

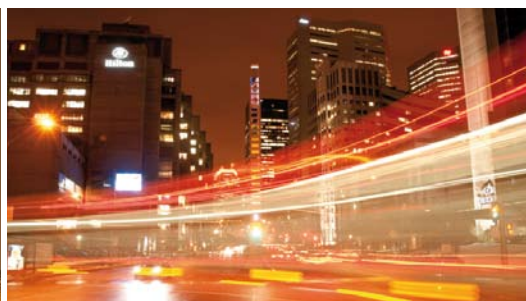
INTERNATIONAL CONFERENCE

NEW SCHOOL OF ATHENS

The Montréal DIALOGUES

April 14, 2011 - ICAO Building
999 University, Montréal, Québec

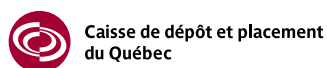
The Canadian Model: Strategic Lessons for the Post-Crisis World



P R O G R A M



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April 14th, 2011 - ICAO Building
999 University, Montréal, Québec, H3C 5H7

CONFERENCE AGENDA

■ REGISTRATION 7.30 AM – 8.30 AM

■ WELCOMING SPEECHES 8.30 AM – 9 AM

- Kimon Valaskakis & Angéline Fournier (conference co-chairs)
- Monique Jérôme-Forget and Thomas d'Aquino (conference honorary co-chairs)

■ OPENING DIALOGUE 9 AM TO 10 AM

Right Honourable **Jean Chrétien**, Prime Minister of Canada 1993-2004

- Introductory Speech: 9.00 am - 9.30 am
- Dialogue with Participants: 9.30 am – 10.00 am

■ COFFEE BREAK 10 AM TO 10.30 AM

■ PARALLEL ROUND TABLES (MORNING SESSION) 10.30 AM – 12.30 PM

■ LUNCH 12.30 PM TO 1.15 PM

■ LUNCHEON DIALOGUE 1.15 PM TO 2.00 PM

Senator **Hugh Segal**, **THE GLOBAL CRISIS AND CANADA: Collective Security and Principled Engagement**

■ PARALLEL ROUND TABLES (AFTERNOON SESSION 2.15 PM – 3.45 PM)

■ COFFEE BREAK 3.45 PM – 4.00 PM

■ CLOSING DIALOGUE 4 PM – 6.00 PM

- Report By Round Table Rapporteurs
- Response by the Right Honourable **Paul Martin** (Prime Minister of Canada 2004-2006)
- Comments by Round Table Chairs and Conference Chairs
- General Discussion

■ RECEPTION 6 PM TO 7.30 PM

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DÉVELOPPEMENT INTERNATIONAL DE MCGILL | INSTITUT DU NOUVEAU MONDE | NOUVELLE ÉCOLE D'ATHÈNES
FRANCE | OACI / ICAO | PR CONFERENCES | VALASKAKIS & ASSOCIATES | WEDNESDAY NIGHT SALON

THE NEW SCHOOL OF ATHENS DIALOGUE SERIES
THE CANADIAN MODEL: STRATEGIC LESSONS FOR THE POST-CRISIS WORLD



Monique Jérôme-Forget

Special advisor, Osler, Hoskin & Harcourt LLP; Former Québec Finance Minister and Treasury Board Chair. She previously served as Assistant Deputy Minister in the federal government; Vice-Rector, Concordia University in Montréal; CEO of Québec's Commission de la santé et de la sécurité du travail and President, Institute for Research Public Policy. Madame Jérôme-Forget has been instrumental in applying variants of the Québec Model during her tenure as a senior Québec minister.

MESSAGE FROM MONIQUE JÉRÔME-FORGET

This conference, which I am co-chairing with Tom d'Aquino, focuses on the importance for countries and provinces such as Canada and Québec to learn from global best practices in order to ensure their economic and social development. It will allow us to rethink our ways of doing things, without neglecting our values rooted in solidarity and equity.

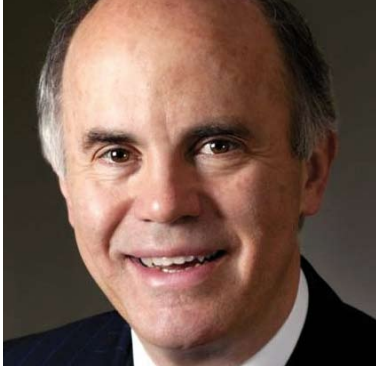
Québec, like the rest of Canada, has succeeded in weathering the recent financial crisis better than many other western countries. The unemployment rate is significantly lower than elsewhere, economic growth has returned, and financial and real estate markets have stabilized. This has been made possible by a number of institutional factors and by a wise choice of public policies.

In the last recession, Canada's conservative and rigorous financial system has earned the world's admiration. Québec made its mark with proactive policies which were both appropriate and targeted. Indeed, La Belle Province has ensured that it will have a leading edge infrastructure for the next 50 years, while, at the same time, creating jobs at a time when such job creation is more than necessary. With its network of daycare centers, which are the envy of foreign observers, Québec has also enabled women to fully participate in its economic expansion. The end of the crisis will be hastened by those same institutions which allowed Québec and Canada to better face the challenges of the last recession.

This happy conjunction of events should not, however, leave us indifferent to the problems that our societies will have to address. Spared by the storm, our countries will nevertheless be facing many challenges ahead: debt and increased public expenditure in Québec and an asymmetrical growth pattern caused by the surge of natural resources elsewhere in Canada.

The challenges which we must now face are the flip side of the same model which has produced success and prosperity for many Western states in the last few decades. In the last half century, modern nations have linked economic with social development. Canada, Québec included, has favored the emergence of important social programs which reflect our personality and collective values. This has created a harmonious environment characterized by social mobility and equality of opportunity. In the years to come, outside pressures will force governments in a competitive world to be more disciplined in order to maintain an edge in all fields, economic, social, political and cultural.

Our recent successes should not prevent us from analyzing and rethinking, in a clear fashion, our ways of doing things. We managed to escape the worst elements of the last recession, but other countries have done even better in a long-term perspective. It is our duty towards future generations to learn from these countries, just as it is for us to allow others to profit from the lessons we have learned from the last economic storm.



Thomas d'Aquino

Entrepreneur, lawyer, educator and author. He is Chairman and Chief Executive of Intercounsel Ltd; Senior Counsel to the law firm of Gowling Lafleur Henderson LLP; and former Chief Executive of the Canadian Council of Chief Executives composed of 150 leading corporate entrepreneurs (1981-2009). Mr. d'Aquino is the co-author, with David Stewart Patterson, of the influential book published in 2001, entitled *Northern Edge: How Canadian Can Triumph in the Global Economy*

MESSAGE FROM THOMAS D'AQUINO

Together with my colleague and friend, Monique Jérôme-Forget, it is my pleasure to welcome you to this conference.

We are being convened in Montréal by the conference leaders, Kimon Valaskakis and Angéline Fournier, to assess Canada as a political, social and economic model in the face of a rapidly transforming world.

In the past decade and a half, Canada has emerged as one of the world's most successful countries possessing an open economy, a strong fiscal base, a dynamic multicultural dimension and deep respect for the rule of law.

During the recent financial crisis and global economic recession, Canada was able to weather the worst of the storm and the well regulated Canadian banking sector in particular stood out with its strong credentials and reputation intact.

But looking ahead, Canada faces some tough challenges. As a country, we are immune neither to the relentless evolution of global competition nor to the march of population aging. As Canadians, we must work harder at improving our productivity performance and at moving to the leading-edge of our innovative capacities. We must respond much more vigorously to our educational and advanced skills deficit in the face of the global war for talent. We must move an increasingly overburdened healthcare system into the twenty-first century. And we must redouble our efforts to ensure that one of our country's greatest competitive advantages, an accountable and efficient system of political governance, is not taken for granted.

Good public policy is a pre-requisite of superior performance as is the creativity of our business leadership and not-for-profit sector. Against all benchmarks, we perform quite well. One of the greatest dangers we face is complacency and a readiness, at times, to settle for bronze when we should be aspiring for gold.

This conference is meant to take a hard look at Canada's strengths and weaknesses and to propose bold improvements that will ensure that the Canadian model serves as a beacon to the world.



Angéline Fournier

President and Founder of Maeva Investments Inc., works with companies, investors and governments in Europe, North America and the emerging markets of the Middle East, Africa and Latin America, in oil, mining, agriculture, infrastructure, renewable energy, telecommunications and water treatment. Angéline Fournier is co-chair of this conference.

Together with Monique Jérôme-Forget and Tom d'Aquino, the two prestigious honorary co-chairs of the conference, and my colleague Kimon Valaskakis, I take great pleasure in welcoming you to this international conference.

We all know the enormous challenges we face in rebuilding the world order after the 2008 crisis and the tremendous efforts made by some leaders to find common solutions. Canada has absorbed the shock of the crisis better than other countries. It has been cited as an example for the way it handled the deficit, for the performance of its banking system, and to some extent, that of its social safety net. But Canada is not immune to the turmoil in the world and faces enormous challenges in order to support responsible, sustainable growth. Is there a "Canadian model"? If so, what lessons can we learn from its successes and failures?

This crisis has, more than ever, highlighted the interdependence between countries and economies of the world and the difficulty of action in the absence of close, consistent coordination and cooperation at all times.

Paradoxically, these same countries, and with them, businesses and investors, are competing in a globalized, ever changing and increasingly competitive environment. The stakes are now much more complex than the simple challenges of corporate relocation. We are witnessing a race for the ownership of the planet where international investments and geo-strategy are tightly linked and where the entities - countries, companies or investors - who are the most visionary may be the leaders of tomorrow, owners of the mines (gold, lithium, etc.), oil, gas, arable land.

Moreover, the race for innovation, an essential tool of development, has become a top priority for growth in advanced countries. And finally, in this always fluid and accelerating environment, the States are looking for new benchmarks. Burdened by huge debts and slowed by a shrinking scope of action, what role should they play?

A "globalized" reflection has become a priority for all the countries that are trying to find answers to the challenges of global competition and the concurrent need for coordination and the related issues, such as education, environment, social security, the burden of debt, the role of the State on the domestic and international stage...

This conference, part of a series of nine international conferences, is a unique opportunity to undertake a critical analysis of Canada's strengths and weaknesses, thus contributing to the international dialogue and the search for viable answers.

Thank you for your presence,

Angéline Fournier

Kimon Valaskakis



President of the New School of Athens
Former Canadian Ambassador to the OECD
Co-Chair of the Canadian Model Conference

WHY A CONFERENCE ON THE "CANADIAN MODEL"?

Financial Earthquake, Socio-Political Tsunami...

Suppose that you want to go from A to B. In principle, that's a no brainer. Suppose however that you do not really know where A is and, worse, have no clue, at all of where B is. You are condemned to drift. In many senses, global policy makers have been in this dilemma since 2008.

Point A is the 2008 financial crisis which hit the world, like a category 9 *fiscal earthquake*. The meltdown of the financial system following the US sub-prime crisis was somewhat avoided through concerted government action. The initial shock is now over, but aftershocks are still possible given geopolitical and geo economic uncertainties, because any number of local crises can trigger new economic tremors. However, even if no new financial shock is in the offing, the jury is still out as to who was ultimately responsible for 2008. Point A thus remains shrouded in mystery.

What is more ominous is that the financial crisis gave rise to a *socio-political tsunami* now marked by heavy unrest in most of the world. To deal with the financial crisis, governments went into debt in order to rescue banks and financial institutions. Subsequently faced with huge public sector deficits, they decided to backtrack, by cutting social programs, laying off workers, reducing pension benefits etc. This, in turn has led to a global 'social fracture' or 'dual economy' with a small group of winners and a much larger group of losers.

On the winners' side, we find the reinvigorated financial institutions, high technology entrepreneurs, the luxury industry and certain raw materials sectors. In 2010, the overall corporate sector posted its most impressive fourth quarter profits in thirty years. In addition, in the first quarter of 2011, the Dow Jones marked its best performance since 1998. Forbes Magazine now lists 1200 billionaires, versus 700 at the bottom of the financial crisis, whose combined net worth is equal to the GDP of Germany!

On the losers' side, real income for a great part of the rest of the population has either stagnated or has fallen. The middle class is suffering. The harsh remedies imposed upon Greece have also been applied to Ireland, Portugal, Spain, France and the U.K., triggering serious dissent. Across the Atlantic, similar unrest exists in many U.S. states, most of which are battling huge deficits and reducing social programs. In the Middle East, rebellions in Tunisia and Egypt have led to regime change. In Bahrain, Yemen and Syria, they have led to riots and loss of life; and in Libya to all-out civil war and now, major foreign intervention. From the Persian Gulf to Madison Wisconsin, the revolt against austerity measures seems to be omnipresent.

Shocking income inequality in many non-Western countries and a slow erosion of the middle class in the West have worsened the social fracture. Creating jobs is only part of the issue. Unemployment went down in the US from almost 10% at the bottom of the Crisis to 8.8% in April 2011. Yet, careful analysis reveals that many of the new jobs are temporary, insecure, and at low salaries, insufficient for the maintenance of a middle class standard of living. Is the Famed "American Dream" now hit by a terminal disease?

What to do? How do we survive the long term effects of the *socio-political tsunami*? Where is Point B? Is it a return to 2007? This seems quite unlikely, as the cracks in the world system were certainly present in 2007. The global equilibrium was unstable. Yet, there are very few coherent blueprints for sustainable models for the Post-Crisis World. As Seneca once said, "*there is no such thing as a favourable wind for he who knows not where he is going.*" Global public policy seems to lack both such a destination and the 'GPS' necessary to get there. There are, of course, a lot of clichés. Everyone promises job creation coupled with productivity advances, better income distribution, tax reduction, and elimination of the public debt – all at the same time. Yet very few governments can deliver the goods, which leads to a generalized anti-incumbency revolt. There is growing discontent against whomever is in power. The proposed alternative solutions are either vague or self-contradictory. They range from minimizing the role of Government, as in the case of the U.S. Tea Party movement, to more aggressive and interventionist public policies, as advocated by the two Nobel prize winners Paul Krugman and Joseph Stiglitz. The contractionists oppose the expansionists and public policy goes round in circles.

The NSoA *Dialogues Series*

In spite of the fact that socio-economic turbulence has hit the entire planet, some countries have weathered the storm better than others, both as far as the *fiscal earthquake* is concerned and the ensuing *socio-political tsunami*. If we could learn from these best practices, we might be better able to define the elusive 'Point B' which is the sustainable socio-economic model that is our objective. We would at least know what lies at the end of the tunnel. The NSoA *Dialogues* series, which comprises nine conferences, is looking for the strategic lessons to be learned from eight regional and national models, with an integrating conference in Athens in early 2013 to compare results.

The first conference, LES *DIALOGUES DE BORDEAUX*, took place in Bordeaux, on November 23-25, 2010 and focused on the French Model and its lessons for the Post-Crisis World. Under the aegis of Alain Juppé, mayor of Bordeaux, former French Prime Minister and now Minister of Foreign Affairs, the strengths and weaknesses of the 'French Model' were examined. For a summary report of the conclusions, see the accompanying paper, THE FRENCH MODEL: RELIC OF THE PAST OR BLUEPRINT FOR THE FUTURE? A complete publication of the results of the Bordeaux event will appear in the May 2011 issues of *PRESIDENCY KEY BRIEF*.

The 14 April 2011 *MONTRÉAL DIALOGUES* will look at the strengths and weaknesses of the Canadian Model. It will be followed by similar meetings in Brussels on the European Model and in Washington on the U.S. Model. In 2012, four additional conferences are scheduled in the non-Western world: Asia (comparing Chinese, Indian, Japanese, Korean etc. models); Latin America (with a special focus on Brazil); Africa (various models); and the Middle East.

In early 2013, an integrating conference will be held in Athens, which hopefully will define the contours of desirable Point Bs (in the singular or plural). In Phase II of the *Dialogue Series*, we will focus on the 'GPS' question: 'how do we get from here to there?' and the renewal of the global institutional architecture, e.g. the G20, the IMF and UN Security Council, which may become necessary.

Is there such a thing as a "Canadian Model"?

In this global survey, why, in particular, include Canada? France has been an influence on global thought, at least since the French Revolution. The U.S. Model remains the most dominant one of our contemporary world. The European Union Model is an attractive alternative with its emphasis on supranational integration. China, Brazil etc. are natural choices, but why focus on Canada? Is there such a thing as a Canadian Model?

In my term of office as the ambassador of Canada to the OECD, I was pleasantly surprised by the good press and high esteem this country seems to enjoy in the international community. There were frequent references to the Canadian way of doing things. Canada has indeed often met contemporary problems with innovative solutions. Were these successes mere 'flukes' or the result of wise planning? The April 14th Conference will rigorously examine the pros and cons of the Canadian way in a comparative context.

An objective candidate list of successful policies could include the following:

- *Public deficit management* (Canada went from worst public deficit manager in the mid-nineties to one of the best in the contemporary industrial world). How did we do it?
- *A stable banking system* which did not crack under the strains of the global financial earthquake
- *A social policy* with many strengths and some weaknesses
- *A health policy* which is considered among the better ones in the world, although also beset by major weaknesses
- *A multicultural policy* which is unique to Canada, attacked by some, lauded by others, but certainly most relevant in the management of diversity in today's world
- *Innovative ideas on global governance* which were born and developed in Canada (e.g. the G20 as an extension of the G8; peacekeeping; Responsibility to Protect doctrine, which was invoked most recently in the Libyan intervention)

High Relevance to Current Events

Two current events enhance the relevance of this conference.

At the global level, the deteriorating international situation seems to confirm the worsening of the *socio-political tsunami* and the lack of practical solutions. The emphasis on the G20, whose origins were in Canada, is very much in the news. In addition, the Libyan intervention brings out the pros and cons of another Canadian-inspired international doctrine the *Responsibility to Protect (R2P)*, with a Canadian general in charge of the NATO forces. The management of social policy and the reduction in public deficits are universal topics of conversation. Multiculturalism and how to deal with diversity constitute important debates across the globe.

At the Canadian level, the fact that we are in the midst of a Canadian federal election (an unplanned event when the Conference date was chosen), further underscores the relevance of the issues. This election raises major questions such as: *what kind of Canada do we want; what is the role of government in society; what is the place of social policy; how do we handle diversity?*

A Dynamic Dialogue in search of Concrete Solutions.

We have tried to assemble in this conference the major players who have either participated actively in putting together the 'Canadian Model' or have systematically analyzed it.

The three plenaries invite us to a dialogue with three political leaders:

- In the morning plenary with the **Right Honourable Jean Chrétien**, former Prime Minister of Canada who has led the country for three consecutive majority mandates from 1993 to 2004
- In the lunch plenary with **Senator Hugh Segal**, an eminent conservative thinker who is preparing a book on the future of Canada
- In the late afternoon closing plenary, which will include the round table chairs and rapporteurs, and the **Right Honourable Paul Martin**, former Prime Minister of Canada, to integrate the results

The analytical debate will take place in three parallel round tables meeting in the morning and early afternoon. They will examine (1) the overall Canadian Model (2) The Québec Model opposing concepts like Québec Solidaire, Québec Lucide and Québec Inc. and (3) Canada in the World: Ideas, Initiatives, Innovations.

The opposition of ideas and theories is greatly encouraged but with a view to arriving at credible solutions. The 'talk shop' or 'forum' mode must be complemented with 'do-tank' solutions to feed the results of this conference to the next one, as the Bordeaux results have fed into this one.

In this sense, all those who are with us on April 14th should consider themselves *active participants* who are invited to make positive contributions vis à vis the topics discussed. These contributions can take the form of oral interventions, if time allows, and if not, via written blogs which will be published after the conference on the NSoA website.

The *modus operandi* of the conference is Socratic Dialogue worthy of Plato's Academy, which remains the inspiration of the New School of Athens. The purpose is to allow the confrontation of ideas and points of view in order to arrive, either at a consensus, or a short list of theses and antitheses. One-size-fits-all thinking is not encouraged. But opposition just for the sake of opposing is also not welcome. This is why neither the devil nor his advocate are invited to this meeting while dialecticians and sharp debaters are.

THE THREE PLENARIES



OPENING PLENARY: DIALOGUE WITH JEAN CHRÉTIEN

8.30 AM – 10 AM

Chair Kimon Valaskakis

Welcome Angéline Fournier, Thomas d'Aquino, Monique Jérôme-Forget
Introductory Speech by the Right Honourable Jean Chrétien, Prime Minister of Canada, 1993 – 2004 followed by Questions and Answers session with the audience

The opening plenary will feature an introductory speech to explain the purpose and methodology of the Conference, followed by the keynote address delivered by the Right Honourable Jean Chrétien. The former Canadian Prime Minister is particularly well suited to deliver this keynote on the strategic lessons of the Canadian Model. Jean Chrétien was the 20th Prime Minister of Canada. He served in the position for over ten years, from November 1993 to December 2003. He served in various cabinet posts under Prime Minister Pierre Trudeau, most prominently as Minister of Justice, Minister of Finance, and Minister of Indian Affairs and Northern Development. Among his major successes in his tenure as Prime Minister of Canada, was the elimination of the fiscal deficit, the reinforcement of Canada's role in the World, as well as leadership positions in the G8 on a variety of issues. He therefore played a prominent role in the construction of what can be called the modern Canadian Socio-Economic Model. Mr. Chrétien currently serves as Co-chair of the The InterAction Council (IAC) comprised of more than 30 former heads of state and government. The IAC addresses long-term, global issues affecting mankind.



LUNCHEON PLENARY: DIALOGUE WITH HUGH SEGAL

1.15 PM – 2.15 PM

Chair Monique Jérôme-Forget

Introductory Speech by Senator Hugh Segal, followed by questions and answers from the audience
Thank you Thomas d'Aquino

The Global Crisis and Canada: Collective Security and Principled Engagement. What are the critical bridges of policy, capacity and underlying values that Canada might contribute to different aspects of the present global dynamic of crisis, change and natural disaster?

Hugh Segal joined the Canadian Senate in 2005, after four decades of public service which included Chief of Staff to the Prime Minister of Canada, Associate Cabinet Secretary (Ontario) for Federal-Provincial Affairs and Policies and Priorities, Legislative Assistant to the Leader of the Opposition (Ottawa), President of the independent Institute for Research on Public Policy. Chair of the Special Senate Committee on Anti-Terrorism, he is a former Chair and present member of the Senate Committee on Foreign Affairs. He headed a NATO parliamentary delegation to Washington and is a former Chair (Calgary 2004) of the annual Canada-UK Colloquium.



CLOSING PLENARY: CONCLUSIONS OF THE ROUND TABLES AND DIALOGUE WITH PAUL MARTIN

4 PM – 6 PM

Chair Kimon Valaskakis

Round Table Conclusions by Rapporteurs

- 1 **David Stewart Patterson** (The Canadian Socio-Economic Model)
- 2 **Marcel Boyer** (The Québec Socio-Economic Model)
- 3 **John Kirton** (Canada in the World: Ideas, Initiatives, Innovations)

Response by the Right Honourable Paul Martin, Prime Minister of Canada 2003-2006

Comments by Round Table Chairs

- 1 **Thomas d'Aquino**
- 2 **Monique Jérôme-Forget**
- 3 **Raymond Chrétien**

General Discussion

Closing by Angéline Fournier

Paul Martin was the 21st Prime Minister of Canada, as well as leader of the Liberal Party of Canada. Mr. Martin served as the Member of Parliament for the riding of LaSalle-Émard in Montréal from his election in the 1988 election to his retirement in 2008. He served as Minister of Finance from 1993 to 2002. He oversaw many changes in the financial structure of the Canadian government, and his policies had a direct effect on eliminating the country's chronic fiscal deficit by reforming various programs including social services.

ROUND TABLE N° 1

THE CANADIAN SOCIO-ECONOMIC MODEL

Problématique

Canada's contribution in the socio-economic field include the following:

- An exemplary success in public deficit management. In 1993, Canada had one of the worst fiscal deficits of the OECD Group. In a few short years it went from worst to best of class. How was this achieved?
- A much better than average performance of the Canadian banking system during the 2008-2009 Economic Crisis
- High level of technology progress but with mixed results as far as innovation is concerned
- A social safety net and healthcare system which is quite different from the US
- A health care system with its strong and weak points in comparison with the US and European systems

The questions that we must ask ourselves are: are these achievements (1) sustainable and (2) of interest to other countries, in the sense that they could be exported?

Morning Session: FOCUS ON ECONOMIC POLICY

CHAIR: **Thomas d'Aquino**

Former CEO of the Canadian Council of Chief Executives, composed of 150 leading corporate entrepreneurs. Mr. d'Aquino is the co-author, with David Stewart Patterson, of the influential book published in 2001, entitled *Northern Edge: How Canadians Can Triumph in the Global Economy*.

Don Drummond. CANADIAN ECONOMIC POLICY

Former Senior Vice President and Chief Economist, TD Bank Financial Group. He also has served as Associate Deputy Minister of Finance. In this position, Mr. Drummond coordinated the planning of the annual federal budgets. Mr. Drummond joined the TD Bank in June 2000 as Senior Vice President and Chief Economist and remained in this position for ten years. Mr. Drummond was recently appointed to revamp the public services of Ontario.

Marc Garneau. CANADIAN TECHNOLOGY POLICY

He was Canada's first astronaut. In February 2001, he was appointed Executive Vice-President of the Canadian Space Agency, and became its president in November of the same year. The Canadian Space Agency has been an integral part of Canada's technology strategy. He is presently MP for Westmount and Industry, Science & Technology Critic in the House of Commons.

Afternoon Session: FOCUS ON SOCIAL POLICY

CHAIR: **Thomas d'Aquino**

Mel Cappe. CANADIAN SOCIAL POLICY

President of IRPP. Career achievements include Clerk of the Privy Council, High Commissioner to the UK, Deputy Minister of Environment, Government of Canada and other senior government positions.

Antonia Maioni. CANADIAN HEALTH POLICY

Director, McGill Institute for the Study of Canada. Associate Professor and William Dawson Scholar. Research specialization in healthcare reform in Canada and the US, social policy and the welfare state in Canada, and the Canadian political process.

AUTHOR-RAPPORTEUR: David Stewart Patterson. PRELIMINARY SUMMARY

Executive Vice-President of the Canadian Council of Chief Executives. He is recognized as a national leader in public policy development and advocacy, writing and speaking on a wide range of issues including fiscal policy, regulation, innovation, competitiveness, as well as public and corporate governance. He is the co-author, with Thomas d'Aquino, of the influential 2001 book, *Northern Edge: How Canadians Can Triumph in the Global Economy*.

ROUND TABLE N° 2

THE QUÉBEC MODEL

Problématique

The Québec Model is mid way between the Canadian Model and European governance models featuring an active participation of government in socio-economic affairs. Praised by some and decried by others, the Québec Model is nevertheless a case study full of strategic lessons. The current debate puts into play two polar extremes: the *Québec Lucide* movement, which emphasizes the need for economic efficiency and competitiveness, and *Québec Solidaire*, underscoring the social democratic and welfare state approaches.

A number of Québec initiatives, such as La Caisse de dépôt et placement du Québec, Hydro-Québec, Caisse Desjardins and PPP (Private Public Partnerships) have been launched according to the principles of the Québec model.

An objective evaluation of their worth is part of the strategic lessons to be obtained from the Québec experience.

Morning Session

CHAIR: **Monique Jérôme-Forget**

Former Québec Finance Minister and Treasury Board Chair. Formerly Assistant Deputy Minister in the federal government, Vice-Rector, Concordia University in Montréal, CEO of Québec's Commission de la santé et de la sécurité du travail, and President, Institute for Research Public Policy. Madame Forget has been instrumental in applying variants of the Québec Model during her tenure as a senior Québec minister.

AUTHOR-RAPPORTEUR: **Marcel Boyer. OVERVIEW OF THE QUÉBEC MODEL**

He is the Bell Canada Emeritus Professor of industrial economics at the Université de Montréal, CIRANO Research Fellow and university affiliate of Analysis Group. He was CEO of CIRANO and vice-president and chief economist at the Montréal Economic Institute. He has written extensively on socio-economic issues concerning Québec and Canada. He holds a Ph.D. in economics from Carnegie-Mellon University.

Christiane Bergevin. GENERAL COMMENTS ON THE QUÉBEC MODEL

Executive Vice President of Strategic Partnerships in the Office of the President of Desjardins Group. Since August 2009, Ms. Christiane Bergevin manages mergers and acquisitions at Mouvement Desjardins. She had previously achieved high visibility as President of SNC Lavalin Capital which she led three times to the status of the 10 most active international financial groups, a first for a Canadian unit. Ms. Bergevin is a board member of the Montréal Chamber of Commerce, the Canadian Chamber of Commerce, Fiere Sceptre and Talisman Energy.

Jean-François Lisée. ANALYSIS OF THE QUÉBEC MODEL

Executive Director, CERIUM. Previously he was the advisor to Québec premiers Jacques Parizeau and Lucien Bouchard, particularly for international affairs. He has written several books including *In the Eye of the Eagle*, on US policy, which won him a Governor-General's Award. His work centers on Québec sovereignty and on social democracy in an era of globalization.

John Parisella. QUÉBEC'S INTERNATIONAL IMAGE

Delegate General of Québec in New York. For over 25 years, Mr. Parisella has had a career in the communications sector. He is known for his contributions to the Québec media about political issues. From 1989 to 1994, he was Chief of Staff to Québec Premiers Robert Bourassa and Daniel Johnson. He was also the Director General of the Liberal Party. In 2009, he became Québec's Delegate General in New York.

Afternoon Session

CHAIR: **Monique Jérôme-Forget**

Pierre Arbour. CONSTRUCTIVE CRITIQUE OF QUÉBEC INC.

Pierre Arbour held successively more important positions with the Caisse de dépôt et placement du Québec from 1966 to 1979, starting as the Founding Equity Manager, common share portfolio. When he left the Caisse in 1979 to launch Alkebec Inc, he was Senior Corporate Investment advisor and member of the Investment Committee.

Robert Lacroix. STRENGTHS AND WEAKNESSES OF THE EDUCATIONAL SYSTEM

Former Rector of the University of Montréal. Robert Lacroix is a highly distinguished Canadian economist focusing on labour and human resources, and of the importance of technology and innovation in our society. Dr. Lacroix helped bring to national prominence the role of universities in creating a vibrant and progressive Canada. He has been a forceful and articulate spokesman for post-secondary education in this country.

ROUND TABLE N° 3

CANADA IN THE WORLD: IDEAS, INITIATIVES, INNOVATIONS

Problématique

Although Canada is the second largest country in the world in terms of area, its relatively small population places it 36th out of the 193 member nations that are members of the UN. Its GDP and purchasing power rates place it 15th in the world. Yet, in many senses, Canada has been punching above its weight and has an influence in the world which greatly surpasses its comparative power.

This influence stems from the world of ideas and of good practices in a number of areas. Canada's geopolitical contributions include the following:

- Global Governance Innovations (peacekeeping, the G20, Responsibility to Protect doctrine)
- Canadian Multiculturalism: A hot topic in the contemporary world, rejected in Germany and Britain, controversial in France and the US. How does the Canadian brand fare?
- Pearsonian foreign policy and support for multilateral decision-making

The questions that we must ask ourselves are the following: in what way are Canada's geopolitical contributions still relevant to the Post-Crisis World, and what can be learned from them?

Morning Session

CHAIR: Raymond Chrétien

Senior Counsel Fasken Martineau, Deputy Minister Foreign Affairs 1988-1991, Ambassador to France 2000-2003, Ambassador to the US, 1994-2000)

AUTHOR-RAPPORTEUR: John Kirton. OVERVIEW

Professor of political science, University of Toronto and head of the G8 – G20 research group. He is the author or editor of more than 35 books. He is also co-editor of several publications on the G8 and G20 published by Newsdesk Media.

Daniel Schwanen. INNOVATIONS IN GOVERNANCE INSTITUTIONS

Senior fellow, Centre for Innovation in Government Institutions. Mr. Schwanen joined CIGI in 2004 and has contributed to the organization in both senior executive and research capacities. Prior to joining CIGI, Mr. Schwanen was International Economist at the CIBC. He subsequently occupied senior positions at the C.D. Howe Institute in Toronto and at the Institute for Research on Public Policy in Montréal.

Jack Jedwab. INNOVATIONS IN MANAGING DIVERSITY: CANADIAN MULTICULTURALISM

Executive Director of the Association for Canadian Studies. He holds a doctoral degree in Québec history from Concordia University. From 1999-2002, Dr. Jedwab taught a course entitled «Canada's Official Language Minorities: History and Demography» at the McGill Institute for the Study of Canada.

Angéline Fournier. FOREIGN INVESTMENTS AND CANADIAN GEO-STRATEGY

Angéline Fournier, Founding President of Maeva Investments Inc., works with companies, investors and governments in Europe, North-America and the emerging markets of the Middle East, Africa and Latin America, in oil, mining, agriculture, infrastructure, renewable energy, telecommunications and water treatment.

Afternoon Session

CHAIR: Raymond Chrétien

The Right Honourable Paul Martin. RESPONSE AND INTERACTIVE PANEL DISCUSSION