



# Facts Matter



THE SCHOOL  
OF PUBLIC POLICY

Canada's Leading Policy School



# *The pace* of policy change

**Pierre-Gerlier Forest, PhD**

Professor and Director

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

## *Dear partners in policy,*

In policy, every year is a year of transition. New policies are developed or implemented. Older policies are finally bearing fruit or are proving harmful or futile. At The School of Public Policy, keeping up with the pace of policy change is our most important challenge. We owe our reputation to our capacity to address the issues of the day without the usual delays associated with academic research, while maintaining irreproachable standards of scientific rigour.

To stay current, our first task is to assemble a team of experienced and well-informed policy experts. The School has been able to attract a wide range of scholars and practitioners, either in-house or through a knowledge network of national dimensions. When our partners from the private or public sector ask The School for advice or for help, not only can they access people with the right analytical skills, but also a team of tested policy leaders with a proven track record of solving public problems.

Being current also requires a solid understanding of the world around us. For that purpose, The School has developed unparalleled expertise in the collection and exploitation of social and economic data, covering our four areas of specialization – from energy to trade, and from taxation to social programs. We believe there is no better intellectual discipline in policy-making than the one imposed by the consideration of hard data.

The facts of The School are straightforward: Expertise, experience and impeccably good data. Add to that the trust of our partners, the dedication of our faculty and staff, and of course, the engagement of our students. The result is Canada's leading policy school.

The website features a dark blue header with the university logo and the text "THE SCHOOL OF PUBLIC POLICY". Below the header are navigation links for "ABOUT", "PUBLICATIONS" (which is currently selected), "RESEARCH / TEACHING", "STUDENTS / ALUMNI", "EVENTS", "OUR PEOPLE", and "BLOG". A search bar with the placeholder "Search this site..." is located in the top right corner. The main content area is divided into sections: "RECENT PUBLICATIONS", "TOPICS", and "RESOURCES". The "RECENT PUBLICATIONS" section lists five articles with titles like "Policy Interventions Favouring Small Business: Rationales, Results and Recommendations" and "Estimating Costs and Benefits Associated with Economic-Based Welfare Programs: Four Case Studies Based on the Fourth R Program". The "TOPICS" section includes categories such as "Social Policy & Health", "Energy & Environmental Policy", "Fiscal & Economic Policy", and "International Policy & Trade", each with a list of sub-topics. The "RESOURCES" section contains links to "Intelligence", "Addendums", "Research Data", and "School/Program Documents".

# Trusted Policy Solutions

*The hard facts, empirically researched, peer-reviewed and delivered with objectivity.*

That's what The School of Public policy does. The School's research is respected because it is independent, objective and peer-reviewed.

We break through partisan and politicized noise to deliver facts that can be trusted to inform Canadian policy debate and generate good policy decisions.

Our democracy needs that. Canada needs The School of Public Policy.

# *Leadership in policy*



*In 2008,  
The School  
of Public  
Policy was  
launched with  
a very specific  
objective.*

We surveyed thousands of students and thought leaders and asked them what a policy school should offer. The results were loud and clear. Canadians wanted hard facts and unbiased research and teaching on the issues that matter most every day, including economic and social policy, energy and the environment and international policy. They wanted research that they could trust, and for that research to have an impact through broad dissemination including a strong Master of Public Policy teaching program. Many wanted graduates prepared to work in the private and public sectors, able to analyze and communicate with excellence.

The School of Public Policy is relevant, practical and focused. What we didn't know in 2008 was just how important its role would be in a world where facts are becoming a rarity.

I thank all the individuals and organizations who have supported our work for years. That support is more important now than ever.

Canada needs The School, and The School needs you.

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



*Innovation  
and thought  
leadership in  
public policy*

is the only way that Canada will remain successful and prosperous in a world where change is constant and beyond rapid. The School of Public Policy is specifically designed to provide that leadership with a model that combines the agility and boldness of a think-tank with the peer review and credibility of a respected university.

The School has exceeded expectations in terms of quantity and quality of output. In a few years, it has become the most-cited policy school in Canada and a go-to resource for policy-makers, business and other academics. Some of the leaders from those sectors make up The School's unique Advisory Council – which I am proud to chair. That Council brings unique and up-to-date perspectives on policy problems that help drive The School's research agenda. From social issues, to trade and taxation, The School's research and output is practical and much needed.

I encourage Canadians and Canadian businesses not only to carefully follow the work of The School, but to support it. Canada needs the kind of innovative thinking that The School of Public Policy provides.

**Tom Jenkins**  
Chair of the Advisory Council and Executive Fellow, The School of Public Policy



# THE SCHOOL OF PUBLIC POLICY

Practical | Global | Focused



# Science

*There are no facts without science. Is the research based on data? Can it be replicated? Is there accountability built into the research method?*

Those aren't irrelevant questions. Those are the questions that when answered in the affirmative create credibility.

That's why The School of Public Policy is Canada's most-cited policy school. We deliver facts, with credibility. That leads to trust in our recommendations. And that means better public policy discourse for all Canadians.

# The School of Public Policy *needed more than ever*



*The research is clear. Canadians are diverging. Attitudes are changing. And trust in institutions is declining.*

Canadians are asking the same questions being asked in Europe and the U.S. Do we need immigrants? Does free trade really work? Is my quality of life improving? Is the gap between rich and poor too big? Will my kids have to pay for today's deficits? Will single-payer health care survive?

Big questions – that deserve answers.

Good answers will only come from research that is peerless in quality, fearless, written to be timely and relevant, widely disseminated – and comes from an institution Canadians trust.

That's what we do.

**“** There is broad agreement that the ‘middle class dream’ and shared prosperity are not working in the 21st century.

Of great concern, it appears that the era of stagnation and rising inequality at the top may have mutated into a rise in populism, nativism, and an ‘ordered’ outlook (also known as an ‘authoritarian’ outlook)."

COPYRIGHT, FRANK GRAVES AND EKOS RESEARCH 2017

# *The source* of credible policy advice

*The School of Public Policy is Canada's leading policy school.*

The School was founded in 2008 by renowned economist Jack Mintz with a vision to drive policy discourse with relevant research, outreach and teaching. Its faculty is composed of scholars with exceptional credentials and experienced practitioners, working together to bridge the gap between government, business and academia.

The School's research is respected because it is independent, credible and peer-reviewed. Findings and practical policy recommendations are broadly disseminated to decision-makers, opinion leaders and the public. The School is Canada's most-cited policy school.

The School of Public Policy also provides hands-on training in Canada and abroad through a Master of Public Policy Program, an Extractive Resource Governance Program and executive training programs. Its alumni can be found in leadership positions in the private, public and non-profit sectors across Canada.



## WHAT WE DO

- Advance practical and focused policy research
- Shape public policy by driving meaningful debates
- Develop Canada's current and future policy leaders

# Our impact

383

events

23,305

attendees

943

speakers

“ Most cited-policy  
school in Canada ”

50+  
policy reports each year

Most of our funding  
comes from donations  
and grants



# Events

# Events

Atlantik Brücke, October 2016

35  
Events in 2016

2,134  
Attendees in 2016

137  
Speakers in 2016

## KEY EVENTS

### Atlantik Brücke

October 26, 2016 | Berlin, Germany  
Participants from business, politics and academia exchanged views on the economic issues and opportunities between Canada and Germany, including the status of CETA, the impact of Brexit and German-Canadian co-operation on energy and innovation.

### Dominic Barton on Global Forces and a Changing World

April 26, 2016 | Calgary, Alberta  
Dominic Barton, Global Managing Director of McKinsey & Company, presented on how global forces will impact Alberta, the need to look to Asian markets and adopt new ways of doing business to seize global opportunities.

12  
Public Events

11  
Research Symposia

6  
Master of Public Policy Events

6  
By-Invitation Events



### 2017 ISRAEL POLICY COURSE

Following an intensive series of lectures in Calgary on the history and politics of Israel, students spend 10 days in Israel learning about the similarities and differences in Israeli and Canadian public policy. The course was launched in 2013 and to date almost 100 MPP and MBA students have participated.



## Master of Public Policy

*Students develop a comprehensive approach that enables them to collaborate with senior policy leaders from government, business and the community to address issues in a practical, focused and global manner. This 12-month program fosters in students an appreciation of the importance of effective institutions, efficient regulation and the role that markets play in democracies.*

**95%** of Master of Public Policy (MPP) graduates are employed in a policy-related role or are undertaking further education.

**80%** of admission offers made to students in 2017 were accepted. This is a testament to our reputation for high-quality instructors, relevant course offerings and our high policy-specific job placement rate.

**3.6 GPA** The MPP program attracts a high calibre of students. The average entrance GPA of the 2017-2018 cohort is 3.6.

**225+ Alumni** MPP alumni mentor current students, sit on professional development panels and are the drivers behind the annual Capstone Symposium and Capstone Enhancement events.

**2015-2016 MPP students have begun and advanced their careers** with organizations such as the Calgary Chamber of Commerce, TransCanada, Microsoft, Sobeys, Government of Alberta, Industry Canada, Canada's Eco-Fiscal Commission, Suncor, Natural Resources Canada, MNP, Council of Forest Industries and The Fraser Institute.



**“**The School has challenged me and tested my abilities, but it has also given me the freedom to explore issues that are important to me and to pave the way for a successful career.”

**EDEN VAKNIN**  
*MPP Student and Scotiabank Scholarship winner*

# Key publications and headlines

## KEY PUBLICATIONS

### A Major Setback for Retirement Savings: Changing How Financial Advisers are Compensated Could Hurt Less-Than-Wealthy Investors Most

Pierre Lortie | April 1, 2016

### The Opening of the Northern Sea Routes: The Implications for Global Shipping and for Canada's Relations With Asia

Hugh Stephens | May 17, 2016

### Planning for Infrastructure to Realize Canada's Potential: The Corridor Concept

Andrei Sulzenko and G. Kent Fellows | May 26, 2016

### Who is Getting a Carbon-Tax Rebate?

Jennifer Winter and Sarah Dobson | June 23, 2016

### Power Play: The Termination of Alberta's PPAs

Andrew Leach and Trevor Tombe | August 9, 2016

### The Challenge of Integrating Renewable Generation in the Alberta Electricity Market

G. Kent Fellows, Michal C. Moore and Blake Shaffer | September 1, 2016

### The Very Poor and the Affordability of Housing

Ron Kneebone and Margarita Wilkins | September 7, 2016

### A Practical Guide to the Economics of Carbon Pricing

Ross McKittrick | September 15, 2016

### Alberta's New Royalty Regime is a Step Towards Competitiveness: A 2016 Update

Daria Crisan and Jack Mintz | October 31, 2016

### If It Matters, Measure It: Unpacking Diversification in Canada

Trevor Tombe and Robert Mansell | November 17, 2016

### Discerning 'Functional and Absolute Zero': Defining and Measuring an End to Homelessness in Canada

Alina Turner, Tom Albanese and Kyle Pakeman | January 19, 2017

### Public-Interest Benefit Evaluation of Partial-Upgrading Technology

G. Kent Fellows, Robert Mansell, Ronald Schlenker and Jennifer Winter | January 5, 2017

### 80,000 Inactive Oil Wells: A Blessing or a Curse?

Lucija Muehlenbachs | February 8, 2017

## HEADLINES

### Trump Hostility Toward OPEC Seen as Potential Positive for Canadian Crude Oil

Calgary Herald | By Dan Healing | November 17, 2016

"On the specifics of KXL, he has said he would approve that forthwith, provided they get some kind of uptick," said Bob Skinner, Executive Fellow with The School of Public Policy at the University of Calgary.

### In 2017, Canadian Economy Will Get Its First Taste of the Trump Era

CBC | By Andy Blatchford | December 29, 2016

University of Calgary tax-policy expert Jack Mintz has said Canada's ability to lure business investment and top talent would be threatened.

### B.C.-Kinder Morgan Revenue-Sharing Deal Tears Canada's National Fabric: Expert

Vancouver Sun | By Dirk Meissner | January 24, 2017

"I think we are getting into an era of a lot more political horse-trading on different policy issues," said Prof. Jennifer Winter, at the University of Calgary's School of Public Policy.

### Baloney Meter: Is Michigan a Threat to Economic Investment in Ontario?

City News | By Lee Berthiaume | January 26, 2017

"Including other taxes associated with new investments, such as sales tax on capital purchases, Canada comes out better across the board than the U.S.," said Jack Mintz.

### Trump's Protectionist Inaugural Address Sparks Concerns in Canada's Oilpatch

The Canadian Press | By Dan Healing | January 27, 2017

"What we're left with is a whole bunch of question marks," said Ron Kneebone, professor of economics at The School of Public Policy, the University of Calgary.

### Excessive Computer Use Hurting Patient Care: University of Calgary Study

Global News | By Bill Graveland | February 23, 2017

Dr. Myles Leslie from The School of Public Policy studied health-care workers. Leslie said too much computer work for staff could lead to patients feeling neglected and to less communication between doctors, nurses and social workers.

### Cities Should Be More Realistic About Homelessness: Report

The Globe and Mail | By Vanessa Hrvatin | January 19, 2017

The report suggests cities adopt an approach to homelessness called "functional zero" - a point where there are enough services, housing and shelter beds for everyone in need and where they only experience homelessness briefly.

# 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.



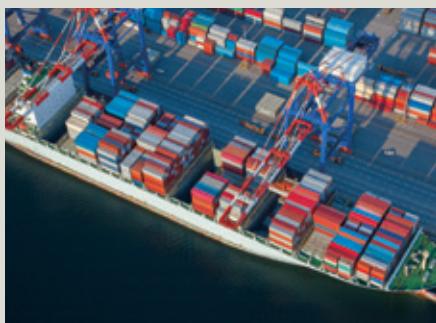
## ENERGY AND ENVIRONMENTAL POLICY

The Energy and Environmental Policy research division produces diverse research and event outputs relating to domestic and international energy as well as environmental policy issues. Our goal is to balance environmental concerns against economic growth and energy use, recognizing that energy is a key driver of the Canadian and global economies.



## FISCAL AND ECONOMIC POLICY

The Fiscal and Economic Policy research division evaluates the fiscal 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.



## INTERNATIONAL POLICY AND TRADE

The International Policy and Trade research division is a practical program designed to maximize the benefits for Canada in terms of expanding and securing our international relationships. We focus on the economics of international policy, in particular issues related to trade policy, commerce and Canada's ties to emerging markets.



# Extractive Resource Governance Program

The Extractive Resource Governance Program (ERGP) provides “**fit-for-purpose**” policy education and applied research to assist partner jurisdictions with newly discovered or evolving extractive resources. The ERGP is a highly responsive resource that delivers high quality, customized programs that are tailored to the needs and interests of its clients for responsible resource extraction.

## ABOUT THE PROGRAM

### Areas of Expertise

ERGP fosters policy capacity in three areas that are critical to sustainable resource economies:

Fiscal Governance	Regulatory Frameworks	Community Development
-------------------	-----------------------	-----------------------

## PROGRAM HIGHLIGHTS

### Current major engagements in:

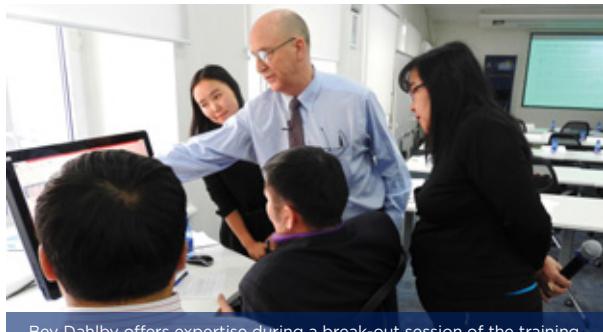
#### Mexico

This year, \$44 million in funding was awarded to the University of Calgary for research partnerships in Mexico across four key areas. This constitutes Mexico's largest international award out of its Hydrocarbon Fund, to date. ERGP will lead the Zero Incident Pipelines and the Industry Development/Talent Observatory Knowledge Cells in partnership with Mexico's Tecnológico de Monterrey over the next five years.

#### Mongolia

ERGP led several technical capacity building programs in Calgary and Ulaanbaatar as part of Global Affairs Canada and Agriteam Canada's "Strengthening Extractive Sector Management in Mongolia" program in fiscal policy and revenue management.

## INTERNATIONAL PARTNERSHIPS



# *Canada needs The School of Public Policy, and The School of Public Policy needs you*

*Thank you to our donors, supporters and friends. Your support and investment allow us to enhance the student experience and produce groundbreaking research that drives the policy debate forward, as well as engage with policy-makers at all levels of government.*

*We strive to be Canada's leading policy school and appreciate your continued support. Please join us and get involved with The School of Public Policy today. Together, we can change Canada's policy landscape for the better.*

Canada was built on peace, order and good government. The School helps to ensure that the vision of our founders lives on by bringing together leaders from government, civil society and the private sector. Help us expand our impact and focus on the policy issues that matter to Canadians.

Join us today and connect:

1. **Become a Career Mentor** – Share your story and provide career advice to a future policy leader.
2. **Engage with us** – Join us and be part of the policy conversation at one of our events. Join our mailing list to receive updates on publications, research and events: <http://www.policyschool.ca/join-mailing-list/>
3. **Become a Partner** – Make a gift to The School and support one of four research divisions, enabling us to turn research into concrete recommendations for policy-makers. Or invest in a student and help develop one of Canada's future policy leaders.

To find out more about how you can make a difference, please contact:

Paul Beaudry, *Director of Development*

Phone: 403-220-4624 E-mail: [paul.beaudry1@ucalgary.ca](mailto:paul.beaudry1@ucalgary.ca)





The School of Public Policy would like to extend its gratitude to community members who supported The School in the 2016–2017 fiscal year.

**energize**  
THE CAMPAIGN FOR EYES HIGH



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**

Paul Beaudry

*Director of Development*

Phone: 403-220-4624

E-mail: [paul.beaudry@ucalgary.ca](mailto:paul.beaudry@ucalgary.ca)

**Academic Programs**

Laura Fitterer

*Graduate Program Strategist,  
Master of Public Policy*

Phone: 403-210-6110

E-mail: [lfittere@ucalgary.ca](mailto:lfittere@ucalgary.ca)

**Community & Strategic Engagement**

Christine Verdonck

*Director, Community & Strategic Engagement*

Phone: 403-220-6836

E-mail: [verdonck@ucalgary.ca](mailto:verdonck@ucalgary.ca)

**Media Requests**

Morten Paulsen

*Director, Communications and  
External Relations*

Phone: 403-220-2540

E-mail: [morten.paulsen2@ucalgary.ca](mailto:morten.paulsen2@ucalgary.ca)



THE SCHOOL  
OF PUBLIC POLICY

THE SCHOOL OF PUBLIC POLICY

University of Calgary Downtown Campus  
906 – 8th Avenue S.W., 5th Floor  
Calgary, Alberta, Canada T2P 1H9

[www.pollicyschool.ca](http://www.pollicyschool.ca)

*Canada's Leading Policy School*