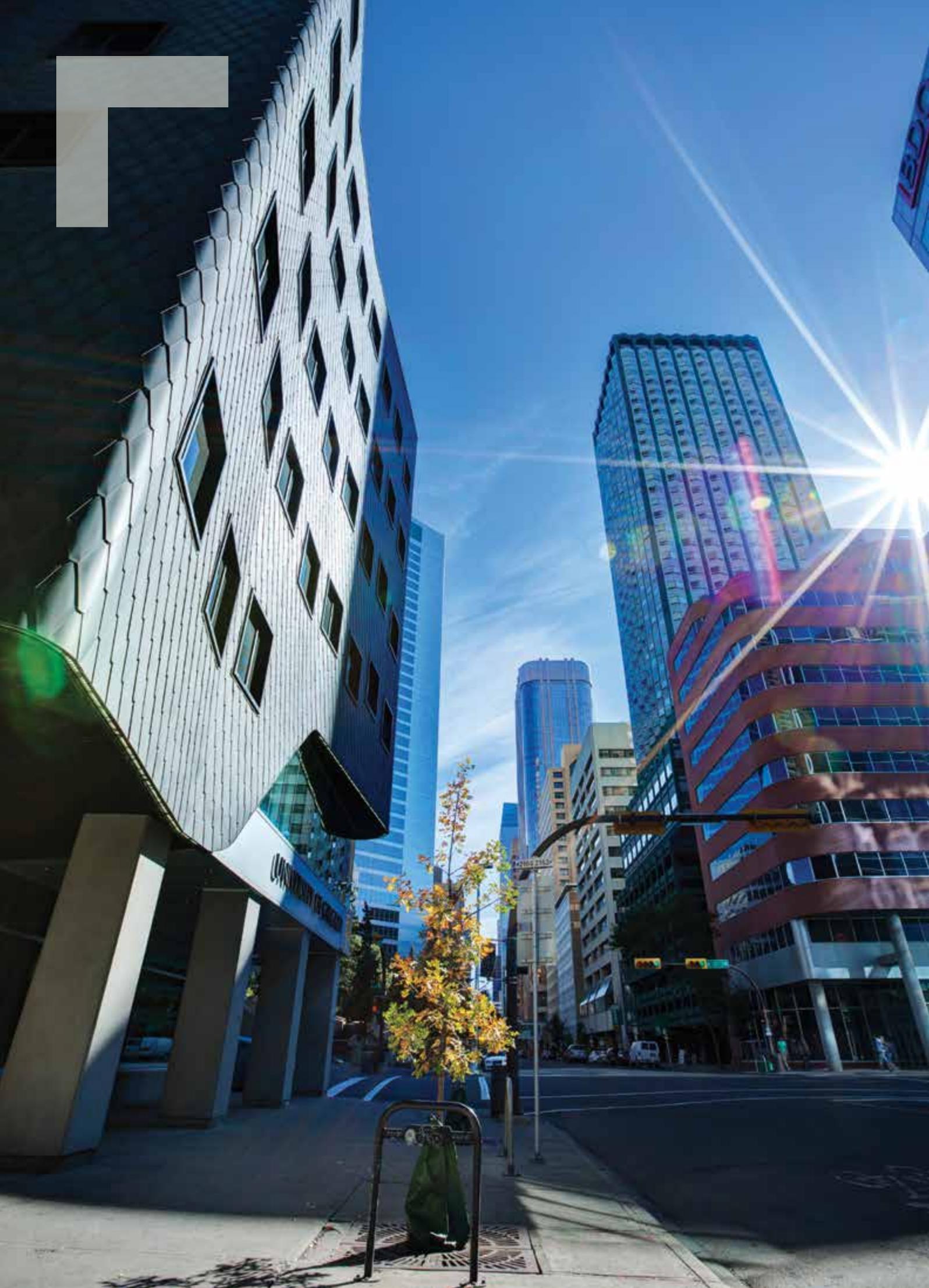


**10 years  
impacting public  
policy discourse  
in Canada**

**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

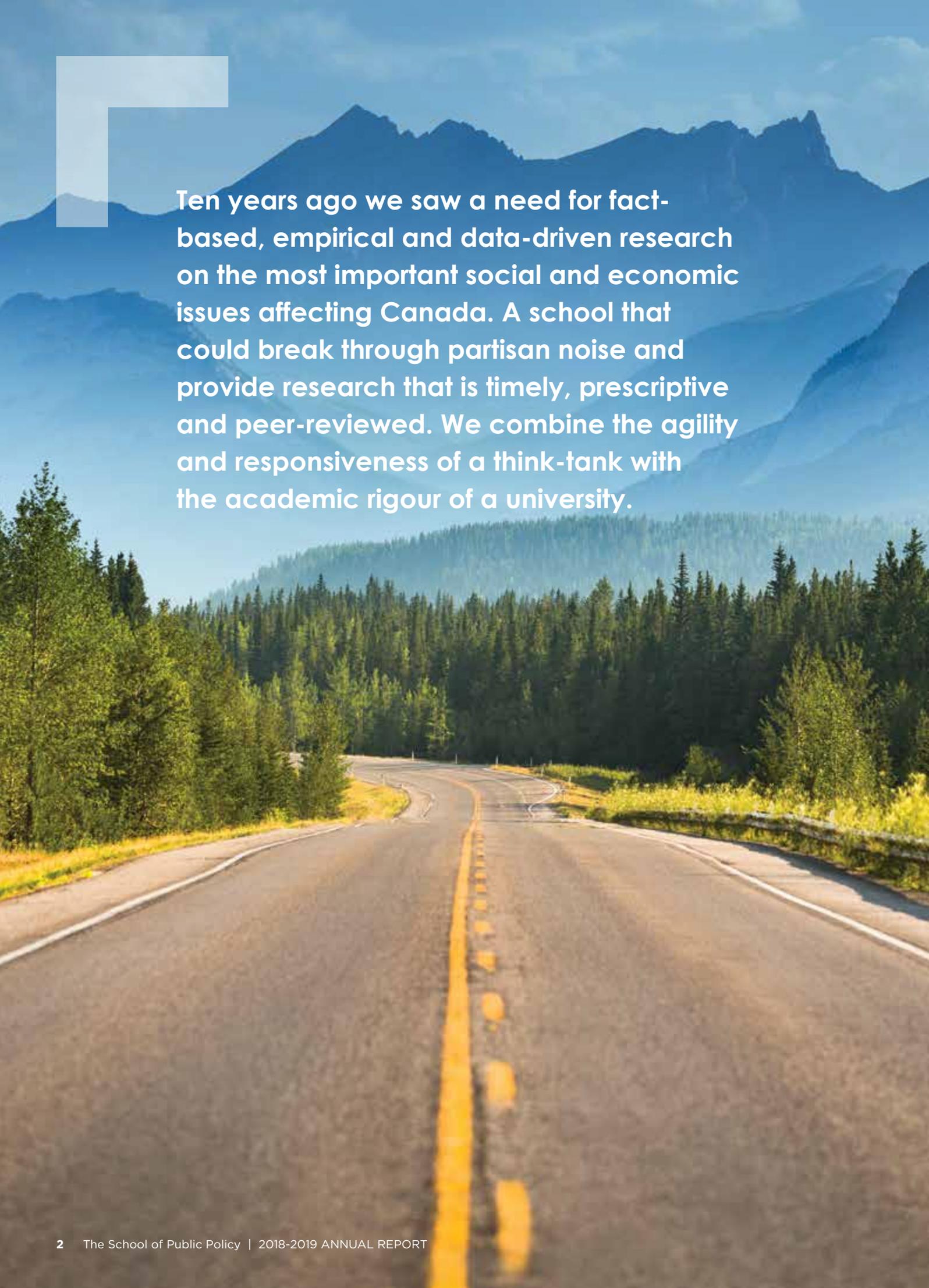


Photo by Jean-Marc Carisse

**Pierre-Gerlier Forest, PhD, FCAHS**

Professor and Director

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



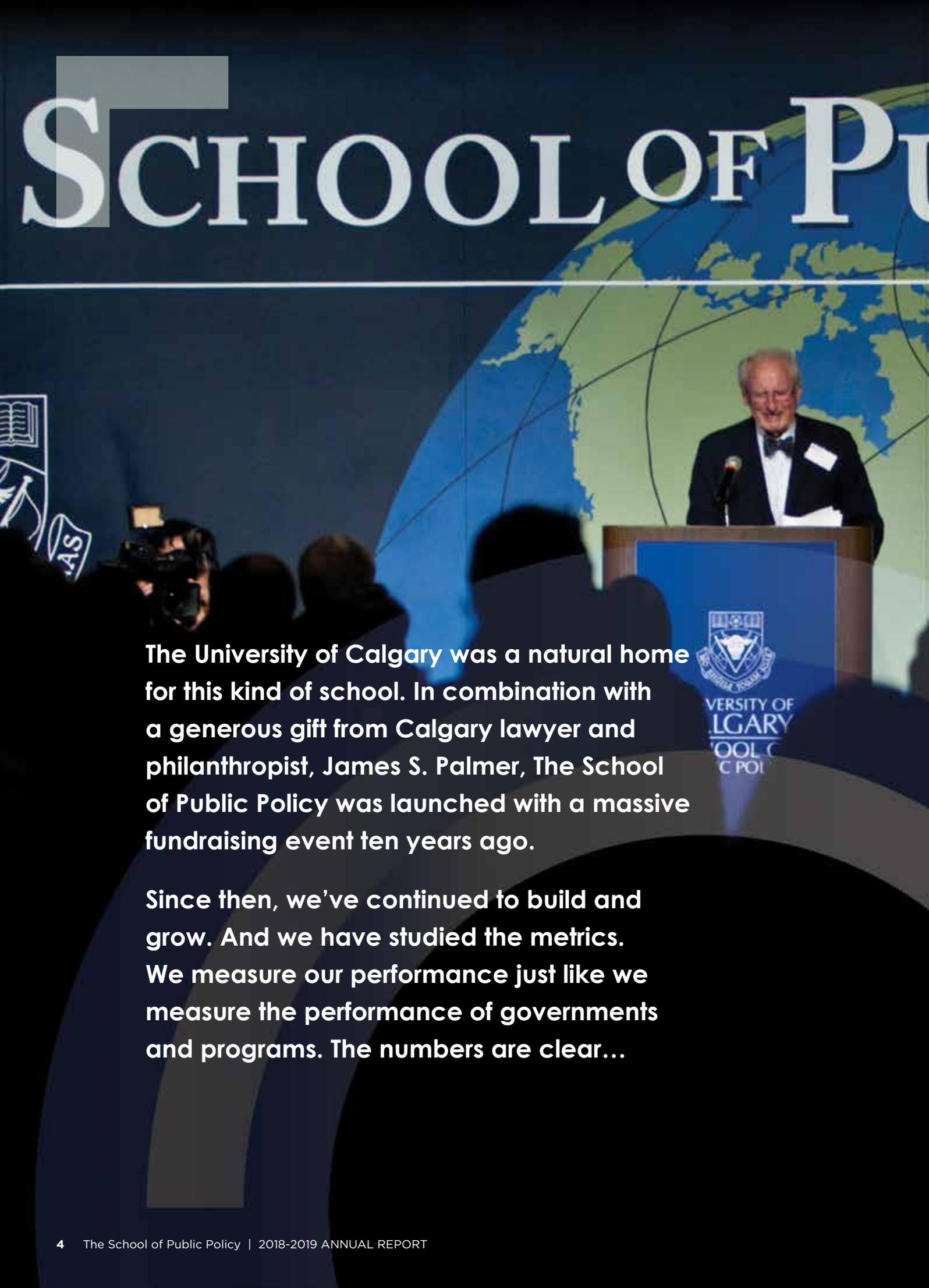
**Ten years ago we saw a need for fact-based, empirical and data-driven research on the most important social and economic issues affecting Canada. A school that could break through partisan noise and provide research that is timely, prescriptive and peer-reviewed. We combine the agility and responsiveness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



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.

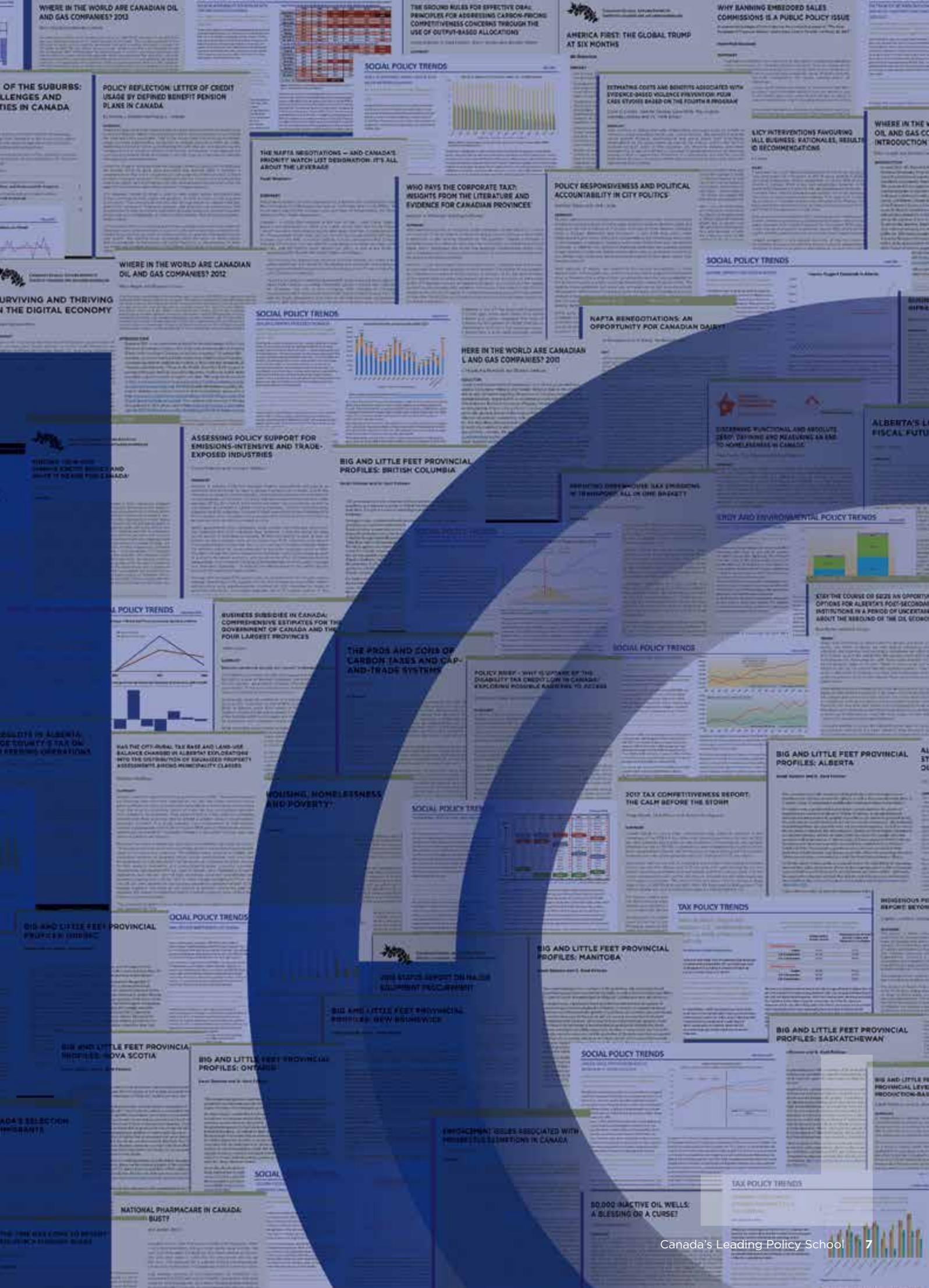
# 400+

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.



WHERE IN THE WORLD ARE CANADIAN OIL AND GAS COMPANIES? 2013

THE GROUND RULES FOR EFFECTIVE ORAL PRINCIPLES FOR ADDRESSING CARBON-PRICING COMPETITIVENESS CONCERNS THROUGH THE USE OF OUTPUT-BASED ALLOCATIONS

Table with multiple columns and rows of data, likely related to the ground rules article.

AMERICA FIRST: THE GLOBAL TRUMP AT SIX MONTHS

WHY BANNING EMBROIDERED SALES COMMISSIONS IS A PUBLIC POLICY ISSUE

ESTIMATING COSTS AND BENEFITS ASSOCIATED WITH EVIDENCE-BASED VIOLENCE PREVENTION FOUR CASE STUDIES BASED ON THE FOURTH R PROGRAM

POLICY INTERVENTIONS FAVOURING SMALL BUSINESS: RATIONALES, RESULTS AND RECOMMENDATIONS

CHALLENGES AND OPPORTUNITIES IN CANADA

POLICY REFLECTION: LETTER OF CREDIT USAGE BY DEFINED BENEFIT PENSION PLANS IN CANADA

THE NAFTA NEGOTIATIONS - AND CANADA'S PRIORITY WATCH LIST DESIGNATION: IT'S ALL ABOUT THE LEVERAGE

WHO PAYS THE CORPORATE TAX: INSIGHTS FROM THE LITERATURE AND EVIDENCE FOR CANADIAN PROVINCES

POLICY RESPONSIVENESS AND POLITICAL ACCOUNTABILITY IN CITY POLITICS

WHERE IN THE WORLD ARE CANADIAN OIL AND GAS COMPANIES? 2012

WHERE IN THE WORLD ARE CANADIAN OIL AND GAS COMPANIES? 2010

SURVIVING AND THRIVING IN THE DIGITAL ECONOMY

ASSESSING POLICY SUPPORT FOR EMISSIONS-INTENSIVE AND TRADE-EXPOSED INDUSTRIES

SOCIAL POLICY TRENDS

HERE IN THE WORLD ARE CANADIAN OIL AND GAS COMPANIES? 2010

NAFTA RENEGOTIATIONS: AN OPPORTUNITY FOR CANADIAN DAIRY?

ASSESSING POLICY SUPPORT FOR EMISSIONS-INTENSIVE AND TRADE-EXPOSED INDUSTRIES

ALBERTA'S FISCAL FUTURE

THE PROS AND CONS OF CARBON TAXES AND CAP-AND-TRADE SYSTEMS

ASSESSING POLICY SUPPORT FOR EMISSIONS-INTENSIVE AND TRADE-EXPOSED INDUSTRIES

SOCIAL POLICY TRENDS

HERE IN THE WORLD ARE CANADIAN OIL AND GAS COMPANIES? 2010

MARKETING GREENHOUSE GAS EMISSIONS IN TRANSPORT: ALL IN ONE BASKET?

ASSESSING POLICY SUPPORT FOR EMISSIONS-INTENSIVE AND TRADE-EXPOSED INDUSTRIES

ALBERTA'S FISCAL FUTURE

RESULTS IN ALBERTA: DOES COUNTY'S TAX AND FEE POLICY CONTRIBUTION

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ALBERTA'S FISCAL FUTURE

# 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 21<sup>st</sup> 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:

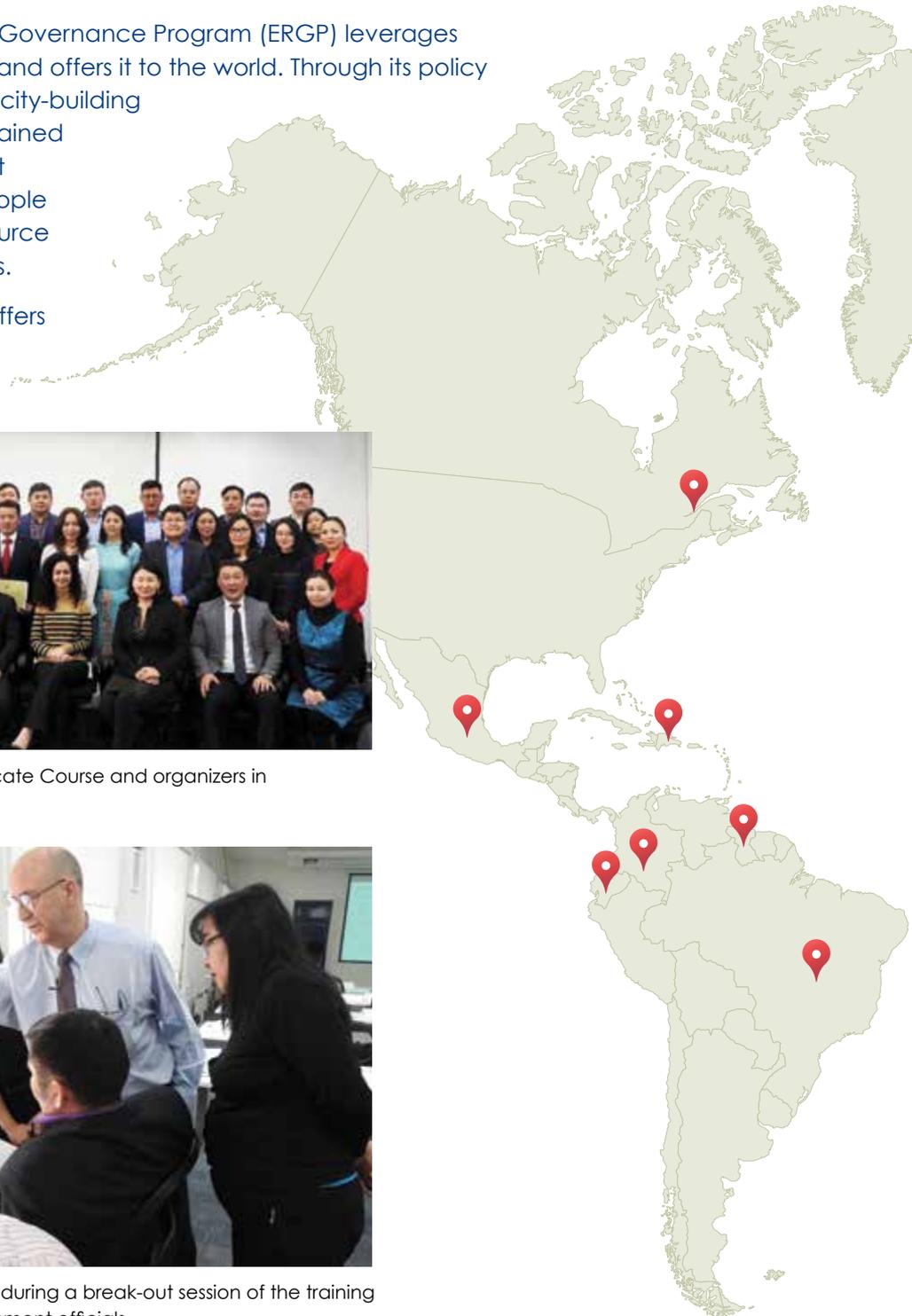
- **International Trade**
- **Market Diversification**
- **Security & Defence**

# 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 Khayat-zadeh-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.

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