

**10 years
impacting public
policy discourse
in Canada**

10



**10 years as
Canada's leading
policy school**



A Message from the Director

Dear partners in policy,

Ten years ago, Dr. Jack Mintz and a group of visionary Canadians saw the need to improve public policy in Canada. They saw the need for an organization that could harness the expertise of both academics and practitioners to create accessible, practical and applicable policy prescriptions. They also knew that by creating such a place, they would have an ideal environment of expertise to educate and train young people who wanted careers related to public policy.

In just ten years, the School of Public Policy has grown from that original handful of people to over 100 fellows, faculty members and staff. And we are now educating our eighth cohort of Master of Public Policy (MPP) students. We have grown from an idea, to Canada's leading policy school.

With over 400 peer-reviewed publications, each heavily shared to the general public and policy influencers, we have created a body of knowledge that is impacting decisions at all three levels of government. From an original take on homelessness policy, to tax research that is being implemented in countries around the globe, to our plan for a new northern corridor for infrastructure that has gained support from government, stakeholders, Indigenous People and business alike, the School is having an impact like no other in Canada.

Our proudest accomplishment? The graduation of hundreds of highly trained and empirically minded MPP graduates, 95% of whom have landed good jobs in all sectors in their field of study. These graduates are experiencing incredible success and will have an impact on policy decisions that will grow in size and momentum over the years.

We look forward to our next ten years with just as much enthusiasm and confidence. We are Canada's leading policy school. Please join us. We ask for your support for our work to create policy that will improve the lives of every Canadian.

Sincerely,

Pierre-Gerlier Forest, PhD, FCAHS

Professor and Director

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

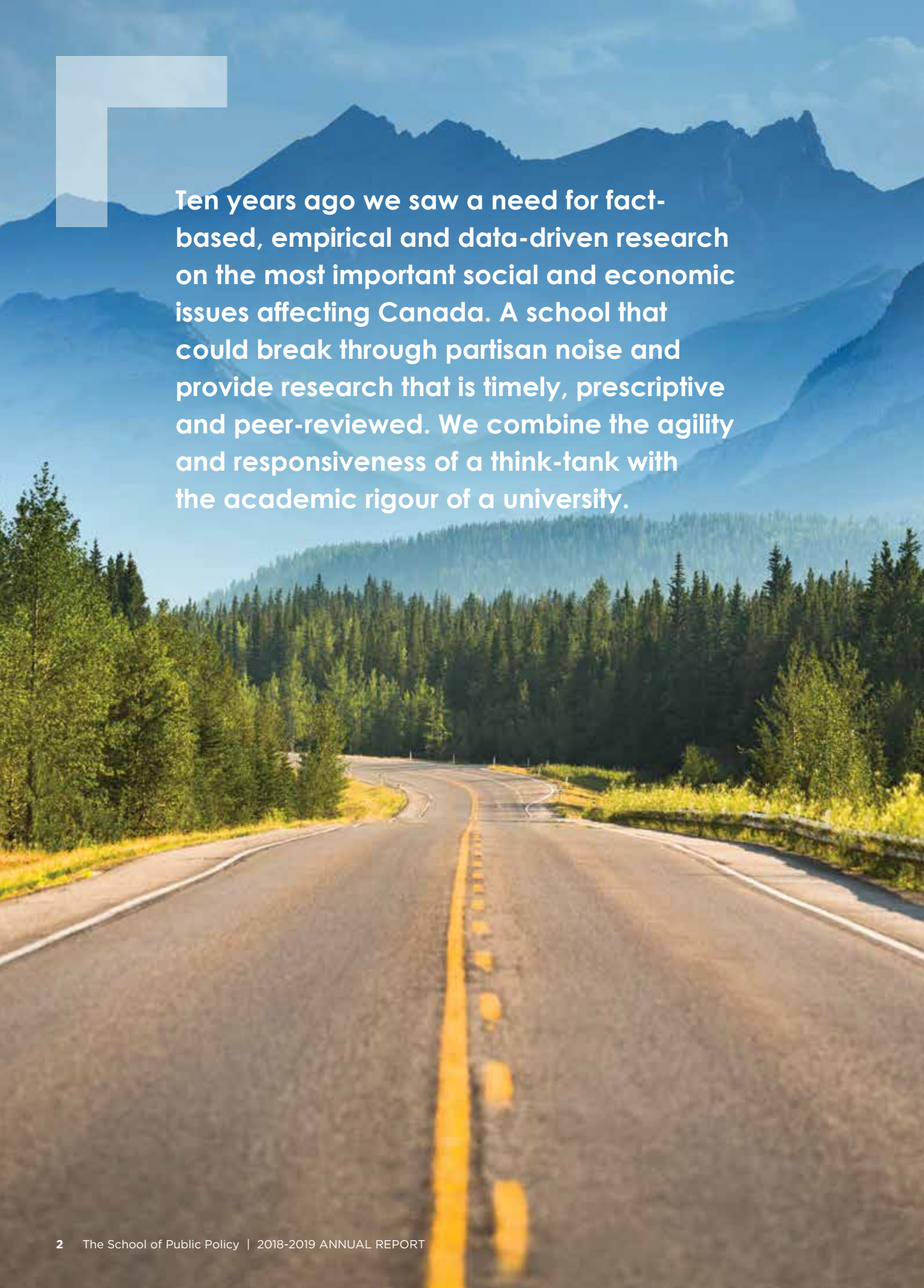


Photo by Jean-Marc Carisse


Pierre-Gerlier Forest, PhD, FCAHS

Professor and Director

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



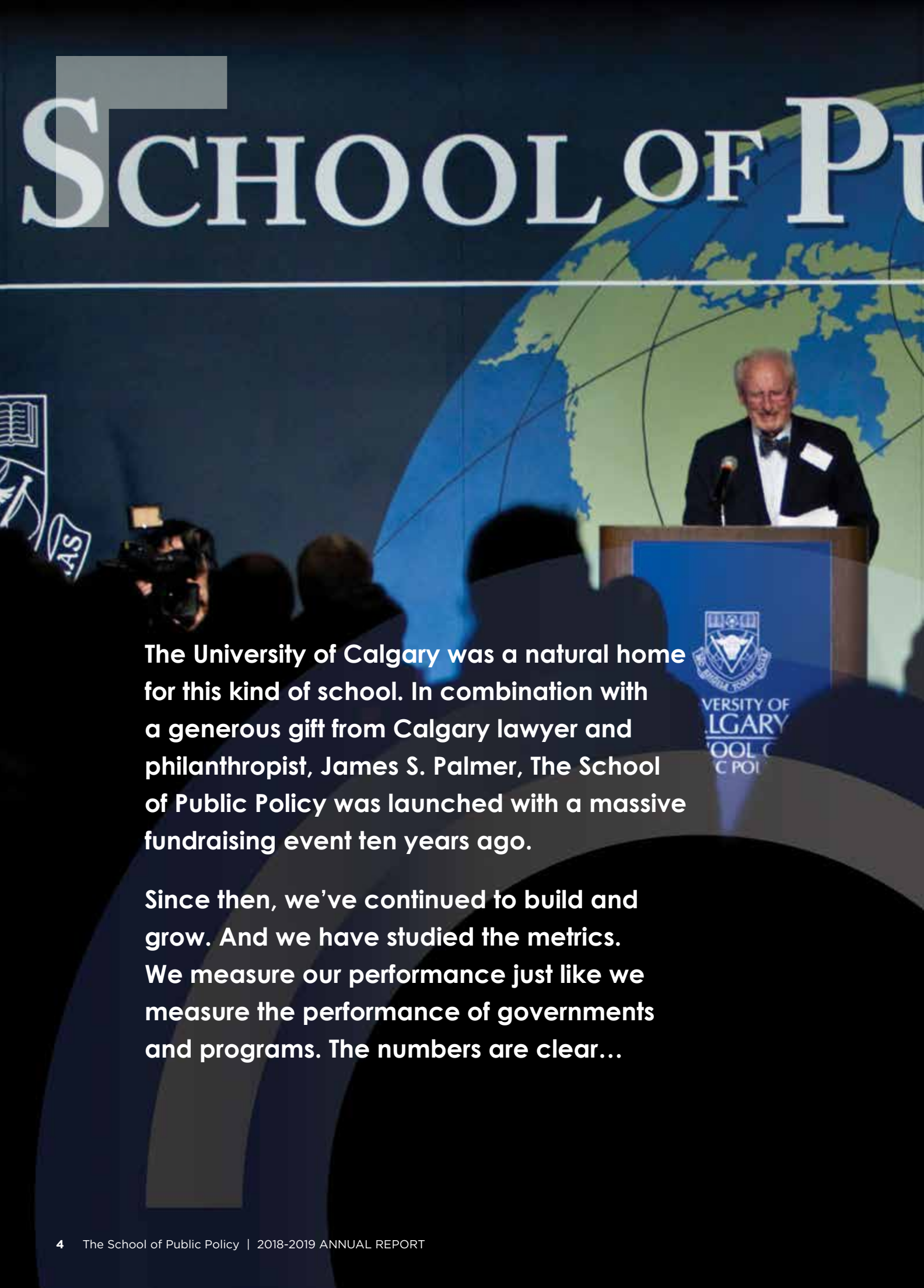
Ten years ago we saw a need for fact-based, empirical and data-driven research on the most important social and economic issues affecting Canada. A school that could break through partisan noise and provide research that is timely, prescriptive and peer-reviewed. We combine the agility and responsiveness of a think-tank with the academic rigour of a university.



We asked thousands of students and senior leaders in business and government what it would take to make this vision a reality. They confirmed our thinking: Make the research focused, accessible and hard hitting. Find the best people with both academic and real-world experience and use that knowledge to drive relevant topics and prescriptive solutions. Then, train a new generation of policy experts to bring empirical skills in policy analysis to government, stakeholders and business.

Simple, but not easy.

SCHOOL OF P



The University of Calgary was a natural home for this kind of school. In combination with a generous gift from Calgary lawyer and philanthropist, James S. Palmer, The School of Public Policy was launched with a massive fundraising event ten years ago.

Since then, we've continued to build and grow. And we have studied the metrics. We measure our performance just like we measure the performance of governments and programs. The numbers are clear...

PUBLIC POLICY



Most cited

policy school
by Canadian
academics.

Most cited

policy school in
Canada by media.

25,000

attendees at national
and international
conferences
and symposia.

50+

Fellows who bring an
unprecedented and
unmatched depth
and range of policy
knowledge to bear
on research and
public discourse.

7

cohorts of
remarkably
trained Master
of Public Policy
graduates with
95% practicing in
their chosen field.

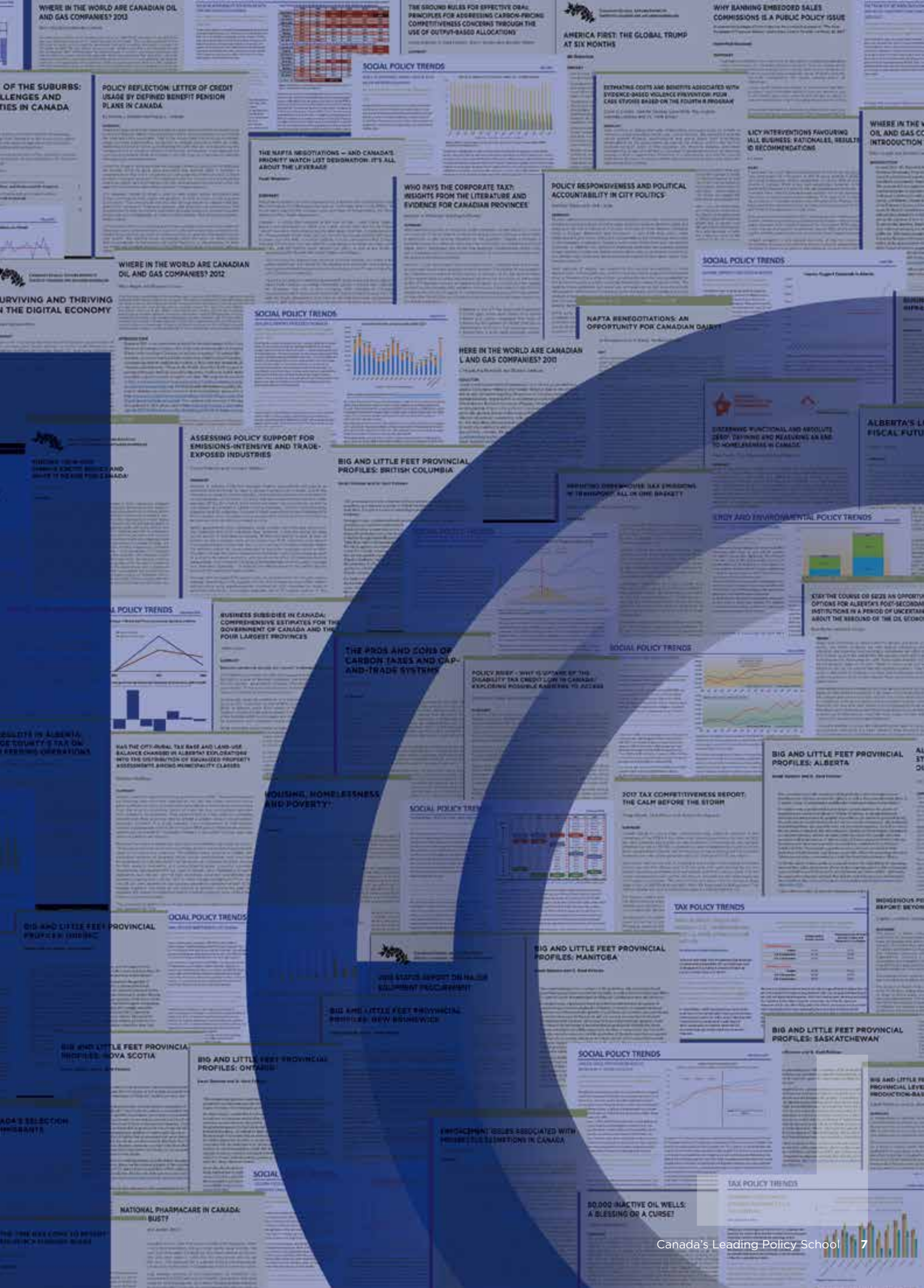
400+

peer-reviewed
research
publications.

**In short, Canada's
leading policy school.**

But metrics of our
work are not enough.
We track our impact.

Because research
only matters when
it impacts the public
policy process.



Tangible Impacts

Dr. Kent Fellows and Andrei Sulzenko were invited to give Senate Testimony on the Canadian Northern Corridor concept, which was a direct result of the initial study.

The Senate Committee endorsed the idea and has worked to promote the corridor concept at the federal government level. This was also one of the elements behind the federal government's decision to commit \$2 billion dollars in funding under the National Trade Corridors Fund.

Strengthening Canada-U.K. relations

Shoulder to Shoulder: An annual Canada-U.K. conference that brings together researchers, policymakers and business leaders to discuss opportunities for collaboration in financial markets, security and trade.

Witness at the House of Commons Standing Committee

On Transportation, Infrastructure and Communities on federal infrastructure programs.

Witness at a Senate of Canada Standing Committee of Social Affairs

Dr. Jen Zwicker on improvements to the disability tax credit.

Basic income project with Government of BC

Dr. Lindsay Tedds co-investigating an examination of the feasibility of a basic income program in British Columbia.

External review of pan-Canadian health organizations.

Dr. PG Forest co-chaired an external review of eight pan-Canadian health organizations. The reform recommendations were presented to federal Minister of Health Ginette Petitpas Taylor and titled "Fit for Purpose: Findings and Recommendations of the External Review of the pan-Canadian Health Organizations." The report lists ten recommendations that—if implemented—will result in an overhaul of these organizations, leaving a smaller number of larger bodies better designed to meet the needs of 21st century health systems.

Round-table discussion and follow-up paper "The Challenge of Integrating Renewable Generation in the Alberta Electricity Market"—significantly helped frame the political and economic debate surrounding how to best achieve the goal of increased renewable generation and integration in Alberta.

One of the core issues discussed at the panel and in the paper was the desirability and potential design of a capacity market within the Alberta electricity market context for preservation of grid stability. The province of Alberta is currently designing such a market.

“Embodied Emissions in Inputs and Outputs: A Value-Added Approach to National Emissions Accounting” has provided actual hard numbers for the ongoing conversation and debate related to Canada’s share of global emissions and how best to think about emissions reduction strategies within Canada that can translate into emissions reductions at the global level.

This research resulted in invitations from the provincial government (Assistant Deputy Ministers and staffers) and the National Energy Board (board members and staff) who were keen to better understand the results of our analysis.

Practical recommendations to policymakers

The International Policy and Trade program hosts various events including the North American Process Symposium: a forum for experts from government and the private sector to discuss North American economic and political relations, which has yielded practical recommendations, distributed to policymakers.

“Public-Interest Benefit Evaluation of Partial Upgrading Technology” was the only source (academic or otherwise) referenced in the Alberta government’s call for proposals under the Alberta Partial Upgrading Program.

This program devoted \$1 billion in support (\$400m in subsidies and \$600m in loan guarantees) to commercialization of partial upgrading technologies based primarily on the strength and clarity of our analysis.

“The International Policy and Trade program plays a leading role in the debate on foreign policy issues in Canada. Their events provide a forum for reasoned discussion on international economics and security issues and their research has had an observable impact on Canadian policymakers. Supporting this program is contributing to Canada’s success in the global economy.”

Honourable John Manley, P.C., O.C.,
Former Deputy Prime Minister of Canada

Chair of the British Columbia Commission on Tax Competitiveness

Dr. Bev Dahlby appointed by the Minister of Finance of British Columbia.

Strengthening cooperation between Germany and Canada

Atlantik-Brücke: Enriches transatlantic debate on issues of importance to our two countries such as trade, security and immigration. The School of Public Policy is the Canadian home of Atlantik-Brücke and has been instrumental in organizing the annual Canada-Germany conference.

“Discerning ‘Functional and Absolute Zero’: Defining and Measuring an End to Homelessness in Canada,” established for Canada a practical definition of what it means to “end homelessness.”

After publication release of Homelessness in Alberta: The Demand for Spaces in Alberta’s Homeless Shelter, the provincial government reallocated funding toward Calgary.

Defining Demographics

“Who are the Homeless? Numbers, Trends and Characteristics of those without Homes in Calgary” highlighted the importance of using ‘big data’ to develop a better understanding of the experience of homelessness and how best to serve the needs of this population. The authors were invited to use the same empirical approach to examine homeless shelter use in Toronto.

Yukon Financial Advisory Panel

Dr. Ron Kneebone and Dr. Trevor Tombe were invited to join the Yukon Financial Advisory Panel by the Government of Yukon to provide independent and expert advice on how to improve the Yukon government’s financial outlook.

20 topical papers

on international trade policy including: Understanding U.S. protectionism, the Canada-U.S. softwood lumber dispute, the renegotiation of NAFTA, and Canadian trade relations with China among other topics.

Research Focused



SOCIAL POLICY AND HEALTH

The goal of our Social Policy and Health program is to improve the lives of Canadians by employing an objective, evidence-based approach to assessing existing and proposed public policies. Our research identifies practical solutions that cut through rhetoric designed to polarize debate and freeze policymakers into inaction.

We apply this approach to programs in two policy areas:

- **Health Policy**
- **Social Policy**



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.

The research division has five priority areas for its research and outreach:

- **Canadian Network for Energy Policy Research and Analysis**
- **Canadian Northern Corridor**
- **Energy for Life**
- **Energy Policy and Regulatory Frameworks**
- **Indigenous Policy**



FISCAL AND ECONOMIC POLICY

The goal of the Fiscal and Economic Policy area is to evaluate the fiscal and regulatory policies of the federal, provincial and municipal governments and propose policies that improve the lives of Canadians.

The research programs cover a wide range of issues including taxation, income inequality, public sector deficits and debt, productivity, financial market regulation, livable cities and economic diversification. Fiscal and Economic Policy provides evidence-based policy analysis and advice to governments, business and the general public on how policies can be reformed to meet the challenges that we face today and in the future.

Fiscal and Economic Policy consists of four research programs:

- **Financial Markets Regulation**
- **Sustaining Prosperity**
- **Tax & Economic Growth**
- **Urban Policy**



INTERNATIONAL POLICY AND TRADE

A pragmatic program designed to create maximum benefit for Canada in terms of the expansion of trade and the security of our international relationships. A program that is practical, not theoretical; one that provides focus on the economics of international policy, particularly issues related to trade and Canada's ties to emerging markets, and on improving Canada's place in the world.

The School has three priority areas for its international policy work:

- **International Trade**
- **Market Diversification**
- **Security & Defence**

Extractive Resource Governance Program

Canada is a world leader in responsibly developing and extracting resources. From mining to oil and gas, Canadians have developed regulatory processes, technologies and corporate policies that are state-of-the-art.

The Extractive Resource Governance Program (ERGP) leverages this Canadian expertise and offers it to the world. Through its policy development and capacity-building services, the ERGP has trained hundreds of government officials and business people around the world in resource extraction best practices.

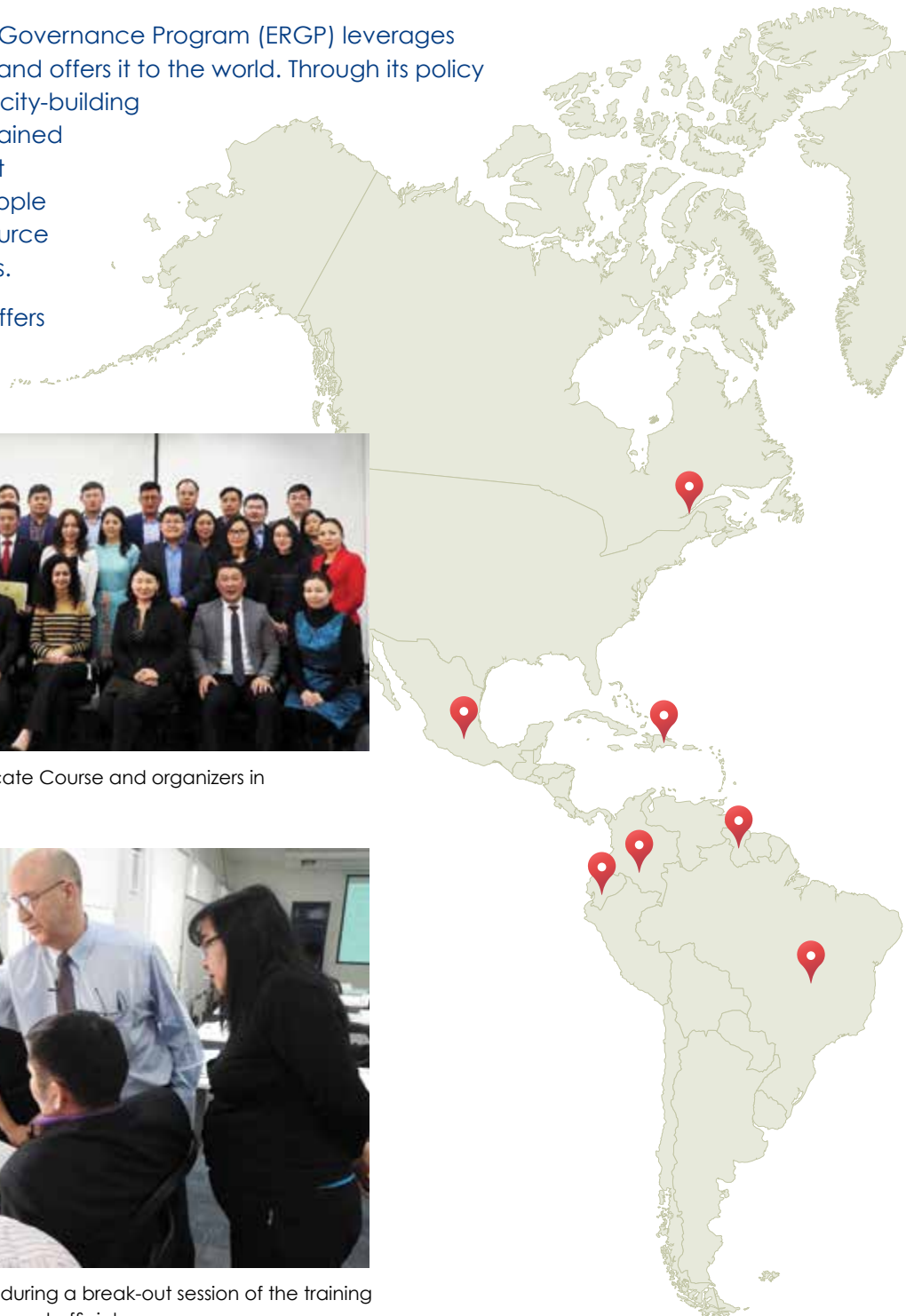
No other policy school offers anything like it.



Graduates of the ERGP Certificate Course and organizers in Ulaanbaatar, Mongolia.



Dr. Bev Dahlby offers expertise during a break-out session of the training program for Mongolian government officials.



Our Global Reach



Alumni with Impact

Meet some of our remarkably trained graduates



SEAN MALLANY

Senior Intergovernmental Officer, Ministry of Economic Development and Trade, Government of Alberta

Graduation Year
2012

Capstone Project Title
Past the 49th Parallel:
An Evaluation of the Beyond
the Border Agreements

“

The capstone project was particularly applicable—I was able to directly apply my research into my job.

”



CHRIS APPS

Director of Lands and Resources, Kitselas First Nation

Graduation Year
2012

Capstone Project Title
Real Talk: The Search for
Clarity and Certainty in
Aboriginal Consultation

“

The Master of Public Policy built the foundation of my understanding of how governments and courts shape consultation and relationship building with Indigenous groups.

”



NEUCZKI MATHURIN

Project Engineer, Methane Emissions Compliance, TC Energy (formerly known as TransCanada)

Graduation Year
2018

Capstone Project Title
Drilling into Policy Effectiveness:
An Evaluation of Carbon
Pricing Policies in
Oil and Gas Jurisdictions

“

The MPP program helped me develop the skills to interpret and analyze the new methane regulations. It also helped me understand political and environmental drivers of these regulations and other climate change policies.

”



MIKAELA MCQUADE

Senior Policy Advisor, Office of the Minister of Environment and Climate Change Canada

Graduation Year
2014

Capstone Project Title

Formalizing Expectations: The Duty to Consult and the Canadian Extractive Resource Sector

“

The Master of Public Policy provided me with both the theoretical framework and practical skills required to contribute meaningfully to the Canadian public policy field.

”



ROBERT FALCONER

Research Assistant, Social Policy and Health, The School of Public Policy

Graduation Year
2018

Capstone Project Title

Leaving Homes to Finding Housing: Refugee Housing Affordability and Homelessness in Calgary

“

The Master of Public Policy helps me interpret and communicate policy in a rapidly changing world. It helps employers and volunteer organizations act promptly with the best knowledge available.

”



MCKENSI PATTERSON

Project & Policy Coordinator, the City of Ottawa

Graduation Year
2014

Capstone Project Title

Speak. Share. Thrive. Revisited: A Retrospective Study of the Public Engagement Process for Alberta's Social Policy Framework

“

The program provided a practical introduction to topics—like law and finance—with real-world Canadian examples. Importantly, it provided me with exposure to areas of public discourse beyond my interests.

”

Unparalleled Depth of Expertise

DISTINGUISHED POLICY FELLOWS

Thomas d'Aquino

Distinguished Policy Fellow

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

Distinguished Policy Fellow

Tom Jenkins, O.C.

Distinguished Policy Fellow

Nancy Southern

Distinguished Policy Fellow

ACADEMIC STAFF

Eugene Beaulieu

International trade

David Bercuson, O.C.

Military policy and national defence

Bev Dahlby

Tax policy and fiscal federalism

Pierre-Gerlier Forest

Health reform and federalism

Ron Kneebone

Fiscal and social policy

Myles Leslie

Health quality and senior care

Kevin McQuillan

Population change

Jack Mintz, C.M.

Tax policy

Norma Nielson

Financial markets policy

Jean-Sébastien Rioux

International conflict and foreign policy

Lindsay Tedds

Tax and economic policy

Bryce Tingle

Corporate finance and corporate governance

Jennifer Winter

Energy and environmental policy

Jennifer Zwicker

Economics of health interventions

EXECUTIVE FELLOWS

Uzi Arad

National security and defence policy

Deborah Archibald

Community engagement and resource development policy

Matt Ayres

Energy and environmental policy

Leonardo Beltran

Extractive resource governance

Vivian Bercovici

Foreign policy and business

Brian Bietz

Energy and environmental policy

John Carruthers

Energy and Indigenous partnerships

Laura Dawson

Economic policy and U.S.-Canada relations

Jim Dilay

Resource extraction policy

Wendy Dobson

International policy, trade and finance

Serge Dupont

Natural resources and international finance

Robert Fonberg

Trade, security and cyber-issues

Matthew Foss

Energy policy, taxation and economics

Peggy Garritty

Tax and economic growth

Robert Hage

Foreign affairs and international trade

Ron Hallman

Environmental assessment

Eddy Isaacs

Energy and environmental technologies

Sheila Leggett

Extractive resource governance

John Lester

Tax, innovation and entrepreneurship

Brian Livingston

Energy policy and law

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

Margaret Melhorn

Fiscal and economic policy

Ted Morton

Politics and energy policy

Marcia Nelson

Social policy, health, tax and economic growth

Paul Precht

Petroleum fiscal structures and resource governance

Colin Robertson

International relations and defence, security and trade

Nobina Robinson

Innovation, higher education and skills policies

Lawrie Savage

Financial regulation, insurance and risk management

Colum Smith

Health networks and cancer policy

Hugh Stephens

International trade and Canada-Asia relations

Andrei Sulzenko

National infrastructure and trade policy

Almos Tassonyi

Municipal and urban policy

Ron Wallace

Tax and economic growth

Scott Wilkie

International taxation and tax treaties

RESEARCH FELLOWS

Paul Boothe

Economic and environmental policy

Brendan Boyd

Energy and Environmental policy

James Coleman

Energy, trade and transport policy

Brian Conger

Tax and economic growth

Dan Dutton

Social data and policy

Herbert Emery

Regional economics

Ergete Ferede

Tax policy and fiscal federalism

Carol McAusland

International environmental economics

Kenneth McKenzie

Energy, taxation and fiscal policy

Katrina Milaney

Social and economic policy

Michal Moore

Resource and energy economics

Lucija Muehlenbachs

Water, resource and energy policy

Martin Olszynski

Environmental law

Norma Padron

Data analytics and AI

Maya Papineau

Economics of climate change

Nicholas Rivers

Environmental and renewable energy policy

Blake Shaffer

Energy and environmental policy

Wayne Simpson

Labour and urban policy

Robert Skinner

History and geopolitics of energy policy

Fenner Stewart

Energy law and federalism

Leah Stokes

Energy and environmental policy

Trevor Tombe

Trade and economic policy

Andre Turcotte

Public opinion research and communications

Alina Turner

Homelessness and affordable housing

Harrie Vredenburg

Energy and environmental policy

Lana Wells

Social policy and violence prevention

Jean-François Wen

Taxation and social insurance

Tom Wilson

Forecasting, fiscal and tax policy

Joel Wood

Environmental economics

RESEARCH ASSOCIATES

Philip Bazel

Fiscal and social policy

Patrick Berrigan

Health economics

Zak Biggs

International relations and trade

Daria Crisan

Tax analysis

Sarah Dobson

Resource taxation frameworks

Stephanie Dunn

Disability and social policy

Kent Fellows

Energy and regulatory policy

Brittany Finlay

Disability policy

Victoria Goodday

Legal frameworks for water resources management

Robin Gray

Health policy analysis

Mukesh Khanal

Regional economic policy

Akram Khayatzaadeh-Mahani

Population health

Braeden Larson

Extractive resource governance

Craig Scott

Health innovation policy

Margarita Wilkins

Social policy indicators

Krystle Wittevrongel

Disabilities and employment barriers

Distinguished Policy Fellows

The Distinguished Policy Fellowships are awarded on an annual basis and recognize distinguished individuals for their lifetime commitment to the betterment of public policy in Canada. The award recipients have exemplary records as leaders in public policy research, education, development, implementation or advocacy.

2017



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



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

2018



Nancy Southern accepts her Distinguished Policy Fellow award from Jennifer Rumas, MPP'12.



Neuczki Mathurin, MPP'18, presents the Distinguished Policy Fellow award to Thomas d'Aquino, C.M.

Scientific Council

The contribution of external expertise has been a decisive factor in the emergence of The School as an independent and authoritative voice in the Canadian policy landscape. The Scientific Council aids The School of Public Policy in the strengthening of our research activity and contributes to the valuable professional networks we have established across academia, government and the private sector.



Robin Boadway
Emeritus Professor,
Economics Dept.,
Queen's University



Katherine Cuff
Professor, Canada
Research Chair in
Public Economic Theory,
Dept. of Economics,
McMaster University



Keshia Pollack Porter
Associate Dean and
Professor, Johns Hopkins
Bloomberg School
of Public Health



Gerry Boychuck
Professor, Dept. of
Political Science,
University of Waterloo



Evelyn Forget
Professor, Department
of Community
Health Sciences,
University of Manitoba



Michael J. Prince
Lansdowne Professor
of Social Policy,
Dept. of Human and
Social Development,
University of Victoria



Aurélie Campana
Professor and Director
of the Terrorism and
Extremism Research
Team, Department
of Political Science,
Université Laval



**Sarah-Myriam
Martin-Brulé**
Associate Professor,
The Politics and
International Studies
Department,
Bishop's University



Barry Rabe
J. Ira and Nicki Harris
Family Professor
of Public Policy,
Gerald R. Ford School
of Public Policy,
University of Michigan

THE SCIENTIFIC COUNCIL ALSO INCLUDES:

Douglas Cumming
DeSantis Distinguished
Professor of Finance
and Entrepreneurship,
College of Business,
Florida Atlantic
University

Monica Gattinger
Associate Professor,
Political Studies,
Faculty of Social
Sciences,
University of Ottawa

Patrick James
Dornsife Dean's
Professor of
International
Relations,
University of Southern
California Dornsife

Michael Keen
Deputy Director,
Fiscal Affairs
Department,
International
Monetary Fund

Adonis Yatchew
Professor, Dept.
of Economics,
University of Toronto

The Next 10 Years

Canada needs The School of Public Policy now more than ever.

Society is increasingly polarized and divided. Trust in institutions is declining and Canadians are not sure whom or what to believe.

Citizens and policy makers alike need a source of policy direction that is credible, uses hard data, relies on empirical analysis and is non-partisan.

The School will continue to focus on what it does best, while growing our size and reach. We will remain the leaders in extractive resource governance, energy policy, the social determinants of health and responsible fiscal policy.

In ten years, we became Canada's leading policy school. In ten more years, we intend to be recognized internationally as one of the leading policy schools in the world.



THE SCHOOL OF PUBLIC POLICY

Become a Partner in Policy

The School of Public Policy wants you to become a partner in policy. By supporting our work, you are advancing effective and practical policy solutions. Working together, we can inform and influence policy at all levels of government for the betterment of all Canadians.

DEVELOPMENT

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Director of Development

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