

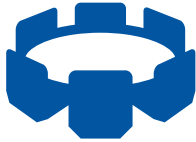
# Canada and the OECD: 50 years of converging interests

**POLICY DIRECTIONS**  
CONFERENCE DATE JUNE 2<sup>ND</sup> & 3<sup>RD</sup> 2011



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## Public Policy Forum

*Building Better Government*

The Public Policy Forum is an independent, not-for-profit organization dedicated to improving the quality of government in Canada through enhanced dialogue among the public, private and voluntary sectors. The Forum's members, drawn from business, federal and provincial governments, the voluntary sector and organized labour, share a belief that an efficient and effective public service is important in ensuring Canada's competitiveness abroad and quality of life at home.

Established in 1987, the Forum has earned a reputation as a trusted, nonpartisan facilitator, capable of bringing together a wide range of stakeholders in productive dialogue. Its research program provides a neutral base to inform collective decision making. By promoting informationsharing and greater links between governments and other sectors, the Forum helps ensure public policy in our country is dynamic, coordinated and responsive to future challenges and opportunities.

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## About this Report

2010 marked the beginning of the 50th anniversary celebrations for the Organisation for Economic Co-operation and Development (OECD). Canada was among the first nations to join the OECD, indeed, the very first to present its instruments of ratification in April of 1961. To commemorate this occasion the Public Policy Forum, in partnership with the Canadian delegation to the OECD and the Secretary-General of the Organisation, embarked on a project to explore the history of the Canada-OECD relationship, and to discuss where this relationship will take us in the future.

The OECD brings together countries committed to democracy and the market economy in order to provide an open forum and source of expertise to support economic growth and enhanced co-operation. For 50 years Canada has been a leading member of the OECD; we have both benefited from and contributed to the organisation's mission. Yet, on this 50th anniversary Canada, the OECD and the global economy find themselves in an era of pronounced change. The global economic effects of the recent recession have impacted greatly upon the fiscal standing of the states which comprise the OECD. While Canada fared the recession well, there is always potential to improve our fundamental drivers of economic growth.

Global economic co-operation reached new levels during the economic downturn, and there is reason to believe that such partnerships were essential in staving off a deeper crisis. Bearing this in mind, Canada must continue its commitment to multi-lateral international partnerships, and the OECD is the premier forum in which to do so.

The relationship between Canada and the OECD is not limited to pure economic considerations; indeed, it is closely linked to numerous policy areas in which international leadership and co-operation are necessary to deliver the best results. Over the next 50 years innovation, green policy, social and educational policy, and engagement with emerging economies will redefine the international landscape. Canada is poised to lead in many of these areas, and we have great anticipation for the fruitful work that will be done through the OECD.

Throughout this conference, participants expressed a desire to strengthen and enhance co-operation. It was a pleasure for Canada's Public Policy Forum to convene such an esteemed group of international leaders for this event, and we look forward to continuing to work together as the frameworks for the next 50 years of policy development take shape.

A special note of appreciation is due to Paul-Henri Lapointe, Canada's former Ambassador to the OECD, who provided invaluable counsel related to the convening of this signature conference.



David J Mitchell  
President and CEO  
Public Policy Forum

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## Executive Summary

On June 2nd and 3rd 2011 the Public Policy Forum hosted *Canada and the OECD: 50 years of converging interests*; a conference exploring the past and future relationship between Canada and the Organisation for Economic Co-operation and Development (OECD). More than 200 Canadian and international leaders gathered in Ottawa to celebrate the 50th anniversary of this important international relationship, and to contemplate how Canada, the Organisation and other OECD members may continue to grow and strengthen their policy co-operation in key areas.

The Hon. Donald Johnston, a former Secretary-General of the OECD, and Barbara Stymiest, an executive Group Head at RBC Financial Group, co-chaired two days of discussion, debate and contemplation on the policy domains in which Canada and the OECD have the most mutually beneficial policy expertise and leadership abilities.

The conference featured the participation of His Excellency Angel Gurría, Secretary-General of the OECD, who noted Canada's historical leadership in the Organisation, and its invaluable contributions to global economic co-operation. Serving as keynote speaker, the Hon. Kevin Lynch, former Clerk of the Privy Council, noted that the Canada and the OECD must be carefully attuned to changes in the global economy and how emerging economies will serve increasingly prominent roles in global growth and development.

Among the key topics of discussion under the rubric of international co-operation and economic growth were: innovation; green policy; education, skills and labour policy and engagement with emerging economies. Policy leaders from across Canada and senior delegates from the OECD provided their enlightened perspective on these issues, and highlighted the areas of priority for Canada and the global community writ large.

The conference also brought forward numerous other fields in which the continued co-operation of Canada and the OECD will be of the highest importance, including productivity and competition policy. Canada has, as we have long known, a productivity challenge. We face a growing gap with key benchmark countries, such as the United States, yet we are seemingly unable to reverse the downward trend. In this regard, the OECD presents a valuable forum through which Canada can examine best practices of other countries, both developed and developing.

A key challenge for Canada in overcoming its productivity problem is innovation. Canada remains a relatively lackluster performer in the innovation department. While recent advances in Canada have improved our ability to benchmark and track our progress in innovation, we still face mounting pressure to improve innovation performance particularly in the private sector. Conference participants noted that a broad approach, beyond a traditional R&D conception, will be necessary in order to improve Canada's innovation capacity, and in turn boost national productivity. The recently released OECD innovation strategy forms a strong base of knowledge and ideas from which Canada can adapt a more effective innovation policy mix. Canada, and perhaps other OECD partners, are due for a reconsideration of innovation. A decade into the 21st century, we must adopt a people-centred model of innovation, and recognize that our conception of who plays a role in the innovation system must broaden in order to capture the true scope of the challenges and opportunities in Canada.

In exploring innovation policy, we are necessarily drawn to education, skills and labour policy. Canada is high performer in key metrics such as post-secondary attainment, but we must not rest on our laurels. In fact, despite this high university attainment, Canada has a significant skills utilization gap for graduates. As our population ages enhanced skills utilization will become critical, and federal and provincial governments will need to work collaboratively to develop appropriate training and education frameworks.





Green policy forms yet another field in which provincial, national and international co-operation will be critical in order to achieve positive outcomes. While there is a conception among some that green solutions represent a trade-off for economic growth, the OECD's recently released green growth strategy demonstrates that economic growth and greener policy are in fact mutually reinforcing. With appropriate government incentives, and well tailored support to key industries, there is tremendous potential for green policy to lead to substantial economic growth and positive environmental outcomes.

Competition policy is also an area where Canada and the OECD can make valued contributions – though Canada is not itself immune from the need to adapt policy. Removal of restrictions in key areas is a policy direction that Canada may wish to consider, especially given the net benefit of such policy to exporting economies.

A key theme of *Canada and the OECD: 50 years of converging interests* was continued and strengthened international co-operation. But, this co-operation cannot be limited to the developed nations who are full charter members of the OECD. Panelists and experts frequently reinforced the need to deepen co-operation and policy collaboration with the developing world. Such partnerships will lead not only to stronger economic growth around the world, but enhanced accountability, transparency and social development.

*Canada and the OECD: 50 years of converging interests* brought the top policy leaders from governments throughout Canada, and from the Organisation itself, to examine a cross-section of key policy issues linked to economic growth and development. While there are no doubt other essential policy areas into which participants were not able to delve, the policy prescriptions and thought leadership generated through this conference has helped establish common ground on the key issues which best define the Canada-OECD relationship. Innovation, competition, skills, education, green growth and enhanced global engagement are areas in which Canada will continue to lead, and in which the OECD will continue to facilitate enhanced global co-operation.



***His Excellency Angel Gurría, Secretary General of the OECD, joins the Hon. John Baird, Minister of Foreign Affairs, in opening the conference with co-chairs the Hon. Donald Johnston and Barbara Stymist, joined by Canadian Ambassador and Permanent Representative to the OECD Judith LaRocque and Public Policy Forum President and CEO David Mitchell***







## Remarks by Angel Gurría, Secretary-General OECD



*Angel Gurría, Secretary-General OECD*

OTTAWA, CANADA, 2ND JUNE 2011

Ladies and Gentlemen,

It is a great pleasure to be in Ottawa to open this International Conference on Canada and the OECD, featuring 50 years of converging interests. As our countries try to recover from the greatest crisis of our lifetimes, it is essential that we reflect on our partnerships and the value of international cooperation. I want to thank the Public Policy Forum for hosting this important event.

This Conference is part of our celebrations to commemorate the OECD's 50th Anniversary, and it is quite meaningful that it takes place in Canada, as Canadian ideals helped shape the OECD and make it what it is today.

So let me share with you some of the main features of our long partnership, hoping that this preamble will open your appetite for a very promising series of discussions.

### **1. Let me start by praising Canada as a key international player.**

Canada is one of the most “well-connected” countries in the world. Very few other nations participate in such a far-reaching network of international organisations with so much conviction and faith in multilateral cooperation. As Professor Tom Keating recently remarked, Canada's commitment to multilateralism has earned it a reputation as an inveterate “joiner”, as a reliable and responsible global citizen.

This active participation in multilateral cooperation is based on wide public support, to such an extent that it has been considered by some as a symbol of Canadian identity. In the words of Stephen Lewis, another Canadian contributor to a better world: people in this country “have a lasting and visceral commitment to multilateralism which is ingrained and endemic to the Canadian character”.

Since the First World War, Canadian governments have looked upon multilateralism as a necessary instrument for supporting a global order that would provide for peace, security and prosperity.

### **2. This conviction turned Canada into one of the main supporters of the OECD**

Canada is of course one of the 19 founding members of the Organisation. In fact, we could even say that it is the founding member of the OECD, as it was indeed the first country to “deposit its instrument” of ratification to the OECD, on 10 April 1961. The US did the same two days later. That means Canada was the only OECD country for about 48 hours!

From that day onwards, Canada has contributed to the evolution of the OECD with the goal of promoting economic growth as a path to stability. Its support for the work of the OECD has come in the form of high quality expertise and strong leadership.

Canada has provided knowledgeable delegates to most of the more than 200 Committees and bodies of the OECD; if not to all of them. Many outstanding Canadians have been chosen to fill many staff positions at our Organisation covering a wide range of areas. There are currently 115 Canadian experts working at the OECD, of whom 101 are officials. For 10 years, until May 2006, Don Johnston, a distinguished Canadian, led the OECD.







### **3. Canada has been a great promoter of key OECD initiatives**

Through the past 50 years, Canada has also exercised strong leadership and fostered consensus-building in key areas of the OECD's work.

In the late 1960's, for example, Canada introduced the notion of partnership between recipient and donor countries, rather than the then prevalent patronizing approach to ODA. This notion continues to shape the discussions and debates among our member countries assembled within the DAC.

In the 1970's, it provided leadership in the field of stratospheric ozone depletion. This led to the publication of a major international report on Fluorocarbons, which would pave the way to the Vienna Convention on Stratospheric Ozone Depletion (1985) and the implementation of the Montreal Protocol (1987).

In more recent times, Canada has contributed to OECD work in key areas like public-private partnerships to support eco-innovation, the role of provincial governments in promoting equitable education, development cooperation, energy research and technology, cooperation with emerging economies, the fight against tax havens, the development strategy, etc.

### **4. It has also been a "role-model"**

Canada has been a benchmark for other OECD member countries with respect to the design and implementation of good policies and best practices promoted by the OECD. It performs exceptionally well in almost every measure of well-being; ranking among the top countries in a large number of topics in the OECD Better Life Index, which we just released last week at our 50th anniversary celebration.

Canada has strong macroeconomic fundamentals, a sound fiscal and monetary policy and a prudent financial framework. It has a transparent tax system and ranks high in economic freedoms, including freedom from corruption.

And it has a highly skilled and educated workforce, with the highest proportion of adult population with post-secondary education in the OECD. In the 2009 PISA assessment, Canada ranked among the top ten performers in reading, mathematics and science. Most importantly, all pupils, from the highest to the lowest scorers, contributed to the results. This highlights the level of equity of the Canadian educational system.

These are all remarkable contributions and examples of best practices. But, as they say, it takes two to tango and...

### **5. The OECD has also contributed to Canada's development**

The OECD has helped Canada design and implement public policies and reforms in key areas, like economic performance, youth labour market, territorial development, rural policy, agriculture, energy security, knowledge and skills; the list is long.

Implementing reforms to get better value for money in health care spending, a key issue for long-term public finances sustainability, is an area where we have worked intensely with Canada. In fact, this was the focus of the OECD's 2010 Economic Survey of Canada. We also worked with Canada to gear tax reform towards efficiency and fairness and to modernise its agricultural policies.





**Angel Gurría, Secretary-General OECD**

Our work in helping Canada to design, implement and monitor structural policies has been particularly important. Tomorrow, I will be presenting the reports of our “Going for Growth” for Canada, bringing to the spot light key structural challenges that Canada has to address to increase its productivity, its competitiveness and its long term potential output.

The OECD has also been an excellent platform for Canada to promote its vision of a world shaped by multilateralism and a global economy organised as a level playing field. Canada has built on the role of the OECD as an international standard-setter to promote our standards worldwide in order to shape and organise a more harmonious, fair and inclusive globalisation.

#### **6. But we have to do more**

In the coming years, the OECD will help Canada meet its productivity challenge. In spite of recent progress, Canada still lags behind in productivity performance, ranking in the bottom half of OECD countries. We will help design a forward looking and effective national innovation strategy. In fact, we are already providing input to the Independent Review of Canada’s Policies to Support Business Innovation.

The OECD will also help Canada in areas where its proposals have not yet found the necessary political support, like the case of green growth. The OECD Green Growth Strategy will provide Canada with an actionable framework, covering fiscal, innovation, trade, labour and social policies, to help its government achieve the most efficient shift to greener growth.

We will also strengthen our collaboration in promoting more inclusive global governance. Canada was one of the intellectual authors of the G20. I remember that, when I was Finance Minister of Mexico, I worked shoulder-to-shoulder with Paul Martin to introduce and promote the idea, back in the 1990s. Now that the G-20 is consolidating as the premier forum for global economic governance, we must support Canada as a proponent of innovative proposals, backing them with our 50 years of public policy experience.

We expect that Canada will also help the OECD to be more present in the work of the G20 and G8, both to help countries turn structural reforms into new sources of growth and to share policy knowledge with developing countries. This is becoming particularly important as we develop our new OECD Strategy for Development, one of the central mandates of our recent MCM, to help developing countries strengthen their policies, institutions, frameworks and public services.

Ladies and Gentlemen,

Canada and the OECD have been working together for five decades to produce better policies for better lives. We must use this partnership to reshape the global economy according to new values of inclusiveness, environmental respect and creative interdependence.

We have achieved a lot, but, as I said to Prime Minister Harper in my congratulations letter at the beginning of May, we must expand our cooperation even further. Canada, the OECD and the whole world will greatly benefit from this effort. I hope that you enjoy this seminar, and that you find it useful.

Thank you.





## Remarks by Angel Gurría, Secretary-General OECD

OTTAWA, CANADA, 3RD JUNE 2011

Ladies and Gentlemen,

It is great pleasure to be in Ottawa, and a great honour to address such a distinguished audience. I'm here to share with you the OECD perspectives on the main growth challenges that Canada is facing in this critical moment of global economic metamorphosis.

The global economy is emerging from the worst crisis in our lifetimes. Global business confidence and economic activity are slowly picking up. However, the recovery remains precarious and uneven. Many OECD countries still face many challenges, including low growth, high fiscal deficits, high debts, high unemployment and rising inflation, to mention a few.

Canada is in better shape than others. And there is a lot to learn from your experience. As Ted Menzies noted at the OECD's 50A Forum last week, even the financial sector reforms seem to have a 'Canadian flavour to them'. Indeed, let's start by underscoring some achievements.

### **Canadian resilience: 'you make your own luck'**

Overall, Canada weathered the global downturn well. Its sound financial system and strong initial fiscal position made the country more resilient than most. Subsequent government initiatives such as work-sharing, extended employment insurance benefits and training programmes were also key in cushioning the impact of the recession.

Consequently, Canada's recovery is now more advanced than most of its economic partners. Output and employment are both back to pre-recession levels. Growth last year exceeded 3% and we expect output to continue at a healthy clip in the next couple of years. Unemployment is set to fall below 7% by mid-2012.

With employment returning, the government has appropriately begun to phase out exceptional measures. While this is done, the focus should now be on training programmes, targeted at the most vulnerable groups such as the youth, the long-term unemployed and low-skilled workers.

The government has also rightly set its sights on balancing the federal budget in the next few years, before ageing starts to bite. With expansion on track and inflationary pressures mounting, the Bank of Canada now has room to continue to reduce monetary stimulus, in order to preserve price stability in the medium term.

Looking forward, and in light of limited fiscal and monetary leeway, Canada needs to build on its successes, and implement far-reaching structural reforms aimed at raising output, jobs and living standards. The challenge here is to "go structural while going social". Let me share some of our recommendations with you.

### **1. Canada must streamline expenditures and reform the tax system**

Emphasis could be placed on reforms that improve fiscal positions directly, through more efficient public spending, and indirectly through growth-enhancing tax reforms.

As in many OECD countries, Canada's health care system is straining budgets and threatens to crowd out other spending priorities. Better value for health care dollars therefore needs to be near the top of the policy agenda.





**Angel Gurría, Secretary-General OECD**

Another area to look at closely is how governments raise revenues. Canada has already shifted some of the burden from labour taxation to less distorting consumption taxation, but it could do more.

This should include a greater role for consumption, property and environmental taxes, and further progress to harmonise provincial sales taxes with the federal GST. Simplifying the personal and corporate tax codes, notably by closing loopholes, would allow even lower income tax rates, which would stimulate savings and investment.

## **2. A second priority must be to enhance competitiveness**

Canada's economy is still adjusting to the long-term decline in the manufacturing sector. The country has been particularly affected by a strong real exchange rate, crowding out traditional tradable activities and increasing inter-provincial inequalities. This difficult structural adjustment can be facilitated through various policy initiatives as identified in the OECD's flagship publication *Going for Growth*.

Active labour market policies are one example. These include training programmes and job-search assistance to address skills mismatches and avoid persistent unemployment. Canada needs to identify what new skills these workers should be learning to best add value and stay competitive under a strong Canadian dollar.

Canada's transition to a greener growth model can also be a very powerful driver in this direction. This country has unique advantages to assemble a green growth strategy. It combines a rich and varied mix of energy sources with cutting edge knowledge and capital. There is considerable untapped potential in the country's wind, solar and biomass resources, and there is further scope to foster green innovation.

The OECD's Green Growth Strategy will provide Canada with an actionable policy framework to build on these comparative advantages and turn green growth into a source of enhanced competitiveness and employment.

## **3. A third challenge is to catch up on productivity**

Increasing productivity is essential for Canada to regain competitiveness and boost longer-term potential output. Although Canada has made great strides over the past decade to increase labour force participation and reduce structural unemployment, ageing population means that growth will need to come increasingly from improvements in productivity.

Canada has in many ways already laid the foundations for high-productivity growth. Among OECD countries, Canada ranks near the top in terms of its highly educated workforce, its multicultural population, and its public support for research and development (R&D). Tax rates on new business investment have come down considerably. It has a diversified and sophisticated knowledge-based economy.

Yet, despite all of this, Canada has lagged behind in productivity performance, ranking in the bottom half of OECD countries. Based on a number of structural policy indicators flagged in our *Going for Growth* work, we assess that Canada could lock in greater productivity gains through a number of reforms.

Recent OECD work shows that removing barriers to competition can quickly and substantially boost employment and productivity. One way is to continue to lower restrictions on foreign direct investment. The Canadian government has already signalled its intention to relax foreign investment restrictions in telecommunications and air transport industries, and we encourage it to take action in this direction.





Productivity can also benefit from reducing barriers to competition in network industries such as electricity and postal services, which are still largely owned by the government.

#### **4. Fourthly, Canada must focus on harnessing innovation**

In order to help the manufacturing sector move up the value chain, Canada will need to search for new, inclusive and environmentally-sustainable sources of growth through knowledge and innovation. This will require a continued focus on investing in education and research.

Canada has displayed a strong commitment to building research capabilities. You rank among the highest in the OECD for government funding of private research and development. Unfortunately, these policies have thus far borne little fruit in terms of business sector R&D, which continues to be lower than average.

While Canada produces a healthy amount of academic research, it has found less success at commercialising this research into improved business products, performance and productivity. The government has taken welcome steps to encourage better connectivity between university research and commercial innovation.

Stimulating innovation will require a broader approach that goes beyond policies targeted at R&D or specific technologies. Innovation can be nurtured through a combination of factors including better management systems, distribution channels, creative relationships, well-functioning venture capital markets and firm-level training.

Work supporting the OECD's Innovation Strategy shows that new firms are often the most inventive. A policy environment that facilitates market entry and expansion of start-up businesses is thus crucial for innovation. The Canadian government is moving in the right direction, through recent initiatives, which include support for young entrepreneurs and measures to reduce administrative burdens for small businesses.

#### **5. And finally, Canada should concentrate on education**

Innovation requires a wide variety of skills, coupled with the capacity to learn and adapt to new processes or products. Critical thinking, creativity, teamwork and communication are becoming increasingly important.

An education system that equips students with these skills will produce a workforce that can thrive in today's competitive global economy. Promoting international mobility of talent helps to create and spread knowledge, and it is important to better integrate and recognize foreign-trained workers into the Canadian labour market.

It will also be necessary to overcome remaining weaknesses in the formal education system. In particular, Canada needs to improve academic outcomes among the Aboriginal population. It must also encourage more students to get post-graduate degrees in the areas of science, engineering, and business administration in order to improve both management and technical skills. Beyond formal education, continued life-long skills acquisition should also be encouraged.

Ladies and Gentlemen,

Before the crisis hit, Canada had enjoyed 17 consecutive years of economic growth and one of the highest progressions in real income per capita in the OECD. This impressive track-record earned Canada the title of "the best country in which to live" according to the OECD Better Life Index, which we released last week.

Looking ahead, Canada's challenge is to keep building on these achievements to develop a sustainable green growth strategy centred on innovation and human capital, and design "even better policies for even better lives".

Thank you.







## Opening Session: Key Policy Issues for Canada and the OECD

### Summary

Setting the stage for a day of debate and dialogue, participants of the opening plenary discussed the OECD-Canada relationship in light of the current domestic and international economic environment. Competition and trade policies and policies for long-term economic growth were stressed as key to bolstering Canada's low productivity levels amidst changing and aging demographics. Central to the discussion was the importance of innovation in addressing the current and future policy challenges of a highly globalised world economy.

When Canada, along with the other founding members of the OECD, signed on to the new organisation in 1961, it was clear that international economic co-operation and partnerships were going to play a pivotal role in global development and stability. That reality is not much changed over the last 50 years; indeed, it holds true now more than ever.

The last 50 years have seen Canada achieve strong economic growth and high standards of living, but we must not assume that this indicates an absence of economic issues that are worthy of attention. Indeed, some may argue that the expansive natural resource endowment and proximity to the deep pockets of the US market for exports has made Canada somewhat complacent in several key areas, and lead to chronic underperformance economically.

Innovation and productivity are two of the most oft cited examples of such sluggishness, and the two problems are closely linked. Canada has a productivity problem, and a growing productivity gap when measured against top countries such as the US. This is, at least in part, due to our intrinsic innovation problem. Canadian firms invest less than those in their OECD peer countries into research and development (R&D) and face troublingly low returns on any R&D investments they do make. Canadian companies are slower adopters of cutting edge technologies and government policies across certain innovation-related areas are non-aligned.

Lower innovation capacity in Canada retards attempts to close the productivity gap, as innovation is a key lever in helping firms become more productive. While Canada is quite far removed from a world-leading position in innovation policy, there are key steps that can be taken to improve our standing. First and foremost, a coherent and compelling

national innovation strategy is required. Within this strategy, we must articulate how to create the right 'pull' conditions to induce greater innovation, including removing obstacles to private sector innovation, fostering entrepreneurship and creating an environment of creativity within our educational institutions, private companies, and even our governments. Supporting reforms in venture capital markets, encouraging younger entrepreneurs and removing administrative obstacles are also positive policies to support both economic growth and innovation.

Economic policy reform is also a key area of work for the OECD. Within this context, the OECD has laid out specific recommendations for Canada, including streamlining the tax system. Emerging from the global financial crisis, there are several crucial steps which Canada can take in tax and related policy in order to enhance its economic growth. For example, moving progressively from income taxes to consumption taxes is recommended, as is harmonizing taxes and closing expensive and burdensome tax loopholes.

Linked closely to tax policy and also to innovation, is competition policy. While some tout Canada as the inventor of competition policy dating back to the 19th century, we no longer lead the world in the most effective or creative use of this tool. Canada has in place several domestic barriers to international competition, like foreign direct investment restrictions and protected domestic airline and telecommunications companies, that some argue should be lessened or abandoned. While the exact mix of competition policy is for each state to decide in its own interest, it is worth noting that some research closely links increased competition with increased market-based innovation – something for which Canada has a noted need.



**Judith LaRocque,  
Canadian Ambassador  
and Permanent  
Representative to the  
OECD**





**Conference Co-Chair Barbara Stymiest**

Within the broader context of economic growth, Canada and all OECD member countries have a tremendous amount of OECD research and policy recommendations upon which they can base domestic decisions. Included among these are the recent Innovation Strategy, and Going for Growth. But, it is of the utmost importance to remember that the OECD club of developed nations is not alone in the global economy. International economic issues are increasingly involving developing countries, particularly those with substantial emerging markets (Brazil, China and India, for example). If the Organisation is to remain the guiding hand of economic renewal and growth, it must continue to build on its efforts to link directly with these countries, and to fully integrate their voice into policy development. A more formal working relationship with organizations like the G20, which includes several emerging economies, would serve to greatly enhance these linkages and the effectiveness of global economic policy.

Co-operation is essential, but in order for states to do so effectively, enhanced information is required. One of the first and most important functions of the OECD is its role as the international statistical reference point. The Organisation synthesizes and compares countless economic and policy indicators across member and partner countries every year, providing an invaluable reference point for policy makers. This international comparative effort needs to expand globally, however, in order to continue to produce policy that is of the utmost relevance and effectiveness. Indeed, the overall goal of the OECD, for some, should be to advise on policy from both a national and global perspective. Current efforts to expand the membership of the OECD are key to this goal, as are outreach efforts to enhanced engagement countries.



**Opening panel discussion: David Mitchell, President and CEO of the Public Policy Forum, John Davies, Head of OECD Competition Policy, Jack Mintz, Palmer Chair in Public Policy at the University of Calgary, and the Hon. Michael Wilson, Chairman of Barclays Capital Canada**







## Innovation for Growth

### Summary

Models of innovation and their capacities for growth were discussed in this breakout on the OECD's 2010 Innovation Strategy and the Canadian context. Participants emphasized the 21st century model of innovation is people-centered. Growth and prosperity are more about pull, rather than push, factors; multidirectional flows of ideas and knowledge, non-linear engagement, and multi-sector collaboration are absolutely critical in a digital and highly interconnected world. Key challenges in the Canadian climate include intellectual property rights, copyright laws, trademarks, low R&D intensity, and underdeveloped venture capital markets.

Innovation formed a central theme of *Canada and the OECD: 50 years of converging interests* for a specific reason – it is an area where Canada has a noted need for improvement and the OECD has a wealth of international expertise and experience of member countries to draw upon. Within the conference, the discussion set aside for innovation was both provocative and highly informative.

The essential role of innovation in addressing Canada's economic challenges has been made clear, but the specific policy levers which must be pulled to actually advance innovation are closely linked not only to economics, but also to social policy.

Innovation is driven by high quality human capital, and human capital is largely a product of education. There are key changes which can be made, including redesigned curricula, encouraging university competition and fostering international education collaboration that can greatly enhance the quality of graduates Canada produces from post-secondary institutions.

In other areas, it is clear that targeted and direct government policy can both encourage the private sector to be better innovators, and help universities and the public sector realize more value for their work. For instance, a move to specifically support the commercialization of university and government research would add great value to the market place and support future innovative endeavors. Within the private sector, government can provide facilitative policy, such a strong intellectual property rights. Competitive market places also drive innovation, and help to maintain the pull of new ideas in to the market place where they can benefit the public. Such policy reforms should be the key elements of national innovation policy – it need not always be new spending that is required to advance innovation.

It is also useful for us to consider, or perhaps reconsider, how we conceive of innovation. In the 21st century, we have moved to a people centered vision of innovation, thus the focus on producing the necessary human capital. Innovation is, essentially, improved products, new practices or novel processes. But, our model of innovation cannot be focused on these end results; it must focus on the people who create them. Creative and dynamic people are at the centre of innovative new businesses; customers drive the marketplace; partners form fruitful research collaboratives. We cannot see innovation as simply a product being pushed down the line from conception to invention to market. We must have a pull function, a multi-directional flow of ideas moving with and amongst people and sectors.

This new model will require us to abandon the conception of innovation as the purview of only science and engineering. Digital communities, literacy, art and content will all be central to innovation and thus the social sciences must be considered equal payers in the collaborative process.

As we reconceive the very notion of innovation, so too must we reconsider how we measure it and assess its progress. We tend to measure that which is readily measurable, but such traditional metrics are becoming increasingly outdated. The OECD, with its central role in measurement and comparative analysis, has taken it upon itself to present *Measuring Innovation: A New Perspective* to call for ideas on how to answer key questions that are not captured by standard measures such as: who benefits from innovation, what purpose does it hold, and what values does it have?





## Education, Skills and Labour Policy for Growth

### Summary

Education and skills experts examined the social and economic realities of education and the labour market in Canada. Increased investment and greater retention through policies that promote training, better skills-building and skills-utilization, life-long learning, and longer working lives were cited as critical in a Canadian context marked by over-qualification, population aging and low productivity. There was consensus that education and a competitive labour force require integrated and innovative approaches achieved through smarter partnerships, employer participation in policy formation, and intergovernmental and interdepartmental collaboration.

Economic prosperity depends on an innovative and dynamic economy. Such innovation relies on human capital, the development of the appropriate skills, and harnessing of creativity. Thus, education, skills and labour policy are intricately linked with the OECD's mandate of supporting economic growth, and are central points of discussion when considering how Canada and the OECD can collaborate for their mutual benefit over the next 50 years.

Canada is one of the most highly engaged countries within the OECD on these issues, both in terms of the policy to which it contributes and the expertise it makes available to the international community. Canada has a highly educated population. In some measures, like post-secondary attainment, we are at or near the top in OECD rankings. But, university attainment is an indirect measure of skills and productivity of individual students. Direct measures like PISA, although taken at younger ages, also demonstrate Canada's strong educational standing. Canada also performs well in measures of access to and equality within education systems.

Training is another key area of consideration as it pertains more directly to the workforce as well as to primary, secondary or even post-secondary education. The coming demographic shift will require reexamination of training policy, but at present Canada is a middle of the pack performer in this area. Canada also has a large gap (about 40%) in the utilization of a university degree once earned – that is, people working in positions not requiring their degree.

The most pressing issue within this theme is population aging, which is putting considerable pressure on the development of appropriate skills policy. While Canada is not yet facing as severe an aging issue as Europe or Japan, it is still of the highest

importance. To counter this demographic shift, we must make better use of the skills in the labour force to create the productivity boost required to adjust for shifting dependency ratios. The OECD, through growth policy advice and international benchmarking of skills and education, can provide Canada with useful and timely advice regarding these issues, and can help craft a policy mix to see growth continue through this transition.

Canada is a somewhat unique player in this field within the OECD, as education is not actually the responsibility of the national government, but rather the provinces. It is the provincial governments who articulate and implement education policy in Canada, and this role is reflected in their direct participation in OECD work. In this regard the cross-comparable data from the OECD is of tremendous value to the provinces as well, and helps to provide each jurisdiction with socio-cultural information that is needed to address skills related policy issues, such as immigration. The value of OECD reports in providing international perspective and offering a base on which to develop domestic policy cannot be overstated in this regard.

Though the provinces hold most education policy, skills and labour issues are also addressed at the federal level in Canada. From this vantage point, there are key issues which warrant attention. The economic recovery, for example, has been uneven in Canada, as youth and immigrant unemployment remain chronically high. With coming demographic issues the need to improve labour productivity through skills enhancement has never been greater. We must invest in a labour force that has the skills needed to compete globally, including a focus on math, science and digital skills. With present fiscal restraints this means we must be crafting smarter policy, and we will need enhanced collaboration across all governments in order to make this so.





## Remarks by The Hon. Kevin G. Lynch

We are here today to celebrate not only the 50th anniversary of an institution, but also to marvel at the power of an idea. In a speech to Harvard University in 1947, George Marshall, then U.S. Secretary of State, made the case to a fatigued and sceptical nation that selfless aid for the reconstruction of Europe was in America's self-interest, and that the choice was so profound "the whole world of the future hangs on a proper judgment". Thankfully, "the greatest generation" that had won the war made that right judgment and went on to win the peace.

The ensuing Marshall Plan not only rebuilt economies, institutions and democracies devastated by war and oppression, it also spurred European cooperation and sowed the seeds of European integration. But this unprecedented enterprise needed unique institutional support, and so the Organization for European Economic Co-operation (OEEC) ... the forerunner of the OECD, was born amidst the tumult of postwar Europe.

The OEEC provided a forum where European leaders could debate the most viable paths to recovery, a neutral place where bright policy minds could analyze how best to reconstruct Europe and a trusted secretariat to administer the extraordinary volume of aid from the U.S. and Canada.



*The Hon. Kevin G. Lynch, Vice-Chair BMO Financial*

From the outset Canada was a strong political, financial and intellectual supporter of the Marshall Plan and the OEEC. Despite the sacrifices, we contributed massively and disproportionately to the reconstruction of Europe, just as we had to the war effort. Indeed, the deep roots of Canadian multilateralism took hold during the late 1940's as the postwar generation of Canadian leaders helped launch the Bretton Woods Institutions, the OEEC, the United Nations and much of the rest of today's international institutional architecture.

### The OECD Then

Following the 1957 Treaty of Rome that launched the European Community, it was clear that the OEEC had succeeded so brilliantly that it had to change fundamentally. The result was the OECD, founded in 1961 and consisting of the European countries of the OEEC plus Canada and the United States.

Drawing on what worked so well, the OECD was designed as an "international forum": a forum of countries committed to democracy and the market economy; a forum where countries can share policy experiences, attempt to find answers to common problems, identify best practices; a forum where discussions are based on rigorous, methodologically consistent, cross country statistics; and, a forum where "peer pressure" and "public sunshine" act to improve national policies and international coordination.

What makes the OECD unique? Based on my own experiences, I believe there are four core elements:

**First**, it is a forum of member nations not just a secretariat that serves member nations. Pierre Vinde, a former Deputy Secretary General of the OECD, estimated that member countries spend as much sending officials and ministers to OECD meetings and maintaining their permanent delegations as they do financing the OECD secretariat --- a ratio unique among inter-governmental organizations and one that speaks to the OECD as a permanent "network" of like-minded countries.





**Second**, its mandate covers not only economic, social and environmental policies, but also the interconnections among them. In our global knowledge based economy, it is no longer either clear or relevant where economic policy ends and social policy begins, and the OECD has long been at the forefront of such horizontal thinking. Canadians “encounter” the OECD in many aspects of their lives: educational attainment rankings (PISA), health expenditures and outcomes across countries, post-secondary education attainment rankings, workplace training and global statistics as well as growth forecasts for the Canadian economy and structural reviews of our microeconomic policies compared to best practice in the OECD. And they are all interconnected in the pursuit of sustained growth in our living standards.

**Third**, it attempts to build policy bridges, across like-minded member countries (and now beyond) as well as across business, labour, government and researchers both within, and across, countries. This demonstrates a visceral understanding that significant policy change needs substantial public understanding and buy in; good ideas are not enough.

**Fourth**, it has been a leader in policy communications: to governments, to their citizens, to markets, to civil society. Good policy discussion requires good statistics, and the OECD has long been the public’s Consumer Reports for data, forecasts, country performances, educational attainment and, health outcomes to name a few.

The OECD played a fundamental role in the 1980’s and early 1990’s in establishing a “macroeconomic consensus” among countries and governments of different political stripes and diverse economic circumstances. The OECD was in the vanguard of putting policy change on the political and policy agenda: The importance of controlling public debt, not just deficits, lest debt dynamics and rising debt servicing as a share of tax revenues impair a government’s ability to maintain market confidence and to deal with domestic priorities. The importance of independent central banks with clear and measurable objectives. The importance of reducing the size and scale of the public sector in areas where there was not an inherent “public good” and the private sector could supply the goods and services to citizens more efficiently. The importance of finding balance between government regulation and private sector entrepreneurship and dynamism.

One of the major “turning point” policy blueprints in Canada was the 1984 Department of Finance White Paper “A New Framework for Economic Policy”. It was greatly influenced by OECD thinking, advice and experiences among member countries. But more than that, the ability of ministers and senior public servants to convince governments and the public of the need for major and disruptive policy change was enhanced by their capacity to reference first-hand experiences in other OECD countries, and this flowed directly from the OECD’s “forum function”. The fact that these were neither uniquely Canadian problems nor uniquely Canadian policy prescriptions reduced the “That is a very courageous decision, Minister” risk, and increased the public’s willingness to accept short term change for long term gain.

And this is the intangible benefit that I always ascribe to the OECD, it is an “international gathering place” where you can learn from others ... their successes, their failures, their experiments, their concerns, their experiences. For policy makers in complex national economies, interconnected within an even more complex global environment, this is invaluable. I learned more about the workings of international economies and finance from attending OECD meetings than from graduate school. I learned much about the working of the Canadian economy from the EDRC Country Reviews and the valuable insights of Finance/Treasury/Central Bank colleagues from 24 other countries. I learned firsthand through chairing Working Party 1 as well as attending many WP 3 and EPC meetings, the utter importance to all countries of international policy coordination in a world of growing globalization.







### The OECD Today

Would the 34 members of the OECD today recognize the OECD of 50 years ago with its 20 members and different issues? Of course. But the times, they are a – changing, and so is the OECD.

We are entering a new global normal. The world is shifting, and the changes are structural and profound. Its economic centre of gravity is shifting towards Asia. Demographics, resources and technology are redefining competitiveness. Pervasive globalization and the internet are connecting markets, capital, people and information to an unimaginable extent. The hangover from the Great Global Financial Crisis will be long-lasting. The ferment and upheaval in the Middle East will continue and will impact events well beyond the region.

To further underscore the “this time really is different” theme consider that, for the first time, it is emerging economies not advanced economies that have powered the global recovery, that it is advanced economies not emerging economies where unsustainable fiscal situations are to be found, and that the financial systems of emerging economies came through the crisis in much better shape than those in many advanced economies. Indeed, it is telling that the World Economic Forum today rates the financial systems of India and China as stronger than those of the United States and the United Kingdom.

*The Hon. Kevin G. Lynch*

For 60 years the world economy, like a global economic orchestra, had a single conductor, the U.S, and a single musical score, the Anglo-Saxon market model. But no longer. There are now multiple conductors in addition to the U.S. They attempt to guide regional sections of the global orchestra. These new conductors, such as China, major oil producers in the Middle East, Brazil, India and South Africa, may at times introduce different sheet music (state capitalism, large state sectors, and protectionism) and this can create harmonic disruptions. How to best direct this global orchestra is now much more complicated. It puts a premium on coordination amongst the conductors who have different statures, experience and even aspirations for the orchestra.

At the same time, there are many more international institutions and agencies today than in 1961. The rise of the “G’s” has fundamentally altered the nature of international policy coordination. The prominence of the G-7 at the level of Leaders and Finance Ministers throughout the 1980s and 1990s was augmented by the creation of G-20 Finance Ministers and the IMFC in 1999. And, the emergence of the G-20 at the level of leaders in the midst of the Great Global Financial Crisis was de facto recognition that neither a single country nor a small group of wealthy countries could conduct the global orchestra alone.

The G-20 reached out to the Bretton Woods Institutions, the OECD and others to help mitigate the crisis, and strengthened the mandates of the Basel Committee on Banking Supervision and the Financial Stability Board to better prevent such crises in the future. The challenge will be to sustain this degree of international coordination now that the urgency of the crisis has ebbed and divergent economic circumstances and policy interests are reasserting themselves. Nouriel Roubini, a famous worrier, fears an outcome where we go from the long dominant G-1 model all the way to the G-20 of today and then unwittingly find ourselves in a “G-0 world”.

For the OECD, a changing world will mean an evolving institution. This will involve greater inclusivity, in line with the 2006 Ministerial Council directive, and greater outreach, in line with the experiences gained in helping countries in eastern Europe after the fall of the USSR. It will also have to involve supporting the G-20 reform agenda. But it should not change the fundamental character of the institution, as a trusted forum for countries seeking new approaches to strengthen their domestic policy environment and ways to improve international coordination in a world of pervasive globalization.





## Conclusion

The global financial crisis demonstrated systems failure. Drawing painful lessons from this experience, countries should have the wit and wisdom to strengthen institutional capacity, both domestically and internationally.

International institutions need to be effective elements of a modernized system that is capable of identifying systemic dangers, analyzing complex interconnectivity risks, performing meaningful and effective “international peer review” of national macroeconomic policies and national economic systems, and do so with more inclusive governance arrangements. International institutions including the OECD, have to be mandated and equipped to speak analytic truth to power when national economic policies, particularly of systemically important countries, may be at variance with agreed upon global benchmarks and objectives.

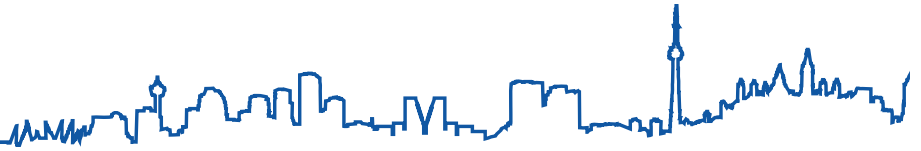
Canada has been well served by the OECD, and generations of public servants, both elected and non-elected, have contributed to its deliberations and learned from its wise counsel. Canadians such as Don Johnston, Sylvia Ostry and many more have contributed directly to its workings, and we are all proud of their international service.

Pervasive globalization is the opportunity and challenge of our age. Over the next 50 years, we need to count again on the OECD and the power of its ideas to help maximize the opportunity of globalization, for the benefit of all.



*Angel Gurría, Secretary-General OECD*





## Global Growth: Globalization, Engagement with Emerging Economies and the New International Architecture

### Summary

The role and capacity of the OECD in international development and co-operation was discussed in light of an international architecture remodeled by rising emerging economies. Economic expansion and regional security, competition and foreign direct investment, and the resource and stability costs of corruption were all addressed. The OECD is faced with the challenge of broadening membership while at the same time ensuring that standards are maintained and not diluted. Nonetheless, there is power in collective action and participants noted that within the OECD there is room for different perspectives, solutions, and recommendations on the world's most pressing challenges

The last recession was global in scope, and co-operative global action was required to address it. Within its economic development mandate the OECD has found a vital role as a policy think-tank for countries, and now serves as the world's leading voice on many economic co-operation issues. With this in mind, however, it is important to recognize that the OECD is an exclusive club of developed countries. If the Organisation is to continue to build on its leadership in this area, it will also have to bolster its relationships with increasingly powerful emerging economies.

Asia is a primary region for many when considering where the OECD should place its focus in this regard. Some suggest the OECD should go so far as to establish a permanent organisational presence there. However, there are key issues to note when considering such growth. The OECD has economic expansion as a central tenet, while regional entities like ASEAN focus more on state sovereignty and non-interference. Consequently, ASEAN lacks the strong governance focus of the OECD, and OECD policies may seem unpalatable to many Asian states in this regard. Openness and transparency are also critical to the functioning of the OECD, and therefore necessary of its members. These principles are embraced with varying attachment across Asia, and may hinder the uptake of OECD advice. The increasing emergence of economies like Brazil, India and China will further complicate international governance, and it remains to be seen where all of the new powers will fit into the global order.

Global development, also a key focus of the OECD, brings with it two key considerations: corruption and development assistance. Estimates vary, but corruption is believed to cost emerging economies trillions of dollars. These costs are then borne by the families and citizens in developing countries deprived of basic necessities like food, shelter, healthcare and education. Corruption also causes instability in governments. The OECD

has done tremendous work on anti-corruption standards, but it is imperative that any standards developed are not diluted in order to incorporate developing countries, as these are where robust protocols can do the most good. OECD work on tax havens and international corporate corruption standards are also positive steps.

In regards to development assistance, the OECD does have a development committee to coordinate on development issues. It is crucial to involve developing countries in these discussions, as they will eventually become donors as well. The OECD is the preeminent agency for fostering this type of international co-operation, and efforts should be made to further its coordinating role amongst all countries, not simply developed states.

Development and foreign investment are closely linked policy areas. Cross-border flows of foreign direct investment (FDI) have increased substantially, but the impact this has on development is not uniformly positive. While such inflows denote economic growth, they are only helpful to citizens if a sufficiently robust regulatory system exists to regulate their proper transfer.

The future role of the OECD in the international systems of investment, taxation and development assistance is still being sorted out. But, there is no question that the Organisation can offer an invaluable service as a provider of international standards across policy areas, and that these standards are most effective when they are inclusive of developing countries, both in their creation and enforcement.







## Green Growth

### Summary

In the context of the OECD's recently released *Green Growth Strategy*, experts were called to imagine new patterns of innovation in a frank and open dialogue on the gains and losses of greening economies. There is widespread acceptance that "green" is a core economic driver and that change must be market-driven. Improving resource management, reforming regulatory structures, and investing in emission-reduction initiatives were identified as policy options to boost productivity and overcome the costs of going green. Participants emphasized that private and public sector collaboration is critical to overcoming the challenges of clean-tech market entry and to maximizing Canada's strong export market potential.

There is often a misconception that green policy will have a negative impact on economic growth. The OECD, through its recently released *Green Growth Strategy*, aims to demonstrate otherwise. In fact, with the appropriate policies, it is not only possible for green policy to be harmless to economic growth, but a critical contributor to it. In the near future, and possibly even today, there is no necessary trade-off between green and growth - rather, green is essential for growth.

The *Green Growth Strategy* argues that going green and going for growth can be accomplished through the same policy channels. The inclusion of developing economies in this policy process is of the utmost importance as they have the highest growth potential and therefore also the best capability to grow effectively using green-enable policies. The consequences of not linking green with our growth policy are potentially disastrous. By 2050 our food, energy and resource needs will have grown tremendously, and without proper policy development we could face traumatic biodiversity loss, and critical issues like water shortages.

Carefully crafted policy has a valued place here. The correct human capital development policy is needed to develop the individuals with the skills needed to meet these challenges. Green taxes could have positive environmental benefits while also helping governments deal with deficit burdens. Elimination of fossil fuel subsidies would have similar effects – indeed, overcoming government tendencies to assume continued reliance on fossil fuels is essential to this process.

The green growth framework includes allowing government to establish the best enabling conditions, use the appropriate policy tools and the necessary measurement protocols. It also prescribes how governments can help to manage this transition

agenda. It is, all considered, not a radical policy shift but rather a set of guidelines on how to create the momentum to carry the global economy towards green growth.

In Canada, we are fortunate to have agencies and firms dedicated to the facilitation of green growth through development and promotion of green technologies. Sustainable Development Technology Canada has a focus on commercializing green tech, and has a particular focus on small and medium sized enterprises. The financing needs for this process are great, but this is thankfully an area where Canadian investment in innovation is strong.

Canada has growing capacity in green technology adoption by large multinationals, and trillions of dollars of export potential for green technology. All these factors combine to make Canada a potential world leader in advancing the green growth agenda. While challenges still persist in market entry for some green technology, there is confidence that appropriate cross-sector collaboration can overcome these barriers.

From a national perspective, green growth in Canada is not merely about our potential gains from leading new green research and manufacturing. There are, in fact, tangible costs associated with not acting to address environmental realities. Canada presently has an emissions gap and a policy gap. We know we are not going to decrease our emissions fast enough, but we have yet to decide on the appropriate policy path to take. What we require is research and dialogue, both nationally and regionally, to assess the risks and opportunities in order to create a realistic and integrated green policy that links with our growth needs.





## Economists Roundtable

### Summary

The micro and macro economics of the current state of the Canadian economy were debated in the closing roundtable as discussants analyzed the day's recurring themes of productivity, competition, innovation, and demographic change. Canada's productivity problem, which has arisen despite relative macro-stability and a strong fiscal policy framework, is puzzling and in their attempts to explain this phenomenon participants highlighted the importance of studying microeconomic factors. OECD recommendations to make investments in innovation and productivity have not yielded the intended positive outcomes and participants counseled Canada should focus on productivity growth through economic policies supported by human and physical capital and innovation.

The final policy discussion of the day belonged to the most esteemed economists from Canada and from the OECD. They came together to discuss not only how the issues raised throughout the day link to the OECD core mission, but to explore more broadly how the OECD fits into the new economic reality.

The OECD builds trust among governments, leading to better governance. It drives co-operation through the open sharing of information and the collaborative development of policy recommendations. There is, at the very base level, an essential role that this co-operation plays – in increases the effectiveness of policy. The OECD allows other countries to trust one another, and from this build fruitful working relationships.

Building on these good relationships, strong macroeconomic policy can take shape. Strong policy frameworks can drive growth, and the information function of OECD statistical comparisons help us measure and improve this growth. There is great potential for the OECD to move into new areas of measurement to provide even greater information, such as tax code indicators and environmental policy indicators.

Canada is a leader in the OECD in this growth objective. Over the last decade, we have exhibited the highest real income per capita GDP growth among member countries. We have accomplished this despite lagging productivity and innovation, relying instead on natural resources and favorable terms of trade. But, we cannot rely on this forever. Rapid demographic change has begun, and to compensate we must move to increase our productivity.

Growth in productivity comes, as has been discussed throughout the conference proceedings, from human and physical capital, and innovation. On the human capital side Canada is good and improving. Integration of immigrants into the workforce,

while far from perfect and variable by cohort, is effective. While there is certainly room to improve in this area, there are other booming demographics, such as Aboriginal Canadians, where education and training enhancements would serve to greatly improve national productivity. We could also stand to improve our management expertise, particularly as it relates to the management of our economically essential small, innovative firms.

The role of the OECD in working with Canada to address economic issues, both international and domestic, is well established. During Canada's early 1990's fiscal crisis it was an OECD warning that jumpstarted Canadian politicians to take action and lead the tremendous turnaround so envied by other nations today. While it the subject of some debate as to whether Canada's growth and success is due to OECD prescribed policies, or other measures, there can be little doubt that the strong relationship between Canada and the OECD has helped build greater economic awareness and leadership.



*Economists Roundtable*





## Conclusion

*Canada and the OECD: 50 years of converging interests* created an opportunity for frank and productive policy dialogue among Canadian leaders and with some of the top minds from the OECD. Participants strongly agreed on the need for a renewed focus on innovation, and a reconceptualization of the model of innovation on which we base our policy framework. A review of the most effective competition policy was also prescribed, in conjunction with innovation renewal, in order to address the pressing issue of Canada's faltering productivity.

In seeking to grow the Canadian and global economies, we must endeavor to incorporate green growth, as its implementation has tremendous economic and environmental benefits. We must also enhance our engagement with emerging economies, on issues of economics and international cooperation, to reflect the new realities of the global economic architecture. In addition, we must leverage the human capital in Canada through enhanced skills and education policies, an issue of critical importance given demographic issues and the central role of people in innovation.

Through all of these policy areas, the work of the OECD will be essential. The OECD is of critical importance to international governance, and through the weight its assessments carry, to ordinary citizens as well. We are looking to the future, and there is a case for optimism about the Canada-OECD relationship. We are ready to build on past success and are inspired by future opportunities.



***Economists Roundtable: David Mitchell, President and CEO of the Public Policy Forum, Don Drummond, Matthews Fellow and Distinguished Visiting Scholar of Queens University, Michael Horgan, Deputy Minister of Finance Canada, Robert Ford, Deputy Director of Country Studies at the OECD, and John Helliwell, Co-director of the Social Interactions, Identity and Well-Being program at CIFAR***



## Appendix A - Conference Program

Canada and the OECD: 50 Years of Converging Interests  
Ottawa Convention Centre  
June 2 & 3

### Thursday, June 2

#### Evening Reception and Banquet

- 18:30            **Reception**
- 19:30            **Opening Banquet**
- Welcoming Remarks**  
David Mitchell, President and CEO, Public Policy Forum
- 20:30            **Keynote Address**  
His Excellency Ángel Gurría, Secretary General, OECD

### Friday, June 3

#### Registration

- 8:15            Conference Registration Opens

#### Opening Plenary Session

- 9:00            **Going for Growth In Canada**
- Opening Remarks**  
Conference Co-Chairs Barbara Stymiest and The Hon. Donald Johnston  
His Excellency Ángel Gurría, Secretary-General, OECD
- 9:35            **Opening Discussion**  
Canada's role in the OECD, the Organisation's impact on Canada and the role the OECD has and will continue to play in addressing future economic challenges.
- The Honourable Michael Wilson, Chairman, Barclays Capital Canada
- John Davies, Head of OECD Competition Policy
- Jack Mintz, Palmer Chair in Public Policy, University of Calgary
- Moderator**  
Ambassador Judith A. LaRocque



## Breakout Panel Discussions A & B

### 11:00 – 12:15 **Innovation for Growth**

A discussion of the recent work of the OECD on innovation (Innovation Strategy, 2010) and how such structural policy advice can be best applied to Canada in order to support continued growth. Creating and utilizing the necessary human capital, policy frameworks and investment climate will be discussed, as will the role innovation will play in addressing future social challenges.

Alistair Nolan, Senior Policy Analyst, Directorate for Science, Technology and Industry, OECD

Amit Chakma, President, University of Western Ontario

Chad Gaffield, President, Social Sciences and Humanities Research Council

#### **Moderator**

David Mitchell, President and CEO, Public Policy Forum

### 11:00 – 12:15 **Education, Skills and Labour Policy for Growth**

Participants will explore OECD work on skills, education and labour mobility in the Canadian context, and examine the structural implications of harnessing these policies to focus specifically on sustainable growth.

Mark Keese, Head, OECD Employment Analysis and Policies Division

Keray Henke, Deputy Minister, Alberta Education

Ian Shugart, Deputy Minister, Human Resources and Skills Development Canada

#### **Moderator**

Nobina Robinson, CEO, Polytechnics Canada

### 12:30 **Luncheon**

#### **Opening Remarks**

David Mitchell, President and CEO, Public Policy Forum

### 13:05 **Keynote Address**

The next 50 years – Canada's role in international finance, including the OEC, and how the changing nature of these international partnerships impacts upon Canada's growth potential

The Hon. Kevin Lynch, Vice Chair, BMO Financial Group





## Breakout Panel Discussions C & D

14:15 – 15:30 **Global Growth: Globalization, Engagement with Emerging Economies and the New International Architecture**  
An exploration of the changing face of the OECD (the enhanced engagement process), how and why the OECD is expanding and how this will impact the new international architecture. Concerns, issues and challenges surrounding the future role of OECD policy in areas such as international financial architecture and international governance will be examined. Panelists will also discuss the impact of OECD structural policy advice in this new era.

Jack Mintz, Palmer Chair in Public Policy, University of Calgary

Huguette Labelle, Chair, Transparency International  
Joseph Caron, UBC Institute of Asian Research,  
Former Ambassador to China, Japan and High Commission to India

### Moderator

Paul-Henri Lapointe, Former Ambassador to the OECD

14:15 – 15:30 **Green Growth**  
Panelists will explore Canadian policy perspectives on the OECD's Green Growth Strategy. Panelists will discuss how Canada can promote economic growth while reducing harmful emissions and inefficient use of resources, and maintaining biodiversity. Key policy areas for discussion may include: greener jobs, environmentally and socially equitable labour and social policies, fiscal and tax policies to support green growth, and supporting green innovation.

Simon Upton, OECD Director of the Environment Directorate

Sailesh Thaker, VP Industry and Stakeholder Relations, Sustainable Development Technology Canada

David McLaughlin, President and CEO, National Roundtable on the Environment and the Economy

### Moderator

Velma McColl, Principal, Earnscliffe Strategy Group

15:45 **Economists Roundtable**  
This closing panel will explore issues and strategies for maintaining and enhancing Canada's key drivers of growth. Panelists will examine the policy areas in which the Canada-OECD relationship has the potential to provide the greatest positive impacts to growth in Canada, and throughout the world.

John Helliwell, Co-director of the Social Interactions, Identity and Well-Being program, CIFAR

Robert Ford, Deputy Director of Country Studies, OECD Economics Department

Michael Horgan, Deputy Minister, Finance Canada

Don Drummond, Matthews Fellow and Distinguished Visiting Scholar, Queen's University

16:45 **Closing Remarks**  
Conference Co-Chairs the Hon. Donald Johnston and Barbara Stymiest

17:00 **Adjourn**



## Appendix B - Biographies

### Conference Co-Chairs

#### **Barbara Stymiest**

*RBC Group Head of Strategy,  
Treasury, & Corporate Services*

Ms. Stymiest is Group Head of Strategy, Treasury, & Corporate Services at RBC Financial Group. Prior to joining RBC, Ms. Stymiest was Chief Executive Officer of TSX Group, where she was responsible for overseeing the operations and leading the long-term strategic development of both the senior capital market - Toronto Stock Exchange and the junior capital market - TSX Venture Exchange.

#### **The Hon. Donald Johnston,**

*Founding Partner, Heenan Blaikie*

The Hon. Donald Johnston re-joined Heenan Blaikie after serving for 10 years as the Secretary-General of the OECD. Mr. Johnston founded the firm Johnston, Heenan and Blaikie (now Heenan Blaikie), before entering Parliament in 1978. In 1980 he entered the Cabinet of Prime Minister Pierre Trudeau where he held several ministerial portfolios. Mr. Johnston was elected President of the Liberal Party of Canada in 1990, and has been a director of several companies, including BCE Inc.

### Conference Keynote Speakers

#### **His Excellency Ángel Gurría**

*OECD Secretary-General*

Angel Gurría has held the position of Secretary-General of the OECD since June 2006. Mr. Gurría came to the OECD following a distinguished career in public service, including ministerial posts as Mexico's Minister of Foreign Affairs and Minister of Finance and Public Credit. Mr. Gurría is a member of the International Advisory Board of Governors of the Centre for International Governance Innovation, based in Canada, and was the first recipient of the Globalist of the Year Award of the Canadian International Council to honour his efforts as a global citizen to promote trans-nationalism, inclusiveness, and a global consciousness.

#### **The Hon. Kevin Lynch, Vice-Chair,**

*BMO Financial Group*

Dr. Lynch is the Vice-Chair of BMO Financial Group. Prior to joining BMO, Dr. Lynch served as Clerk of the Privy Council, Secretary to the Cabinet, and Head of the Public Service of Canada. Dr. Lynch has held a number of other senior positions in the Government of Canada, including Deputy Minister of Industry, and Deputy Minister of Finance. From 2004 to 2006, he served as Executive Director (for the Canadian, Irish and Caribbean constituency) at the International Monetary Fund in Washington, D.C.

### Conference Speakers and Moderators

#### **Joseph Caron,**

*Honourary Professor, Institute of Asian Research,  
University of British Columbia*

Mr. Caron is an Honourary Professor at UBC's Institute of Asian Research and former Ambassador of Canada to Japan, to China, and High Commissioner to the Republic of India. Mr. Caron joined the Trade Commissioner Service in 1972 and has held several positions including Canada's Senior Official for Asia Pacific Economic Cooperation.

#### **Dr. Amit Chakma,**

*President and Vice-Chancellor of the University of Western  
Ontario*

Dr. Chakma is the President and Vice-Chancellor of The University of Western Ontario. He was previously Vice-President, Academic & Provost, and professor in the Department of Chemical Engineering at the University of Waterloo, as well as Dean of Engineering and then Vice-President (Research) and International Liaison Officer at the University of Regina.

#### **John Davies,**

*Head of the Competition Division of the Directorate for Financial  
and Enterprise Affairs, OECD*

In his capacity as Head of the Competition Division, Mr. John Davies leads the OECD's work on competition law and policy. Prior to joining the OECD, Mr. Davies was the Chief Economist for the UK's Competition Commission following ten years as a consulting economist in the private sector.





**Don Drummond,**

*Matthews Fellow and Distinguished Visiting Scholar,  
Queen's University*

Mr. Drummond is the Matthews Fellow and Distinguished Visiting Scholar at Queen's University and Former Senior Vice President and Chief Economist, TD Bank Financial Group. Before assuming this position in 2000, Mr. Drummond held a series of senior positions at the Department of Finance, including Assistant Deputy Minister of Fiscal Policy & Economic Analysis, Assistant Deputy Minister of Tax Policy & Legislation, and most recently, Associate Deputy Minister.

**Robert Ford,**

*Deputy Director of Country Studies,  
OECD Economics Department*

Mr. Ford is Deputy Director of Country Studies in the OECD Economics Department. Prior to his current position, Mr. Ford held various positions in the European and Research Departments of the International Monetary Fund, in the OECD Economics Department, and in the Research Department of the Bank of Canada.

**Dr. Chad Gaffield,**

*President, Social Sciences and Humanities Research Council*

Dr. Gaffield was appointed president of the Social Sciences and Humanities Research Council of Canada (SSHRC) in September, 2006. Prior to assuming his current position, Dr. Gaffield held a University Research Chair at the University of Ottawa, was the founding director of its Institute of Canadian Studies, and served as Vice-Dean of graduate studies and on the executive committee of the Board of Governors.

**Dr. John Helliwell,**

*Co-director of the Social Interactions,  
Identity and Well-Being program, Canadian Institute for  
Advanced Research*

Dr. Helliwell is an Arthur J.E. Child Foundation Fellow of the Canadian Institute for Advanced Research (CIFAR) and co-director of CIFAR's pSocial Interactions, Identity and Well-Being program. He is also Professor Emeritus of Economics at the UBC, a member of the National Statistics Council, and a Research Associate of the National Bureau of Economic Research.

**Keray Henke,**

*Deputy Minister, Education,  
Government of Alberta*

Mr. Henke was appointed Deputy Minister of Alberta Education in 2005. Mr. Henke joined Alberta's provincial civil service in 1980. Mr. Henke is Head of the Canadian Delegation to the Education Policy Committee (EPC) of the OECD, and Chair of the Education Policy Committee of the OECD.

**Michael Horgan,**

*Deputy Minister, Finance Canada*

Mr. Horgan became the Deputy Minister of Finance in September, 2009. Prior to his current appointment, Mr. Horgan held several senior positions in the public service, including Deputy Minister of the Environment. In 2008, Mr. Horgan took up the position of Executive Director of the International Monetary Fund for the Canadian, Irish and Caribbean constituency.

**Mark Keese, Head,**

*Employment Analysis and Policies Division, OECD*

Mr. Keese has been at the OECD since 1985 and is currently the Head of the Employment Analysis and Policies Division. Prior to his current position, Mr. Keese was a Senior Economist in the Employment Analysis and Policy Division in the Directorate for Employment, Labour and Social Affairs. Before joining the OECD, Mr. Keese worked as an economist with the Australian Department of the Prime Minister and Cabinet.

**Huguette Labelle,**

*Chancellor, University of Ottawa and Chair,  
Transparency International*

Huguette Labelle is currently Chancellor of the University of Ottawa and Chair of the Board of Transparency International. Mrs. Labelle was president of the Canadian International Development Agency from 1993 to 1999 Chairman of the Public Service Commission of Canada from 1985 to 1990.

**Paul-Henri Lapointe,**

*Former Canadian Ambassador and Permanent  
Representative to the OECD*

Paul-Henri Lapointe served as Canada's Ambassador and Permanent Representative to the OECD from 2007 until 2010. Prior to his appointment he served as Assistant Deputy Minister for Economic and Fiscal Policy at the Department of Finance. Paul-Henri joined the public service in 1975 with the Treasury Board Secretariat.



**Judith A. LaRocque,**  
*Ambassador, Permanent Representative to the OECD*

Ambassador LaRocque took up her duties as Permanent Representative to the OECD in January 2011. Ms. LaRocque has broad and varied experience in government including serving as Secretary to three consecutive Governors General and Deputy Minister of the Department of Canadian Heritage.

**Velma McColl,**  
*Principal, Earnscliffe Strategy Group*

Velma McColl joined Earnscliffe in February 2004. Ms. McColl served as both senior policy and communications advisor to federal Cabinet Ministers across four portfolios – Environment, Industry, Health and Fisheries & Oceans. In these capacities, she played a leading role in issues such as climate change, energy, regional economic development, Canada's competitiveness and innovation challenges, and sustainable development.

**David McLaughlin,**  
*President & CEO,*  
*National Roundtable and on the Environment and Economy*

David McLaughlin has over 20 years of experience as a senior public policy professional at both the federal and provincial levels of government; as a deputy minister and chief of staff in the private sector, and in multi-partisan, multi-government settings. In 1993, he served as Chief of Staff to the Prime Minister. From March 2006 to August 2007, Mr. McLaughlin served as Chief of Staff to the federal Minister of Finance.

**Dr. Jack Mintz,**  
*Palmer Chair in Public Policy, University of Calgary*

Dr. Jack Mintz was appointed the Palmer Chair in Public Policy at the University of Calgary in January 2008. Prior to his current position, Dr. Mintz was at the Rotman School of Management at the University of Toronto and at New York University Law School.

**Alistair Nolan,**  
*Senior Economist, Structural Policy Division, OECD*

Mr. Nolan has been at the OECD since 1997 and is a Senior Economist in the Structural Policy Division. Prior to his current position, Mr. Nolan worked in the OECD's Directorate for Education, and has specialized in the evaluation of public policy and in all aspects of public policy towards entrepreneurship.

**Nobina Robinson,**  
*CEO, Polytechnics Canada*

Ms. Robinson has held the position of CEO of Polytechnics Canada, a national alliance of the leading research-intensive, publicly funded colleges and institutes of technology, since 2009. Before joining Polytechnics Canada, Ms. Robinson was the Ottawa-based Senior Government Relations Advisor for Seneca College.

**Ian Shugart,**  
*Deputy Minister, Human Resources and Skills Development Canada*

Mr. Shugart is the Deputy Minister of Human Resources and Skills Development and Chairperson of the Canada Employment Insurance Commission. Prior to his current position, he served as Deputy Minister and Associate Deputy Minister of the Environment, and held several senior positions in the Health Portfolio.

**Sailesh Thaker,**  
*Vice President, Industry and Stakeholder Relations,*  
*Sustainable Development Technology Canada*

Sailesh Thaker is a senior technology executive with more than 20 years of experience in science, IT, telecommunications and clean technology areas. Previously, Sailesh has held roles such as President of Spectrocan, a wireless telecommunications technology provider, as well as Vice-President at the global engineering company, AMEC.

**Simon Upton,**  
*Director, OECD Environment Directorate*

Mr. Upton is the OECD's Director of Environment Directorate and the Chairman of the Round Table on Sustainable Development. Prior to his time at the OECD, he was a member of the New Zealand Parliament, and held Ministerial portfolios for nine years, including Minister of the Environment.

**The Hon. Michael Wilson,**  
*Chairman, Barclays Capital Canada Inc.*

The Hon. Michael Wilson is the Chairman of Barclays Capital Canada Inc. and a former Ambassador of Canada to the United States. Prior to his position in Washington, Mr. Wilson served as Chairman of UBS Canada, and as Vice Chairman of RBC Dominion Securities. Mr. Wilson was elected to the House of Commons in 1979 and held several Ministerial portfolios, including Minister for International Trade.



## Appendix C - Conference Participants

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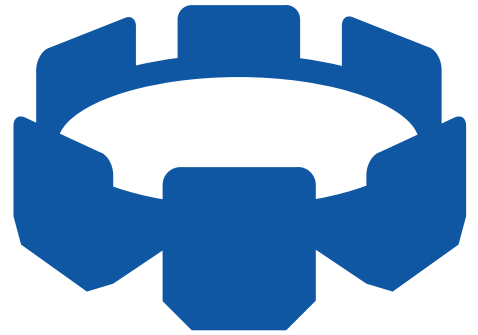
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