

Annual Report 2021



IVEY

Lawrence National Centre
for Policy and Management

About Lawrence National Centre

Established in 2002, the Lawrence National Centre has been at the forefront of national policy dialogue in Canada, bridging the gap between academia, business and government to enhance Canada's global competitiveness. It is an independent public policy centre that contributes to policy dialogue and development by producing evidence-based research, providing a convening platform to engage and inform businesses and policymakers, and developing leading educational programs in policy and strategy.

Romel Mostafa

Professor & Director | Lawrence National
Centre for Policy and Management



DIRECTOR'S MESSAGE

Canada and the world have faced another year of turbulence and ongoing uncertainty. Throughout 2021, new variants reignited health concerns and led to the reintroduction of pandemic containing measures across jurisdictions. While disruptions in global supply chain remain, struggles to garner momentum in many high-touch industries continue, and apprehension of rising inflation looms large, weary Canadians should have good reasons to celebrate as the year winds down. Canada managed to attain one of the highest vaccination rates in the world, and its broader measure of macro-economic activity bounced back to pre-pandemic levels, averting a deep, long recession that had been widely feared during the first months of the pandemic.

Just as the economy has faced continual change and transition, so too has the Lawrence National Centre (LNC). Starting in Summer 2020, the centre appointed a new director, and with that began the process of its strategic renewal and realignment as national priorities shifted. Parallely, the centre had to build its organizational structure from the ground up. The centre team consulted with its Advisory Council, Ivey faculty, and external stakeholders to carve out a new vision, and developed a strategic plan to implement that vision.

Through the extensive consultation and its own intensive research, the centre produced a 50-page internal strategy report. This report documented Canada's traditional pillars of strengths, identified its key areas for improvements, examined the impact of the pandemic across various sectors, and explored important trends that were expected to shape its socio-economic landscape in the 2020s.

Three major insights emerged from this exercise. First, various key indicators suggested that Canada's competitiveness was already in decline, and the pandemic further exacerbated its socio-economic conditions. To ensure the future prosperity of all Canadians, it was imperative to focus not only on managing short-term pandemic related challenges, but also spurring long-term socio-economic development, by creating conditions for pushing the economy to a high, inclusive growth path, beyond the phase of recovery. A sustained growing economy would also alleviate concerns around servicing high fiscal debt accumulated through the pandemic and the associated macro-economic challenges.

Second, our analysis suggested that creating conditions for sustained, inclusive growth required Canada to unlock its competitive advantage by leveraging its existing areas of strengths, such as strong institutions and stable financial markets, as well as filling gaps in key infrastructural pillars. In particular, the centre identified significant gaps and trends around Canada's digital, trade and social pillars, and proposed to focus on tackling important issues in those pillars. Third, while each pillar brings with it important challenges and opportunities for Canada, they cannot be viewed in isolation. The inherent interconnectedness of each policy area is critical to fueling Canada's competitive advantage both today and into the future. Recognizing that the traditional way of developing policies in silos would prove to be inadequate for tackling critical, interrelated issues, the centre championed a systems approach to policymaking. This approach also underscored the need for extensive collaboration across businesses, governments, and other relevant stakeholders to formulate and implement sound, effective policies.

To implement this new vision and bolster its own competitive advantage, the centre looked to Ivey's own strengths, including capabilities of its faculty to undertake evidence-based policy research; a vast network of alumni, business leaders, policymakers to convene policy dialogues; and an exceptionally well-designed educational program to train future leaders. With a strategy blueprint in hand, which passed the scrutiny of the centre's advisory council and Ivey's Research Policy Committee, the Centre proceeded with its programming, acknowledging the importance of incorporating strategic flexibility in a fast-evolving pandemic.

It has been a busy and exciting year, full of opportunities for the Lawrence Centre. Our annual report catalogues the centre's major milestones, achievements and events during this past year. It has been also a year of adjustments. Like many organizations across Canada, the team transitioned between working from home and in the office, and back again. Along the way, the Centre crafted incisive research reports to advance the policy areas of focus; convened thought leadership through virtual events to advance debate on critical and emerging policy issues; and engaged students through policy

workshops, summer internships, independent studies and MBA capstone projects. Thankfully, we've had an incredibly supportive Advisory Council and its chair, Dean, Associate Deans, and, policy fellows and Ivey faculty, who have guide us through the ups and downs of the last 12 months. The Centre's revised vision received a substantial boost thanks to a generous gift from the Power Corporation of Canada and Canada Life, energizing our staff to expand the scope of the centre's initiatives.

When the centre began its revitalization, there were concerns whether it could be jumpstarted, and how it could transition and show signs of success in the midst of a global pandemic. We took that challenge head on, and I am delighted to report that our initiatives are having real impact one year on. The Centre's call to actions are reaching broad audiences, connecting with industry leaders, policymakers and stakeholders from across Canada and around the world. Many of our policy insights have been picked up by national media outlets, and we are seeing more organizations and stakeholders joining our voice on the critical issue of creating conducive conditions for generating long-term growth that would benefit all Canadians.

As we look ahead into 2022, LNC will continue to build on the momentum we garnered to advance and amplify policy imperatives that will enable Canada to unlock its competitive advantage, while pivoting to discuss emerging trends relevant to the Centre's mandate. We also look forward to aggressively growing our team, engaging with more students and faculty, and further scaling up our research and outreach initiatives.

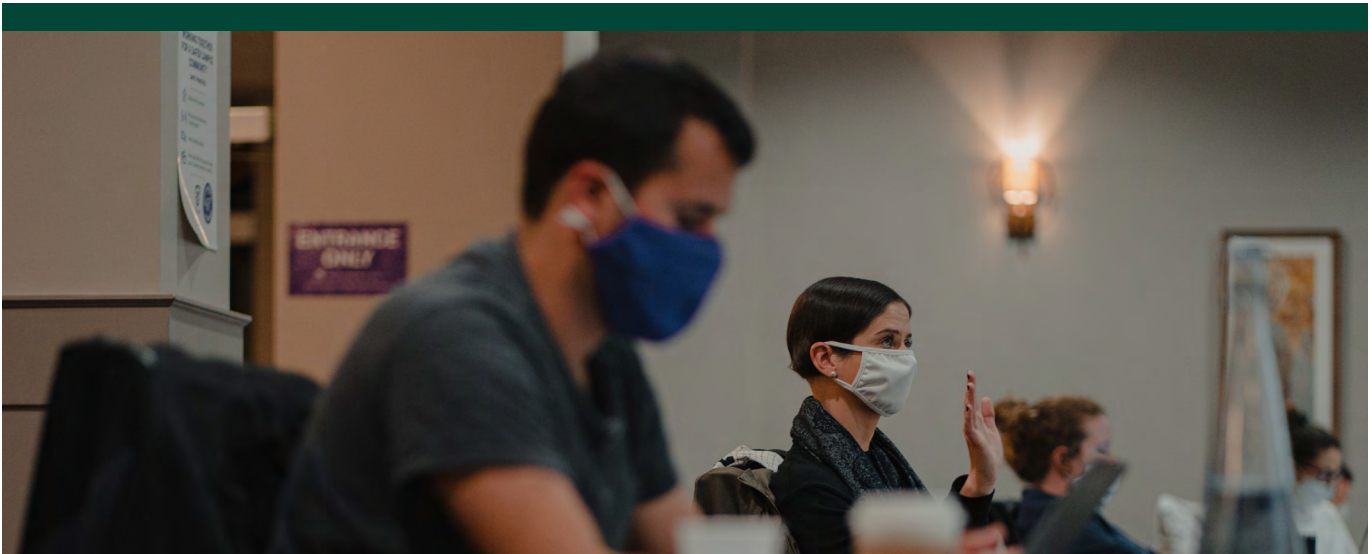
It is said that the only constant is change, but that fortune favors the bold. After the past 12 months, your Lawrence National Centre is emboldened and ready for whatever the year 2022 will bring.

LNC ADVISORY COUNCIL

Stephen Poloz	Chair of the Lawrence National Centre Advisory Council, Former Governor, Bank of Canada
George Baran	Vice Chairman, Trudell Medical Ltd.
Perrin Beatty	President and CEO, Canadian Chamber of Commerce, Former Federal Cabinet Minister
Donald Campbell	Senior Strategy Advisor, DLA Piper Canada LLP
Thomas d'Aquino	Chairman and CEO, Intercounsel Ltd.
Dave Forestell	Vice President, International Corporate Commercial Banking, Scotiabank
Blake Goldring	Executive Chairman, AGF Management Ltd.
Sharon Hodgson	Dean, Ivey Business School
Carolyn Lawrence	Partner, Gender Leader, Inclusion and Diversity, Human Capital Consulting, Deloitte Canada
Ray Tanguay	Former Chair, Toyota Canada, Former Auto Advisor, Federal and Ontario Governments
Carol Stephenson	Board of Directors, General Motors Company Former Dean, Ivey Business School
Mark Zbaracki	Associate Professor, General Management & Strategy, Ivey Business School

LNC CENTRE TEAM

Romel Mostafa	Director
Mahmood Nanji	Power Corporation of Canada Fellow
Paul Wells	Policy Fellow
Richard Dicerri	Executive-in-Residence
Stephanie Scanlan	Centre Manager
Amanda Burdick	Administrative Assistant



YEAR IN REVIEW

As we look back on the activities of the Lawrence National Centre (LNC) in 2021, we are reminded of a year that began with great optimism for a speedy vaccine-based recovery from COVID-19 and ended with Canadians battering down the hatches against yet another wave of viral variants.

When life gives you lemons, make lemonade. With the country at a critical juncture, the LNC found a lot to ponder. A series of reports described the obstacles to unlocking Canadian competitiveness and suggested novel strategies for surmounting those obstacles. A companion series of online sessions featuring some of Canada's leading thinkers in economics, politics and public health developed a pressing common-sense argument: that while limiting damage from the global pandemic must be the highest priority, it can't be the only one. Preparing for the challenges and opportunities of a post-pandemic world is also key to ensuring the best future for all Canadians.

We began January 2021 making that case with New Year's Revelations, an online conversation between former Bank of Canada Governor Stephen S. Poloz, who is currently the Chair of the LNC Advisory Council, and journalist Paul Wells. The goal of the session was to make sense of the pandemic's effect on the economy and to suggest policy priorities for a recovery.

Poloz anticipated a "K-shaped" recovery — with rapid growth on the higher branch of the K, including tech and digital sectors, but a rough ride or even long-term decline on the lower branch, for tourism, culture and other "high-touch" sectors.

The necessary surge in public spending for pandemic support programs, and the resulting increase in public debt, made long-term economic growth more important than ever. "The main thing is for us to focus on boosting growth. We've had lots of opportunities to do that in the past and we really haven't done them because they seem politically difficult to do," he said. "We can't even achieve free trade between provinces. We think that would be worth over \$100 billion of free income every single year. My goodness, why can't we do these things?"

Another of Poloz's suggestions turned out to foreshadow a key element of federal Finance Minister Chrystia Freeland's next budget: a national child care system to bring mothers back to the labour market. The example of Quebec suggests that, over the reasonably short term, such a system can pay for itself. This policy tool could pave the way to enhance labour force participation, especially at a time when the pandemic resulted in many working mothers quitting their jobs due to untenable caregiving responsibilities.

Our Research Brief, *Unlocking Canadian Competitive Advantage*, touched on similar themes. This report not only makes a case for combining pandemic management and long-term growth policy in a two-pronged approach, but also lays the groundwork for a “system-of-systems” approach. Such an approach suggests that, in addition to focusing on connectivity efforts, policymaking should consider the development of applications that enhance quality of life and productivity, as well as improvements in skills to wield those applications.

Take the so-called digital divide. Policymakers argue all the time for high-speed internet access to rural and remote areas. But that doesn't solve everything: there would still be a lack of digital applications for critical public services, and challenges of adoption related to digital applications. A system-of-systems approach would require tackling all three interrelated challenges in combination. That's how we can ensure maximum impact on socio-economic development.

It's much the same story in the area of business competitiveness. Policy drivers to promote business investment and reverse declining productivity are important. But so is fair access to markets. Firms that can count on access to international and interprovincial markets are more likely to make productivity-enhancing investment. So, these

challenges have to be considered in combination. A systems approach would mean addressing issues related to both investment and market access. Clearly, LNC is developing a stubborn streak on the subject of interprovincial trade to match the durability of those unhelpful internal trade barriers. Poloz made the case for knocking those barriers down in a *Lawrence National Centre Perspectives* article based on his keynote speech to the True North Free Trade Forum.

As the sprint to vaccinate Canadians started to look more like a marathon, or just a slog, we convened the experts for an online panel discussion on vaccines, resilience and economic competitiveness. Goldy Hyder, the head of the Business Council of Canada, joined Karimah Es Sabar, CEO of Quark Venture, and Dr. Alan Bernstein, the President of the Canadian Institute of Advanced Research, to discuss the brutal supply-chain deficiencies the pandemic has exposed in critical goods, and paths for ensuring that they don't reemerge in the next crisis, whatever that might be. Hyder put it aptly: “If you want to honour those of the lives that we've lost, make life better for those who have lived. And a part of the way of doing that is making sure we do something we didn't do after SARS – we gathered the data and information and went away – we didn't act on it.”



Lawrence National Centre & Ivey Receive Generous Financial Gift

The LNC and Ivey are grateful recipients of a generous gift from Power Corporation of Canada, Canada Life and IGM Financial. The \$1.75-million contribution collectively supports new policy research and programming at the LNC, internship opportunities for Ivey students who self-identify as women or members of equity seeking groups, and scholarships for self-identifying women interested in finance.

[Click here to read more](#)

As we reminded ourselves and our stakeholders all year long, it's easy to get bogged down in crisis management. But other forces will also have far-reaching impact on our future prosperity. In a session co-hosted by LNC and the Ivey Business School's Centre for Building Sustainable Value (BSV), we took a deep dive into two of those long games: the 4th Industrial Revolution and Climate Change. We assembled a team worthy of such weighty topics: Ivey Dean Sharon Hodgson welcomed Stephen Poloz, Andy Chisholm, advisory council member of BSV, and Mark Carney, the only person ever to serve as Governor of both the Bank of Canada and, then, of the Bank of England.

In a rapidly changing world, standing still can look suspiciously like falling behind, the panelists reminded listeners. Other countries are making substantial investments in adoption of emerging technologies, smart-city initiatives and tackling the digital divide. For Canada, then, competitiveness will depend on harnessing the revolution: investing in relevant infrastructure, surmounting labour-market disruption by up-skilling workers for the digital economy.

On climate change, the panelists said policymaking for the foreseeable future will be preoccupied with an overriding imperative: the need to move to a low-carbon economy. Investments in R&D and green technologies will be prized by businesses and organizations. Transitioning away from Canada's traditional oil and gas sector is a huge headache in this context, panelists noted, potentially deepening divides between East and West, urban and rural Canada.

Key to harnessing the 4th industrial revolution is to develop ecosystems for promoting innovations with next generation technologies. Unfortunately, Canada has struggled to create such clusters. Maybe, as three LNC authors argued in a November paper, there are lessons to be learned from ENCQOR 5G, an innovation ecosystem that was developed through a Public-Private Partnership (P3) to enable SMEs and researchers to test and scale their pre-commercialized 5G applications.



The report drew five such lessons: build on existing strengths; have a well-defined problem and a focused approach; achieve consensus across stakeholders on integrated goals; ensure accountability and transparency; and facilitate the development of complementary capabilities.

Perhaps the biggest lesson of the last two years, big enough that it should be carved into a mountainside, is: "Stuff happens!" As if to hammer the point home, 2021 saw a federal election, called on short notice, transformed into a wild card by an event even the political parties didn't anticipate: the collapse of Afghanistan's governing regime and the consequent mortal danger to thousands of Afghans with Canadian connections. The election ended in a pretty good imitation of a stalemate and posed a question: What did it all mean for policymaking going forward? We convened experts in the campaigning arts to suggest answers.

Former British Columbia premier Christy Clark and former federal Industry Minister James Moore were joined by newly appointed Senator Hassan Yussuff, whose long tenure at the head of the Canadian Labour Congress taught him politics in all kinds of other ways. The panel opened with a quick consensus: this will turn out to have been Justin Trudeau's final election. (Note to future fact-checkers: that's their prediction, not ours!)

2021 by the numbers

Virtual Thought Leadership Events	9
Participants in Virtual Events	4000+
Research Reports and Perspectives	4
Capstone Course Students	168
Students Participating in Policy Orientations	60+
Interns and Student Research Associates	8
National Media Engagement	10

The panelists discussed a disaffected electorate and a polarized, often sterile political debate, ruminating on the challenges that lay ahead for political parties navigating the need to find consensus within a minority parliament, particularly given the lengthy list of pressing issues requiring the immediate attention of our MPs and Senators. While the task at hand seemed daunting, Senator Yussuff offered some guidance, noting he thinks "there are some real challenges for the government to try to build a consensus, but...I think Parliament is on side to figure out how they can do this. They may differ on the approach, but I don't think there's much difference in Parliament right now on bigger issues."

Near the end of the year, we hosted another online session with a sharp focus on long-term improvements to Canadian prosperity, inviting four guests from the Senate Prosperity Action Group—Peter Harder, Sabi Marwah, Brent Cotter and Pierrette Ringuette—and Perrin Beatty, the CEO of the Canadian Chamber of Commerce and a member of the LNC Advisory Council, to moderate the discussion. Besides delving into their recent report on a vision for long-term economic prosperity for Canada, the Senators also touched on the digital economy. In particular, they noted that while Canada has a strong collection of talent and eager start-ups within the digital space, the country could do more in creating conducive conditions to enable those companies higher up the food chain, when they're in need for large pools of capital to scale up and grow globally.

A key theme that emerged from this discussion is that making a post-pandemic Canada meet its potential "needs to be a rich collaborative action" with federal and provincial governments "all pulling in the same direction," as Senator Cotter articulated. To that end, the senators underscored the importance of building a "grand alliance" among government, organizations, and academia. Which is exactly what we're trying to do every day at LNC: bridging the gap between business, government and academia.

Truth be told, it was a tough year. As it ended, however, it was comforting to note that we have company. More and more stakeholder groups, associations and think tanks are adding their voices to some of LNC's central arguments: that Canada can't afford to take prosperity for granted, and that governments, business and other stakeholders need to better understand and manipulate the levers of socio-economic development. LNC will continue to build on this momentum to shape policy discussion in the new year.

RESEARCH & PERSPECTIVES



Unlocking Canadian Competitive Advantage: A system-of-systems approach to policymaking for steering Canada's economic path to long-term, inclusive growth in the aftermath of COVID-19

COVID-19 and the associated socio-economic fallout created substantial challenges for policymakers. Additionally, pre-pandemic indicators suggested that Canada's long-term growth potential was already in decline, and the exacerbating economic conditions due to COVID-19 further threatened Canada's future prosperity. This report, released in January 2021, argues that policymakers must meet the immediate challenges of abating the health crisis, and at the same time, be laser focused on policy that paves the way for a robust recovery by putting the economy on a path of sustained, inclusive growth. It highlights Canada's existing areas of strength, as well as the gaps in Canada's key socio-economic pillars— digital, trade and social pillars. Because the gaps are interlinked, the report recommends a systems approach to policymaking instead of the traditional approach of tackling each gap in isolation, providing illustrative case examples. Such policymaking has the potential to unlock Canada's competitive advantage and set the stage for robust socio-economic development going forward.

[Download the report](#)



Developing Innovation Ecosystems through Private-Public Partnerships: Insights and Lessons from ENCQOR 5G

The 4th Industrial Revolution was already underway before the pandemic, which only accelerated the pace of development and adoption of emergent technologies. At the early stage in the evolution of a technology, however, uncertainty looms large in creating innovations, and an ecosystem that supports entrepreneurs to test their inventions and enable them to scale up becomes important in enhancing the chances of successful commercialization. This report features ENCQOR 5G, a public-private partnership, that tackled this challenge head on, bringing together three levels of government and five technology anchor firms to offer pre-commercialized testing of 5G applications to SMEs and researchers. The report documents the evolution of the program and assesses its key outcomes. At a time when Canada struggles to maintain its edge in innovation, this report draws out critical insights and lessons that serve to provide guidelines for industry and government in their initiative to establish robust ecosystems for next generation innovations.

[Download the report](#)



Perspective: Building a Resilient Post-Pandemic Canadian Economy

In an LNC perspective article, Stephen Poloz, Chair of the Lawrence National Centre Advisory Board and former Bank of Canada Governor, discusses the importance of removing trade barriers, considering the challenging conditions Canada faces in ensuring future prosperity for all. A key focus of his article is the imperative to knock down interprovincial trade barriers, which according to recent estimates, could boost per-person income by 4% (i.e., roughly \$2,000 per-person, every year, forever). While the issue of interprovincial trade barriers has been featured in debates spanning back decades, Poloz reminds readers how Canada's historic spirit of collaboration can propel initiative to address this politically charged thorn. The COVID-19 pandemic, once-in-a-generation crisis, offered an opportunity for policymakers to leverage multi-jurisdictional and industry wide collaboration to forge ahead on innovative policy ventures—and this opportunity should not be missed in directing efforts to grow interprovincial trade and enhance the livelihood of Canadians. His perspectives were shared at the True North Free Trade Forum where he was invited to deliver a keynote speech in March 2021.

[Download the report](#)



Disruptive Solutions to Disruptive Challenges: Fighting counterfeit using blockchain technology and policy

The 4th industrial revolution has ushered in new and emerging technologies aimed at offering new and innovative policy solutions to big problems. The LNC has been looking to potential use cases of emerging technologies and how they could be used to improve Canada's competitiveness as well as to enhance the overall well-being of its citizens. During the COVID-19, the sale of counterfeit products has increased to an all-time high. As the lines between authentic and counterfeit products have become fuzzier, it has become increasingly important for businesses to protect themselves and their consumers from the harms caused by counterfeit products. Blockchain, widely recognized as an emergent technology with the potential to disrupt many industries and business practices, is now finding its use in combating counterfeiting in some industries. This report analyzes the problem of counterfeits, the effectiveness of current strategies (such as RFID) versus blockchain solutions, and the role of government in creating policies conducive to blockchain adoption, highlighting the work of Ivey Professor Hubert Pun on the topic.

[Download the report](#)

CONVENING THOUGHT LEADERSHIP

VIDEO

[New Year's Revelations: Contemplating the Canadian economic playbook for 2021 and beyond](#)

At the dawn of the year, as Canadians were eagerly looking for a fresh start, Stephen Poloz, Chair of the LNC Advisory Council and former governor of the Bank of Canada, discussed what the new year had in store for the Canadian economy in a fire-side chat with Paul Wells, senior writer for Maclean's and LNC policy fellow. Chair Poloz detailed his outlook for the pandemic-stricken economy, and armed policy-makers with quick-win ideas for the future to unlock Canada's competitive advantage. The event was organized by LNC in collaboration with The Ivey Academy and the Ivey Alumni Network Ottawa Chapter.



VIDEO

[Not Gonna Miss Our Shot: Vaccines, resilience and economic competitiveness](#)

The Lawrence National Centre, in collaboration with the [Ivey Alumni Network Ottawa Chapter](#), hosted an exclusive dialogue examining the status of Canada's vaccine rollout; strategies for reopening main streets and reviving the hardest-hit industries in Canada; and exploring the ways in which Canada could build resiliency and competitive advantage around domestic critical goods supply. Moderated by Paul Wells, Lawrence National Centre policy fellow, the discussion featured Dr. Alan Bernstein, President and CEO of CIFAR, Member of Canada's Vaccine Task Force; Karimah Es Sabar, Chair, Health and Biosciences Economic Strategy Table, CEO of Quark Venture LP; and Goldy Hyder, President and CEO, Business Council of Canada.



VIDEO

Path to Sustainable Prosperity: Translating Value(s) Into Action



Against the backdrop of the current health crisis, Mark Carney and Stephen Poloz, former governors of the Bank of Canada; Sharon Hodgson, the Dean of Ivey; and Andy Chisholm, MBA '85, a member of Canada's Expert Panel on Sustainable Finance discussed the importance of incorporating social values in policymaking and corporate action. They also debated on the opportunities and challenges around Canada's path to net-zero transition as well as harnessing the 4th industrial revolution to sustainable prosperity. This event was held in collaboration with Ivey's Centre for Building Sustainable Value.

VIDEO

Making it work: Minority government, major challenges

Following an acrimonious election campaign that seemed to settle very little, the Lawrence National Centre convened a discussion to reflect and ruminate on how the new parliament will make a minority parliament work for all Canadians. The session narrowed in on the implications of another minority government, specifically its direct bearing on the public policy making environment, while drawing on examples such as childcare, the need to strike a balance between creation and distribution of wealth, and the regulatory barriers. Moderator Paul Wells, LNC policy fellow, was joined by panelists Christy Clark, former Premier of British Columbia, Senator Hassan Yussuff, and former cabinet minister, James Moore.

VIDEO

A Post-Pandemic Economic Vision for Canada: The what, why and how?

Lawrence National Centre Advisory Council member and Canadian Chamber of Commerce President and CEO, Perrin Beatty moderated a conversation on the need for a post-pandemic economic vision for Canada. Members of the Senate Prosperity Action Group, Senator Peter Harder, Senator Pierrette Ringuette, Senator Brent Cotter, and Senator Sabi Marwah, joined Mr. Beatty to discuss their vision and provide guidance for policymakers and businesses across Canada. Drawing on the group's recent report, panelists argued that the focus must shift to a forward-looking plan for long-term prosperity and explored specific levers for such an action plan to be successful.



ARTICLE

Capitalizing on the Digital Financial Revolution: Opportunities, Risks and Policy Imperatives

Hosted by the LNC in partnership with the Scotiabank Digital Banking Lab, Professor Michael King, Lansdowne Chair in Finance at University of Victoria's Gustavson School of Business, and Michelle Beyo, CEO and founder of FINAVATOR and a board member of the non-partisan Open Banking Initiative Canada, came together to discuss the ongoing digital financial revolution. Key issues discussed include: structural forces shaping the financial services revolution; how the changes are shaping the competitive dynamics in the financial services industry; and the role policy plays in fully capitalizing on the financial revolution in a way that leads to greater adoption of digital innovations while safeguarding consumer data and privacy.

VIDEO

Carol Stephenson on the Future of Mobility



As the 4th industrial revolution marches on, the automobile industry is going through its own revolution, according to Carol Stephenson, member of the LNC Advisory Council and the Board of Directors at GM. In an 'LNC Video Insights' recording, Carol shares her expert views into the forces that are shaping this revolution and the future of mobility in Canada and around the world. In her remarks, Carol explores the evolution of the automobiles, touching on the large effect the auto sector has on society, from citizen mobility, to travel, and the global supply chain. She speaks to the jobs and prosperity that the auto revolution has provided to economies for well over a hundred years and the role it will play in the future as the industry moves towards an electric and autonomous future. Carol highlights the opportunities and challenges facing the ever-changing industry and how leveraging new technologies will enhance user experience, safety and sustainability.

VIDEO

More Open for More Value? Ruminating on Reliable and Responsible Open Banking

The global economy is undergoing a digital transformation accelerated by COVID-19. While technological advancements have allowed digital banking services to become more accessible than ever before, more recently, the idea of open banking has dominated policy discussions within financial services industry around the world. In this event, organized by LNC and the Scotiabank Digital Banking Lab, Dean Sharon Hodgson sat down with Dave Forestell, then the Vice President, Office of the President and CEO at Scotiabank and member of the LNC's Advisory Council, to discuss key insights, policy challenges, and the future of open banking in Canada.





STUDENT ENGAGEMENT

MBA 2021 Capstone Course – GLOBE

Aimed at increasing the wellbeing of its citizens, streamlining the delivery of services, and further strengthening the local economy, ‘smart communities’ can drive regional socioeconomic development in today’s turbulent global environment. COVID-19 has intensified this mission, highlighting the need to accelerate investments in smart infrastructure to reinvigorate local economies and build back better. Motivated by the significant opportunities and challenges of implementing ‘smart’ infrastructure programs, the Lawrence National Centre for Policy and Management developed and delivered the MBA 2021 Capstone Course, GLOBE, with an emphasis on building smart communities.

Students learned about the importance of digital and supporting infrastructures, policy considerations for building smart infrastructure, managing multiple stakeholders, as well as smart city and campus for tomorrow initiatives. In addition to studying cases and conducting research, students learned about smart city initiatives from a variety of speakers and subject matter experts, including Michael Lindsay, CEO, Infrastructure Ontario, Stephen Beatty, Global Chairman at KMPG and Philippa King, Director, Digital Economy Technologies at the Ontario Centre of Innovation.

In all, 162 students in 24 groups presented video pitches, providing insights and inspiration to the Western Community. Examples of MBA smart applications included: a 360-wellness app that integrates campus resources with students’ individual needs to reduce mental and physical health issues; smart overhead parking sensors to monitor real-time parking availability that is reported to users via WesternU App; one-stop-shop career portal that integrates current opportunities from external job boards, offers assessments and generates targets job recommendations for students.

LNC Hosts Summer Policy Workshop for MSc Students

Ivey Management and Policy Forum (IMPF) partnered with the Lawrence National Centre to host a summer workshop. Students participating in the IMPF’s summer policy analyst program along with the broader MSc student body were invited to hear from LNC Policy Fellow, Mahmood Nanji, as he discussed the inner-workings of policy making, sharing his experiences in both federal and provincial public service. Over the course of the workshop, students learned about policy development and implementation, key ingredients for good policymaking, as well as the evolution of policy over the years.

Special Session on the Canadian Economy for Ivey Exchange Students

In the first few days of the fall semester, the LNC led a session for incoming exchange students about the Canadian economy. The session, which was delivered during orientation week, covered important topics aimed at providing a primer to new students seeking to learn more about Canada. The topics included: the structure of the Canadian economy, making key comparisons with other advanced economies; how government operates and how policies are developed; the impact of COVID-19 on the economy and the ongoing recovery; and Canada's potential for long-term socio-economic development and sectoral opportunities for new immigrants.

Centre Launches Summer Internship Program

This summer, the LNC canvassed the overwhelmingly talented Ivey community for students interested in participating in its first summer internship program. The program, which ran from July until September, provided students the opportunity to participate in LNC activities, contribute to ongoing projects and initiate research relevant to their own areas of interest. The LNC welcomed four HBA students: Madeeha Hafeez, HBA '23, Victoria Fernandes, HBA '22, Amir Yazdani, HBA '22, and Willem Booth, HBA '22. Each student worked on individual research projects, while collaborating on other activities throughout the summer months. Engaging students in Centre initiatives is central to the operations and success of activities and research conducted by staff and faculty.

2021 LNC STUDENTS

Brendan Adamo, HBA '21	Independent Study The New International Trade Order
Willem Booth, HBA'22	Summer Intern Interprovincial Trade
Victoria Fernandes, HBA '22	Research Assistant Smart City Programs in Canada
Olivia George-Parker, MBA '21	Independent Study Open Banking Practices Around the World
Madeeha Hafeez, HBA '23	Research Assistant Digital Health Infrastructure & EDI Initiatives
Jiya Hai, HBA '22	Independent Study Smart City Governance
Rami Mustafa, MBA '22	Independent Study The Evolution of Electric Vehicles
Evangeline Philos, MBA '21	Independent Study Public-Private Partnerships for Developing Digital Ecosystems
Amir Yazdani, HBA '22	Research Assistant Blockchain, Cryptocurrency and ICT Adoption
Lingxio Leng	PhD Candidate, Year 1 Business, Economics and Public Policy

LAWRENCE NATIONAL CENTRE FOR POLICY AND MANAGEMENT

BY THE NUMBERS, 2002 - 2021

15

FELLOWS

100+

STUDENT INTERNS

Over
50

EVENTS,
CONFERENCES
& WORKSHOPS

37

RESEARCH
PUBLICATIONS & CASES

28

RESEARCH
ASSISTANTS

2000+

STUDENTS
TRAINED

62

PRESENTATIONS

100+

MEDIA ENGAGEMENTS



**Lawrence National Centre for
Policy and Management**



Lawrence National Centre
for Policy and Management

Ivey Business School at Western University
1255 Western Road
London, Ontario N6G 0N1

Telephone: 519-661-2111 ext. 84253
Email: LNC@ivey.ca
www.ivey.uwo.ca/lawrencecentre