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Richard Ivey School of Business  
The University of Western Ontario

Lawrence  
National Centre

LAWRENCE NATIONAL CENTRE  
FOR POLICY AND MANAGEMENT

Annual Report 2012



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## Annual Report

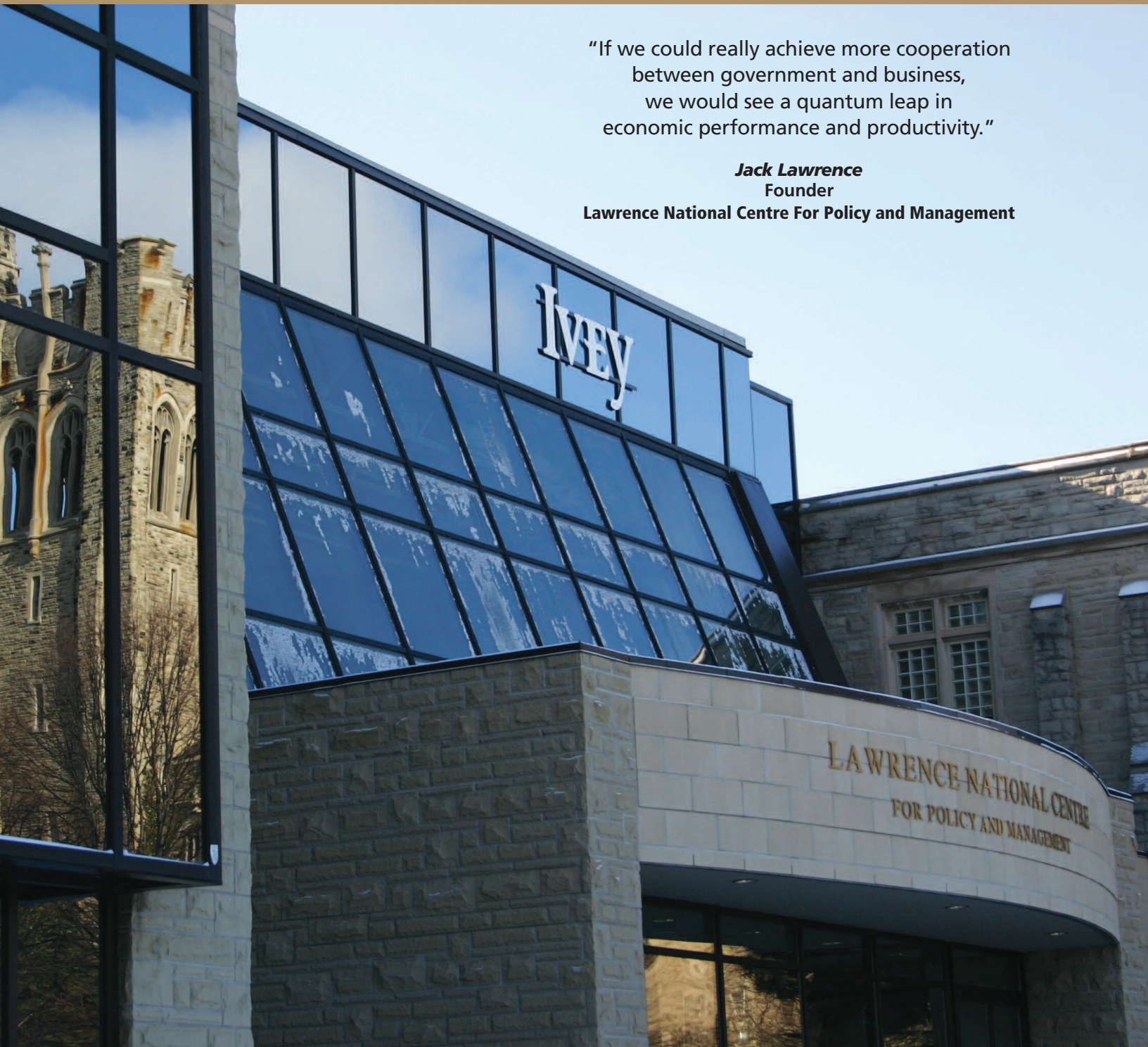
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"If we could really achieve more cooperation  
between government and business,  
we would see a quantum leap in  
economic performance and productivity."

**Jack Lawrence**  
Founder

**Lawrence National Centre For Policy and Management**



# director's report

## Message from the Director



Dear Colleagues,

As many of you may know, I am retiring as Director of the Lawrence National Centre for Policy and Management at the Richard Ivey School of Business, Western University, effective September 30, 2012. I am taking this opportunity to thank you sincerely for your support and collaboration over the past eight years.

I have enjoyed working with so many committed colleagues from business, academia and all levels of government. It has been a time of opportunity and satisfaction. From our first workshop addressing paths to a low carbon society, to symposiums on transportation, green energy, food and health, and water, we have partnered with many important and influential local, regional and national organizations and agencies: The City of London, Fanshawe College and Trojan Technologies; the Ontario Federation of Agriculture, Ontario Agri-Food Technologies, Ontario Centres of Excellence, the Southwestern Economic Alliance, Sustainable Development Technology Canada; and the Ontario Ministries of Agriculture, Food and Rural Affairs (OMAFRA), Economic Development and Trade (MEDT), Energy and Infrastructure, and Transportation among others. We have collaborated with several Federal Ministries, including Agriculture and Agri-Food, Environment, Natural Resources, and Transport Canada and have benefited from the support and input of Manulife Financial, the National Roundtable on the Environment and the Economy, as well

as many Ontario Universities, including: Brock, Carleton, Guelph, McGill, McMaster, Queen's, and Waterloo. We have shared so many memorable experiences as we worked together toward developing sound public policy for Ontario and Canada.

Thomas d'Aquino, Chair of our Lawrence Centre Advisory Council, our Council members and Dean Carol Stephenson have assisted us in focusing on timely and relevant public policy. They have been instrumental in encouraging our involvement in Leaders' Symposiums on the G20, Canada-China relations, and Canada-U.S. Regulatory Cooperation, as well as supporting our six Annual Thomas d'Aquino Distinguished Lectures on Leadership. All of this in support of an enriched experience for our students! And finally, thanks to our Student Advisory Council members, who over the years have assisted in the research, organization, writing and dissemination of our many reports and publications - led by our dedicated, committed and talented staff, more recently Melissa Harris and Leslie Coates. We have had great teams and motivated students

who have gone on to important positions in both private and public sectors. I hope that we have made a good start on what Jack Lawrence intended, "If we could really achieve more cooperation between government and business, we would see a quantum leap in economic performance and productivity in Canada."

Effective September 1, 2012 Dr. Paul Boothe, former Deputy Minister, Environment Canada, will assume the role of Director of the Lawrence Centre. I know he will continue with commitment and expertise in the important work of the Lawrence Centre.

In closing, I would like to thank you for your support and guidance. I look forward to keeping in touch with you and collaborating in new and exciting ways in the future.

Sincerely,

A handwritten signature in dark ink, reading "Dianne Cunningham".

**Dianne Cunningham**



# highlights

## Achievements and Events, November 2011 - September 2012

■ On November 9<sup>th</sup>, 2011, the Lawrence Centre held a Forum at the Ivey ING Centre in Toronto, in concert with the Toronto Board of Trade, entitled ***"Streamlining Canada - U.S. Regulations: How can business help?"*** Mr. Bob Hamilton, Senior Associate Secretary, Treasury Board of Canada Secretariat, provided an update on the activities of the Regulatory Cooperation Council. Lawrence Centre Director, Dianne Cunningham and David Sparling, Chair of Agri-Food Innovation and Regulation at Ivey, chaired panels on Regulatory Coordination in Agriculture and Food, and Transportation. Over 50 representatives of industry, business and government were in attendance.

■ On November 22<sup>nd</sup>, the Lawrence Centre hosted the ***Sixth Annual Thomas d'Aquino Distinguished Lecture on Leadership*** with keynote speaker, The Honourable Michael Wilson, Chairman, Barclays Capital Canada Inc. and former Ambassador of Canada to the U.S. A morning lecture was held at Ivey for more than 300 students, faculty and staff. More than 80 distinguished guests attended the evening dinner and speech in Toronto.



# highlights

## Achievements and Events CONTINUED

■ November 29<sup>th</sup>, Tom d'Aquino hosted the "Leaders' Symposium: Engaging China in a Dynamic Asia" with the Lawrence Centre, Manulife, and the Norman Paterson School of International Affairs. A distinguished group of more than 50 senior Canadian leaders from business, government and universities, in the company of special Chinese guests met in Toronto to discuss a competitive pan-Canadian approach to new opportunities in China. See attached for a Summary of the Proceedings. This timely event was followed by an additional session on February 28<sup>th</sup> to discuss the need for strategy, focus and leadership to recognize potential for Canada in key emerging markets.



■ On January 17<sup>th</sup>, 2012 the Lawrence Centre hosted an Ivey Idea Forum with The Bloom Centre for Sustainability (BLOOM), at the ING Centre in Toronto, entitled *"Water and Agri-Food Innovation: Does our future profitability depend on it?"* Lawrence Centre Director, Dianne Cunningham, David Sparling, Chair of Agri-Food Innovation and Regulation at Ivey and Kevin Jones, President and CEO of BLOOM, shared findings from their recent forums with leaders from industry, government and academia on priorities for enhancing innovation and competitiveness in Ontario's agri-food sector. Helmi Ansari, MBA '02, Director Sustainability and Productivity, PepsiCo Foods Canada, shared his insights on how water innovation and sustainability practices implemented at FritoLay have improved his company's bottom-line.

# highlights

## Achievements and Events CONTINUED

- On February 16<sup>th</sup>, Lawrence Centre students attended a speech by Ambassador David Jacobson on "Canada and the United States: Making the Strongest Bilateral Relationship in the World Even Stronger." Ambassador Jacobson discussed Regulatory Cooperation Council initiatives and their implications to cross border businesses.
- On March 16<sup>th</sup>, Director, Dianne Cunningham, met with Energy Minister Chris Bentley to brief him on the Lawrence Centre's Green Energy Report and discuss updates on the Green Energy file as well as Ontario's Feed-In Tariff program.
- On May 23<sup>rd</sup>, Policy Advisor, Leslie Coates attended the Ivey Idea Forum, 'Border Barriers: Reducing Red Tape Along the 49th Parallel'. A new Canada-U.S. border deal aims to smooth trade between Canada and the U.S. by making travel to cross-border business easier and cut the red tape the Canadian government estimates costs the economy \$16 billion a year. Simon Kennedy, senior Associate Deputy Minister for Industry Canada, who led the negotiation of the border action plan, discussed how border changes are being implemented and will bring about savings for businesses and consumers.
- On May 29<sup>th</sup>, the Lawrence Centre hosted a stakeholder's workshop in partnership with Bob Hamilton, Senior Associate Secretary, Treasury Board of Canada Secretariat, and lead Canadian on the Canada-U.S. Regulatory Cooperation Council (RCC). As follow-up to the November 9th, 2011 forum on RCC Joint Action Plan initiatives, Dianne Cunningham and David Sparling, Chair of Agri-Food Innovation and Regulation at Ivey, chaired panels on Regulatory Coordination in Agriculture and Food and Transportation. Over 50 representatives of industry, business and government were in attendance. The summary report, "Streamlining Canada-U.S. Regulations: How can business help" was disseminated to workshop participants and the broader community of stakeholders.





# highlights

## Achievements and Events CONTINUED

- On June 27<sup>th</sup>, Lawrence Centre staff travelled to Red Deer, Alberta, where they toured Inventys, a carbon capture processing plant, with host and NRTEE Member, Bob Mills. Inventys has connected a carbon dioxide capture and storage system to Nova Chemical Corp's natural gas-fired boiler. Inventys removes approximately 90 per cent of the CO<sub>2</sub> from the petrochemical plant boiler's flue gas stream, with the greenhouse gas to be used for enhanced oil recovery in the area.





# highlights

## Achievements and Events CONTINUED

■ On June 28<sup>th</sup>, Director, Dianne Cunningham and Lawrence Centre staff participated in the Canadian Water Summit, hosted in Calgary, Alberta. The Summit presented opportunities for Canada to show its leadership within and across the energy, agricultural and municipal sectors and for the Lawrence Centre to discuss outcomes from its Water Innovation Forum Report. As access to affordable and reliable supplies of water becomes a growing concern for the Canadian economy, the Summit provided a window into innovation and smart water management opportunities that could drive competitiveness.



# highlights

## Achievements and Events CONTINUED



■ On September 7<sup>th</sup>, a Retirement Party was held for Lawrence Centre Director, Dianne Cunningham, hosted by Ivey Business School, Dean, Carol Stephenson. Incoming Director, Paul Boothe, was in attendance to meet the many colleagues and associates of the Lawrence Centre, from government, business and academia.



# meet

## the Lawrence Centre



**Paul Boothe** was appointed Professor and Director of the Lawrence National Centre for Policy and Management at the Richard Ivey School of Business, Western University in September 2012. His varied career has included university research and teaching, acting as an independent consultant to Canadian and international organizations, and

serving at the deputy minister level in provincial and federal governments.

Dr. Boothe was trained in economics at Western (Hons BA) and UBC (PhD). He was appointed to the faculty of the University of Alberta in 1984. He has authored more than 70 publications in the areas of macroeconomics, international finance, debt management and public finance.

As an independent consultant, Dr. Boothe has worked with a wide range of Canadian and international clients in the areas of monetary and fiscal policy as well as public sector management. Key clients have included the Federal Department of Finance and the Auditor General of Canada on debt management, and the Government of Alberta on deficit reduction and business planning and performance management. Internationally, he has worked with the Government of Nigeria on debt management issues, with the UN on fiscal issues in Iraq, and with the Canadian Department of Foreign Affairs and the World Bank on management training for government officials in Russia, Pakistan, and numerous African countries.

Dr. Boothe began his public service career at the Bank of Canada where he worked as an economist in the Special Studies Division of the International Department from 1981-1984. After his time at the Bank and 15 years as a university

professor, he was recruited in 1999 to become Deputy Minister of Finance and Secretary of Treasury Board for Saskatchewan. During his two-year assignment as DM he focused on improving the financial health of the province. Notable achievements included two balanced budgets and three credit rating upgrades for the province and the introduction of fundamental personal tax reform.

In 2004, Dr. Boothe joined the federal public service as Associate Deputy Minister of Finance and G7 and G20 Deputy for Canada. He held primary responsibility for the International and Federal-Provincial Relations and Social Policy branches of the department. He represented Canada in meetings of the G7, G20, IMF, OECD and the Financial Stability Forum and served on the board of directors of Export Development Canada.

Dr. Boothe was appointed Senior Associate Deputy Minister of Industry in 2007. As Director of Investments for the Investment Canada Act (ICA), he was responsible for the administration of the ICA and for advice to the Minister of Industry related to ICA decisions. In addition to his regular deputy ministerial responsibilities, Dr. Boothe acted as Canada's lead negotiator on the restructuring of Chrysler, General Motors and Air Canada. He also represented the Government of Canada in negotiations related to the Mackenzie Gas Pipeline.

In 2010, Dr. Boothe was named Deputy Minister of the Environment where he provided management and policy oversight of the department of more than 6,000 staff located in 100 communities across Canada. He co-chaired the DM Committee on Energy and the Environment, and was a member of the Continuing Committee of Deputy Ministers that provides policy advice to the Clerk of the Privy Council. He retired from the federal public service in 2012.





**Melissa Harris** is the Research and Project Manager and has been with the Lawrence Centre since March 2009. Prior to this, Melissa worked as a researcher for renowned climate scientist Gordon McBean, studying the security implications of climate change for Canadians. From 2004 to 2008 Melissa was an editor and office manager for the Canadian Poetry Press. Melissa has an HBA in Political Science and English and a Masters in

International Relations, with a focus on Global Environmental Policy from The University of Western Ontario. In addition to her work with the Lawrence Centre, Melissa is a research correspondent for the United Nations climate change negotiations, and has participated in international meetings in Denmark, Germany, China, Mexico and Panama.



**Leslie Coates** joined the Lawrence Centre as Policy Advisor in September 2010. Prior to this she worked as Research Coordinator to ArcticNet providing direction to scientists studying climate change in the coastal Canadian Arctic. Leslie has served as Policy Analyst for CIDA, implementing and advising on Risk Management, and has conducted monitoring and evaluation of policy on a range of issues in South-East Asia, including

environmental regulatory regimes in India. She has served additionally as ERP (SAP) Business Analyst for the financial, pharmaceutical and telecom industries. Leslie holds an HBA in Political Science from Queen's University, and a Master's degree in Political Science, specializing in International Development, from the University of Guelph.

## Contributing Faculty

**Paul Beamish** *Director, Asian Management Institute* RICHARD IVEY SCHOOL OF BUSINESS

**Craig Dunbar** *Associate Professor of Finance* RICHARD IVEY SCHOOL OF BUSINESS

**Jeffrey Gandz** *Professor, Managing Director, Program Design - Executive Development, Program Director* RICHARD IVEY SCHOOL OF BUSINESS

**Robert Klassen** *Professor of Operations Management* RICHARD IVEY SCHOOL OF BUSINESS

**Gordon McBean** *Professor, Departments of Geography and Political Science* THE UNIVERSITY OF WESTERN ONTARIO

**Colette Southam** *Assistant Professor* RICHARD IVEY SCHOOL OF BUSINESS

**Gordon Southam** *Director of the Centre for Environment and Sustainability* THE UNIVERSITY OF WESTERN ONTARIO

**David Sparling** *Professor, Chair of Agri-food Innovation and Regulation* RICHARD IVEY SCHOOL OF BUSINESS

**Rod White** *Associate Dean, Faculty Research and Development* RICHARD IVEY SCHOOL OF BUSINESS

# Lawrence

## National Centre Student Advisory Council

The Lawrence Centre staff and students meet on a bi-weekly basis to research and discuss public policy issues that affect business, and engage directly with the business leaders and policymakers who grapple with those issues. The Council assists in the research of public policy issues and coordination of events hosted by the Lawrence Centre, such as Regulatory Coordination in Agriculture and Food and Transportation, and the Sixth Annual Thomas d'Aquino Lecture on Leadership.

### Meet the 2011-2012 Student Advisory Council



**Cole Atlin** just completed her Masters in the Study of Law. Previously she completed a Masters of Global Environmental Governance at the University of Waterloo. Much of her research has focused on the linkages between globalization and invasive species. In the future, she hopes to pursue a PhD and continue her interdisciplinary research.



**Anisha Chotalia** is in the Honours Business Administration program at Ivey. She is part of the Ivey LEADER Project. This is Anisha's second year on the Student Advisory Council.



**Jon Dietrich** is completing his final year as a Concurrent Chemical Engineering and Ivey HBA student. Jon spent his summer in Hangzhou, China working on drug and gene delivery systems research at Zhejiang University. Jon continues to provide input through a newly created exchange program between the Chemical Engineering Department at Zhejiang University and Faculty of Engineering at the University of Western Ontario.



**Andrew Brennan** is completing his final year as a concurrent Chemical Engineering and Ivey HBA student. Andrew has been involved in the research and analysis of methadone maintenance treatment with the goal of identifying opportunities for policy-makers and physicians to improve treatment outcomes.



**Shivani Chotalia** is a third year Green Process Engineering student. She plans on pursuing a dual degree with the Ivey HBA program. This is Shivani's second year on the Student Advisory Council.



**Dustin Hughes** is completing his final year as a concurrent Chemical Engineering and Ivey HBA student. Dustin's interests lie in resource management, having gained experience through past research on water treatment and while working in the energy sector this past summer. This is Dustin's second year on the Student Advisory Council.



**Brendan Clements** is returning for his third year with the Student Advisory Council. After completing his B.A. in Political Science, Brendan is starting a Master's program in Canadian-American Relations through the Centre for American Studies.



**Vivian Li** is currently in her second year of the HBA program at the Richard Ivey School of Business. She is interested in Law, Human Resources and Organizational Behaviour. She hopes to work in the non-profit sector in the future. This is Vivian's second year on the Student Advisory Council.



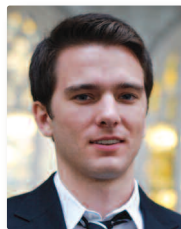
**Kyle Murphy** is graduating this year from the Richard Ivey School of Business. Prior to this, Kyle worked as an aid to several of the Prime Minister's senior advisors, conducting policy research, assisting in crisis management, and providing support throughout the development of the 2011 National Conservative Platform. This is his second year on the Student Advisory Council. In the future, Kyle hopes to pursue either private sector business development or public sector policy development.



**Monica Tran** is completing a combined Ivey Honours Business Administration and Health Sciences degree. This will be the fourth year she is involved with the Student Advisory Council. Upon graduation, Monica hopes to work in the public service.



**J.P. Mackay** has recently joined the Student Advisory Council. J.P. has a B.A. in Political Science from the University of British Columbia. Prior to enrolling in the MBA program at the Richard Ivey School of Business, J.P. was a portfolio manager at RioCan Real Estate Investment Trust.



**Chris Scott** is completing the Honors Business Administration program at Ivey. This is his fourth year on the Student Advisory Council. Chris is looking forward to conducting research for the Lawrence Centre's forthcoming transportation workshop.



**Mandy van Waes** is a fourth year political science student. This is her second year with the Advisory Council. With a volunteer and employment background in politics, she hopes to obtain a Masters degree in Public Policy.



**Catherine McCorquodale** is a second year law student. She has a Master's degree in dairy genetics. This will be Cate's second year on the Advisory Council. In the future she hopes to pursue a career that will allow her to combine both agriculture and law.



**Christopher Yeretsian** is completing his final year of the HBA Program at Ivey. Prior to studying at Ivey, Christopher studied in the Political Science Department at Western, specializing in business and government relations, political theory, and international relations. This is Christopher's first year on the Advisory Council.



# outreach

## Media Coverage

**Lewington, Jennifer.** "The Globe's Weekly Business School Round up." Special to *The Globe and Mail*. 20 July, 2012.  
This article discusses Paul Boothe's appointment as new Director of the Lawrence Centre.

**Public Affairs.** "Michael Wilson cites the benefits of being a triathlete." *Inside@Ivey*. 24 November, 2011.  
Highlights are discussed from Michael Wilson's keynote address at the Lawrence Centre's Sixth Annual Thomas d'Aquino Lecture on Leadership.

**Williams, Greg.** "Water Innovation Forum" *Water Canada*. March 2012.  
Dianne Cunningham discusses the importance of water conservation and the Lawrence Centre's new Water Innovation Report.

"The Lawrence Centre continues its efforts  
in bridging the gap between government,  
business and academia  
while focusing on the development  
of sound public policy."

Dianne Cunningham  
*Director*

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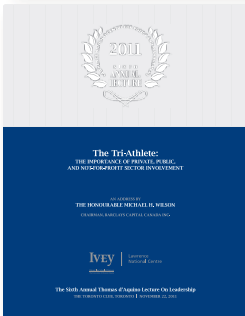
# research

## Publications



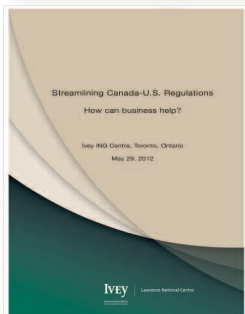
**McBean, Gordon et al.**

The Security of Canada and Canadians: Implications of Climate Change.  
London: Lawrence National Centre for Policy and Management, 2012.



**Wilson, Michael.**

The Tri-Athlete: The Importance of Private, Public and Not-for-Profit Sector Involvement.  
Eds. Dianne Cunningham and Melissa Harris. London: Lawrence National Centre for Policy and Management, 2011.



**Streamlining Canada – U.S. Regulations: How can Business help?**

Eds. Leslie Coates and Dianne Cunningham. London: Lawrence National Centre for Policy and Management, 2012.

# lawrence

## National Centre Advisory Council



**Thomas d'Aquino**  
*Chairman & CEO*  
INTERCOUNSEL LTD.



**Jim Dinning**  
*Chairman*  
WESTERN FINANCIAL GROUP



**Carolyn Lawrence**  
*President and CEO*  
WOMEN OF INFLUENCE INC.



**Jalynn H. Bennett**  
*President*  
JALYNN H. BENNETT AND  
ASSOCIATES



**Anthony Ferrari**  
*Senior Advisor*  
FORUM EQUITY PARTNERS



**Jeffrey Simpson**  
*Columnist*  
THE GLOBE AND MAIL



**Donald W. Campbell**  
*Group President*  
CAE CORP



**Blake Goldring**  
*Chairman & CEO*  
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**Carol Stephenson**  
*Dean*  
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