



10  
YEARS

THE SCHOOL  
OF PUBLIC POLICY

# Master of Public Policy

S T U D E N T   H A N D B O O K

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Our mission is  
to get public policy right  
in this country.

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# Welcome Message from Pierre-Gerlier Forest, *Director and James S. and Barbara A. Palmer Chair*

**Dear Master of Public Policy Class of 2019 – 2020,**



On behalf of the faculty, staff and alumni of The School of Public Policy, please accept my congratulations for having chosen the Master of Public Policy program. Not only are you in a program that has been proven successful at launching careers, but you are getting an education that will make you personally impactful in your community and country.

In addition to the bedrock skills that you will acquire in the programs – like legal analysis, economic and statistical analysis and regulatory affairs, our goal is to help you develop a combination of technical expertise and practical judgement that will give you what I have called the “policy mind”. It is not a cliché to say that the world is becoming more complex. In fact, globalization and digital communications mean that interactions that both affect public policy and are affected by it are increasing exponentially. Those who have the policy mind will be very well placed to assist government, business and academia adapt to those changes, manage those interactions, and propose solutions grounded in evidence.

My door is open. If I can assist you in any way I would be pleased to do so. The Master of Public Policy is a unique program with remarkable instructors. Take advantage of them. And connect with each other. The networks you build today are networks of future leaders – those will prove invaluable.

Again, welcome. You are the future of public policy.

**Prof. Pierre Gerlier Forest**

*Director and James S. and Barbara A. Palmer Chair for The School of Public Policy*

# Welcome Message from Kevin McQuillan,

## *Academic Director*

**Dear Students,**



It is with great excitement and pleasure that I welcome you to the Master of Public Policy program in The School of Public Policy.

We invested considerable resources to develop a first-class program focused on providing students with a valuable and exciting learning experience. We started, in 2008, with an extensive survey of students to determine what they wanted to get out of a Master of Public Policy program. We also asked employers in government and business what they wanted to see in graduates. What we heard was a desire for a professional degree program that stressed an interdisciplinary approach and the development of a broad range of applied skills: for effective communication, sound analysis based on empirical evidence, identification of trade-offs, assessment of cost effectiveness and political feasibility, and innovative and reliable recommendations with respect to important questions of public policy.

We have built the MPP program to incorporate all of these elements. You will benefit from exceptional instructors, access to many learning resources and special lectures, and one-on-one interactions with numerous policy leaders and practitioners from government, business and non-government organizations. And, the capstone project will allow you to put into practice all of your acquired skills, making you stand out to employers and others important in your career development.

We are committed to making the MPP as valuable an experience as possible for you. Learning truly is a two-way street. Therefore, please do not hesitate to come speak with me if you have concerns as you progress through the program, or if you would like to offer suggestions for improvement.

Again, welcome to The School of Public Policy and the Master of Public Policy program.

Sincerely,

**Kevin McQuillan**  
*Academic Director*

# Welcome Message from Lisa Young,

## *Director of the Master of Public Policy Program*



It is a great pleasure to welcome you to the School of Public Policy and the Master of Public Policy program. Like you, I am new to the School and am excited to immerse myself in the intellectually rich and diverse environment it offers.

Through your classes, the MPP Speakers Series and other SPP events, you will have access to a range of policy practitioners and thinkers. You will also become part of a very special community of students and alumni who are driving innovation in public policy locally, nationally and globally. I encourage you to make the most of these opportunities during your year at the School.

Transitions can be challenging, whether they are from undergraduate to graduate school, back to school, or to a new city or country. The MPP staff and I are here to support you with these challenges, and to ensure you succeed in your program. Please reach out at any time so that we can provide assistance.

I look forward to getting to know all of you over the coming year, and to seeing the contributions that the MPP Class of 2020 will make in the future!

**Lisa Young**

*Director of the Master of Public Policy Program*





# School Personnel

## Executive

### **Pierre-Gerlier Forest, Director and James S. and Barbara A. Palmer Chair**

Dr. Forest (PhD, Université de Montreal) is the Director of The School of Public Policy and James S. and Barbara A. Palmer Chair in public policy at the University of Calgary. PG Forest also holds an appointment as Professor of Community Health Science in the Cumming School of Medicine.

Prior to joining The School of Public Policy in 2016, PG Forest was Director of the Institute for Health and Social Policy at Johns Hopkins University and a Professor with the Bloomberg School of Public Health. From 2006 to 2013, he was president of the Pierre Elliott Trudeau Foundation, following an appointment as G.D.W. Cameron Chair and Chief Scientist with Health Canada, the federal department of health. In 2001, he had joined the Commission on the Future of Health Care in Canada as Director of Research, responsible for the evidence produced and used by the Commission.

Dr. Forest spent the first part of his academic career at Université Laval, in Quebec City, where he was Professor of policy analysis and public administration with the department of political science (1990-2007). He is the author of more than a hundred and fifty scientific papers and books; among others, notably: *Changing Health Care in Canada* (Toronto, 2004) and *Paradigm Freeze* (Toronto, 2013).

## **Bev Dahlby, Research Director and Program Director, Tax and Economic Growth**

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

## **Kevin McQuillan, Academic Director**

Kevin McQuillan, a native of Montreal, received his B.A. from the University of Toronto and his Ph.D. from Princeton University. He was a member of the Department of Sociology and a Research Associate of the Population Studies Centre at the University of Western Ontario from 1977-2007. During his time at U.W.O, he served as Director of the Population Studies Centre and Chair of the Department of Sociology. He also served as the university's representative to the Council of Ontario Universities.

His research focuses on historical patterns of population change, the role of religion in demographic behaviour, and the impact of economic change on urban and rural growth.

Kevin was appointed Dean of the Faculty of Social Sciences at the University of Calgary in 2007. He led the process that resulted in the merger of the Faculties of Communication and Culture, Fine Arts, Humanities, and Social Sciences to form the new Faculty of Arts in 2010 and served as the first Dean of Arts. He served as Deputy Provost at the University of Calgary from 2014 to June 2018. He is currently Academic Director of The School of Public Policy.

# **Scientific/Program Directors**

## **International Policy and Trade**

### **Jean-Sébastien (J-S) Rioux, Scientific Director, International Policy and Trade**

Dr. Rioux (PhD, Florida State University) is a full-time Associate Professor at The School and the Scientific Director of International Policy and Trade. 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.



### **Eugene Beaulieu, Program Director, International Economics**

Dr. Beaulieu (PhD, Columbia) is a Professor of Economics and is Program Director, International Economics at The School of Public Policy. He has worked as an economist for the Government of Kenya and the Bank of Canada. His research is empirical international economics, firm dynamics, labour markets and income inequality. In 2004, Dr. Beaulieu was the Norman Robertson Fellow at the International Trade Canada and he has served on the Executive Council of the Canadian Economics Association. Dr. Beaulieu is the founder of the Rocky Mountain Empirical Trade Conference, an annual conference in Banff that brings together leading experts on empirical international trade and is the founder of the Canadian International Trade Study Group (a network of trade economists). He volunteers in the non-profit sector as the Past-Board Chair of a large arts organization, and Co-Chair of the annual Hearts for Arts Gala in support of the arts and youth in Calgary.

### **David Bercuson, Associate Director, International Policy and Trade**

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.

## **Social Policy and Health**

### **Ron Kneebone, Scientific Director, Social and Health Policy**

Dr. Kneebone (PhD, McMaster) is a Professor of Economics at the University of Calgary. His published research has dealt with issues pertaining to the political economy of government deficit and debt reduction, the history of government fiscal and monetary relations in Canada 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 Zwicker, Program Director, Health Policy**

Dr. Jennifer Zwicker is Director of Health Policy at the School of Public Policy and Assistant Professor in the Department of Kinesiology at the University of Calgary. Through the support of NeuroDevNet, CHILD-BRIGHT and the Sinneave Family Foundation, her research focuses on the socioeconomic impact of neurodevelopmental disability research and interventions as a means for informing evidence based policy development. Dr. Zwicker received her PhD in neurophysiology from the University of Alberta and her Masters of Public Policy from the University of Calgary, supported with generous funding from CIHR, AIHS and WCHRI throughout her graduate training. She is a 2014/2015 Action Canada Fellow, a public member on the council of the Alberta College of Optometrists and a co-chair for the Canadian Science Policy Centre

## Energy and Environmental Policy

### Jennifer Winter, Scientific Director, Energy and Environmental Policy

Jennifer Winter (PhD, Calgary) is an Assistant Professor of Economics and Scientific Director of the Energy and Environmental Policy research division at The School of Public Policy. Her research focuses on climate policy, the effects of government regulation and policy on energy development, and the associated consequences and trade-offs. Current research projects are social impacts of hydraulic fracturing, comparing provincial emission-reduction policies, and federalism and climate policy. She has testified to the Senate of Canada on emissions pricing policies based on her work in this area, and has advised the Government of Alberta and Government of Canada in several capacities. Dr. Winter is actively engaged in increasing public understanding of energy and environmental policy issues; recognition of her efforts include a 2014 Young Women in Energy Award, being named one of *Alberta Oil Magazine's* Top 35 Under 35 in 2016, and one of *Avenue's* Calgary Top 40 Under 40 in 2017. Dr. Winter serves on the Future Leaders Board of Directors of the World Petroleum Council Canada and on the advisory committee of the Alberta Narratives Project, and is a member of Global Affairs Canada's Environmental Assessment Advisory Group.

## Fiscal and Economic Policy

### Lindsay Tedds, Scientific Director, Fiscal and Economic Policy

Lindsay Tedds (PhD, McMaster University) is Scientific Director of the Fiscal and Economic Policy research division at The School of Public Policy and an Associate Professor in the Department of Economics at the University of Calgary. Lindsay is a specialist in applied economic research and policy analysis, with a particular focus on the design and implementation of tax policy. Her work spans a number of topics including the underground economy, income underreporting, the tax treatments of stock options and exploration expenses, user levies, insider disclosure, generosity of coverage for assisted reproduction, and birth seasonality. She is the co-author of two books and has published a number of book chapters, technical reports, interactive guides, and papers in peer reviewed journals.

### Bryce Tingle, Program Director, Financial Markets Regulation

Bryce C. Tingle, LLB, LLM, holds the N. Murray Edwards Chair in Business Law at the University of Calgary. He is a member of the founding teams for several companies active in the technology, energy and financial industries. He also served as the general counsel of several technology and natural resource companies. From 1994 to 2006, Mr. Tingle was a co-founder and partner of TingleMerrett LLP, focused on securities and corporate finance for growth companies. He is the author of several academic publications, most recently, *Start Up and Growth Companies, A Guide to Legal and Business Practice* 2nd ed. (Lexis Nexis Butterworths, 2013) and *The Annotated Alberta Business Corporations Act* (Lexis Nexis, 2018). Mr. Tingle has law degrees from Duke, Osgoode and the University of Alberta. He is a long-standing member of the Securities Advisory Council of the Alberta Securities Commission, and from 2012 - 2017 he was a member of the Ontario Securities Commission's Exempt Markets Committee. He is married to an author and has four children. Mr. Tingle was named one of the University of Calgary's Peak Scholars in 2014 and 2015.

## Extractive Resource Governance Program

### Deborah Archibald, Program Director, Extractive Resource Governance

Ms. Archibald (HBS, Lakehead University; MMS, University of Waterloo), is the Director of the Extractive Resource Governance Program (ERGP) at The School of Public Policy (SPP), University of Calgary. Ms. Archibald spent 10 years working as a geologist in the Yukon, Ontario and the Northwest Territories. In 1997, Ms. Archibald began her public sector career as a geologist with the Government of the Northwest Territories (GNWT). She spent the next 16 years in positions of increasing responsibility. In 2013, Deborah accepted the position of Assistant Deputy Minister to facilitate the transfer of legislative responsibility for minerals and petroleum from the Government of Canada to the GNWT. She managed that portfolio until her retirement in April 2017. She joined the SPP as the Director of the ERGP in November of 2017.

## Academic Staff

**Jean-Christophe Boucher** is an Assistant Professor at the Department of Political Science and The School of Public Policy at the University of Calgary. He is currently a director of research in civil-military relations at the Canadian Defence and Security Network funded by the Social Science and Humanities Research Council. He is a fellow at the Canadian Global Affairs Institute; a research Fellow at the Centre for the Study of Security and Development at Dalhousie University as well as a Senior Fellow at the Centre interuniversitaire de recherche sur les relations internationales du Canada et du Québec. He holds a BA in History from the University of Ottawa, a MA in Philosophy from the Université de Montréal and a PhD in Political Science from Université Laval. He specializes in international relations, with an emphasis on Canadian foreign and defence policies, international security, and methodology.

**G. Kent Fellows** is a research associate at The School of Public Policy, University of Calgary. He has published articles on the effects of price regulation and bargaining power on the Canadian pipeline and pharmaceutical industries, the integration of renewable generation capacity in the Alberta electricity market, the demand side determinants of greenhouse gas emissions and the economic impacts of transportation infrastructure and costs. Kent has previously taught graduate level courses in Competition Policy, Economic Regulation and Decision Theory. He is also Associate Program Director for The School of Public Policy's Canadian Northern Corridor research program, aimed at studying the concept of a multi-modal linear infrastructure right of way through Canada's North and near North.

**Shaun Charles Fluker** joined the Faculty of Law in 2007. He was called to the Alberta bar in 1996, and remains an active member of the Law Society of Alberta. Mr. Fluker has appeared as counsel before all levels of Alberta courts, and the Supreme Court of Canada. He works closely with the Faculty's Public Interest Law Clinic, and served as its Executive Director until January 2019. When he is not at the law school, he enjoys skiing and climbing in the mountains west of Calgary with family and friends.

**Myles Leslie** is the Associate Director of Research at The School of Public Policy at the University of Calgary. He is a health services and health policy researcher with an appointment in the Cumming School of Medicine, Department of Community Health Sciences. His work focuses on applying the principles of engagement and involvement to re-world challenges in the policy and practice of healthcare. Dr. Leslie's primary substantive interest is in primary care and the technology, policy, organizational and clinical level reforms that are needed to support the delivery of high quality care and wellbeing programs to Canada's vulnerable populations in the community. He brings extensive international experience in ethnography and related qualitative methods to his research, and an interest in the origins and challenges of trust in the creation and implementation of policy to his teaching. He was trained at the Universities of Toronto and Leicester where he held Canada Graduate and Trudeau Foundation Scholarships, and a post-doctoral position in patient safety and quality.

**Brenda McDermott** completed her PhD in Communication Studies in 2015. In addition to her research of memory and media studies, she examines research on writing pedagogy and productivity, particularly for graduate students. Working with faculty and students across disciplines, she takes a knowledge translation approach to communication, focusing on audience and context. She launched several programs tailored specifically to graduate students' needs, including UCalgary's Graduate Success Week. When not working and teaching, she likes looking into new educational technology tools, such as Grammarly and Text-to-Speech software.

**Ron Kneebone** is a Professor of Economics and the Scientific Director of the Social Policy and Health research division at The School of Public Policy at the University of Calgary. His published research has dealt with issues of government budget financing in a federal state, the political economy of government deficit and debt reduction and the characteristics of Canadian federal and provincial fiscal policy choices. Recent research has been in the areas of poverty reduction and the economics of homelessness. Professor Kneebone has served on a number of panels established to provide advice to governments on their budgeting practices. These include the Alberta Financial Management Commission (2002) and the Yukon Financial Advisory Panel (2017). From 2009-2011 he served as Chair of the University Budget Committee and Vice Chair of the University Planning Committee. He currently serves on the Board of Directors of the Calgary Homeless Foundation.

**Jean-Sébastien Rioux** hails from Québec City. He lived and studied in the U.S. from 1985 to 1996, where he served in the US Army from 1986-1990, then attended university and eventually earned a PhD in International Relations. He taught at McGill and Concordia Universities before being awarded a Canada Research Chair at Université Laval in 2001. From February 2006 to August 2008, he was the late Jim Prentice's Chief of Staff in Ottawa. He and Mr. Prentice continued working together in the ensuing years, including during Mr. Prentice's successful run to become the 16<sup>th</sup> Premier of Alberta in 2014. Later, he and Mr. Prentice collaborated on the national bestselling book, *Triple Crown: Winning Canada's Energy Future* (Toronto: HarperCollins, 2017). In September 2012, Dr. Rioux joined The School of Public Policy, where he teaches several courses. He also leads the Calgary-Québec Summer School on the Geopolitics of Energy and Natural Resources, an annual national graduate-level course focusing on the important energy and natural resource policy issues of the day.

**Blake Shaffer** is an energy and environmental economist working at the intersection of electricity markets and climate policy. He uses empirical methods to evaluate policy effectiveness and better understand consumer and firm behaviour. Prior to returning to academia, Dr. Shaffer had a 15 year career in energy trading, specializing in electricity, natural gas and emissions markets. He holds a PhD in economics from the University of Calgary, Master of Philosophy in economics from the University of Cambridge and a bachelor's degree in environmental science from Queen's University. Dr. Shaffer has served as a policy advisor on energy and environmental policy matters for the governments of Alberta and Canada. He is currently a postdoctoral fellow and Fulbright scholar at Stanford University, an adjunct professor at the University of Calgary's department of economics, Energy Policy Fellow at the C.D. Howe Institute and a Research Fellow at The School of Public Policy.

**David Taras** holds the Ralph Klein Chair in Media Studies at Mount Royal University. He was formerly the Ernest Manning Chair in Canadian Studies at the University of Calgary and has taught at the University of Toronto and the University of Amsterdam in the Netherlands. Dr. Taras served as a special advisor to the Government of Alberta on the constitution and federal-provincial relations and was an expert advisor to the House of Commons Standing Committee on Canadian Heritage during its review of the Broadcasting Act. He was President of the Canadian Communication Association and served two terms on the Board of Governors of the University of Calgary. He is also a five- time winner of the University of Calgary Student Association Award for Teaching Excellence. He appears regularly on the Global Morning News in Calgary and on Global Radio. He is also the host of David Taras Talks To... on CMRU.

**Lindsay Tedds** is the Scientific Director of the Fiscal and Economic Policy program at The School of Public Policy and an Associate Professor in the Department of Economics at the University of Calgary. Dr. Tedds is a specialist in applied economic research and policy analysis, with a particular focus on the design and implementation of tax policy. Her work spans a number of topics including the underground economy, income underreporting, the tax treatments of stock options and exploration expenses, user levies, insider disclosure, generosity of coverage for assisted reproduction, and birth seasonality. She is the co-author of two books and has published book chapters, technical reports, interactive guides and papers in peer reviewed journals.

**Trevor Tombe** is an Associate Professor of Economics at the University of Calgary and a Research Fellow at The School of Public Policy. Prior to joining the University of Calgary, he was an Assistant Professor of Economics at Wilfrid Laurier University. He received his BBA (Finance) from Simon Fraser University, and his MA and PhD (Economics) from the University of Toronto. His research covers a broad range of topics from international trade and public finance to energy and environmental policy. Currently his work focuses on economic integration in Canada, from estimating the size and consequences of interprovincial trade costs to exploring the implications of federal fiscal transfers (such as equalization). In addition to his academic research, he regularly promotes the public understanding of economics and policy issues through his numerous public policy papers through The School, active social media presence and general interest writings in various media outlets.



**Harrie Vredenburg** is a leading scholar of strategy, innovation, sustainability and governance in the global energy industry and holds the Suncor Chair in Strategy and Sustainability at the Haskayne School of Business at the University of Calgary. He was one of the visionaries who founded Haskayne's Global Energy Executive MBA and served as its Academic Director for eight years. He also holds an appointment as a Research Fellow at The School of Public Policy and as an International Research Fellow at the Said Business School at Oxford University in the UK. He has authored or coauthored more than 50 articles in international journals and has co-authored government reports on regulation, innovation and nuclear energy. He lectures in MBA, Executive MBA, doctoral, executive development and corporate directors programs and was honoured with the 2016-17 and 2015-16 Haskayne MBA Society Top MBA Teacher Award.

**Jennifer Winter** is an Assistant Professor and the Scientific Director of the Energy and Environmental Policy research division at The School of Public Policy, University of Calgary. Her research evaluates climate policies, and examines the effects of government regulation and policy on energy development and the associated consequences and trade-offs. She has testified to the Senate of Canada on emissions pricing policies based on her work in this area, and has advised the Government of Alberta and Government of Canada in several capacities. Dr. Winter is actively engaged in increasing public understanding of energy and environmental policy issues; recognition of her efforts include a 2014 Young Women in Energy Award, being named one of *Alberta Oil Magazine's* Top 35 Under 35 in 2016, one of *Avenue* magazine's Calgary Top 40 Under 40 in 2017, and one of Canada's Clean50 and Clean16 in 2019. Dr. Winter serves on the Future Leaders Board of Directors of the World Petroleum Council Canada, the advisory committee of the Alberta Narratives Project, and the City of Calgary Climate Panel, and is a member of Global Affairs Canada's Environmental Assessment Advisory Group.

**Lisa Young** is Professor of Political Science at the University of Calgary, and incoming Director of Graduate Programs at the School of Public Policy. Dr. Young has published extensively in the field of Canadian politics, authoring/co-authoring several books, including *Rebuilding Canadian Party Politics*, *Feminists and Party Politics*, and *Advocacy Groups*. Her current research focuses on election law and digital globalization. From 2011 to 2018, she served as Vice-Provost and Dean of Graduate Studies at the University of Calgary.

**Jennifer Zwicker** is passionate about social policy and healthcare reform. She is the Director of Health Policy at The School of Public Policy and an assistant professor in the Faculty of Kinesiology at the University of Calgary. She is a member of the Owerko Center in the Alberta Children's Hospital Research Institute and the O'Brien Institute of Public Health. With broad interests in the impact of health and social policy on health outcomes, Dr. Zwicker's recent research utilizes economic evaluation and policy analysis to assess interventions and inform policy around allocation of funding, services and supports for children and youth with developmental disabilities and their families. This work is supported by the Kids Brain Health Network, the Sinneave Family Foundation, PolicyWise and the CIHR funded Strategy for Patient-Oriented Research network on childhood disability called CHILD-BRIGHT. Dr. Zwicker received her PhD in neurophysiology from the University of Alberta and her Masters of Public Policy from the University of Calgary, supported with generous funding from CIHR and AIHS throughout her graduate training.

## MPP Contact Information

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**Lino John**

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Senior Advisor, MPP  
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# Program Objectives

The goal of the Master of Public Policy Program is to train policy professionals who will find leadership positions in government, business and the non-profit sector. Our students pursue careers in the private, public and not-for-profit realms that involve public policy analysis. This includes positions such as economists, researchers, analysts, community relations advisors, coordinators, strategists and consultants.

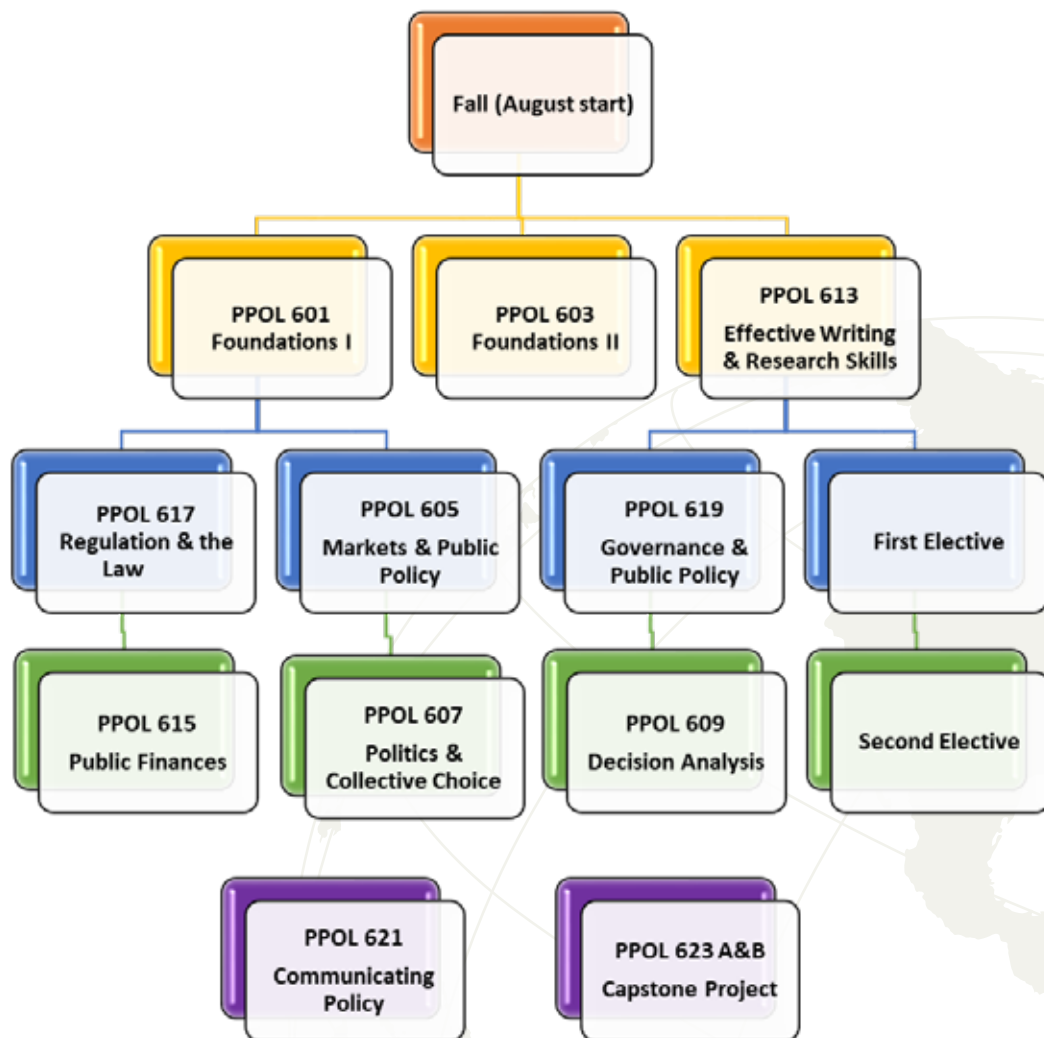
The MPP program fosters in students an appreciation of the importance of effective institutions, efficient regulation and the role that markets play in democracies. Students learn to communicate effectively; make judgments based on empirical evidence; recognize the underlying self-interest of those advocating policy positions; identify trade-offs; assess cost effectiveness and political feasibility; and, in general, learn to make well-considered recommendations with respect to important questions of public policy.



# Program Expectations

The Master of Public Policy is a professional-degree program. Students are representatives of The School of Public Policy and, therefore, are expected to carry themselves with the utmost professionalism both inside and outside the classroom. This includes ensuring punctuality for all lectures, events or other MPP-related commitments, and the responsible use of online media. Additional provisions concerning student conduct and expectations are outlined in the Academic Regulations section of the University of Calgary's Graduate Calendar.

## MPP Program Timeline



# School Events

The School hosts a variety of Community Outreach events year-round that attract global policy experts and practitioners. All School-hosted events are free for MPP students.

As a feature of the MPP program, The School also puts on a Speaker Series specifically for students in the program. These talks feature prominent policy figures in an interactive environment.

Previous MPP Speaker Series guests have included:

**Hon. Christy Clark**, Premier, Government of British Columbia

**Hon. Ted Menzies**, Minister of State (Finance)

**Gaetan Caron**, Chair and CEO, National Energy Board

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

**Dr. John Rook**, President and Chief Executive Officer, Calgary Homeless Foundation

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

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

**Deborah Yedlin**, 14<sup>th</sup> Chancellor of the University of Calgary and freelance business journalist

**Bob McLeod**, Premier of the Northwest Territories





## Attendance Expectations

There is no better way to learn about public policy than to listen to, and exchange ideas with, public policy practitioners. For this reason, The School provides students with a tremendous opportunity to network with policy experts from business, government and the community. Students are expected to attend as many events as possible throughout the academic year as part of their training.

## Event Invitations and Event Registration

Students can expect to receive invitations to all events by email. In order to attend a particular event, students must register for the function by responding and/or RSVP'ing to the invitation sent to them. Simply showing up at the event without having confirmed attendance will not be permitted. Some events are hosted by external organizations such as the C.D. Howe Institute or Calgary Economic Development. The School often secures seats for students to attend but these are in limited supply.

## Dress Code

Students are expected to adhere to a business-casual dress code at the very minimum for all events. Given the stature of many of the speakers and guests at School-hosted events, and the interaction students will be having with these individuals, students are encouraged to wear business-professional attire. For more information, please see <http://www.businessknowhow.com/growth/dress-impression.htm>

# Resources and Tools

## Career and Professional Development Services

Here at The School, we are dedicated to providing our MPP students with the resources necessary for successful career and professional development. Hamreet Sekhon, Senior Advisor, is available to support students with career services. Our career development efforts extend to providing you with access to professional development sessions aimed at improving your skills in policy analysis, writing, presentation skills and familiarity/ proficiency with software programs necessary for workplace success.

## Internship and Job Opportunities

The School of Public Policy believes in a hands-on approach to learning. Paid internship and work opportunities are sometimes made available for MPP students who wish to participate and gain valuable experience in the area of public policy that is of interest to them. These opportunities, which typically last two to four months on a part or full time basis, provide real-life work experience to bring theory and research into practice for our students. At times, employers from the federal and provincial government will come to campus to speak with you about the job application process and internship opportunities.

## Research Opportunities

The School makes a number of paid research opportunities available to students each year. Successful candidates are provided with \$5,000 in funding and the opportunity to work on a research project with a member of the School's research staff.

## MPP Student-Alumni Mentorship Program

In the fall of 2015, the MPP program began a student-alumni mentorship initiative where students are paired with MPP alumni. The program fosters the personal and professional development of students while enhancing alumni engagement. No other Canadian MPP or MPA program offers such an endeavor, particularly one that involves an alumni council whose guidance and oversight enhances the undertaking.

The mentorship program is open to all students. Students are paired with an MPP graduate who aligns with the student's areas of interest and professional background.

**"The MPP student-alumni mentorship program has been very valuable to me. I was able to connect with a previous graduate who 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, VP External, MPP Student Association, 2016, and now a MPP Alumni Council member

## MPP Student Association

The MPP Student Association (MPPSA) is your student government. The MPPSA represents all MPP students and works collaboratively across the academic year with other Faculty-based university student associations, U Calgary's Graduate Student Association and the MPP Alumni Council. There are up to five volunteer positions available to all full time MPP students for which elections are held in October. MPPSA involvement is an opportunity that comes with expectations and rewards that will be conveyed to you in late September.

## School Website

The School's website URL is [www.policyschool.ca](http://www.policyschool.ca). Students are encouraged to visit the site to obtain information on events, read The School's research publications and view interactive content such as blog entries, video and social media postings.

The site also has a staff directory for The School and a student-specific section that houses many of the resources found in this handbook.

## Social Media

Whether you're on campus, at home or on the go, students can stay connected with The School using our social media communities. Students can connect with The School (@policy\_school) on Twitter for frequent updates on news, events and activities.

Join us online:



[www.twitter.com/policy\\_school](https://www.twitter.com/policy_school)



[www.youtube.com/publicpolicyschool](https://www.youtube.com/publicpolicyschool)



[www.facebook.com/policyschool](https://www.facebook.com/policyschool)



# Student Pre-Arrival Checklist

## Student UNICARD

All students are required to obtain a Student UNICARD in order to access the Downtown Campus and restricted spaces within The School of Public Policy. It is very important that students obtain their card prior to the start of their coursework. Visit the Unicard Office in Dining Centre #18 during business hours to obtain your card. Please note that line-ups can occur at peak periods in the fall, so it is recommended that you submit your photo in advance. Please see [www.ucalgary.ca/unicard](http://www.ucalgary.ca/unicard) for specifications for submitting your photo online.

If you are replacing a card, you must visit the Unicard Office in Dining Centre #18 in person. If you already have a card and submit a photo you will be charged a \$20 replacement fee.

## Student UPass

The Universal Pass Program (UPass) is a transit sticker applied to the Unicard that entitles full-time students access to transit services for the applicable term(s). Students can get their passes at the locations mentioned here <https://ucalgary.ca/unicard/upass>.

## Information Technology Account

It is recommended that students set up their University of Calgary IT account as soon as possible. Your IT account gives you access to many important services across campus, including your email, campus WiFi, D2L (Desire2Learn, Brightspace), and myUCalgary.

To activate your IT account, visit <https://itregport.ucalgary.ca>.

## myUofC Student Portal

This is a one-stop portal for all campus services, work tools and applications a student will require to manage their academic career at the University of Calgary. Students can log in using their IT username and password at <http://my.ucalgary.ca/>. Once inside the portal, you can access the Desire2Learn learning tool and the PeopleSoft Student Centre, which offers the following features:

- a) Course add/drop and withdrawal
- b) Student timetable and fee information
- c) Courses and grades
- d) Degree navigator
- e) Address changes, including email address
- f) Exam timetable
- g) Award applications/information and award status

## Desire2Learn

Desire2Learn is the U of C standard course management system. Most instructors use this tool for communicating with students and posting documentation such as course outlines and assigned readings. Some may even manage assignment submissions through this service.

Students can access Desire2Learn through the myUofC portal or by going to <http://d2l.ucalgary.ca>.

Additional help with Desire2Learn can be found at <http://elearn.ucalgary.ca/category/students/>.

# Student and Campus Services (Main Campus)

## Bookstore

All the textbooks are made available through the UCalgary bookstore on the main campus [https://www.calgarybookstore.ca/site\\_about\\_us.asp](https://www.calgarybookstore.ca/site_about_us.asp)? Downtown Campus has no bookstore currently in operation.

## Library

Reserves are placed in the Taylor Family Digital Library on the Main Campus [https://library.ucalgary.ca/locations/?group\\_id=14770](https://library.ucalgary.ca/locations/?group_id=14770).

## Residence services

There are plenty of places to choose from on the main campus <https://ucalgary.ca/residence/placestolive>.

## International Student Services (ISS)

International Student Services (ISS) provides support services and customized advising for all international students adjusting to studying at the University of Calgary and to life in Canada <https://www.ucalgary.ca/iss/contact-us>. This step by step guide will help prepare for your arrival <https://www.ucalgary.ca/iss/before-you-arrive/international/checklist>.



# Downtown Campus Resources

## Student Lounge

The MPP Student Lounge is located at the Northwest corner of the 5th floor. This is a communal space where students can eat, socialize or study. The lounge also offers lockers, a fridge and a microwave for student use, and complimentary tea and coffee. Students are responsible for maintaining the cleanliness of the space.

## Study/Meeting Rooms

There are a number of spaces for students to study or meet in the Downtown Campus. On the 5<sup>th</sup> floor students may choose to study in the Student Lounge or in the main classroom (CNOOC room). Additional space is available on the 2<sup>nd</sup> floor in the Student Study Centre.

<https://www.ucalgary.ca/downtown/student-services>

Hours of availability are posted there. After-hours access may be available by arrangement with the staff at the main floor security desk. Students may on occasion be able to book one of The School's meeting rooms on the 5th floor. These rooms can be reserved at the reception desk in The School's Executive Offices on the 5th floor. Please be advised that these rooms have limited availability because they are often occupied by The School's operations staff.

Students can also book a room in the building at

<https://www.ucalgary.ca/downtown/student-study-space-booking-form>

## Building Access

### Campus General Access Hours for Students and Public

Day	Campus Unlocking	Campus Locking	Campus Clear of Students & Visitors
Monday to Thursday	Campus entrance doors unlock at 6:45 a.m.	Campus entrance doors lock at 8:00 p.m.	Campus must be clear of students and visitors by 9:45 p.m.
Friday	Campus entrance doors unlock at 6:45 a.m.	Campus entrance doors lock at 6:00 p.m.	Campus must be clear of students and visitors by 9:45 p.m.
Saturday	Campus entrance doors unlock at 7:30 a.m.	Campus entrance doors lock at 5:00 p.m.	Campus must be clear of students and visitors by 9:45 p.m.
Sunday	Campus closed except by special arrangement; campus must be cleared by 6:00 p.m.		

## Parking

The parkades are only available to the staff. Guests to the campus can pay for parking in the parkade or use other parking lots adjacent to the building as well as street parking

<https://www.ucalgary.ca/downtown/files/downtown/downtown-parking-map-updated.jpg>.

Rate inc GST	Duration
\$6.30	Hourly
\$12.60	Early Bird Special (enter before 9:00 am)
\$17.85	All-Day Maximum (valid until 7:00 pm)
\$3.15	Evening (5:00 pm to 8:00 a.m.& Weekend
\$262.50	Above-Ground Random
\$367.50	Above-Ground Reserved
\$315	Under-Ground Random
\$446.25	Under-Ground Reserved

## Transportation

Another option is using public transport as we are right next to the 8<sup>th</sup> Street C-Train station as well as several popular bus routes. The Downtown Campus is one block away from the 7<sup>th</sup> Street C-Train station. For a complete listing of bus and c-train stops, click here to go to the Calgary Transit website (<http://www.calgarytransit.com/>).

## Bicycle storage

The DTC has space for up to 15 bikes in a locked cage which is located in the attached downtown campus parkade. These stalls are available to U of C and U of A faculty, staff, and students who work or study at the Downtown Campus location. Users are responsible for providing a high quality lock to secure their bike inside the cage.

Access to the bike cage is sold in six month increments only from September 1 to February 28 and March 1 to August 31. Fees for each six month period are \$30 + GST and is payable in advance to the DTC Administration. The fee is not negotiable and refunds will not be provided at any time, whether or not the employee uses the stall. Only credit card payments will be accepted. All inquiries should be forwarded to Angelina Nair at [adnair@ucalgary.ca](mailto:adnair@ucalgary.ca).

Day passes for the bike cage can be obtained from the Security Desk. The rate is \$5.00/day.

## Wi-Fi Instructions

Students will be connected to the airuc-secure wireless network on your device. You will be able to log in with your Ucalgary username and password. The log in details are

**Floor #5: ID=dtccr01 password:Wireless.55**

## Safety On and Around Campus (SafeWalk)

The downtown campus is monitored at all times by building security, whose main desk is next to the elevators on the main floor. Access to the building after hours is only granted to those with a Student UNICARD and individuals are required to sign in and out with the security desk.

Safewalk program is also available for all students

<https://www.ucalgary.ca/downtown/files/downtown/safewalk-as-of-jan-2019.jpg>.

# Faculty of Graduate Studies

As a graduate program, the Master of Public Policy degree is administered by the Faculty of Graduate Studies at the University of Calgary. The Graduate Calendar published by Graduate Studies is a valuable student resource and should be used in addition to the links and resources below. You can find the Graduate Calendar at <https://www.ucalgary.ca/pubs/calendar/grad/current/>.

## Withdrawing from the Program

If you are considering withdrawing from the Master of Public Policy program, please consult with the Master of Public Policy Director, Lisa Young ([youngl@ucalgary.ca](mailto:youngl@ucalgary.ca)).

## Tuition & Fees

**Tuition:** The annual full-time fees is \$20,492.88 for Canadian/Permanent residents and \$30,739.35 for international students. Non-MPP students are charged per course fees which is \$1,615.98 for Canadian/Permanent Residents and \$2,424.02 for international students.

**General fees:** All graduate students are assessed general fees, which are subject to change without notice, each year. General fees are assessed yearly and on a per-term basis

<https://www.ucalgary.ca/pubs/calendar/grad/current/gs-general-fees.html>.

## Awards

In your admission letter, you were informed of the financial support that the University is able to provide to you. The support you receive may include a scholarship named after a donor to the School. If so, you will be notified of this as soon as that information is available. There may be additional awards available through the Faculty of Graduate Studies Award Database <https://iac01.ucalgary.ca/FGSA/Public/PublicHome.aspx>.

## Academic Dates

Academic Dates	Fall Term 2019	Winter Term 2020	Spring/Summer Term 2020
Start of Term	Monday, August 26	Monday, January 6	Wednesday, May 6
End of Term	Tuesday, December 24	Thursday, April 30	Friday, August 28
Regular Term (Start of Classes)	Thursday, September 5	Monday, January 13	
Term Break, no classes	Sunday-Saturday, November 10-16	Sunday-Saturday, February 16-22	
End of Classes	Friday, December 6	Wednesday, April 15	
Start of Exams	Monday, December 9	Saturday, April 18	
End of Exams	Thursday, December 19	Wednesday, April 29	

## Registration Dates

Last day to drop a class without financial penalty*	Thursday, September 12	Thursday, January 23	
Last day to add or swap a course	Friday, September 13	Friday, January 24	
Last day to withdraw from a course**	Friday, December 6	Wednesday, April 15	

## Tuition and Refund Dates

End of refund period	Thursday, September 12	Thursday, January 23	
Tuition and Fee Payment Deadline	Friday, September 20	Friday, January 31	Friday, May 15

## Important Dates

Deadline to Apply for Fall Convocation	Sunday, September 15		
Fall Convocation	Friday, November 15		

### Recognized Holidays (University closed)

Labour Day	Monday, September 2
Thanksgiving Day	Monday, October 14
Remembrance Day	Monday, November 11
Holiday Observance	Wednesday-Tuesday, December 25-31
New Year's Day	Wednesday, January 1
Alberta Family Day	Monday, February 17
Good Friday	Friday, April 10
Easter Monday	Monday, April 13

### Graduation

Students have to submit their capstone project on 15<sup>th</sup> September in order to be eligible to graduate. Students are expected to maintain a 3.0 GPA across their courses.

<https://www.ucalgary.ca/pubs/calendar/grad/current/gs-h-2.html>

### Academic Regulations

It is the student's responsibility to be fully aware of the academic regulations outlined in the Graduate Calendar (<http://www.ucalgary.ca/pubs/calendar/grad/current/gs-academic-regulations.html>), including those regarding student misconduct, academic appeals and examinations.

Provisions regarding student misconduct (plagiarism, cheating and other academic misconduct) will be strictly enforced.

Please note that exams will not be given prior to their scheduled date.

Students seeking reappraisal of a piece of graded term work (term paper, essay, etc.) should discuss their work with the instructor within fifteen days of the work being returned to the class.

### Graduate Studies Contact

If you have questions regarding fees, deadlines, graduation or registration for courses outside of the Master of Public Policy (i.e., electives) please contact Carmen Ho, Graduate Program Officer, Faculty of Graduate Studies, at 403-220-2196 or [cho@ucalgary.ca](mailto:cho@ucalgary.ca).



# Graduate Students' Association

The University of Calgary Graduate Students' Association represents the collective interests, but not individual opinions, of graduate students to governing bodies of the university, all levels of government and the surrounding community of Calgary <https://gsa.ucalgary.ca/>.

## Health and Safety

### Student Health Plan

As a member of the Graduate Student Association (GSA), you will be covered under a supplementary comprehensive Health and Dental Plan, unless you opt-out [http://www.studentcare.ca/rte/en/IHaveAPlan\\_UniversityofCalgarygraduatestudentsGSA\\_ChangeofCoverage\\_OptOuts](http://www.studentcare.ca/rte/en/IHaveAPlan_UniversityofCalgarygraduatestudentsGSA_ChangeofCoverage_OptOuts).

Specific information for GSA Health and Dental services can be found at <https://gsa.ucalgary.ca/health-dental-services/>.

### Alberta Health Care

For those not already covered under Alberta Health Care, if you are moving to Alberta from another province or territory within Canada, you are eligible for coverage under the Alberta Plan on the first day of the third month following the date of arrival. However, you must register before the first day of the fourth month after arrival.

For students with dependents, if you are arriving ahead of your dependents, continuing coverage should be arranged in the province of origin until the first day of the third month following

the date of arrival in Alberta. For dependents not coming to Alberta within 12 months, contact Alberta Health Care for additional information.

If you are moving to Alberta from outside Canada, you are eligible for coverage under the Alberta Plan on the date of your arrival and you must register within three months after arrival. Please note that copies of Canada entry permits are required. Dependents should not be registered until they arrive in Alberta; special exemptions may apply to dependents who are students.

Additional information is available from Alberta Health Care upon request. You can visit them online at <https://www.alberta.ca/ahcip-moving-to-alberta.aspx>.

## The SU Wellness Centre

The SU Wellness Centre is the collaboration of the Student Health, Counselling Services and Faith & Spirituality Centre to provide wellness in body, mind, and spirit to support academic and personal success. They provide services <https://www.ucalgary.ca/wellness-services>:

- **Counselling Services** for personal, academic and career development
- **Health Services** including family medicine, chiropractic, nutrition, massage therapy and dental services
- **Faith & Spirituality Centre** for multi-faith spiritual support and guidance
- **Travel Clinic** for travel consultations and immunizations
- **Wellness Guide** for information on a wide range of health topics

## Academic Accommodations (Student Accessibility Services)

It is the student's responsibility to request academic accommodations. If you are a student with a documented disability who may require academic accommodation and have not registered with the Student Accessibility Services, please contact their office at 403-220-8237 or <https://www.ucalgary.ca/access/>. Students who have not registered with the Student Accessibility Services are not eligible for formal academic accommodation. You are also required to discuss your needs with your instructor no later than fourteen (14) days after the start of a course

# Master of Public Policy Alumni

## Your MPP Alumni Council (MPPAC)

The Master of Public Policy Alumni Council (MPPAC) was established to create and sustain an active exchange of information between MPP alumni and The School in order to enhance and inspire the student and alumni experience. Comprised of MPP graduates across the country representing many different graduation classes, the council seeks to engage alumni across Canada and beyond; fostering connections and positioning a growing network of professionals and The School as a lasting presence.

# About Calgary



## Getting Around

**Public Transit** – The most popular method of transportation for getting to and from downtown Calgary is via public transit. Calgary Transit operates both city buses, which service the entire city through defined routes, and the Light-Rail Transit (LRT) system, which stops at stations along set tracks. For complete route and fare information, visit [www.calgarytransit.ca](http://www.calgarytransit.ca).

**Walking** – Navigating Calgary by foot can be difficult depending on what area of the city you are living in. While the downtown core and its surrounding areas can all be accessed by foot, many communities are far removed from downtown and walking to campus simply isn't feasible. In general, walking around town is very safe but students should consider travelling in groups when it is dark out for added security.

**Biking** – Calgary has a comprehensive system of bike paths that offers access to downtown from all areas of the city. When biking, students are encouraged to use these paths or designated bike lanes whenever possible.

Students should be aware that if they are biking to campus, there is not a secure place to leave your bike inside of the building. Therefore, students will need to lock their bikes on nearby streets.

## Climate

Calgary is a dry climate with a wide range of temperatures and conditions. Temperatures can range from anywhere as low as -30 degrees Celsius in the winter months (December-February) to +30 degrees Celsius in the summer (June-August). Conditions are often unpredictable and can change rapidly, regardless of what season it is due to weather systems blowing in from the Canadian Rockies.

Because of the potential for frigid temperatures during winter, students should budget for the purchase of boots, a winter coat, hat and gloves.

## Things to do Around Calgary

The School of Public Policy is centrally located in downtown Calgary and offers access to many of the city's major attractions, shopping districts and popular restaurants. Below is a list of areas that are easily accessible from The School.

**Stephen Avenue** – Heading east from The School, 8th Avenue SW turns into a pedestrian walkway called Stephen Avenue. Here, you will find one of Calgary's best selections of bars, restaurants and shopping. At the east end of Stephen Avenue you will find the Arts Commons, which hosts eight resident arts companies, including Theatre Calgary and the Calgary Philharmonic Orchestra (for a schedule of performances, go to <https://www.artsccommons.ca/WhatsOn>). The historic Glenbow Museum is only one block away at 130 9th Avenue SW, and offers a vast collection of local art, along with temporary exhibits from globally renowned artists ([www.glenbow.org](http://www.glenbow.org)).

**Kensington** – Just north of the Bow River, between 10th Street and 14th Street NW, is the Kensington Business Revitalization Zone. This pedestrian friendly area is best known for its countless coffee shops and restaurants serving global cuisine – Italian, Indian, Ethiopian, Mexican, Japanese, and many more. Basic amenities such as banks and grocery stores can also be found here.

**17<sup>th</sup> Avenue South West** – Also known as 'The Red Mile' thanks to the swarms of Calgary Flames supporters that crowded the avenue throughout the team's 2004 Stanley Cup run, this avenue is a staple of Calgary's nightlife. Bars and restaurants draw young and old alike, and it's easy to get a good meal late at night. 'Seventeenth Ave' is also a great place to go walking with a coffee in hand on a sunny afternoon.

**Historic Inglewood** – Located east of downtown on 9th Avenue SE, this is one of Calgary's oldest areas. City planners have gone to great lengths to blend history with some modern twists. New-age art studios and furniture galleries meet antique stores and old-style diners. Throw in some candy stores, great cafes, and, of course, a costume shop, and you have the makings of a great day trip.

**The Calgary Zoo** is also worth a trip, and can be accessed via Inglewood. The zoo's Africa exhibit is particularly impressive, with gorillas, tigers, giraffes, zebras, pandas and hippopotami all present. ([www.calgaryzoo.com](http://www.calgaryzoo.com)).

**Prince's Island Park** – If you are looking for some inner-city leisure this is the place to go. Interrupting the Bow River's current, Prince's Island is a great place to go for a bike ride, throw a Frisbee, or just soak in some sun. The island is home to the Calgary Folk Music Festival, an annual event every July, as well as many other festivals throughout the summer months.

A great way to learn more about our city is to pick up a copy of Avenue Magazine, which is available at local news stands and online at <http://www.avenuecalgary.com>, or Swerve Magazine, which is available each Friday in the Calgary Herald newspaper and online at <http://swervecalgary.com>. These magazines cover local people, events, restaurants, and cultural happenings.

Another useful resource is [www.discovercalgary.com](http://www.discovercalgary.com).



## Outside the City

**The Canadian Rockies** – Less than an hour's drive west of the City of Calgary are the majestic Rocky Mountains. The Rockies and outdoor activities go hand-in-hand. Hiking, skiing, mountain biking, whitewater rafting and snowshoeing are all popular. The towns of Canmore and Banff are often starting points for many of these activities, and can be great places to spend an evening or two away from Calgary. Both towns cater to tourists by offering excellent restaurants and hotels in all price ranges.

One note of caution: Banff National Park, which is where the town of Banff is located, requires each vehicle stopping within the park to purchase a special pass (approximately \$10 per person or \$20 for groups up to seven). If you are driving out to Banff National Park and will not simply be passing through, it is advised that you purchase one of these passes and display it on your car window. Otherwise, you will be subject to fine.

Canmore is located outside of the National Park and therefore does not require any payment for stopping. For more information on these towns, including recreational opportunities, visit [www.banff.ca](http://www.banff.ca) or [www.canmore.ca](http://www.canmore.ca).



## THE SCHOOL OF PUBLIC POLICY

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