

2011 Queen's Policy Studies Forum



Can Governments Cope?

Friday April 29, 2011



Queen's
UNIVERSITY
SCHOOL OF
Policy Studies

2011 Conference Program

Wallace Hall, John Deutsch University Centre (JDUC) 87 Union Street, Kingston

9:00 AM

SPS Director's Breakfast

9:45 AM

Welcome and Introductory Comments

Naomi Alboim, Adjunct Professor, School of Policy Studies

10:00 - 11:30 AM

A Retrospective Look at Canada's Future Prospects

Chair: Naomi Alboim	Fellow and Adjunct Professor, School of Policy Studies, Queen's University
Keith Banting	Professor, Queen's Research Chair in Public Policy, Queen's University
Tom Courchene	Jarislowski-Deutsch Professor of Economics and Financial Policy and Professor, School of Policy Studies, Queen's University
Peter Harrison	Director, Stauffer-Dunning Chair, School of Policy Studies, Queen's University

LUNCH 11:30 AM - 12:15 PM

12:15 - 1:30 PM, Wallace Hall, JDUC

The 2011 Donald Matthews Lecture

Is Ontario's Healthcare System Sustainable?

Don Drummond	Matthews Fellow and Adjunct Professor, School of Policy Studies, Queen's University
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2011 Policy Studies Forum

1:45 - 3:15 PM, Wallace Hall, JDUC

Priorities for a New National Policy Agenda

Chair: Robert Wolfe	Professor, School of Policy Studies, Queen's University
<i>New Fiscal Arrangements</i>	
André Juneau	Director, Institute of Intergovernmental Relations, Queen's University

The Environment

Velma McColl Principal, Earnscliffe Strategy Group

Foreign Policy

Joel Sokolsky Principal, Royal Military College

3:30 - 5:00 PM, Wallace Hall, JDUC

Challenges in Public Management

Chair: Jacoba Lilius Assistant Professor, School of Policy Studies,
Queen's University

Enhancing Accountability

Caroline Davis Vice-Principal Finance and Administration,
Queen's University

Potential Flashpoints in Public Sector Labour Relations

Victor Rabinovitch President and CEO, Canadian Museum of Civilization
Corporation

Aboriginal Self-Governance

Bob Watts Adjunct Professor and Fellow, School of Policy Studies,
Queen's University

Ban Righ Dining Room, 10 Bader Lane (at University Avenue)

Reception

5:30 PM

Banquet

6:30 PM

Donald Gow Memorial Lecture

7:45 PM

The Future of Democracy in Canada

The Hon. Peter Milliken, Speaker of the House of Commons

Queen's University occasionally has the opportunity to highlight campus events through the use of photos and video like those taken today. Should you prefer not to appear in any of these promotional efforts, please contact Chris Cornish, by email chris.cornish@queensu.ca or phone 613-533-6217.

A Retrospective Look at Canada's Future Prospects

10:00 - 11:30 am



Naomi Alboim is a fellow and adjunct professor at the School of Policy Studies at Queen's University and Chair of its Policy Forum. She is also a senior fellow at the Maytree Foundation where she leads its immigration policy work. Ms Alboim is an active public policy consultant, advising governments and NGOs across Canada and abroad, including in Ghana, Vietnam, Indonesia, and Kenya. She worked as a senior civil servant in the Canadian and Ontario governments for twenty-five years, including eight years as Deputy Minister in three different portfolios. Her areas of responsibility included immigration, human rights, culture, labour market training, workplace practices, women's, seniors' and disability issues, and aboriginal community economic development. She has authored both commissioned and unsolicited policy papers, which have had significant impact on federal and provincial policy. She is a member of the Order of Ontario and a recipient of the Jubilee Gold Medal for public service.



Keith Banting earned his B.A. (Hons) from Queen's University, and his doctorate from Oxford University. He taught for thirteen years at the University of British Columbia, before returning to Queen's in 1986. He has also been a visiting scholar at the London School of Economics, the Brookings Institution, Harvard University, Oxford University, the European University Institute and the University of Melbourne.

His research interests focus on public policy in Canada and other western nations. He is the author of *Poverty, Politics and Policy* (1979) and *The Welfare State and Canadian Federalism* (second edition 1987). He is an editor and co-author of another fifteen books dealing with public policy, and has contributed a lengthy list of articles to journals and other books. Dr. Banting's current research focuses on ethnic diversity, multiculturalism and the welfare state. He is co-editor (with Will Kymlicka) of *Multiculturalism and the Welfare State: Recognition and Redistribution in Contemporary Democracies* (2006), and co-editor (with Thomas Courchene and Leslie Seidle) of *Belonging? Diversity, Recognition and Shared Citizenship in Canada* (2007).

Dr. Banting served as Director of the School of Policy Studies (1993-03). He previously served as Associate Dean of Graduate Studies and Research at Queen's University. He was a Research Coordinator for the Royal Commission on the Economic Union and Development Prospects for Canada (1983-85). A member of the Social Sciences and Humanities Research Council (1986-92), he was elected vice-president of the Council in 1990. Dr. Banting was invested as a member of the Order of Canada in 2005.

Tom Courchene was educated at the University of Saskatchewan (B.A. Hons., 1962) and Princeton University (Ph.D., 1967). He was Professor of Economics at the University of Western Ontario (1965-88), before accepting the Directorship of the new School of Policy Studies at Queen's University (1988-92). He is currently the Jarislowsky-Deutsch Professor of Economic and Financial Policy at Queen's, a member of the Department of Economics, the School of Policy Studies and the Faculty of Law, and Senior Scholar at the Institute for Research on Public Policy. He served as Director of the Institute of Intergovernmental Relations at Queen's University (2007-10).



Dr. Courchene is the author or editor of some 60 books and has published over 250 academic articles on a wide range of Canadian public policy issues. A collection of his recent articles appears as *Rearrangements* (Oakville, Mosaic Press). His 1994 book, *Social Canada in the Millennium*, was awarded the Doug Purvis Prize for the best Canadian economic policy contribution in 1994 and his book, *From Heartland to North American Region State: The Social, Fiscal and Federal Evolution of Ontario* (1998, with Colin Telmer) won the inaugural Donner Prize for the best book on Canadian Public Policy. His on-going research interests also include financial deregulation, the political economy of Canadian federalism, and comparative federal systems, climate change and the knowledge based economy.

He was Chair of the Ontario Economic Council (1982-85) and Senior Fellow at the C.D. Howe Institute (1980-99). He was elected as a Fellow of the Royal Society of Canada (1981) and is Past President of the Canadian Economics Association (1991-92). Dr. Courchene was selected by the University of Saskatchewan as one of 100 Alumni of Influence (2007). He is a recipient of the Molson Prize for lifetime achievement in the Social Sciences and Humanities (1999). Dr. Courchene was invested as an Officer in the Order of Canada (1995).

Peter Harrison, a geographer by profession, holds the Stauffer-Dunning Chair and is Director of the School of Policy Studies at Queen's University. Dr. Harrison's career as a senior member of the Public Service of Canada lasted nearly 30 years. During this time he served as the Deputy Minister of a number of federal Departments including Natural Resources Canada, Fisheries and Oceans, the Leadership Network, the National Research Council of Canada (Senior Research Fellow, Oceans) and Indian Residential Schools Resolution Canada.



Dr. Harrison was responsible for shepherding the ratification of the United Nations Convention on the Law of the Sea (UNCLOS) by the Government of Canada (2003) and the investment of \$150 million in the International Polar Year. As Senior Associate Deputy Minister of the Department of Indian and Northern Affairs, he was responsible for the development of the Government's current Northern Strategy, the commitment to a new "High Arctic research Station," and the Canada-UK Memorandum of Understanding regarding Arctic Research. He also served as Associate and Assistant Deputy Minister in the Departments of Finance, Human Resources Development Canada, and Revenue Canada. He was Secretary to the Priorities and

Planning, Operations, and Expenditure Review Committees (1989-92) of the federal Cabinet in the Privy Council Office.

Dr. Harrison's research, writing and teaching focus on ocean and coastal management with particular reference to the Arctic Ocean and Arctic policy. He is a Fellow, Governor and Vice-President of the Royal Canadian Geographical Society and a Fellow of the Royal Geographical Society. He was awarded the Gold Medal celebrating the Golden Jubilee of Her Majesty Queen Elizabeth II for his contribution to Public Service and the J.B. Nicholls award for his lifetime contributions to ocean and coastal management in Canada and around the world.

THE DONALD MATTHEWS LECTURE

Is Ontario's Health Care System Sustainable?

12:15 - 1:30 pm



Don Drummond was born and raised in Victoria, British Columbia. He graduated from the University of Victoria and subsequently received his M.A. in Economics from Queen's University. Mr. Drummond joined the federal Department of Finance upon completing his studies at Queen's. During almost 23 years at Finance, Mr. Drummond held a series of progressively more senior positions in the areas of economic analysis and forecasting, fiscal policy and tax policy. His last three positions were respectively Assistant Deputy Minister of Fiscal Policy and Economic Analysis, Assistant Deputy Minister of Tax Policy and Legislation, and most recently, Associate Deputy Minister. In this latter position, Mr. Drummond was responsible for economic analysis, fiscal policy, tax policy, social policy and federal-provincial relations. In particular, Mr. Drummond coordinated the planning of the annual federal budgets.

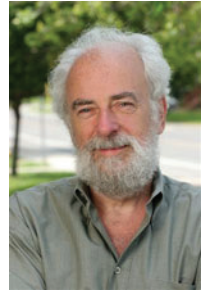
Mr. Drummond was Senior Vice President and Chief Economist for the TD Bank (2000-10), taking the lead with TD Economics' work in analyzing and forecasting economic performance in Canada and abroad. For Canada, this work was conducted at the city, provincial, industrial and national levels. TD Economics also analyzes the key policies which influence economic performance, including monetary and fiscal policies.

Mr. Drummond travels widely across Canada and abroad, speaking to various groups about the Canadian economy and its prospects. He is frequently quoted by the media on economic and policy issues.

Priorities for a New National Policy Agenda

1:45 - 3:15 pm

Robert Wolfe is Professor in the School of Policy Studies at Queen's University. He was a foreign service officer for many years, serving abroad in Bangladesh and in the Canadian Delegation to the OECD in Paris. In Ottawa he worked in the National Security Section; the U.S. Trade and Economic Relations Division; as Executive Assistant to the Ambassador for Multilateral Trade Negotiations and the Prime Minister's Personal Representative, Economic Summit; and in the International Economic Relations Division. He is the coordinator of Canadian participation in the Canada-UK Colloquium, an associate of the International Institute for Sustainable Development, and a member of the Canadian Agricultural Trade Policy and Competitiveness Research Network.



Since joining Queen's in 1995, after completing a Ph.D. in Political Studies, Dr. Wolfe has published widely on Canadian trade policy, on public opinion about trade, and on the World Trade Organization. Recent publications include 'The WTO Single Undertaking as Negotiating Technique and Constitutive Metaphor' (2009), 'Sprinting During a Marathon: Why the WTO Ministerial Failed in July 2008,' (2010), 'The Special Safeguard Fiasco in the WTO' (2009), 'Endogenous Learning and Consensual Understanding in Multilateral Negotiations: Arguing and Bargaining in the WTO,' (2010), 'Did the protectionist dog bark? Transparency, accountability, and the WTO during the global financial crisis' (forthcoming in 2011), and, with Terry Collins-Williams, 'Transparency as a Trade Policy Tool: The WTO's Cloudy Windows.' (2010).

André Juneau graduated from the University of Ottawa in political science, undertook graduate studies at the Institute for Canadian Studies at Carleton University, and received an M.A. from the Department of Urban Affairs and Policy Analysis at the New School for Social Research in New York City. He began his career as a research assistant at the Brookings Institution in Washington, D.C. working on a study of intergovernmental fiscal relations.



Mr. Juneau's career in the Public Service of Canada began in 1975 in the Department of Finance where he worked on transfers to provinces, constitutional reform and social policy. He also served as the Deputy Minister's executive assistant. After a period of three years in the Priorities and Planning Secretariat of the Privy Council Office (PCO) dealing with social policy, Mr. Juneau served as Director General for labour market policy, and Director General and then Assistant Deputy Minister for immigration policy. In 1993, he moved to Health Canada as Assistant Deputy Minister for policy and communications.

Mr. Juneau returned to PCO in 1998 as Deputy Secretary for Inter-governmental Relations, liaising with IGA officials in all jurisdictions across Canada. The Prime Minister then appointed him as Deputy Secretary to Cabinet for Operations.



Velma McColl works on a range of economic and social issues, specializing in energy, environment and green technologies. Prior to joining Earncliffe Strategy Group in 2004, she advised Federal Cabinet Ministers on political strategy, policy and communications. Throughout her career, Ms McColl has focused on Canada's competitiveness and innovation challenges, climate change, energy, technology and sustainable development. She has worked to find creative solutions across federal/provincial/territorial, North American and international boundaries. Her career includes success as an entrepreneur and experience working collaboratively with business, academia, think tanks, not-for-profit organizations and the public sector. She is a co-founder of the Canadian Clean Technology Coalition.



Joel J. Sokolsky is Principal and Professor of Political Science at the Royal Military College of Canada. He was previously Dean of the Faculty of Arts. He is a Senior Fellow at the Queen's University Centre for International Relations, and holds an appointment with the Queen's Department of Political Studies. He is a member of the Canadian Navy's Strategic Advisory Group, the Canadian Coast Guard Advisory Council, and a Research Affiliate at the Strategic Studies Program of the Massachusetts Institute of Technology. His areas of interest and teaching include Canadian foreign and defence policy, contemporary maritime strategy, international security relations and American foreign and defence policy.

Dr. Sokolsky has been the author, co-author and co-editor of a number of books, monographs and articles. His most recent works include, "Sailing in Concert: The Strategy and Politics of Canada-U.S. Naval Interoperability," The Soldier and The State in the Post-Cold War Era co-edited with Albert Legault, "Sailing In Concert: The Politics and Strategy of Canada-U.S. Naval Interoperability," "Guarding the Continental Coasts: United States Maritime Homeland Security and Canada," "Suspenders and a Belt: Perimeter and Border Security in Canada-United States Relations," with P. Lagassé. "Canada and NATO: Keeping Ottawa in, expenses down, criticism out ...and the country secure," with J. Jockel and "A Larger 'Foot Print' in Ottawa: General Hillier and Canada's Shifting Civil-Military Relationship 2005-2008," with P. Lagassé.

He is the recipient of several scholarships and awards, including two NATO Fellowships and two Fulbright Scholarships. He was named to the Teaching Excellence Honours List (1995) and won the Research Excellence Award (2005) at RMC. He is a recipient of the Queen's Jubilee Medal. Dr. Sokolsky has served as a consultant to several government offices and represented Canada on the Secretariat Working Group of the NATO/Partnership for Peace Consortium of Defence Academies and Security Studies Institutes.

Challenges in Public Management

3:30 - 5:00 pm

Jacoba Lilius came to Queen's University after receiving her Ph.D. in Organizational Psychology from the University of Michigan in 2006. Dr. Lilius is currently a faculty member in the School of Policy Studies and in the School of Business (cross-appointed) at Queen's University, where she teaches Master's and doctoral level courses, including Organizational Theory and Organizational Behavior (Master of Industrial Relations), Health Care Management (Master of Public Administration), and a subsection of a multi-instructor Research Methods course.



Dr. Lilius's research program addresses the mechanisms through which people manage the challenges inherent in human service work, as well as subsequent implications for organizational performance outcomes. Most recently, this research has focused on how frontline healthcare workers balance attachment and detachment to clients that allow them to provide high-quality care while minimizing burnout. Dr. Lilius is also part of a research collaboration with members of the CompassionLab (www.compassionlab.com) that focuses on the form and impact of compassion in work organizations. Her published work includes articles in *Administrative Science Quarterly*, *Harvard Business Review*, and *American Behavioral Scientist*, as well as a book chapter in the *Handbook of Organizational Studies*.

Caroline Davis joined Queen's University as Vice-Principal (Finance and Administration) in January 2010, after a successful and wide-ranging career in the federal public service. Her last position in the government was Assistant Deputy Minister, Resolution and Individual Affairs, at Indian and Northern Affairs Canada (INAC), where she oversaw the implementation of the \$1.9B Indian Residential Schools Settlement Agreement. She previously served as INAC's chief financial officer for five years, and also worked on First Nations land management and comprehensive land claims in the north and the west of Canada. She held several other positions in the federal government, primarily in the field of financial management. She has also taught a course in the Master of Public Administration program (2009).



Ms Davis was recently elected Fellow of the Institute of Chartered Accountants of Ontario. This is the Institute's highest designation, awarded for outstanding career achievements and service to the community and the accountancy profession. She holds a Bachelor of Science degree with Honours in chemistry from the University of Wales.



Victor Rabinovitch is President and Chief Executive Officer of the Canadian Museum of Civilization Corporation, which is responsible for Canada's largest museum (the Canadian Museum of Civilization) and the national museum of military history (the Canadian War Museum). During his ten years of cultural leadership in this position, the Museums have dramatically expanded their range of public exhibitions, audiences and research collections.

Previously, Dr. Rabinovitch served as an Assistant Deputy Minister in various federal departments, including Canada's Old Age Security Pension Program, and was responsible for international relations at Fisheries and Oceans, as well as cultural policies and programs at the Department of Canadian Heritage, notably in broadcasting, publishing, copyright and museums. Before joining the public service, Dr. Rabinovitch was the National Secretary for Health and Safety with the Canadian Labour Congress. He is currently a Fellow of the School of Policy Studies at Queen's University, Chairman of the Friends of the International Council for Canadian Studies, and a board member of the City of Gatineau's Economic Development Corporation.

Dr. Rabinovitch was named CEO of the Year in the para-public sector by the Regroupement des gens d'affaires de la Capitale nationale in 2005. He received the Award of Merit from the Association for Canadian Studies in October 2006 for his outstanding contribution and that of the Canadian Museum of Civilization to the dissemination of knowledge of Canada's history. He is a frequent speaker and writer on cultural policy, identity and heritage issues for Canadians and for international audiences.



Bob Watts recently joined the Nuclear Waste Management Organization as the Director of Aboriginal Community Relations. Mr. Watts is also an Adjunct Professor and Fellow in the School of Policy Studies, Queen's University. He recently completed his duties as CEO of the Assembly of First Nations and before that as the Interim Executive Director of the Canada's Truth and Reconciliation Commission, which will examine and make recommendations regarding the Indian Residential School era and its legacy. Mr. Watts lead the process, with support from across Canada and internationally, to establish the Commission. Mr. Watts served as the Chief of Staff to the AFN National Chief Phil Fontaine, and was a member of the team which negotiated the historic Indian Residential Schools Settlement Agreement. A former Assistant Deputy Minister for the Government of Canada, Mr. Watts is a graduate of the John F. Kennedy School of Government, Harvard University and Fellow at the Harvard Law School. He has been involved in many major Indigenous issues in Canada over the past twenty years. He has taught, debated and lectured at a number of universities in Canada and the United States and at the Canada School of Public Service. Mr. Watts is from Mohawk and Ojibway ancestry and is a member of the Six Nations Reserve.

THE DONALD GOW MEMORIAL LECTURE

The Future of Democracy in Canada

7:45 pm

Peter Milliken was born and raised in Kingston, Ontario. He was educated at Queen's, Oxford, and Dalhousie Universities. In 1973, he was called to the bar of Ontario and enrolled as a Solicitor of the Supreme Court of Ontario. Mr. Milliken was a partner in a Kingston law firm from 1973 until 1988 before his election to Parliament.



Mr. Milliken was first elected to the House of Commons in 1988 as the Liberal Member of Parliament for Kingston and the Islands and was re-elected in 1993, 1997, 2000, 2004, 2006 and 2008. He held several positions including, in opposition, Party Critic for Election Reform and Associate Critic for Seniors, Assistant Party House Leader (House Business), Vice-Chair of the Special Committee on Electoral Reform and Member of the Standing Committee on House Management.

In government, Mr. Milliken served as Parliamentary Secretary to the Government House Leader, Chair of the Standing Committee on Procedure and House Affairs and Co-Chair of the Special Joint Committee on a Code of Conduct. In 1996, he was named Deputy Chair of Committees of the Whole House. In 1997, Mr. Milliken was appointed Deputy Speaker of the House and Chair of the Committees of the Whole House. On January 29th, 2001, he was elected 34th Speaker of the House of Commons, and on October 4th, 2004 he was re-elected by acclamation. He was again elected Speaker of the House of Commons on April 3rd, 2006 and on November 18th, 2008.



Donald Gow Founder's Medal Congratulations to Benjamin King

Mr. King is the 2011 recipient of the Donald Gow Founder's Medal for outstanding academic achievement. This annual award recognizes the student graduating from the MPA/PMPA program with the highest academic standing. An anonymous donor in July 2002 established the Founder's Medal, in honour of Donald Gow, the first Director of the former School of Public Administration which merged with the School of Policy Studies in 1993.

Queen's Policy Studies Series

Forthcoming Titles

McGill-Queen's University Press. To order online: www.mqup.mcgill.ca

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Forthcoming Conferences

JUNE 5-6

Queen's Institute for Energy and Environmental Policy

4th Annual Biomass Conference: Biomass and Ontario's Green Energy Act

JUNE 12-14

2011 First Nations Conference

Indigenous Issues in Post-Secondary Education: Building on Best Practices

JUNE 13-15

Kingston Conference on International Security

The Changing Arctic: Sovereignty, Resources and Security

AUGUST 15-17

Queen's International Institute on Social Policy

Social Policy in an Aging Society: The Multiple Challenges of Demographic Change

For further information visit: www.queensu.ca/sps/