



LAWRENCE NATIONAL CENTRE FOR POLICY AND MANAGEMENT

**Bridging the gap between business and government to unlock
Canada's competitive advantage**

Mid-Year 2025 Newsletter

Dear Community,

The first part of 2025 has been eventful—perhaps too eventful. The United States, long regarded as a pillar of stability and a champion of the rules-based global order, has, under its new administration, become an epicenter of disorder—triggering geopolitical and economic tectonic shifts around the world. Canada has been caught in the crosscurrents, with an ever-evolving tariff war and once-trusted relationship now under strain.

At home, the recent federal transition has brought a degree of political stability. But a deeper realization has taken hold: Canada must not only negotiate firmly with our powerful southern neighbour but also take bold, decisive steps to build and expand our national capacity. This is not just a prudent strategy; it is an existential response to an existential threat.

In this context, your Centre has been well-positioned to act. Our long-standing focus on unlocking Canada's competitive advantage to drive innovation and productivity has guided our work across key growth areas: from harnessing artificial intelligence and modernizing digital infrastructure, to supporting the transition of emerging industries such as electric vehicles, and advancing critical trade and social infrastructure.

We have also responded swiftly to shifting realities. As trade negotiations intensify and national security concerns mount, we have launched a suite of thought pieces, infographics, and public communications aimed at shaping the policy conversation, particularly around Canada–U.S. trade relations, as part of our broader effort to put Canada's case forward.

Recognizing economy-wide challenges, we've engaged directly with leaders across sectors, from agriculture and manufacturing to tech firms and governments, offering insights into the motivations behind U.S. policy shifts, assessing risks to Canadian industries, and identifying shared paths forward.

Indeed, we've been working around the clock—because the gravity of this moment demands it.

Now, with a renewed sense of political stability, Canadians from coast to coast to coast are ready to move forward. There is a shared willingness to make sacrifices for the greater goal of nation-building. But this unity must be matched with meaningful policy action. If this moment passes us by, the failure will not rest with government alone—it will be on all of us.

Romel Mostafa

Professor and Director, Lawrence National Centre for Policy and Management

Tackling Trump Tariff Threats



Shortly after the Trump Administration took office, the Lawrence National Centre (LNC) launched a trade portal featuring expert commentary, curated infographics, and in-depth policy analyses.

LNC Canada-U.S. Trade Relations Portal

In the first half of 2025 alone, the LNC team has participated in over **50** media engagements and industry consultations.

By the Numbers



> Media appearances in **CBC News & Radio, Global News, The Globe and Mail, London Free Press, The Logic, Ivey Impact, U.S. Farm Report, and more.**

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> **Webinars, keynotes, panels, and fireside chats with leaders across industry and policy, such as Grain Farmers of Ontario, SME manufacturers, food and beverages industry, financial services, technology entrepreneurs, and more.**

Beyond the ballot: From promises to policy

May 12, 2025

Following Canada's federal election, Dean **Julian Birkinshaw** hosted a webinar titled ***Beyond the Ballot: From Promises to Policy***, featuring **Stephen Poloz** (former Governor of the Bank of Canada and Chair of the Lawrence National Centre), **Janet Ecker** (former Ontario Finance Minister) and **Bill Morneau** (former Federal Finance Minister). The discussion addressed key issues including trade barriers, business investment, productivity, and Canada–U.S. relations. A clear takeaway emerged: achieving economic success in today's complex geopolitical landscape will require policy clarity, coordination across sectors and provinces, and the courage to make tough trade-offs.



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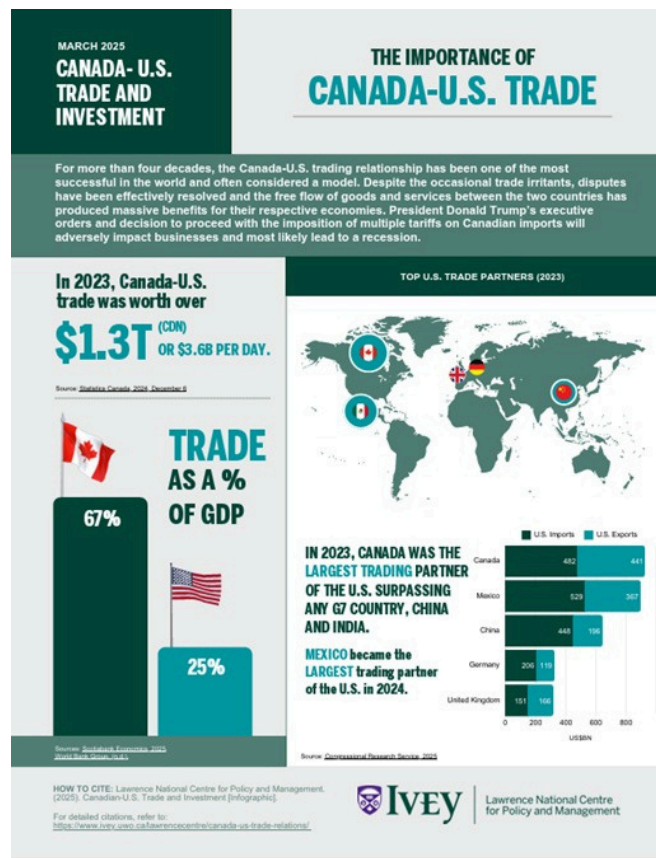
Thought Pieces

Several LNC-affiliated faculty members have shared their insights on evolving geopolitical and trade issues and their potential impact on the Canadian economy and industries. One of the most downloaded articles, [Trump's Tariffs: Making Sense of the Senseless](#), was published shortly after the new U.S. President's inauguration. The piece unpacks the political motivations behind Trump's tariffs and raises a provocative question: are these threats truly about trade imbalances and cross-border drug trafficking, or do they reflect a broader strategic agenda? The article delves into Canada–U.S. trade relations, the dangers of a prolonged tariff war, and what Canada must do to protect its economic future.

Infographic Series

Canada and the U.S. have long enjoyed a strong economic partnership, but recent tariffs imposed by President Trump have strained this relationship. In response to rising trade tensions—and to bring factual awareness of the underlying issues and counter an environment rife with misinformation and disinformation—the LNC launched a new infographic series titled *Canada–U.S. Trade and Investment in the Midst of a Trade War*. The first instalment provides foundational insights into the economic ties between the two countries and sets the stage for deeper analysis to come.

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London Economic Response Team

In addition to shaping national policy and economic debate, the LNC is also actively engaged in regional efforts. Our Centre Director, Romel Mostafa, recently joined the London Economic Response Team (LERT), working closely with the Mayor's Office and other local leaders to support inclusive economic development and resilience in Southwestern Ontario. **Stay tuned** as we share ongoing updates from this partnership in upcoming communications.

Enhancing Canada's Competitive Advantage

2025 Ivey Idea Forum: Canada's EV adoption transition

March 5, 2025

In March, the LNC convened an Idea Forum to examine how Canada can position itself in the evolving landscape of automobile manufacturing amid shifting geopolitical dynamics and rapid technological advancements. Professors **Romel Mostafa**, **Robert Klassen**, and **Scott Loveland** led sessions focused on policy coordination, infrastructure development, and cross-border competitiveness.

The forum also featured a panel discussion moderated by Professor **Gal Raz**, alongside **Rachel Doran** (Executive Director, Clean Energy Canada), **Carter Li** (CEO, SWTCH Energy), and **Raseeka Rahmatullah** (Manager, Government and Regulatory Affairs, Volkswagen Group Canada). Key themes that emerged included the need for greater policy clarity in Canada, significant investment in charging infrastructure, and strengthened diplomacy in trade negotiations.

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LNC affiliated faculty received grants

Faculty affiliated with the LNC have been awarded the prestigious Social Sciences and Humanities Research Council (**SSHRC-CRSH**) Insight Grant, amounting to \$203,647, for the support of a multi-year project, "EV Adoption: Understanding Government and Industry Actions based on Consumer Preferences & Barriers," co-led by Professor **Gal Raz**, and Professor and LNC Director **Romel Mostafa**. The project, led by a team of Ivey faculty and students and supported by Ivey's Critical Issues Challenge Fund, aims not only to advance fundamental research on the interaction of consumer adoption, industry dynamics and policy, but also to offer practical recommendations for accelerating the transition to sustainable transportation and helping Canada meet its environmental goals.

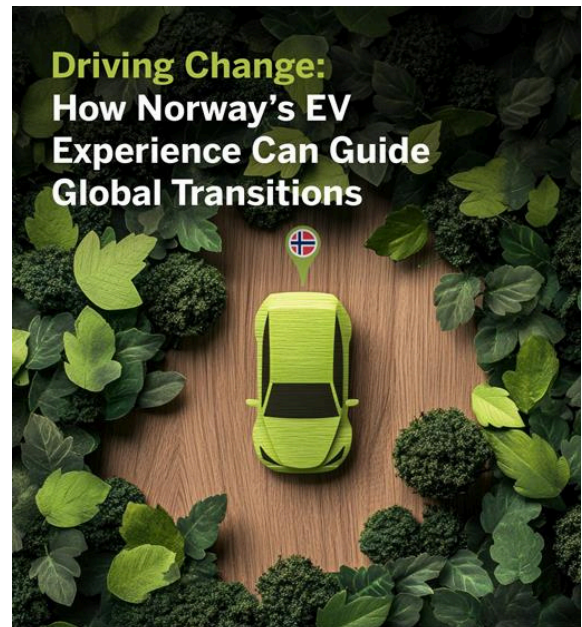
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Policy Brief

Driving change: How Norway's EV experience can guide global transitions

Despite its reliance on oil exports, Norway has emerged as a global leader in EV adoption, with EVs accounting for over 90% of new car sales in 2024. What lessons can countries with similar industrial profiles, like Canada, draw from Norway's success?

A new policy brief by Andrii Yatsura (MBA '24), Professors Romel Mostafa and Gal Raz explores how Norway navigated these challenges and identifies three key drivers of Norway's EV transition: a willingness to experiment, long-term political commitment, and sustained financial support. Norway's experience follows an S-curve pattern of adoption, typical of many technological shifts—suggesting its success may not be unique and could be replicated elsewhere. However, while Norway offers a compelling blueprint, the brief emphasizes that effective EV policy must be tailored to each country's geographic, economic, and political context.



 IVEY | Lawrence National Centre
for Policy and Management

Policy Brief
May 2025

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[Read More: Workshop Summary](#)

Innovation and telecommunications policy workshop: Shaping tech, markets & networks

May 21, 2025

Canada's productivity record has been weak across most sectors, including telecommunications, where there has been a sustained decline in return on assets. Given the sector's foundational role in the digital economy, what can policy do to spur innovation and improve performance? A recent workshop organized by Professors [Erik Bohlin](#) and [Romel Mostafa](#) in Toronto, brought together global experts and Canadian industry leaders to examine the policy levers shaping next-generation networks, including 5G/6G, AI, quantum communications, and open-access infrastructure.

Resilience in AI: How are leaders adapting in a rapidly changing world?

April 24, 2025

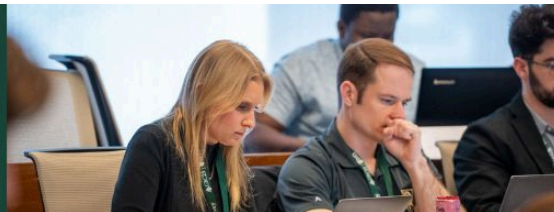
At the 2025 Graduate Business Conference hosted by Ivey, the panel brought together experts to explore how organizations can thrive amid rapid technological change.

Salim Teja (Partner, Radical Ventures) highlighted Canada's leadership in AI—rooted in its [2017 Pan-Canadian AI Strategy](#) and driven by a strong innovation ecosystem—and emphasized the importance of talent and ethical innovation. **Stephen Reddin** (Partner, McKinsey & Company, Toronto) discussed the shift from generative to agentic AI and its implications for strategy, productivity, and risk, noting that few firms are fully prepared to capture AI's economic potential. Moderated by Professor **Romel Mostafa**, the panel concluded that success in the AI era requires not just technical understanding, but also leadership grounded in vision, responsibility, and agility.

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Cases in Development



Just a heads-up: important AI-focused case studies will be released in the coming months.

1) Tenomix Inc.: This case features a startup leveraging AI-powered technology to improve the efficiency and accuracy of lymph node detection, with the potential to transform cancer care both in Canada and globally.

2) Armilla AI: Focused on AI risk and safety, this case explores how Armilla is pioneering approaches to AI assurance and insurance, offering rare insights into building trust, accountability, and responsible AI adoption.

3) Promise Robotics: This case examines how the startup is aiming to help address the housing shortage by using AI and robots to revolutionize homebuilding—transforming blueprints into production-ready designs and automating fabrication, with the goal of delivering homes faster and more efficiently.

Stay tuned!



Bold Ambition at the Lawrence National Centre

Ivey Business School's newly launched Bold Ambition sets out a compelling vision for the future of Business Education—one that responds to the rapid pace of global change by expanding access, embracing innovation, and deepening Ivey's foundation in experiential, case-based learning. As Dean Julian Birkinshaw frames it, Bold Ambition is like a twin-engine aircraft: one engine rooted in Ivey's established excellence in immersive learning, the other propelling forward through technological transformation.

At the Lawrence National Centre for Policy and Management, we're proud to be part of Ivey's next chapter. We bring Bold Ambition to life with one engine grounded in rigorous, evidence-based research, the other driving impact by convening dialogue and translating insights into real-world policy and business action.



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