



ANNUAL IMPACT REPORT 2021–2022

WHO WE ARE

We are Canada's leading climate change policy research organization, producing the rigorous analysis and evidence-based recommendations that are needed to advance climate resilience, chart net zero pathways, and drive long-term prosperity. The strength of our work is rooted in our independence, in the diversity and depth of our staff, board and advisors in the fields of climate mitigation, adaptation, and clean growth, and in the breadth of the stakeholders and rights holders we engage through our research.

OUR VISION

Canadians acting together on climate solutions in order to foster resilient communities, prosperous economies, and more just societies—sustainable for generations to come.

OUR MISSION

We help shape sound public policies that enable all Canadians to thrive in the face of climate change and advance a net-zero future.



Environment and
Climate Change Canada

Environnement et
Changement climatique Canada

The Canadian Climate Institute is made possible through the financial support of Environment and Climate Change Canada.

CONSENSUS ON THE NEED FOR URGENT ACTION

Last fiscal year, 2021–22, was a year of big changes. As the evidence of climate change accumulated at an alarming rate and extreme weather struck many regions of Canada, we saw growing consensus on the need to act with urgency.

The federal government has committed to ambitious emissions reduction targets for 2030 and net zero by 2050. Companies are planning how to manage the low-carbon transition. And investors are beginning to account for the costs of climate change and the benefits of resilience.

The Institute saw internal changes as well. We expanded our staff and gained registered charitable status. We recently adopted a new name—the Canadian Climate Institute—that better reflects our objective to be the country's go-to organization for all aspects of climate change policy.

We also welcomed Rick Smith as our new president. His predecessor, Kathy Bardswick, got our fledgling organization well off the runway. Today, we're still in the steep part of the climb. We haven't hit cruising altitude yet, but under Rick's leadership, we've already gained several thousand feet.

That trajectory is crucial as we pursue our mission to provide fact-based, non-partisan policy analysis and engage Canadians in shaping practical climate policy solutions.

We know the path to net zero won't be an easy one. To borrow a metaphor from ancient Greek drama, the climate change challenge arises fundamentally from three "tragedies". The first is the tragedy of the horizon: human psychology focuses heavily on the present at the expense of the future. The second is the tragedy of the commons: we are all affected by everyone's emissions, which makes it easy for

PETER NICHOLSON • Chair



individuals to think their actions don't make any difference. Thirdly, there's the tragedy of the transition: the difficulty of overcoming entrenched ways of doing things as well as our sunk investments in emitting sources from cars, to buildings, to farms, and to factories.

It will take cleverly designed policies to address those tragedies and create change at the scale and speed required. Smart policies will also help the most vulnerable cope with the impacts of climate change and with the impacts of adaptation and mitigation measures.

That's where the Climate Institute comes in.

Since our launch two years ago, we have made significant contributions in all three aspects of climate policy—mitigation, adaptation, and clean growth—in different parts of Canada and in both official languages. The sheer volume and quality of the research work is a major achievement. Our Institute is well-respected and impactful. But the most important measure of success is the fact we're inundated with requests for advice.

I attribute that to several things. We have a terrific staff. We have three expert panels comprising many of the best minds in the country. Our advisory council brings a wealth of insights that we can leverage even more in the coming years. And, I like to think we have a wise board of directors that keeps us moving in the right direction, helping Canada confront the biggest challenge of our time.

A handwritten signature in black ink that reads "Peter Nicholson".

BRINGING CANADIANS TOGETHER TO FIND SOLUTIONS

RICK SMITH • President



I'm honoured to be part of the Canadian Climate Institute, our country's pre-eminent climate policy research organization. Our work is critical. Today, climate change touches every sector of the economy and every region of the country. With the 2030 deadline for emissions reductions less than a decade away, Canada must move decisively towards net zero.

As the urgency ramps up, we've seen a big shift in receptivity. Stakeholders of all political persuasions are listening like never before. This is no longer just an issue for environment ministers and eco-minded citizens. It's a discussion of Canada's economic future, the safety of its infrastructure, and the security, health, and well-being of our communities.

We've also seen major policy advances. In June 2021, Parliament adopted the Canadian Net-Zero Emissions Accountability Act. Under this new law, Ottawa is legally obligated to produce the country's first emissions reduction plan—a comprehensive roadmap to reduce carbon. And in March of this year, the federal government delivered and released its Emissions Reduction Plan (ERP) 2030, which we assessed to determine how it will help Canada achieve net zero.

And it doesn't stop with climate change mitigation. In fall 2022, we're expecting the government to release its first National Adaptation Strategy, establishing a concrete plan to boost climate resilience. This year will also be decisive in finalizing new rules of engagement for the financial sector to align its resources with the net zero imperative.

As a result of all of this, the need for the Climate Institute's work is rapidly increasing and becoming more urgent. We need to produce the best policy answers so that the decisions Canada makes right here, right now, are the right ones. Our research is becoming more granular, shifting from higher-level analyses to providing actionable recommendations on the design of specific policies.

On any given day, we're meeting with government officials, experts, non-profit directors, and corporate leaders. We're also meeting with Indigenous leaders, recognizing the importance of reconciliation and the critical role First Nations, Métis, and Inuit hold in the clean energy revolution. That's why we're committed to ensuring Indigenous stakeholders and rights holders across this country are not only engaged in conversations but, increasingly, drive the discussion.

Discussions are fundamental to how the Climate Institute operates. We engage broadly to harvest the best ideas and undertake timely research that is relevant to the pressing concerns of policy makers. We try to engage with as many different points of view as possible. And when our research is released, we spend an enormous amount of time making sure it reaches as many people as possible.

Collaboration is also part of our *modus operandi*. Because every country is grappling with the same issues, we co-founded the International Climate Council Network in November 2021 to work with our colleagues around the world. Here at home, we have signed an MOU with the new Net-Zero Advisory Body and will increasingly be working with them at key moments.

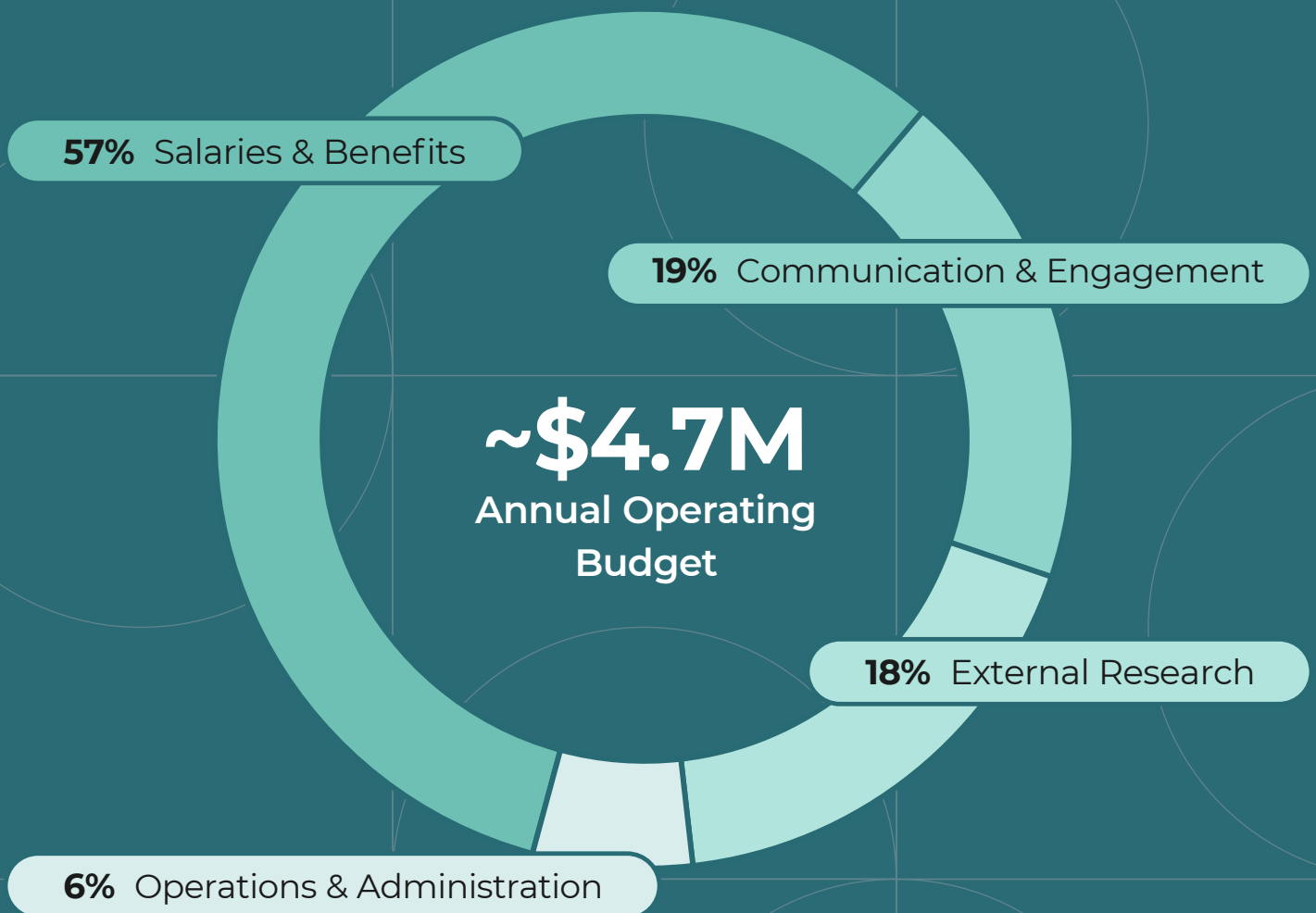
The next few years will be critical to successfully safeguard Canada's ecosystems, the health and well-being of people living here, and the country's future prosperity.

This is an exciting time. It's a hopeful time. And it's a busy time, as the Climate Institute plays a key leadership role in shaping the path forward.

A stylized, handwritten signature in black ink, likely belonging to Rick Smith.

Canadian Climate Institute:
By the numbers

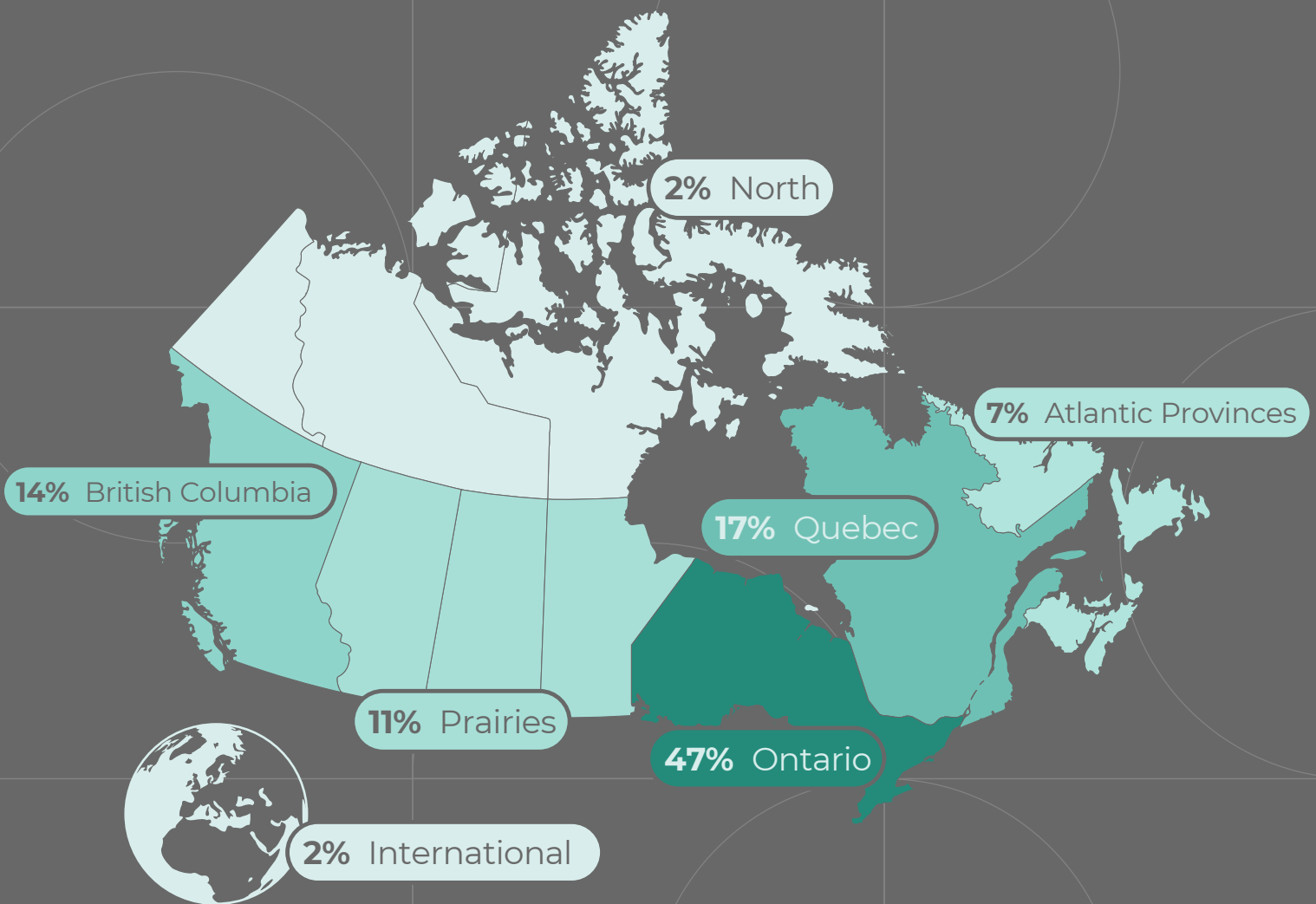
FINANCIAL SNAPSHOT



Canadian Climate Institute: By the numbers

REGIONAL REPRESENTATION

The Climate Institute aims to reflect the diversity of the Canadian population within its staff, board, expert panels, and advisory council.



Canadian Climate Institute:
By the numbers

OUR IMPACT

* All cumulative since 2020

REPORTS & PUBLICATIONS

10

 Reports
Published

87

 Blogs
Published

26

 Op-Eds
Published

14,175

 Report
Downloads

MAJOR EVENT

18

 Speakers

1,600

 Event
Participants

ENGAGEMENT

859

 Individuals
Briefed

11,568

 Stakeholders
Engaged

MEDIA & REACH

4,195

 Media
Mentions

674,850

 Website
Pageviews

6,567

 Email
Subscribers

10,697

 Social Media
Followers

SHAPING PRACTICAL CLIMATE POLICY SOLUTIONS

The Canadian Climate Institute helps governments at all levels design the most effective climate policies. We do that by generating world-class research in three crucial areas: mitigation, adaptation, and clean growth. In 2021–2022 that meant producing five major reports, as well as a large number of case studies and scoping papers.

And, we didn't let those publications gather dust on a shelf. We ensured our findings garnered significant attention thanks to op-eds, blogs, webinars, an active social media presence, and our first major event. Meanwhile, numerous one-on-one briefings with policy leaders also helped our recommendations gain traction.

Today, we're one of the country's most reliable and credible sources of climate change information for journalists, opinion leaders, and policy makers, as the growing number of requests for our input and expertise proves.

Connecting with stakeholders

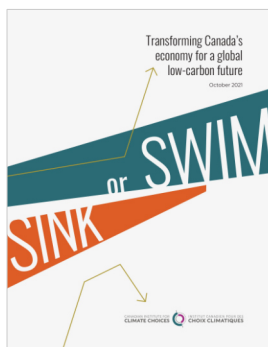
Throughout the year, the Climate Institute hosted several virtual webinars, workshops, and presentations to help stakeholders understand our research and how they can translate the findings into high-impact climate policy—and we took part in many more.

Our first major event to date took place on October 25, when we co-hosted [Canada's Net-Zero Economy: Securing prosperity in a net-zero world](#) with the Net-Zero Advisory Body. The virtual conference attracted more than 1,600 policy experts, politicians, business leaders, and Indigenous leaders eager to discuss Canada's low-carbon transformation.



The bilingual event featured a diverse lineup of speakers. Assembly of First Nations' Yukon Regional Chief Kluane Adamek (Aagé) emphasized how the pace of climate change in Canada's North creates unique challenges for northern communities. Former central bank governor Mark Carney highlighted the changes coming to financial markets to facilitate big investments in green economies. Meanwhile, an expert panel of business leaders spoke about what it will take to operationalize low-carbon solutions.

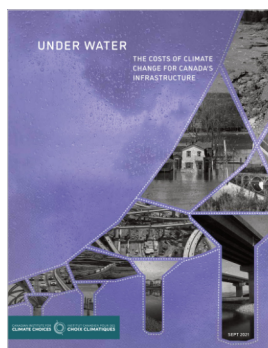
MAJOR REPORTS



Sink or Swim: Transforming Canada's economy for a global low-carbon future

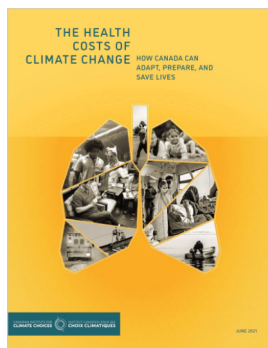
Around the world, many countries and industries are embracing the transition toward zero carbon. If Canada is going to thrive in that radically different environment, it needs better policy tools. And, the stakes are high: today's choices will define Canada's economic prospects for generations.

In our fall 2021 report [*Sink or Swim*](#), we investigate how Canada can ride the low-carbon wave, rather than fight the tide. Our analysis finds that mobilizing private investment and smoothing the workforce transition can improve Canada's chances of prospering—and we identify four specific actions that government can take to drive those changes.



Under Water: The costs of climate change for Canada's infrastructure

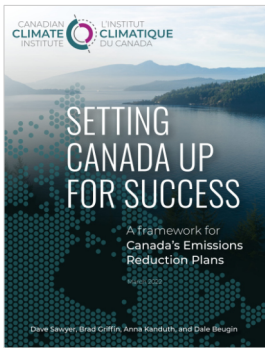
Without proactive investments, climate change will cause significant damage to Canada's homes, roads, railways, electricity grids, and other essential structures. That's the takeaway of [*Under Water*](#), the largest study to date on the impacts of climate change on Canadian infrastructure. Released just before B.C.'s devastating fall floods, the report helped to shape the discussion around that catastrophe. In it, we offer specific recommendations for governments to create more resilient infrastructure—changes that will save the country billions of dollars a year.



The Health Costs of Climate Change: How Canada can adapt, prepare, and save lives

From deadly heat waves and wildfires to increasing urban smog, the effects of planetary warming represent a significant public health threat that will disproportionately harm those most vulnerable. [*The Health Costs of Climate Change*](#)—released in June 2021—puts a price tag on impacts ranging from heat-related productivity losses to deaths from ground-level ozone.

Our modelling shows that climate change could cost Canada's healthcare system billions of dollars over the coming decades and reduce economic activity by tens of billions of dollars. However, those impacts are not set in stone. By embedding health benefits and climate costs in policy decisions, governments can save lives and minimize the health costs of climate change.



Setting up Canada for Success: A framework for Canada's emissions reduction plan

Canada has established ambitious climate policies. But to reach its 2030 and 2050 goals, it must start implementing those policies aggressively. The federal government's Emissions Reduction Plan—released in March 2022—is an important step forward. To help create the most effective plan possible, we proposed a framework that draws on international best practices and policy expertise.

In [*Setting up Canada for Success*](#), we demonstrate that a credible Emissions Reduction Plan identifies policies capable of reducing emissions quickly enough to reach Canada's targets. Furthermore, it must be transparent about the detailed work that underpins the plan, identify who is accountable for its implementation, and establish a process to adjust course as needed.



The State of Carbon Pricing in Canada

Environment and Climate Change Canada commissioned us to undertake an independent expert assessment of how each jurisdiction in the country has approached the pricing of carbon emissions. Published in June 2021, [*The State of Carbon Pricing in Canada*](#) finds that carbon pricing has introduced incentives to reduce emissions. While less than 40 per cent of emissions in Canada were subject to a carbon price before 2016, that number rose to 78 per cent by 2020.

However, a number of factors undermine the effectiveness of carbon pricing. Our report pinpoints the biggest ones. To address those issues, we offer recommendations to make carbon pricing more transparent, cost-effective, efficient, equitable, and compatible across jurisdictions. We also underscore the need for federal, provincial, and territorial governments to work with Indigenous Peoples to ensure that regional perspectives and lived realities are better reflected in carbon pricing approaches.



CASE STUDIES, SCOPING PAPERS, ESSAYS & MORE

Sharing Indigenous responses to climate change

To inform our research and strengthen the impact of climate policy recommendations, the Climate Institute is committed to including and amplifying Indigenous voices, research, and worldviews. That's why we commissioned [nearly a dozen publications](#) in 2021–2022 that reflect the insights and perspectives of Indigenous contributors.

Some of them—like *Decolonizing Canada's Climate Policy, Unnatural Disasters and Indigenomics: Our Eyes on the Land*—explore the broader impacts of colonialism and the need to include Indigenous worldviews and expertise in Canada's climate response.

Other publications discuss specific interventions. For example, *Our People Have Borne Witness to Climate Change Through Deep Time* makes the case for expanding Indigenous Guardian programs, building the conservation economy, and other crucial measures.

Some highlight leadership on the clean energy front. *Waves of Change* documents how Indigenous

Peoples are at the forefront of the country's low-carbon revolution, while *Indigenous Partnerships* discusses the critical role they play in meeting Canada's climate commitments through renewable energy projects.

Finally, several case studies provide valuable insights from Indigenous-led initiatives. *Protecting Biocultural Heritage and Land Rights* and *Ayookxw Responding to Climate Change* showcase how Indigenous Peoples in Quebec and B.C. are responding to the climate crisis. Meanwhile, *Seed Sowing, Climate Change Impacts on Bees in Mi'kma'ki* and *The 'Two-Eyed Seeing' of Cross-Cultural Research Camps* share lessons from other innovative approaches.

[Cutting to the Chase on Fossil Fuel Subsidies](#) proposes a new framework to help Canada implement its pledge to phase out fossil fuel subsidies by 2023.

The role of electricity in Canada's net zero future

Reducing dependence on oil and gas and beefing up electricity infrastructure are essential steps to achieving a low-carbon future. To help guide those efforts, we also produced several scoping papers in 2021–2022 that examine key technologies, strategies, barriers, and policies related to electric capacity in this country:

- [Enhancing the resilience of Canadian electricity systems for a net zero future](#)
- [Technical pathways to aligning Canadian electricity systems with net zero goals](#)
- [Improving integration and coordination of provincially managed electricity systems in Canada](#)
- [Barriers to innovation in the Canadian electricity sector and available policy responses](#)
- [Enabling broader decarbonization through Energy Systems Integration](#)

Addressing international imbalances

To reduce the cross-border impact of differences in carbon pricing, Canada, the European Union, and the United States are all exploring the idea of a carbon charge on certain imported goods. In [**Border Carbon Adjustments**](#), we unpack the technical and administrative aspects of a cooperative agenda that could support such a mechanism.



Protecting the most vulnerable

When climate change affects communities, those least equipped to adapt suffer the biggest consequences. [**Flood Vulnerability and Climate Change**](#) examines the feasibility and benefits of taking socioeconomic vulnerability into account in places like Windsor, Ontario, where marginalized and racialized communities are disproportionately impacted by flooding.

Leveraging nature-based solutions

Green infrastructure can boost climate resiliency in communities across Canada, as we examine in a trio of case studies. [**Wetlands Can Be Infrastructure, Too**](#) explores how cities like Calgary, Alberta, Nanaimo, British Columbia, and St. Paul, Minnesota,

are leveraging wetlands for flood mitigation.

[**Growing Forests in a City**](#) looks at Montreal's ambitious tree-planting program as an example of how urban tree cover can buffer heat waves, sequester greenhouse gas emissions, limit flooding, and provide other benefits. Meanwhile, [**Can Green Roofs Help Cities Respond to Climate Change?**](#) highlights how green roofs absorb excess water, reduce energy use, and support biodiversity. It also examines how policies like Toronto's innovative Green Roof bylaw can drive their adoption.

Adapting global best practices

Canada can learn a lot from other jurisdictions around the world. For example, since 2002, Germany's leadership in climate solutions has been guided by a range of policy tools united under the banner of *die Energiewende* (the energy transition). In [**Germany's Energiewende 4.0 Project**](#), we discuss their pioneering work, which includes the first industrial-scale ramp-up of the solar industry, innovations in energy efficiency, and climate-friendly home designs.

Meanwhile, [**Greater than the Sum of Its Parts**](#) offers an in-depth analysis of government structures and processes in the United Kingdom, British Columbia, and the United States that could be adopted to improve Canada's climate performance.



EXTENDING THE CONVERSATION



Formal publications aren't the only way the Climate Institute shares insights and recommendations. Our staff and expert panels also author numerous high-performing blogs, op-eds, and articles that extend the conversation about climate policy. Here are just a few examples:

3 maps that show why carbon pricing in Canada needs a tune-up

Carbon pricing only works if systems are designed well. This popular blog post assesses federal, provincial, and territorial approaches to highlight what's working and the design flaws that need to be fixed.



The biggest challenge to Alberta's energy transition isn't what you think

A low-carbon world is coming, no matter who's in power in Edmonton or Ottawa. This op-ed—published in Maclean's ahead of COP26—argues that Alberta's oil and gas sector needs to face that reality head on.

We've been building for a world that no longer exists. It's going to catch up with financial portfolios sooner or later.

Ahead of the release of our **Under Water** report, this opinion piece for the Toronto Star examined the costs of climate change on Canada's infrastructure.



Leveraging international experience

In November 2021, the Climate Institute joined more than 20 leading climate advisory councils around the world—including Canada's own Net-Zero Advisory Body—to launch the International Climate Council Network. A global first, the network enables unprecedented collaboration between organizations, helping produce the best possible evidence-based advice for our respective governments.

LOOKING AHEAD:

Delivering practical, actionable recommendations in 2022–2023

Today, the climate policy conversation in Canada has shifted, from making the case for strong measures to determining how best to implement them. Moving forward, we'll be ramping up our efforts to meet the growing demand for practical, actionable advice on specific climate policies.

Research that drives results

In the year ahead, our research team will continue focusing on mitigation, adaptation, and clean growth. We'll assess Canada's climate change progress. We'll complement our signature "eye on the horizon" reports with deeper dives, providing a higher-resolution look at the issues and examining regional and sectoral specifics. And we'll pivot even more towards concrete solutions, identifying the actions and policy conditions that will drive the country's transition to net zero.

MITIGATION • How can Canada reduce its emissions?

One of our first jobs in 2022–2023 was conducting an [Independent Assessment](#) of the federal government's 2030 Emissions Reduction Plan released in March 2022. We examined how well the Plan sets up Canada to achieve the country's 2030 carbon target—and ultimately net zero by 2050. Our assessment demonstrates that while the Plan is comprehensive and credible, its success rests on how—and how quickly—policy is developed and implemented. It also outlines five core policies that can put us on the path to success, delivering about two-thirds of the required emissions reductions:

We'll also publish two reports on aligning Canada's electricity system with net zero: a prerequisite for a net zero economy. The first will examine what a net

zero electricity system entails. That means not just shifting electricity production to renewable energy sources, but also developing an expanded, integrated electricity grid robust enough to support the electrification of heating, transportation, and other sectors that currently rely on fossil fuels. The second report will lay out the policies—and the co-ordination between different orders of government—required to deliver such a system.

In addition, we'll provide ongoing analysis and advice to Canada's Net-Zero Advisory Body, examining key aspects of net zero pathways and providing specific policy recommendations to deliver them.



ADAPTATION • How can Canada prepare for accelerating climate change?

In fall 2022, the federal government will release its National Adaptation Strategy, which will chart Canada's course to greater climate resiliency. We'll inform the development of this critical plan by participating in strategy development, engaging key decision-makers in conversations, producing relevant blogs and analysis, and publicly commenting on the draft framework.

This year, we'll also wrap up our *Costs of Climate Change* series with two new reports. The first will focus on infrastructure in the North, looking at how permafrost thaw will impact ice roads, airports, buildings, and other critical structures. The second will bring together all our foregoing work in a macroeconomic model, examining what climate change means for Canada's GDP. This capstone study will be published just before Ottawa releases the finalized National Adaptation Strategy.

Meanwhile, we'll use our *Costs of Climate Change* insights to start developing specific adaptation policy solutions. In 2022–2023, this will include several scoping papers on policy levers to enable more activities that increase climate resilience.



CLEAN GROWTH • How can Canada prosper in a low-carbon economy?

As the global market shifts towards low carbon, we'll produce seven provincial profiles that look at the implications. Building on the analysis in our *Sink or Swim* report, these will explore both the risks and opportunities of clean growth.

We'll also produce a report on policy levers that can mobilize private capital to unlock clean growth opportunities. We'll examine sustainable finance principles and ways to provide incentives and remove barriers to drive low-carbon investments.

INDIGENOUS CASE STUDIES • How can we amplify essential voices and perspectives?

We've put out a call for six more Indigenous case studies that we'll publish in 2022–2023. Authored by Indigenous researchers, Knowledge Holders, and team members, these publications will explore a variety of aspects of climate change policy from an Indigenous perspective.

The case studies will cut across all three of the Climate Institute's research areas—mitigation, adaptation, and clean growth—and provide insights from initiatives in different regions of Canada.

Engagement that expands our impact

Since our launch, our Communications and Engagement team has worked hard to establish the Climate Institute as Canada's leading source of research and advice on climate policy. In 2022–2023, we'll continue engaging journalists, opinion leaders, and policy makers at all levels, ensuring our research is widely used. We'll also make our work more accessible to all Canadians.

To do that, we'll focus on strengthening relationships with existing audiences and finding new ways to broaden our reach. We'll continue leveraging traditional and social media platforms, as well as our new monthly newsletter, to connect more frequently with stakeholders. We'll also expand our events programming, including another high-profile conference in fall 2022, in collaboration with Canada's Net-Zero Advisory Body, that will build on our 2021 success.

Who's Involved

GOVERNANCE

BOARD OF DIRECTORS

The Canadian Climate Institute's Board of Directors provides overall strategic direction and ensures the Institute's operational excellence, transparency, and financial accountability. As of March 2022, Board members included:

Peter Nicholson • Chair

Retired Inaugural President of the Council of Canadian Academies
Annapolis Royal, Nova Scotia

Mel Cappe

Professor, Munk School of Global Affairs and Public Policy,
University of Toronto
Toronto, Ontario

Catherine Cobden

President and CEO of the Canadian Steel Producers Association
Ottawa, Ontario

Charmaine Dean

Vice President, Research and International, University of Waterloo
Waterloo, Ontario

Gordon R. Lambert

Suncor Sustainability Executive-in-Residence, Ivey School of Business
Calgary, Alberta

Bruce Lourie

President, Ivey Foundation
Toronto, Ontario

Normand Mousseau

Professor of physics, Université de Montréal et Directeur académique de l'Institut de l'énergie Trottier
Montréal, Quebec

Sandra Odendahl

Vice President, Social Impact and Sustainability, Scotiabank
Toronto, Ontario

Eme Onuoha

Managing Director, Global Public Affairs, Global Leadership Team, CPP Investment
Ottawa, Ontario

Chris Ragan

Associate Professor and founding Director of McGill University's Max Bell School of Public Policy
Montréal, Quebec

Sybil Seitzinger

Executive Director, Pacific Institute for Climate Solutions
Victoria, British Columbia

Dominique Souris

Co-Founder and Executive Director, Youth Climate Lab
Ottawa, Ontario

Tosh Southwick

Associate Vice President of Indigenous Engagement and Reconciliation, Yukon University
Whitehorse, Yukon

EXPERT PANELS

Our work is grounded in the best available research and evidence and informed by a prominent group of experts from across Canada. Three Expert Panels (Adaptation, Mitigation, and Clean Growth) provide guidance on research scope and methods, technical review for major publications and policy recommendations, and advice to support the Climate Institute's engagement and communications initiatives.

Adaptation Panel

Jimena Eyzaguirre • Chair
International Team Director and
Senior Climate Change
Adaptation Specialist, ESSA
Technologies Ltd.
Ottawa, Ontario

Jean Andrey
Dean, Faculty of Environment,
University of Waterloo
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Alain Bourque
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Jane Hilderman
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ExChange, Yukon University,
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Oxford, United Kingdom

Enooyaq Sudlovenick
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Winnipeg, Manitoba

Jean-Patrick Toussaint
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Family Foundation
Ottawa, Ontario

Mitigation Panel

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Nancy Olewiler

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Simon Fraser University
Vancouver, British Columbia

Louis Beaumier

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Montréal, Quebec

Annie Chaloux

Associate Professor, Université
de Sherbrooke
Montréal, Quebec

Mark Jaccard

Director and Distinguished
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and Environmental
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University
Vancouver, British Columbia

David Layzell

Director, Canadian Energy
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Nicholas Rivers

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Jennifer Winter

Assistant Professor, Department
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Clean Growth Panel

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Arlington, Virginia

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Queen's University
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Prosperity Institute Professor,
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and Senior Advisor, Cleantech,
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Innovation Policy, University of
Saskatchewan
Saskatoon, Saskatchewan

Mark Rowlinson
Partner, Goldblatt Partners
Toronto, Ontario

ADVISORY COUNCIL

Our advisors are leaders in government, industry, and civil society across Canada, and their perspectives help ensure the Institute's work is relevant, timely, and practical.

Catherine Abreu

Ottawa, Ontario

Suzann Méthot

Montréal, Quebec

Geoff Cape

Toronto, Ontario

Miles Richardson

Vancouver, British Columbia

Corey Diamond

Toronto, Ontario

David Runnalls

Ottawa, Ontario

Robert Larocque

Ottawa, Ontario

Jean Simard

Montréal, Quebec

Steve Lee

Toronto, Ontario

Scott Skinner

Dartmouth, Nova Scotia

Monique Leroux

Montréal, Quebec

Sasha Sud

Toronto, Ontario

Kate Lindsay

Ottawa, Ontario

Katie Sullivan

Toronto, Ontario

Shianne McKay

Brandon, Manitoba

John Zhou

Edmonton, Alberta