



THE SCHOOL  
OF PUBLIC POLICY

# CLEAR THINKING IN A CRISIS

2019/2020 ANNUAL REPORT

COVID-19 FATALITY RATE

LOCKDOWN SAUDI QUARANTINE VIRUS

OIL PRICE DEFICIT RESTART MINIMUM INCOME

UNEMPLOYMENT RECESSSION HOMELESS

BANKRUPTCY

MARKETS RECESSION

OIL PRICE BORDERS

CHINA HOMELESS

QUARANTINE FATALITY

The School of Public Policy has always considered itself different. Somewhere between a think tank and a traditional research institute, we combine the agility and timeliness of a think tank with the scholarly rigour of peer-reviewed university research. Never has that model been more relevant, or called on, than during the COVID-19 crisis.

You might notice that our annual report is coming late this year. That is because we poured all our resources into providing research, commentary and advice not only on the pressing issues facing Canadians, but particularly on issues related to the COVID-19 crisis. The School's research and publishing resources were directed immediately to best practices in health policy, economic recovery, assistance to vulnerable populations, and taxation and revenue. In addition, our experts were quickly called upon to lead COVID-19 response and recovery efforts at all levels of government.

From an already aggressive amount of research output, we leaned into the COVID-19 wind and worked harder than ever to provide the solutions that policy-makers and Canadians at large needed in this unprecedented time.

That is why support of the School of Public Policy is crucial - even though you might be reconsidering which organizations you support this year. The School is more than just ideas and papers, it is advice when advice is needed and action when action is needed.

We will continue to face Canada's crucial problems boldly, with rigour, imagination, and the capacity to bring the best minds of the country together, from all sectors and all shades of opinion. Canada needs the School of Public Policy more than ever. I thank you in advance for considering support.

A FAST, SMART RESPONSE WHEN CANADA NEEDED IT MOST



Pierre-Gerlier Forest, PhD, FCAHS  
Professor and Director  
James S. and Barbara A. Palmer  
Chair in Public Policy

# SMART POLICY DURING AND AFTER COVID-19

Going online to disseminate policy to the broadest audiences.



## Webinars

### Addressing the Threat of COVID-19 and the Oil Price War in the Petroleum Sector

Richard Masson

### Electricity Roundtable: Exploring Future Market Design in Alberta

Blake Shaffer

### The Coronavirus' Impact on Canadian Foreign Policy, Canada-U.S. Trade and Beyond

Jean-Christophe Boucher

### Immigrant Doctors in Canada - Lifting Red Tape to Timely, Safe Accreditation of Healthcare Professionals

Robert Falconer

### COVID-19 and its Impact on International Trade

Hugh Stephens

### COVID: Civil Society and Social Responses

Alina Turner

### COVID-19 as a Tool of Information Confrontation: Russia's Approach

Sergey Sukhankin

### Introduction to Lecture Series: History of Co-Management in Canada

Deborah Archibald

### Demographics of the COVID-19 Virus

Kevin McQuillan

### Municipal Taxation of the COVID-19 Virus

Almos Tassonyi

### Case Study: Engagement of Indigenous Peoples in the Extractive Sector in Canada's Northwest Territories

Deborah Archibald

### COVID-19 and Alberta's Efforts to Restructure Physician Pay

Tom Lange

### Better in Theory? Why a Basic Income Is Not the Right Policy Tool for This Moment

Anna Cameron & Gillian Petit

### Resource Revenue Sharing

Deborah Archibald

### Leading Through Crisis — Lessons for COVID-19 Response and Recovery

Marcia Nelson

### Orphan Wells: Cleaning up Alberta's Liability Management Regime

Keely Cameron & Lucija Muehlenbachs

### Engaging Indigenous Peoples in Environmental Impact Assessment

Deborah Archibald

### Canada, China and COVID-19: Threat or Opportunity?

Hugh Stephens & Margaret McCuaig-Johnston

### What Have We Learned so far about ETFs in the COVID-19 Crisis?

Ryan Clements

### Political Communications in the Face of a Pandemic

PG Forest, Kristin Anderson & Morten Paulsen

### Engaging Indigenous Peoples in Monitoring of Extractive Operations

Deborah Archibald

### Economic Diversification – Model, Myth or Mischief?

Trevor Tombe

### Introduction to Lecture Series, Global Oil Market and Price Routs

Robert Skinner

### Ensuring Economic Benefits (Local Content) for Indigenous Peoples

Deborah Archibald

### Realistic Expectations of Benefits from Oil Production

Robert Skinner & Brian Livingston

### Fiscal Responses

Bev Dahlby & Matthew Foss

### Canada's Food Security During the COVID-19 Pandemic

Kerri Holland

### Regulatory Responses

Brad Hubbard & Dan McFadyen

### System Approach for Efficient Policies: Lessons Learned from Antimicrobial Resistance and Health Management

Guillaume Lhermie

### Shrinking the Hoofprint of Canadian Beef: The Future of a Sustainable Industry

Tim McAllister

### Antibiotics in Animals – Improving Canada's Meat Supply and Exports

Karin Hoelzer

### Canada's Beef Sector: Essential and Sustainable – Looking Forward

Nichole Neubauer, Jill Harvie & Bob Lowe

In addition to research, our experts were called upon to offer advice at the highest levels – including on responses to the COVID-19 crisis.



### Bev Dahlby

Blue-Ribbon Panel, Government of Alberta

City of Calgary's Economic Resilience Task Force

Expert advisor to the Canadian Institute for Climate Choices



### Jennifer Winter

Mitigation Expert Panel Member, Canadian Institute for Climate Choices, 2019 to present

Member, City of Calgary Climate Panel, 2019 to present



### Ron Kneebone

Homeless Data Advisory Committee, Employment and Social Development Canada, Member

COVID-19 Analytics and Strategy Group, University of Calgary, Member



### Jennifer Zwicker

Deputy Chief Scientific Officer for Kids' Brain Health Network



### PG Forest

Member, University of Calgary Taskforce on COVID-19 (advising the City of Calgary and the province of Alberta)



### Lindsay Tedds

Member of the City of Calgary's Financial Task Force

Member of the B.C. Basic Income Expert Panel

Member of the Research Advisory Board of the Northern Policy Institute



### Jack Mintz

Chair, Alberta Premier's Economic Advisory Council, 2020

Ontario Chamber of Commerce, Advisory Council on Ontario's Economic Future, 2020

Business Council of Alberta

# ORIGINAL RESEARCH

## The Digital Divide and the Lack of Broadband Access During COVID-19

Katharina Koch

## Northern Populism: Causes and Consequences of the New Ordered Outlook

Frank Graves & Jeff Smith

## The Regional Distribution of Federal Fiscal Balances: Who Pays, Who Gets and Why it Matters

Robert Mansell, Mukesh Khanal & Trevor Tombe

## Canada's Food Security During the COVID-19 Pandemic

Kerri L. Holland

## Social Policy Trends: COVID-19 Implications for Disability Assistance Clients

Craig Scott, Matthew Russell & Jennifer D. Zwicker

## Reviewing Bill C-59, An Act Respecting National Security Matters 2017: What's New, What's Out, and What's Different from Bill C-51, A National Security Act 2015?

Michael Nesbitt

## Considerations for Basic Income as a COVID-19 Response

David Green, Jonathan Rhys Kesselman & Lindsay Tedds

## Economic Policy Trends: The Bank of Canada's Response to COVID-19 and the Collapse in World Oil Prices

Scott Cameron

## Economic Policy Trends: Unequal Burden: Learning from Canada's Responses to the Influenza Pandemic of 1918-20

Shawn W. Brackett

## Alberta's Civil Society Pre- and Post-COVID-19: What's Government Got to do With it?

Alina Turner & Camilo Camacho Escamilla

## Russian Geopolitical Objectives in the Current Oil Price Crisis and the Implications for Canada

Sergey Sukhankin

## Social Policy Trends: Economic and Emotional Distress

Ronald Kneebone

## No Going Back: The Impact of ILO Convention 169 on Latin America in Comparative Perspective

José Aylwin & Pablo Policzer

## Economic Policy Trends: The Domestic Violence Crisis and COVID-19: Can Short-Term Rentals Help?

Daria Crisan

## You Say USMCA or T-MEC and I Say CUSMA: The New NAFTA – Let's Call the Whole Thing On

Eugene Beaulieu & Dylan Klemen

## Economic Policy Trends: COVID-19 and Recent Post-Secondary Graduates

Christine Neill & Kelly Foley

## Economic Policy Trends: Post-Secondary Financial Aid and the Pandemic

Christine Neill & Kelly Foley

## Energy and Environmental Policy Trends: Power Demand in the Time of COVID-19

Blake Shaffer, Andrew Leach & Nic Rivers

## Health Innovation and Commercialization Ecosystems and Public Health Emergency Response Systems

Craig Scott & Jennifer D. Zwicker

## What is Holding Back Alberta's Precision Health Innovation and Commercialization Ecosystem?

Craig Scott, Hubert Eng, Alexander Dubyk & Jennifer D. Zwicker

## Energy and Environmental Policy Trends: Owed Landowners: The Status of Orphan Well Rental Recovery in Alberta

Victoria Goodday & Braeden Larson

## Fiscal Policy Trends: Bank Runs Can Occur in Uncertain Times, Including During a Pandemic, But They are Not Likely—Especially in Canada

Christos Shiamptanis

## Primary Care Physician Compensation Reform: A Path for Implementation

Thomas Christopher Lange, Travis Carpenter & Jennifer D. Zwicker

## Economic Policy Trends – Better in Theory? Why a Basic Income is Not the Right Policy for this Moment

Anna Cameron & Gillian Petit

## COVID-19 as a Tool of Information Confrontation: Russia's Approach

Sergey Sukhankin

## Social Policy Trends: Immigrant Physicians in Calgary

Robert Falconer

## Energy & Environmental Policy Trends: Addressing the Threat of COVID-19 and the Oil Price War in the Petroleum Sector

Richard Masson & Jennifer Winter

## Fiscal Policy Trends: Giving Cities and Municipal Taxpayers a Break During COVID-19 – A "How-To" Guide

Almos Tassonyi

## Social Policy Trends: Vulnerable Populations and the COVID-19 Pandemic

Craig Scott, Jennifer D. Zwicker & Ronald Kneebone

## Preferential Trade Agreements vs. Multilateralism: In the new Trump-world, Does Canada Face an Impossible Choice?

Judit Fabian

## The 2019 Tax Competitiveness Report: Canada's Investment and Growth Challenge

Philip Bazel & Jack Mintz

## Fiscal Policy Trends: The Federal Government's Policy Response to COVID-19: Acting Quickly and Decisively

Gillian Petit & Lindsay Tedds

## Social Policy Trends: Life Expectancy and Social Policy

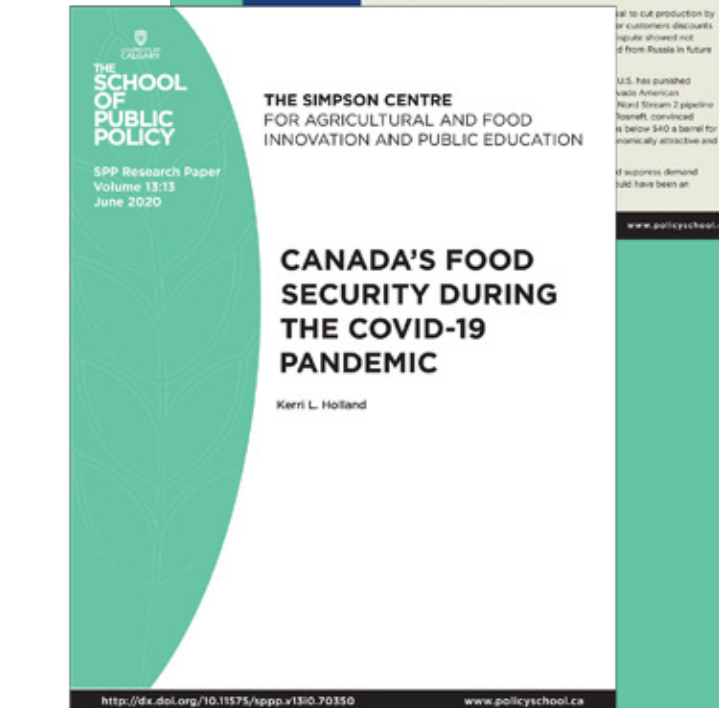
Ronald Kneebone

## Tax Policy Trends: The Merits of Automatic Income Tax Assessments for Low-Income Canadians

Anna Cameron, Lindsay Tedds, Jennifer Robson & Saul Schwartz

## Social Policy Trends: Refugee Resettlement in Calgary

Robert Falconer



# CHANGING THE WORLD

# WITH THE NEXT GENERATION OF POLICY-MAKERS



## Master of Public Policy (MPP)

Unlike traditional, theory-based graduate programs, the Master of Public Policy (MPP) enables students to solve a broad range of real-world policy problems. This practical, hands-on and intensive program is unlike any other policy program in Canada.

**The MPP program graduated 46 students in the 2019-2020 cohort.**



## Master of Sustainable Energy Development (SEDV)

The Master of Sustainable Energy Development (SEDV) is a one-of-a-kind interdisciplinary approach to sustainable energy development that provides a comprehensive education in sustainable energy.

On April 1, 2019, the program moved to its new home at the School of Public Policy, where there are great synergies between SEDV and the Energy and Environment and ERGP groups. There is also tremendous opportunity to connect with the downtown community in the energy field.

**The SEDV program graduated 20 students in 2019.**



## Extractive Resource Governance Program (ERGP)

The world is looking to Canada for expertise in resource extraction policy and the ERGP is delivering. Offering a one-of-a-kind program in the taxation, consultation, legal and social policy required for sustainable extractive resource development, the ERGP is in demand around the world.

**The ERGP trained 214 officials from around the world in 2019 from countries including Panama, Peru, Colombia, Kenya, Mexico and ASEAN member countries.**



## The Simpson Centre for Agricultural and Food Innovation and Public Education

On February 7, 2020, the School of Public Policy and the Faculty of Veterinary Medicine announced the creation of the Simpson Centre.

Housed at the School of Public Policy, the Simpson Centre focuses on the public policies that facilitate the success of Canadian agri-food and agri-business. The goal is to make the Simpson Centre a locus of Canadian research that strengthens and supports the growth and sustainability of agri-food and agri-business – especially in Western Canada.

# RESEARCH PROGRAMS



## Social Policy and Health

Scientific Director, Ron Kneebone

The Social Policy and Health program improves 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 policy-makers into inaction.

We apply this approach to programs in two policy areas:

- Health Policy
- Social Policy

## Energy and Environmental Policy

Scientific Director, Jennifer Winter

Through disciplined research and analysis, the Energy and Environmental Policy research division provides practical solutions to Canada's challenging energy and environmental 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

Scientific Director, Lindsay Tedds

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.

Its research programs provide evidence-based policy analysis and advice to governments, business and the 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 five research programs:

- BC Basic Income
- Financial Markets Regulation
- Sustaining Prosperity
- Tax and Economic Growth
- Urban Policy

## International Policy and Trade

Scientific Director, J.S. Rioux

A research program designed to evaluate policies and practices that maximize benefits for Canada by expanding trade and improving the security of our international relationships. Practical policy recommendations 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 and Defence

**OUR FELLOWS ARE A GROWING GROUP OF EXCEPTIONALLY EXPERIENCED PROFESSIONALS FROM BUSINESS, GOVERNMENT AND ACADEMIA. STUDENTS CAN ACCESS THEIR DEEP KNOWLEDGE, AND OUR RESEARCH PROGRAMS BENEFIT FROM THEIR EXPERIENCE IN THE PRACTICALITIES OF POLICY.**

Combining Academic Rigour With Real-World Experience

## Joining Us This Year

**Blake Shaffer**  
RESEARCH FELLOW  
Energy and environmental policy and law

**Brian Conger**  
RESEARCH FELLOW  
Urban policy and land use regulation

**Brendan Boyd**  
RESEARCH FELLOW  
Energy and environmental policy

**Carlos Ortiz-Gomez**  
EXECUTIVE FELLOW  
Geopolitics of energy

**Dan Dutton**  
RESEARCH FELLOW  
Social data and policy

**Dan McFadyen**  
EXECUTIVE FELLOW  
Extractive resource governance

**David Bercuson**  
RESEARCH FELLOW  
Military policy and national defence

**Fenner Stewart**  
RESEARCH FELLOW  
Natural resource regulation and governance

**Herbert Emery**  
RESEARCH FELLOW  
Regional economics

**Katrina Milaney**  
RESEARCH FELLOW  
Public health

**Leonardo Beltran**  
EXECUTIVE FELLOW  
Energy and climate change

**Marcia Nelson**  
EXECUTIVE FELLOW  
Public-sector leadership and public policy

**Matthew Foss**  
EXECUTIVE FELLOW  
Energy policy, taxation and economics

**Michal Moore**  
RESEARCH FELLOW  
Resource and energy economics

**Michael Smart**  
RESEARCH FELLOW  
Public finance and taxation

**Norma Padron**  
RESEARCH FELLOW  
Data analytics and AI

**Peggy Garritty**  
EXECUTIVE FELLOW  
Strategic communications and brand development

**Robert Skinner**  
EXECUTIVE FELLOW  
Energy policy-oil market history/geopolitics

**Ron Wallace**  
EXECUTIVE FELLOW  
Environmental assessment and energy regulation

## Distinguished Policy Fellows

**Jim Gray**  
DISTINGUISHED POLICY FELLOW  
Business and philanthropy

**Nancy Southern**  
DISTINGUISHED POLICY FELLOW  
Business and philanthropy

**Stephen Harper**  
DISTINGUISHED POLICY FELLOW  
Former Prime Minister of Canada

**Steve Williams**  
DISTINGUISHED POLICY FELLOW  
Energy, business and philanthropy

**Thomas d'Aquino**  
DISTINGUISHED POLICY FELLOW  
National and international business and policy

**Tom Jenkins**  
DISTINGUISHED POLICY FELLOW  
Technology and innovation

## Fellows

**Alina Turner**  
RESEARCH FELLOW  
Social policy and civil society

**Almos Tassonyi**  
EXECUTIVE FELLOW  
Urban policy and municipal finance

**Andre Turcotte**  
RESEARCH FELLOW  
Public opinion research, strategic communications

**Andrei Sulzenko**  
EXECUTIVE FELLOW  
National infrastructure and trade policy

**Bev Dahlby**  
DISTINGUISHED FELLOW  
Tax policy and fiscal federalism

**Brian Bietz**  
EXECUTIVE FELLOW  
Energy and environmental policy

**Brian Livingston**  
EXECUTIVE FELLOW  
Alternative energy and upgraders

**Carol McAusland**  
RESEARCH FELLOW  
International environmental economics

**Colin Robertson**  
EXECUTIVE FELLOW  
Diplomacy, trade and security

**Colum Smith**  
EXECUTIVE FELLOW  
Health networks and cancer policy

**Deborah Archibald**  
EXECUTIVE FELLOW  
Community engagement and resource development policy

**Ergete Ferede**  
RESEARCH FELLOW  
Tax policy and fiscal federalism

**Eddy Isaacs**  
EXECUTIVE FELLOW  
Energy and environmental technologies

**Harrie Vredenburg**  
RESEARCH FELLOW  
Energy and environmental policy

**Hugh Stephens**  
EXECUTIVE FELLOW  
International trade and Canada-Asia relations

**Jack Mintz**  
PRESIDENT'S FELLOW  
Tax and economic policy

**James Coleman**  
RESEARCH FELLOW  
Energy, trade and transport policy

**Janice MacKinnon**  
EXECUTIVE FELLOW  
Fiscal policy and federal-provincial relations

**J-F Wen**  
RESEARCH FELLOW  
Taxation and social insurance

**Jim Dilay**  
EXECUTIVE FELLOW  
Resource extraction policy

**Joel Wood**  
RESEARCH FELLOW  
Environmental economics

**John Lester**  
EXECUTIVE FELLOW  
Tax, innovation and entrepreneurship

**John Carruthers**  
EXECUTIVE FELLOW  
Energy, pipelines, regulation, engagement and negotiation

**Kenneth McKenzie**  
RESEARCH FELLOW  
Energy, taxation and fiscal policy

**Lana Wells**  
RESEARCH FELLOW  
Social policy and violence prevention

**Laura Dawson**  
EXECUTIVE FELLOW  
Economic policy and U.S.-Canada relations

**Lawrie Savage**  
EXECUTIVE FELLOW  
Financial regulation, insurance and risk management

**Leah Stokes**  
RESEARCH FELLOW  
Energy and environmental policy

**Lucija Muehlenbachs**  
RESEARCH FELLOW  
Water, resource and energy policy

**Margaret Melhorn**  
EXECUTIVE FELLOW  
Fiscal and economic policy

**Martin Olszynski**  
RESEARCH FELLOW  
Environmental law

**Matt Ayres**  
EXECUTIVE FELLOW  
Energy and environmental policy

**Maya Papineau**  
RESEARCH FELLOW  
Economics of climate change

**Nicholas Rivers**  
RESEARCH FELLOW  
Environmental and renewable energy policy

**Nobina Robinson**  
EXECUTIVE FELLOW  
Innovation, higher education and skills policies

**Paul Boothe**  
RESEARCH FELLOW  
Economic and environmental policy

**Paul Precht**  
EXECUTIVE FELLOW  
Petroleum fiscal structures and resource governance

**Richard Masson**  
EXECUTIVE FELLOW  
Energy project development

**Robert Fonberg**  
EXECUTIVE FELLOW  
Trade, security and cyber-issues

**Robert Hage**  
EXECUTIVE FELLOW  
Foreign relations, trade and international law

**Robert Mansell**  
RESEARCH FELLOW  
Regional and resource economics

**Ron Hallman**  
EXECUTIVE FELLOW  
Environmental assessment

**Sara Hastings-Simon**  
RESEARCH FELLOW  
Energy and environmental policy

**Serge Dupont**  
EXECUTIVE FELLOW  
Energy policy and public-sector governance

**Ted Morton**  
EXECUTIVE FELLOW  
Federal-provincial relations, Alberta and U.S. politics

**Tom Wilson**  
RESEARCH FELLOW  
Forecasting, fiscal and tax policy

**Trevor Tombe**  
RESEARCH FELLOW  
Trade, public finance and fiscal federalism

**Uzi Arad**  
EXECUTIVE FELLOW  
National security and defence policy

**Vivian Bercovici**  
EXECUTIVE FELLOW  
Middle East, foreign policy and Israel

**Wayne Simpson**  
RESEARCH FELLOW  
Basic income, labour markets and social policy

**Wendy Dobson**  
EXECUTIVE FELLOW  
International policy, trade and finance

## NECESSARY NEXT STEPS

During its first 10 years, the School grew to become Canada's leading policy school.

The School is a focal point for policy learning with its two professional master's programs in public policy and sustainable energy development, international training and capacity-building programs in extractive resource governance, and focused research that is done to the highest standards of scholarship and objectivity.

“ We aim to be an internationally leading centre for policy research and policy training. We will continue to rely on fact-based analysis, in our research and in our teaching. We will remain true to our roots and ensure that we are flexible, thorough and impactful.

– Pierre-Gerlier Forest, PhD, FCAHS

## OUR VALUES

**INDEPENDENCE**  
FREEDOM TO THINK BOLDLY

**DRIVE**  
GETTING THINGS DONE

**IMPACT**  
SOLVING REAL-WORLD PROBLEMS

**CONCERN**  
FURTHERING THE COMMON GOOD

**RESPECT**  
HOLDING OURSELVES TO THE HIGHEST STANDARDS

## OUR STRATEGIC GOALS

- 1 Take the steps needed to continue to be Canada's leading policy school.
- 2 Contribute original research that drives positive policy change.
- 3 Train the best, and most in-demand, policy analysts in Canada and around the world.
- 4 Achieve recognition as one of the world's top policy schools.
- 5 Retain independence by diversifying funding sources.

Join us – get connected – let us be your trusted source for public policy research and proposals.

To learn more about supporting the School of Public Policy please contact

**Catherine Scheers**

*Director of Development*

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## THE SCHOOL OF PUBLIC POLICY

### **The School of Public Policy**

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