmental policies regarding carbon emissions, to energy challenges in the developing world, to pipeline engineering and safety. Highlights included site visits to Imperial Oil's research lab at the University of Calgary; TransCanada's Keystone pipeline command centre; and a class simulation of a National Energy Board hearing. The third annual summer school returns to the Université Laval campus in Québec City in May 2016.

## National Case Study Competition

In February 2016, MPP students Marko Daljevic, Amanda Giang, Rachel Lorimer and Curtis McKinney, along with coaches Jean-Sébastien Rioux, Gaétan Caron and Dan McFadyen, participated in the National Case Study Competition in Ottawa. The competition requires student teams to prepare presentations for a panel of judges composed of senior government officials. The 2016 competition focused on provincial and federal policy responses to the wave of baby boomers about to retire and how this will affect social programs and the future tax and fiscal situation. Students had the opportunity to practice briefing high-level officials and network with public policy graduate students from 12 Canadian universities.

## JOINT DEGREES

In November 2015, Alex Eakins, Sustainability Analyst for Sobeys Canada, became the first student in Canada to receive a joint MBA/MPP degree. The School of Public Policy and the Haskayne School of Business at the University of Calgary are both proud to have helped Alex attain her goal.

To undertake a new degree of this type, it takes an individual with an unrelenting passion to succeed. Through her commitment to learning and drive to make important changes in the world of policy and business, Alex has forged a path for future learners and leaders in our community.

“Alex showed what a joint MPP/MBA student can do, writing a terrific capstone paper on food safety policy that is so relevant to both business and government. Alex is very aware that getting both degrees is outstanding training for a leader even in the private sector since public policy can impact heavily on markets as in the case of food safety issues. With her business degree, Alex will have the chance to help public officials understand better business decision-making. This unique joint degree should be a priority for more business students in the future.”

Jack Mintz, President's Fellow, The School of Public Policy

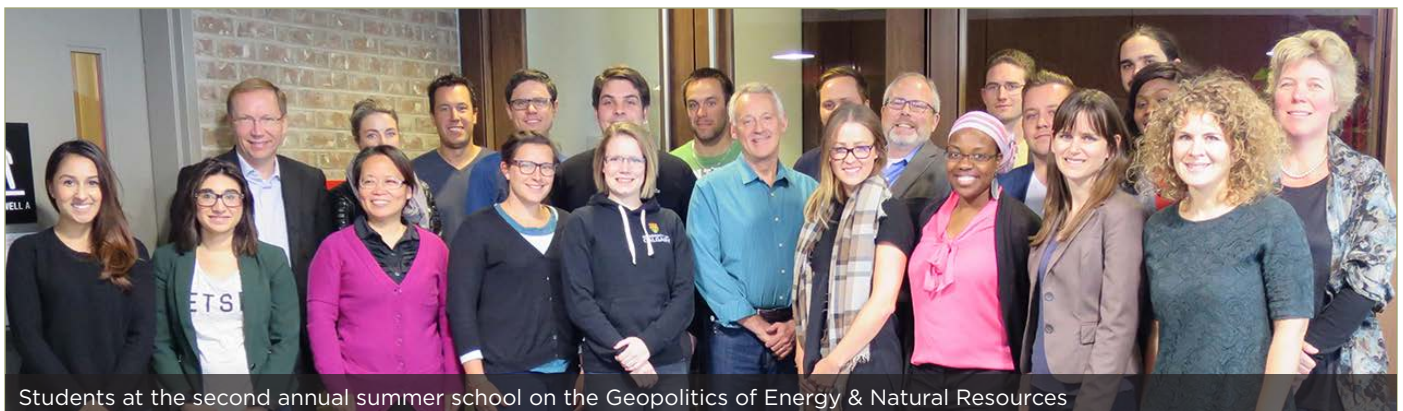
## ALUMNI

### Alumni Council

Newly formed in 2016, the Master of Public Policy (MPP) Alumni Council includes alumni from across Canada who serve as representatives for MPP graduates. The School of Public Policy is the only MPP/MPA school in Canada to feature such an undertaking.

“The MPP student-alumni mentorship program has been very valuable to me. I was able to connect with a previous graduate who has provided me with support and advice throughout the year. This opportunity has been a highlight of this program for me and something that I would highly recommend to others.”

Nicole Williams, MPP Student Association



Students at the second annual summer school on the Geopolitics of Energy & Natural Resources

## Featured Alumni



### Alexandra Eakins

Alexandra Eakins, Sustainability Analyst at Sobeys Inc., utilizes her skills in both business and policy through her work in animal welfare, food waste, deforestation and national sustainability commitments and reporting. She is the first graduate of the MBA/MPP program at the University of Calgary.

“The MPP program alongside my MBA set me apart from other MBA grads in a competitive job environment and exposed me to the importance of good public policy and how it can impact business. This experience challenged me as a student while allowing me to develop a well-rounded approach to strategic problem solving in the global market place.”



### Lindsay Kline

Lindsay Kline, Research and Policy Analyst at Alberta WaterSMART, provides research and analysis on work related to Alberta's 2013 floods, stormwater management and she also manages a Water-Energy-Food Nexus project. She is a regional representative with the Canadian Water Network and participant in Alberta's Climate Leadership Program.

“The School of Public Policy enabled me to learn about decision-making and the process of developing public policy. The practical skills and knowledge I gained in the program have helped me to excel in both my career in environmental management and broader interests in advocacy.”



### Allison Robins

Allison Robins, Research Associate at the Conference Board of Canada, has authored publications on complex public policy issues that range from the potential impact of a B.C. LNG industry to emissions reductions scenarios in Canada's road transportation sector. In 2015, in recognition of her scholastic achievements, she received IPAC's Thought Leadership and National Student Award.

“My time at The School of Public Policy not only provided me with a solid theoretical understanding of the policy-making process, but also gave me the practical skills, tools and connections that I needed to make a seamless transition from grad school to a professional career.”



### Andrew Rodych

Andrew Rodych, Manager Executive Services at Tourism Calgary, is involved with strategy and governance at Calgary's destination marketing organization. His background in public, private and non-profit sectors allows him to provide strategic advice and systems support alongside policy research, stakeholder engagement and communications planning. He sits on the Calgary Chamber of Commerce Tax and Economic Affairs Committee and gives his time to multiple political endeavors.

“The Master of Public Policy program expanded not only my knowledge base, but also helped to sharpen my critical thinking skills. The way I analyze problems and develop strategy in my professional endeavors owes a great deal to my MPP education.”



### Tasha Taylor

Tasha Taylor, Assistant Chief of Staff to the Deputy Minister of Finance Canada, acts as a resource person and representative for the Department of Finance for communications with the office of the Minister of Finance, senior Department officials, the Privy Council Office and other stakeholders. For Budget 2016, she developed and implemented processes to ensure effective flows of information through, and from, the Deputy Minister's office.

“The education, support and relationships with faculty I experienced at The School of Public Policy opened doors I did not even know existed. My time there was a truly exceptional experience.”

# MPP SPEAKER SERIES

The MPP Speaker Series brings experienced and influential policy professionals 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 2015-2016 speakers included:

AUGUST 25, 2015

## **Gaéton Caron**

Executive Fellow, The School of Public Policy and former Chair of the National Energy Board

OCTOBER 19, 2015

## **Colin Robertson**

Senior Advisor, Dentons LLP; Vice President and Fellow, Canadian Global Affairs Institute; Executive Fellow, The School of Public Policy; and Distinguished Senior Fellow, Norman Paterson School of International Affairs, Carleton University

NOVEMBER 2, 2015

## **Peter Watson**

Chair and CEO, National Energy Board

NOVEMBER 16, 2015

## **Janice MacKinnon**

Professor, School of Public Health, University of Saskatchewan and former Minister of Finance, Government of Saskatchewan

NOVEMBER 25, 2015

## **Minister Michael De Jong**

Minister of Finance, Government of British Columbia

NOVEMBER 30, 2015

## **Mark Parsons**

Assistant Deputy Minister, Economics and Fiscal Policy, Alberta Treasury Board and Finance

FEBRUARY 2, 2016

## **Jim Dinning**

Chair, Western Financial Group; former provincial Treasurer, Government of Alberta and former Chancellor, University of Calgary

FEBRUARY 22, 2016

## **Preston Manning**

PC, CC, AOE, Founder and President, The Manning Centre

MARCH 7, 2016

## **Blaine Favel**

Chancellor, University of Saskatchewan and Executive Fellow, The School of Public Policy

MARCH 21, 2016

## **Andrew Leach**

Chair, Climate Change Advisory Panel, Government of Alberta and Associate Professor, Alberta School of Business, University of Alberta

# POLICY KNOWLEDGE SHARING

52

EVENTS

3,050

ATTENDEES

339

SPEAKERS



7

COUNTRIES

13

CITIES

12

PRIVATE POLICY BRIEFINGS

9

PUBLIC & CAMPUS  
COMMUNITY EVENTS

21

RESEARCH SYMPOSIA  
OR ROUNDTABLES

10

MASTER OF PUBLIC  
POLICY LECTURES

5

Country-specific resource governance and regulatory consultations in Calcutta with visiting delegations from Ecuador, Kenya, South Africa and Mongolia

## EVENTS

MAY 13, 2015

Calgary, Alberta, Canada

### ***What to Expect from the New NDP Government***

Briefing from Hugh McFadyen, Maeghan Dewar and Dr. Rory Henry.

MAY 25 – 30, 2015

Calgary, Alberta, Canada

### ***The Current Geopolitics of Energy: Break from the Past, or New Realities?***

Second annual international summer school on the geopolitics of energy and natural resources, in partnership with Hautes Études Internationales, Université Laval.

JULY 2, 2015

Calgary, Alberta, Canada

### ***Recognizing Jack Mintz***

Public event recognizing the contributions of Jack Mintz as The School of Public Policy's founding Director and Palmer Chair as he steps down and becomes the University of Calgary's first President's Fellow.

FEBRUARY 2, 2016

Calgary, Alberta, Canada

### ***Restoring Trust in Canada's Public Institutions***

Public presentation and panel discussion featuring Jim Dinning, Chairman of the Board, Western Financial Group. Hosted in partnership with the Faculty of Arts, University of Calgary.

MARCH 17, 2016

Calgary, Alberta, Canada

### ***Airpower, the Canadian Way***

Public lecture by Lieutenant-General Michael Hood, Commander of the Royal Canadian Air Force.

## OUTREACH – SCOTT WILKIE

SEPTEMBER 7, 2015 | AMSTERDAM, NETHERLANDS

Scott gave a presentation at the International Bureau of Fiscal Documentation Conference. He spoke about his monograph on Article 25: Mutual Agreement Procedure in tax treaties.



Restoring Trust in Canada's Public Institutions with Jim Dinning (Chair, Western Financial Group, former Provincial Treasurer, Government of Alberta and former Chancellor, University of Calgary)

# 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 our peers. The roster of fellows consists of recognized policy experts from across business, government and academia. With extensive experience in prestigious and influential positions, the cumulative expertise provided by the fellows is invaluable.



## CONGRATULATIONS TO JACK MINTZ

First ever President's Fellow at the University of Calgary

## 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*

**Richard Arnott**  
Executive Fellow

*Expertise in urban economic theory, transportation/land use/spatial structure, housing and transportation; Distinguished Professor, University of California (Riverside)*



**Duanjie Chen**  
Research Fellow

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





**Philip Cross**  
Executive Fellow

*Expertise in business cycles, macro analysis and labour markets; former Chief Economic Analyst at Statistics Canada*



**Bev Dahlby**  
Distinguished Fellow

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



**Wendy Dobson**  
Research Fellow

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



**Tom Flanagan**  
Distinguished Fellow

*Expertise in politics, First Nations and federalism; Emeritus Professor, University of Calgary*



**David Hackett**  
Executive Fellow

*Expertise in oil market trading and analysis; President of Stillwater Associates*



**Toby Jenkins**  
Executive Fellow

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



**Vijay Jog**  
Research Fellow

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



**John Curtis**  
Executive Fellow

*Expertise in international trade, trade negotiations, international financial matters, and innovation; founding Chief Economist, Global Affairs Canada*



**Jim Dilay**  
Executive Fellow

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



**Blaine Favel**  
Executive Fellow

*Expertise in Indigenous issues; Chancellor, University of Saskatchewan*



**Robert Fonberg**  
Executive Fellow

*Expertise in global and regional economics, trade and security and cyber issues; former Deputy Minister of National Defence*



**Martha Hall Findlay**  
Executive Fellow

*Expertise in international law, trade, commerce & investment, government, supply management & dairy policy; former MP & Chief Legal Officer of EnStream*



**Tom Jenkins**  
Executive Fellow

*Expertise in innovation and economic development policy; Chairman, OpenText Corp.*



**Rainer Knopff**  
Senior Fellow

*Expertise in political science, constitutional politics, judicial policy-making and research; Emeritus 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, benefit-cost analysis of government programs, market failures in financing innovative projects, R&D and entrepreneurship policy; former Senior Chief, Department of Finance, Ottawa*



**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 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*



**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*



**Lawrie Savage**  
Executive Fellow

*Expertise in financial regulation, insurance and risk management; President and CEO of Lawrie Savage and Associates Inc.*

**Sheila Leggett**  
Executive Fellow

*Expertise in environmental, energy, consultation and regulatory matters; President of Tower Peak Consultants Ltd. and former Vice-Chair of the National Energy Board*



**Brian Livingston**  
Executive Fellow

*Expertise in energy and law; former Vice-President, General Counsel and Corporate Secretary, Imperial Oil*



**Kenneth McKenzie**  
Distinguished Fellow

*Expertise in tax and fiscal policy; Professor of Economics, University of Calgary*



**Michal Moore**  
Distinguished Fellow

*Expertise in resource and energy economics; Professor (retired), University of Calgary*



**Eric Noël**  
Executive Fellow

*Expertise in long term trends, geo-economics and global business; SVP at Oxford Analytica and Initiator of the Canada Towards 2030 Project*



**Colin Robertson**  
Executive Fellow

*Expertise in international relations, defence, defence procurement; Vice-President and Senior Fellow at Canadian Defence and Foreign Affairs Institute*



**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, social policy, urban and regional economics; Professor of Economics, 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 of Economics, University of Toronto*

**Hugh Stephens**

Executive Fellow

*Expertise in international trade, Canada-Asia relations and intellectual property issues; Distinguished Fellow, Asia Pacific Foundation of Canada, Associate Faculty, School of Business, Royal Roads University*

**Andrei Sulzenko**

Executive Fellow

*Expertise in economic development, innovation and trade policy; former Senior Assistant Deputy Minister, Industry Canada*

**Almos Tassonyi**

Executive Fellow

*Expertise in economics and urban policy; former Senior Economist with Ontario Ministry of Finance*

**Andre Turcotte**

Research Fellow

*Expertise in polling, public opinion, political trends; Professor of Journalism and Communications, University of Ottawa*

**Alina Turner**

Research Fellow

*Expertise in homelessness research and strategy development; former Vice-President, Calgary Homeless Foundation*

**Jean-Francois Wen**

Research Fellow

*Expertise in taxation and social insurance programs; Professor of Economics, University of Calgary*

**Scott Wilkie**

Executive Fellow

*Expertise in international taxation, transfer pricing, tax treaties; Partner, Blake, Cassels & Graydon LLP*

**Tom Wilson**

Research Fellow

*Expertise in forecasting, fiscal policy analysis, tax policy analysis, industrial organization; Professor Emeritus of Economics, University of Toronto*

**David Wright**

Research Fellow

*Expertise in Chinese and East-Asian relations and history; Professor of History, University of Calgary*



# IN THE MEDIA

## The School's Fellows Provide Expert Advice on Policy Issues

"Paralyzing the development of necessary infrastructure on account of differences will create a difficult future for our children and our grandchildren. We will be deprived of the economic conditions to pay for hospitals and good education. We will have lost the money necessary to invest in good environmental technology and bring down emissions. [We will have] deficits growing provincially and nationally and eventually we will need to raise taxes and scale back social services."

*Gaétan Caron, Executive Fellow*  
**BNN**

**"The irony is that [under the auspices of a free-trade agreement,] we seem to be spending a very large amount of taxpayer money to support a system that is the antithesis of free trade."**

*Martha Hall Findlay, Executive Fellow*  
**The Globe and Mail**

"Anything that imposes incremental cost would be damaging — not just to the industry but to the whole province right now."

*Ted Morton, Senior Fellow*  
**Calgary Herald**

**"If all the provinces lowered their corporate tax rates, that could generate more tax revenues [or] economic growth"**

*Bev Dahlby, Distinguished Fellow*  
**CBC**

"There are no easy solutions when economists' assumptions do not hold, as the problem then is not economic, but political. Economic history amply demonstrates the continuous challenge on this front. The best we can do is encourage governments to follow sound economic principles and take steps to improve the level of public discussion and discourse on serious policy matters."

*Munir Sheikh, Executive Fellow*  
**The Globe and Mail**

**"The federal government should support more infrastructure under its responsibility: projects related to interprovincial and international trade that would improve Canada's growth. Infrastructure, however, should be affordable within the constraints of avoiding more federal debt, which is more than \$600 billion today. Such infrastructure can be funded if we make it a priority."**

*Jack Mintz, President's Fellow*  
**Financial Post**

"Holding [jail] cells should be a last resort for those publicly intoxicated people who cannot safely or effectively be helped through a sobering centre."

*Alina Turner, Research Fellow*  
**The Globe and Mail**

**"People are questioning whether the government will actually be able to manage the soft landing properly, and there is concern about devaluation of the renminbi and the outflow of capital."**

*Hugh Stephens, Executive Fellow*  
**Business In Vancouver**

**"Urban economists will say there's an appropriate level of density and that if you get the prices right, the market will choose the appropriate level of density,"**

*Richard Arnott, Executive Fellow*  
**CBC**

"Land sales are about forward inventory for companies in terms of future drilling prospects, so I think companies right now are reserving their cash flow to focus on their existing inventory."

*Dan McFadyen, Executive Fellow*  
**Huffington Post**

# OUR PEOPLE

## EXECUTIVE



### **Pierre-Gerlier Forest**

Director and Palmer Chair in Public Policy

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Dr. Forest (PhD, Université de Montreal) is the Director and James S. and Barbara A. Palmer Chair for The School of Public Policy at the University of Calgary, as of March 1, 2016. Dr. Forest is an accomplished and influential researcher, educator and administrator in the field of public policy with Canadian and international experience. He is renowned in Canada and abroad for delivering policy and intellectual leadership that spans the academic, private research and public policy worlds. He joined the University of Calgary after serving as Director of the Johns Hopkins' Institute for Health and Social Policy since 2013. Prior to moving to the U.S., Dr. Forest served as President and CEO of the Pierre Elliott Trudeau Foundation where he was engaged in policy research in areas such as urban policy, immigration, democratic reform and Canada's energy future. He held prominent positions with Health Canada such as Chief Scientist and GDW Cameron Chair where he was accountable for the quality and integrity of the ministry's scientific and regulatory research. He also served as Research Director for the Royal Commission on the Future of Health Care in Canada.



### **Robert Mansell**

Academic Director and Program Director, Sustaining Prosperity

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Dr. Mansell (PhD, University of Alberta), Professor of Economics, served as Head of the Department of Economics and Dean of the Faculty of Graduate Studies and Associate Provost from 1996-2005. In 2003 he was also appointed as Advisor to the President on Energy and Environment, and Managing Director of ISEEE. In January 2009 he was appointed as Academic Director of The School of Public Policy and he also served as Interim Director of The School from July 2015 to March 2016. He has authored over 100 studies on energy and regulatory issues as well as many other studies 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; 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. Examples include service on the Energy Strategy Advisory Committee for the Government of Alberta; as an advisor on the Mackenzie Gas Pipeline Project; on the Canadian Academy of Engineering Energy Pathways Taskforce; on the Council of Canadian Academies Study on Hydrates; and, on the Boards of Directors of the Alberta Chamber of Resources, the Alberta Energy Research Institute, Alberta Innovates-Energy and Environment Solutions, the Canadian Energy Research Institute, the Alberta Ingenuity Centre for In Situ Energy, the Van Horne Institute, and the Climate Change and Emissions Management Corporation.



Global Forces and a Changing World

Pierre-Gerlier Forest, Director and Palmer Chair in Public Policy





### Herb Emery

Research Director and Program Director, Health Policy

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Dr. Emery (PhD, University of British Columbia) is a 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. During 2015 and 2016, Dr. Emery was the Editor of *Canadian Public Policy*, Canada's foremost journal examining economic and social policy.

## PRESIDENT'S FELLOW



### Jack Mintz

President's Fellow

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Dr. Mintz (PhD, University of Essex) became the President's Fellow of The School of Public Policy at the University of Calgary on July 1, 2015, after serving as the Director and Palmer Chair in Public Policy since January 2008. He serves on the boards of Imperial Oil Limited and Morneau Shepell, and is Chair and Vice-President of the Social Sciences and Humanities Research Council of Canada. He also 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.

Dr. Mintz has consulted widely with the World Bank, the International Monetary Fund, the Organization for Economic Co-operation and Development, federal and provincial governments in Canada, and various businesses and non-profit organizations. Dr. Mintz became a member of the Order of Canada in 2015 in addition to receiving the Queen Elizabeth Diamond Jubilee Medal in 2012. Widely published in the field of public economics, he was touted in a 2004 U.K. magazine publication as one of the world's most influential tax experts. The *Financial Post* named him one of the five most influential Canadians in regulation in 2012. In the 2015 Who's Who Legal, he was named one of the top experts in the world and the Public Policy Forum honored him for his contribution to public policy in 2015 at its annual dinner.

### SUCCESSSES – MAUREEN SHIELDS

DECEMBER 3, 2015 | EDMONTON, AB

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Maureen was the lead of The School of Public Policy Symposium, The TransPacific Partnership Agreement and Beyond: Opportunities and Advantages for Western Canada.

## AREA & PROGRAM DIRECTORS



**David Bercuson**

Area Director, International Policy

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Dr. Bercuson (PhD, University of Toronto; FRSC) is Professor of History, Director of the Centre for Military, Security and Strategic Studies of the University of Calgary and a former Dean of the Faculty of Graduate Studies at the University. 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 was a member of the Advisory Council on National Security and the board of governors of the Royal Military College of Canada.



**Jean-Sébastien Rioux**

Co-Area Director, International Policy

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Dr. Rioux (PhD, Florida State University) is a full-time Associate Professor at The School and Co-Director of the International Policy Program. He teaches a core course in Institutions and Public Policy in the Master of Public Policy program, as well as electives in Foreign Policy Analysis and the International Summer School on the Geopolitics of 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. He has taught at McGill and Concordia universities 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 February 2006 to August 2008, he served as a senior executive in the federal government as Chief of Staff to the Minister of Indigenous and Northern Affairs Canada, and the Minister of Industry Canada. He later moved to Calgary and from 2009 to 2012, worked for one of Canada's largest oil and gas companies as the lead Government Relations Practitioner. He joined The School in the fall of 2012.



**Ron Kneebone**

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

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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.



### Jennifer Winter

Area Director, Energy and Environment Policy

Dr. Winter (PhD, Calgary) is an Assistant Professor and 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 and trade-offs 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 the prospects for Canadian LNG exports to Europe, and comparing provincial emission-reduction policies. Dr. Winter is actively engaged in increasing public understanding of energy and environmental issues, and was 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 Future Leaders Board of Directors of the World Petroleum Council Canada.



### Andrei Sulzenko

Program Director, National Infrastructure and Market Access

Andrei Sulzenko is an Executive Fellow at The School of Public Policy at the University of Calgary. He has more than 40 years experience in public policy - first in the federal government and since 2005 as a consultant specializing in economic development, innovation and trade and investment issues. His consulting practice has involved numerous policy-related assignments, principally for federal government departments and agencies. He has also worked for various private sector and non-profit organizations and for government-sponsored expert panels and advisory bodies.

Mr. Sulzenko worked for the federal government from 1972 to 2004, culminating in the position of Senior Assistant Deputy Minister, Policy at Industry Canada from 1996-2004, where he was responsible for micro-economic policy and analysis, marketplace legislation and foreign investment review. In 2003 he was awarded the Head of the Public Service Award for Excellence in Policy.

He is a graduate of McGill and Queen's Universities and has served as a Fellow and Adjunct Professor at the latter's School of Policy Studies.

## OUTREACH - BEV DAHLBY

FEBRUARY/APRIL 2015 | MEXICO CITY, GUANAJUATO, AND LEON , MEXICO

Bev participated in the World Bank mission to Mexico and helped to prepare a World Bank report on reforming intergovernmental grants and state and local taxation in Mexico.



Restoring Trust in Canada's Public Institutions with Jim Dinning (Chair, Western Financial Group, former Provincial Treasurer, Government of Alberta and former Chancellor, University of Calgary)



Military Procurement for a Purpose: Refreshing Canada's Defence Strategy and speaker, Jean-Sébastien Rioux (Co-Director, International Policy Program, The School of Public Policy)



Jack Mintz, President's Fellow, The School of Public Policy

Global Forces and a Changing World and speaker Dominic Barton, Global Managing Director of McKinsey & Company





## Eugene Beaulieu

Program Director, International Economics

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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 foreign investment and international trade focusing on international economics and firm dynamics, labour markets and income inequality. He works in the area of political economy, the 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 Carleton University, University of Western Australia and Statistics Canada. Dr. Beaulieu serves on the Executive Council of the Canadian Economics Association and sits on the board of the University of Calgary Press. He is also on the editorial board of 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 is the founder of the Rocky Mountain Empirical Trade Conference, an annual conference in Banff that brings together leading experts and graduate students from the field of empirical international trade. He is also the founder of the Canadian International Trade Study Group – a network of trade economists. Dr. Beaulieu has served as an adviser to the Department of Foreign Affairs and International Trade and the International Trade Advisory Committee at Statistics Canada. Dr. Beaulieu volunteers his time in the non-profit sector, is the past-Chair of the board of a large arts organization, and is Co-Chair of the annual Hearts for Arts Gala in support of the arts and youth in Calgary.

### OUTREACH – G. KENT FELLOWS

MARCH 2016 | EDMONTON, AB

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Kent gave a presentation on Input-Output and Computational General Equilibrium Models to the Government of Alberta's Policy and Information Branch.



## **Martha Hall Findlay**

Program Director, Digital Economy

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Martha Hall Findlay is an Executive Fellow and Director of the Digital Economy Program at The School of Public Policy, University of Calgary. She also serves as Chair of the Advisory Council of the Positive Energy Project, University of Ottawa, and as a member of the Advisory Council of the New York Global Leaders Dialogue.

She was elected twice as a Member of Parliament, and served in the Official Opposition Shadow Cabinet as Critic for International Trade; Associate Finance; Transport, Infrastructure and Communities; and Public Works and Government Services. She was a member of the House of Commons Standing Committees for Finance; International Trade; Transport; and Government Operations. Martha was a candidate for the leadership of the Liberal Party of Canada in 2006 and 2013.

Ms. Hall Findlay recently served as the Chief Legal Officer of EnStream, a Rogers/Bell/TELUS mobile payments joint venture. As a lawyer, senior executive and successful entrepreneur, she has over 25 years of domestic and international experience with major multi-nationals as well as start-ups, primarily in telecommunications and technology. Prior to entering politics, Ms. Hall Findlay was Counsel for Bell Mobility, General Counsel and then General Manager of Mobility Canada, and Chief Legal and Regulatory Advisor to Český Mobil a.s. (a major cellular company in the Czech Republic).

Ms. Hall Findlay serves or has served as a board director and executive for several policy, environmental, community and cultural organizations, including currently as Vice Chair of Alpine Canada Alpin, and as member of the Advisory Council for the Canadian Centre for Responsibility to Protect (CCR2P) at the University of Toronto's Munk School of Global Affairs; and in the past with, among others, the Couchiching Institute on Public Affairs, CKUA Radio and the Georgian Bay Association.



## **Bev Dahlby**

Program Director, Tax and Economic Growth

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Bev Dahlby, 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 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 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.



The Trans-Pacific Partnership and Beyond: Advancing Canadian Trade and Investment in Asia

Jack Mintz, President's Fellow, The School of Public Policy



Jennifer Winter, Area Director, Energy and Environment Policy, The School of Public Policy





### Dan McFadyen

Program Director, Extractive Resource Governance

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Dan McFadyen is a professional engineer with over three decades of experience in the public service and the energy sector. Mr. McFadyen 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 non-practicing member of the Association of Engineers, Geologists, and Geophysicists of Alberta.



### Norma Nielson

Program Director, Financial Markets Regulation

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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), Alberta Treasury Board and Finance, the Insurance Bureau of Canada and the Law Commission of Canada, in addition to serving as Director of the Risk Studies Centre.

## OUTREACH – JEAN-SÉBASTIEN RIOUX

MAY 25-30, 2015 | CALGARY, AB

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Jean-Sébastien was the organizer and an instructor at the 2015 Calgary-Québec Summer School on the Geopolitics of Energy and Natural Resources.



## Almos Tassonyi

Program Director, Urban Policy

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Almos T. Tassonyi is an Executive Fellow and the Director of the Urban Policy Program at The School of Public Policy at the University of Calgary. He is an Adjunct Lecturer in the Department of Geography and Planning at the University of Toronto and a Research Associate at the 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. He is on the Editorial Board of the *State and Local Government Review*. 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.



## Maureen Shields

Program Director, Market Diversification Program

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Maureen Shields leads the research, programming and strategic guidance functions of the Market Diversification Program at The School of Public Policy. She holds a MA in Canadian History from Carleton University and a MSS (Masters of Strategic Studies) from the Centre for Military and Strategic Studies at the University of Calgary.

Ms. Shields spent several years as an information and research professional in both academic libraries and the energy industry. From 2007 to 2012, she was based in Ottawa where she held positions as an International Policy Analyst with the Library of Parliament and a Strategic Analyst at the Department of National Defence. More recently, as a research associate in the International Policy Program at The School of Public Policy, she developed and directed conferences, symposia and related publications and provided advice and recommendations on the program's strategic direction. With a broad background conducting research and strategic analysis in business, government and academia, Ms. Shields is an independent research consultant and partner with the 42nd Street Group Inc., based in Calgary.

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