

2017

*Serious*

*Problems*

*Real World*

*Solutions*

2018

2017

## Effecting change in public policy



**Pierre-Gerlier Forest, PhD**

Professor and Director  
James S. and Barbara A. Palmer  
Chair in Public Policy

### Dear Partner in Policy,

All policies, it is said, are sectoral — economic policy, fiscal policy, transportation policy, farming policy, energy policy or social policy. At The School, we cover all of those sectors and more, whether in our research, in our teaching or in our numerous public events. Because of the quality of our work and its relevance to everyone seeking evidence to support crucial public or private decisions, The School is widely recognized as the leading institution in its category in Canada.

Politics, on the other hand, is inherently multisectoral. The government budgetary process, for example, weaves together the interests and values of multiple groups. It may take months for some to become aware that their fate was sealed by measures taken on behalf of others. Good policy advice cannot ignore politics and the linkages that occur as a result.

Between policy and politics, it is not always easy to find a balance. If The School were to lean too much in the first direction, it would

be perceived as mostly “academic”, producing evidence for evidence’s sake, far from the real problems faced by real people. Yet, if The School were to lean too much in the second direction, it might be said that we serve the interests of a given group or that we follow a particular ideology, instead of aiming at the common good.

Our solution to this problem can be summed up in a few words. In all our endeavours, we abide by the following pivotal principles:

- **Practicality** – our research is applied not only because it aims at real life issues, but because it is informed by the practical needs of those it impacts.
- **Integrity** – rigorous methodologies guide our work, without shortcuts or compromises, from the formulation of the problem to the validation of the results.
- **Value-sensitive** – policy is made by human beings for human beings and advice that ignores a community’s preferences and values will always be disregarded.
- **Originality** – new and viable solutions are developed when research teams can build on diverse experiences and perspectives to inform their work, an approach facilitated by the broad network of experts associated with The School.
- **Timeliness** – policy work is time-sensitive. A perfect analysis that comes after the decision is already made is useless.

Despite the stereotype that university-based social and economic research is out of touch with reality — and thanks to its principled approach — The School has established its reputation by providing solutions to some of the most pressing problems faced by Alberta and Canada. This annual report speaks volumes for the commitment of our faculty and our staff to this important effort. It also underlines the essential support provided by our donors and stakeholders.

To all, a heartfelt thank-you!

2018

# *problem*

*A lack of infrastructure  
for foreign exports, and  
for domestic economic  
development, especially  
in the north*



Canada is hamstrung. Regulatory and policy impediments are strangling our ability to export goods. Investors are losing confidence. The north is experiencing crushing costs for goods and services.



# solution

## *The Canadian Northern Corridor*



A multi-modal right-of-way crossing mid-Canada and Canada's North. The Corridor will dramatically reduce the regulatory hurdles and improve the economics of infrastructure development. This will encourage the private sector to invest in roads, rail, communications and pipeline infrastructure to diversify our international markets, support northern and Indigenous development, enhance security and expand inter-regional and international trade. This knowledge platform is endorsed by the Senate of Canada and the federal Minister of Transportation.



— Notional Corridor  
— Existing Corridor



# problem

## *Low prices for Canadian energy exports*



The School analyzed the loss Canada takes on its trapped energy exports. Lack of pipeline transportation access to crude oil markets other than the U.S. means a loss of over \$6 per barrel. This year, Canada will leave about \$14 billion on the table.



# *solution*



## *Partial upgrading of bitumen*

The School ran the numbers on the feasibility of partial upgrading to reduce the cost of transporting oilsands bitumen. We determined that partial upgrading was a feasible and economic solution. Early in 2018, the Government of Alberta took that advice and announced an investment in partial upgrading.



# *problem*

## *Homelessness*



Alleviating homelessness has been a stubbornly difficult problem for jurisdictions across Canada. Myriad programs have failed to significantly reduce homeless numbers.



# solution



*Determine the end game,  
focus on where the problem  
exists and understand  
the root causes*

The School of Public Policy has undertaken a ground-breaking new approach to social issues: Applying economic analysis to the study of large data sets from government and social agencies. The result? A definition of what an end to homelessness actually means. The findings? Homelessness is most prevalent in cities that restrict housing stock; homelessness is more a problem of poverty than a problem of addiction or mental illness; and the causes of poverty and homelessness are local in nature.



# more solutions

## Real world problems Trusted and fact-based solutions

### Medical care for vulnerable populations

#### SOLUTION

*The Canadian Medical Association cites research by lead author Dutton et al., in its announcement of a fourth level of focus on vulnerable populations.*

### The role of pan-Canadian health organizations— are they still relevant?

#### SOLUTION

*The federal government tapped The School's Director, Prof. Pierre-Gerlier Forest, to co-author a report on the future of these organizations.*



### Lack of policy capacity in Canada's North

#### SOLUTION

*The Yukon government asked Profs. Ronald Kneebone and Trevor Tombe to advise on its finances.*

### Taxation and finances in British Columbia

#### SOLUTION

*The B.C. government recruited Prof. Lindsay Tedds to advise it on tax reform.*



# leaders

## Why we are Canada's leading policy school

The School's research is respected because it is independent, credible and based on hard data. Its influence is reflected by its wide dissemination among policy-makers, business leaders and the media. Indeed, The School is Canada's most cited policy school, both within traditional media and academic publications.

63

research publications  
this year

### KEY PUBLICATIONS

**Gains from trade for Canada's North: The case for a northern infrastructure corridor**

*G. Kent Fellows and Trevor Tombe—  
March 27, 2018*

**Energy and Environmental Policy Trends: The invisible cost of pipeline constraints**

*G. Kent Fellows—March 6, 2018*

**Alberta's changing industrial structure: Implications for output and income volatility**

*Bev Dahlby and Mukesh Khanal—  
January 18, 2018*

**Social Policy Trends:**

**The energy boom and income**

*Ronald Kneebone and Margarita Wilkins—January 17, 2018*

**Policy brief—Why is uptake of the Disability Tax Credit low in Canada? Exploring possible barriers to access**

*Stephanie Dunn and  
Jennifer Zwicker—January 11, 2018*

**Whether it is the U.S. House or Senate tax cut plan—it's trouble for Canadian competitiveness**

*Jack Mintz and Philip Bazel—  
November 16, 2017*

**Indigenous policy conference summary report: Beyond reconciliation**

*Sophie Lorefice, Brendan Boyd and  
Gaétan Caron—October 24, 2017*

**Social Policy Trends: Housing affordability for families with low incomes across Canada**

*Ronald Kneebone and Margarita Wilkins—June 29, 2017*

**The incidence of the corporate income tax on wages: Evidence from Canadian provinces**

*Kenneth McKenzie and  
Ergete Ferede—April 20, 2017*

### HEADLINES

**Alberta government losing billions of dollars in oil revenue annually: report**

*Global News—By Spencer Gallichan-Lowe—March 6, 2018*

**More early trauma intervention needed to greatly reduce chronic homelessness: study**

*Calgary Herald—By Bill Kaufmann—  
February 28, 2018*

**Despite Alberta's climate efforts, no go on pipeline, says Berman**

*Edmonton Journal—  
By Chris Varcoe—February 17, 2018*

**Don't tell Albertans, but Ontario is benefiting from a big loophole in the equalization formula**

*National Post—By Stuart Thomson—  
February 4, 2018*

**Canada must rethink health spending strategy**

*The Globe and Mail—  
By André Picard—January 22, 2018*

**What can Canada learn from Obamacare's near death experience?**

*The Star—By Andrew Boozary—  
August 21, 2017*

**Toronto home affordability hits worst level on record**

*Huffington Post—By Daniel Tencer—  
June 30, 2017*

**Study finds link between domestic violence and some sporting events**

*CTV News—By Lauren Krugel—  
June 8, 2017*

**Calgary's population on the rise while affordable rental housing declines**

*Calgary Herald—By Anna Junker—  
May 11, 2017*



# outreach

## Events

45

events  
in 2017

2,838

attendees  
in 2017

225

speakers  
in 2017

16

public  
events

11

research  
symposia

14

MPP  
events

4

by  
invitation

SCHOOL  
OF PUBLIC POLICY

POLICY SCHOOL



David Frum speaks to an audience  
of more than 500 people at the  
13<sup>th</sup> James S. Palmer Lecture Series  
hosted by The School of Public Policy.



# awards

## Distinguished Policy Fellows

The Distinguished Policy Fellowships are awarded on an annual basis to individuals with an exemplary record as leaders in public policy research, education, development, implementation or advocacy. In its inaugural year, The School appointed The Right Honourable Stephen J. Harper, P.C. and Tom Jenkins, O.C. on December 4<sup>th</sup>. Harper and Jenkins were recognized for their lifetime commitment to the betterment of public policy in Canada.



Allison Robins, MPP'15, presents the Distinguished Policy Fellow award to The Rt. Hon. Stephen J. Harper, P.C.



David Frum speaks at the inaugural Distinguished Policy Fellow Awards Dinner and Ceremony.



Tom Jenkins, O.C. accepts his Distinguished Policy Fellow award from Sunny Kullar, MPP'15.



# Students

## Master of Public Policy

Students develop a comprehensive skill set 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.



Master of Public Policy class of 2017-18.

# 95%

of Master of Public Policy graduates are employed in a policy-related role or are undertaking further education.

Current Master of Public Policy (MPP) students have begun and advanced their careers with organizations such as Alberta Energy Regulator, Canadian Geothermal Association, Devon Energy, Environment and Climate Change Canada, Finance Canada, Global Public Affairs, Icon West Construction Corporation, Statistics Canada, the U.S. Department of Commerce and Western Economic Diversification.

# \$500,000+

in scholarships awarded annually to our 50-person student cohort.



# 10

funded research assistantships awarded annually where students work in conjunction with a full-time faculty member.



# +30%

Applicants to the 2018-2019 MPP program are up 30% from last year with the average incoming GPA remaining at 3.6, as in years prior. Over 80% of admission offers made to students in 2018 were accepted. This is a testament to our outstanding curriculum and our extraordinary policy-specific job placement rate.

*“The Master of Public Policy Alumni Council (MPPAC) strives to sustain an active exchange of information between MPP alumni and The School to enhance and inspire the student and alumni experience. We focus on key areas of engagement within the alumni community, including awards, communications, events, networking and scholarships. The MPPAC is the only one of its kind across any public policy school in Canada; we work to connect graduates to one another while actively contributing to MPP students’ career and professional development.”*

**Andrew Rodych**  
MPP'12 & MPPAC Chair

*“The school has allowed me the space and support to develop my policy passions into skills. I can now go into a future career confident that I am able to address the challenges of today to create a better tomorrow.”*

**Benjamin Neff**  
MPP Student Association  
President, 2017-2018



# research

## Research divisions



### SOCIAL POLICY AND HEALTH

The Social Policy and Health research division aims to improve the lives of Canadians by employing an objective, evidence-based approach to assessing existing and proposed public policies. We identify practical solutions that cut through rhetoric designed to polarize debate and freeze policy-makers into inaction.

**Scientific Director:**  
**Ronald Kneebone**



### ENERGY AND ENVIRONMENTAL POLICY

Through disciplined research and analysis, the Energy and Environmental Policy research division provides practical solutions to Canada's challenging energy and environmental policy problems. We do this by injecting evidence into policy debates, and by engaging with decision-makers, stakeholders and the public to create a forum for open and meaningful dialogue among different perspectives.

**Scientific Director:**  
**Jennifer Winter**



### FISCAL AND ECONOMIC POLICY

The Fiscal and Economic Policy research division evaluates the fiscal, economic and regulatory policies of the federal, provincial and municipal governments and proposes alternative policies that improve the lives of Canadians. We provide evidence-based policy analysis and advice to governments, the business sector and the general public on how policies can be reformed to meet the challenges that we face today and in the future.

**Scientific Director:**  
**Bev Dahlby**



### INTERNATIONAL POLICY AND TRADE

The International Policy and Trade research division conducts and disseminates the highest quality research and analysis in order to improve Canada's position in the global economy, and enhance Canada's influence in bilateral, international and multilateral settings. We focus on the economics of international policy, in particular issues related to trade policy, commerce and Canada's ties to emerging markets.

**Acting Scientific Director:**  
**David Bercuson**



# Our experts on the issues that matter most to Canada

**Uzi Arad**

National security and defence policy

**Deborah Archibald**

Community engagement and resource development policy

**Matt Ayres**

Energy and environmental policy

**Philip Bazel**

Fiscal and social policy

**Eugene Beaulieu**

International trade

**Vivian Bercovici**

Foreign policy and business

**David Bercuson, O.C.**

Military policy and national defence

**Patrick Berrigan**

Health economics

**Brian Bietz**

Energy and environmental policy

**Paul Boothe**

Economic and environmental policy

**Brendan Boyd**

Climate change policy

**John Carruthers**

Energy and Indigenous partnerships

**Margaret Clarke**

Child health and family policy

**James Coleman**

Energy, trade and transport policy

**Daria Crisan**

Tax analysis

**Philip Cross**

Business cycles and labour markets

**John Curtis**

International trade and finance

**Bev Dahlby**

Tax policy and fiscal federalism

**Laura Dawson**

Economic policy and U.S.-Canada relations

**Jim Dilay**

Resource extraction policy

**Sarah Dobson**

Resource taxation frameworks

**Wendy Dobson**

International policy, trade and finance

**Stephanie Dunn**

Disability and social policy

**Serge Dupont**

Natural resources and international finance

**Daniel Dutton**

Social determinants of health

**Herbert Emery**

Regional economics

**Judit Fabian**

Global governance

**Kent Fellows**

Energy and regulatory policy

**Brittany Finlay**

Disability policy

**Thomas Flanagan**

Politics and Indigenous issues

**Robert Fonberg**

Trade, security and cyber-issues

**Pierre-Gerlier Forest**

Health reform and federalism

**Robert Hage**

Foreign affairs and international trade

**Ron Hallman**

Environmental assessment

**The Rt. Hon. Stephen Harper, P.C.**

22<sup>nd</sup> Prime Minister of Canada

**Eddy Isaacs**

Energy and environmental technologies

**Ali Jadidzadeh**

Social policy and homelessness

**Tom Jenkins, O.C.**

Innovation and economic development policy

**Najlaa Kallousa**

Tax and accounting policy

**Mukesh Khanal**

Regional economic policy

**Akram Khayatza-deh-Mahani**

Population health

**Ron Kneebone**

Fiscal and social policy

**Sheila Leggett**

Extractive resource governance

**Myles Leslie**

Health quality and senior care

**John Lester**

Tax, innovation and entrepreneurship

**Brian Livingston**

Energy policy and law

**Jack Lucas**

Municipal politics

**Janice MacKinnon**

Fiscal policy and federal-provincial relations

**Robert Mansell**

Resource economics and regional policy

**Richard Masson**

Energy project development

**Dan McFadyen**

Extractive resource governance

**Kenneth McKenzie**

Energy, taxation and fiscal policy

**Jack Mintz, C.M.**

Tax policy

**Michal Moore**

Resource and energy economics

**Ted Morton**

Politics and energy policy

**Lucija Muehlenbachs**

Water, resource and energy policy

**Norma Nielson**

Financial markets policy

**Eric Noël**

Foresight and long-term policies

**Martin Olszynski**

Environmental law

**Maya Papineau**

Economics of climate change

**Jean-Sébastien Rioux**

International conflict and foreign policy

**Nicholas Rivers**

Environmental and renewable energy policy

**Colin Robertson**

International relations and defence, security and trade

**Matthew Russell**

Neurodevelopmental policy

**Francisco Salazar**

Energy regulatory policy

**Lawrie Savage**

Financial regulation, insurance and risk management

**Anthony Sayers**

Electoral policy

**Wayne Simpson**

Labour and urban policy

**Robert Skinner**

History and geopolitics of energy policy

**Michael Smart**

Tax and fiscal policy

**Colum Smith**

Health networks and cancer policy

**Hugh Stephens**

International trade and Canada-Asia relations

**Leah Stokes**

Energy and environmental policy

**Andrei Sulzenko**

National infrastructure and trade policy

**Almos Tassonyi**

Municipal and urban policy

**Lindsay Tedds**

Tax and economic policy

**Trevor Tombe**

Trade and economic policy

**Alina Turner**

Homelessness and affordable housing

**Hussein Warsame**

Tax planning and accounting policy

**Lana Wells**

Social policy and violence prevention

**Jean-François Wen**

Taxation and social insurance

**Scott Wilkie**

International taxation and tax treaties

**Margarita Wilkins**

Social policy indicators

**Tom Wilson**

Forecasting, fiscal and tax policy

**Jennifer Winter**

Energy and environmental policy

**Krystle Wittevrongel**

Disabilities and employment barriers

**Joel Wood**

Environmental economics

**Jennifer Zwicker**

Economics of health interventions



# partners

## Become a Partner in Policy

Our programs are made possible because of the generosity of our community, which has helped to establish The School of Public Policy as Canada's leading policy school. To learn about how you or your organization can play a part in our success and the improvement of policy in Canada, please contact us.

### DEVELOPMENT

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### ACADEMIC PROGRAMS

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THE SCHOOL  
OF PUBLIC POLICY

### THE SCHOOL OF PUBLIC POLICY

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