

# CANADA 2020



**Annual Report 2011 – 2012**  
**[canada2020.ca](http://canada2020.ca)**

A year in which  
people and ideas  
came together for  
a better Canada



## A Message from the Founders

During this, our sixth year, Canada 2020 began a bold and strategic transition. As a progressive, non-partisan centre, our objective has always been to generate new ideas, to foster discussion about the role of the federal government and to influence policy. We are excited to report that in 2011 – 2012 we have moved to a new level in our efforts to shape the federal policy debate.

From our establishment in June 2006, we have brought to Canada key thought-leaders from around the world, from Al Gore to Niall Ferguson, Salman Rushdie to Ellen Johnson-Sirleaf. This year we welcomed a number of prominent visitors – including commentators Martin Wolfe and Ian Bremmer, and Governor of Michigan Rick Snyder – but also focused on providing a forum for Canadian speakers to address the key strategic challenges that our country faces.

This was part of our effort to kick start debate around the Canada we want in 2020. This process started in November 2011 with the launch of our first book, *The Canada We Want in 2020: Towards a Strategic Policy Roadmap for the Federal Government*. This is an edited collection of essays about the role of the federal government in five critical areas that we believe are key to achieving a more prosperous and more progressive Canada.

Looking forward to 2013 and beyond, we will continue to work on the five priorities defined in the book: income inequality, productivity and innovation, carbon and energy, the rise of Asia, and healthcare. We will be refining our focus within these broad areas and, for the first time, producing original research papers. We are also planning to extend our geographic reach by hosting more events outside Ottawa.

We look forward to an exciting future and to deepening and strengthening public debate about federal policy in Canada.



**Tim Barber**  
Co-Founder



**Susan Smith**  
Co-Founder



**Eugene Lang**  
Co-Founder

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# Introduction

2011 – 2012 was a busy time for us at Canada 2020. We continued with our regular panels, speaker series and salon dinners while at the same time defining a clearer path for the organization over the next several years.

Canada 2020's objective is to increase policy debate and influence policy formation, with a particular focus on the role of the federal government. After significant discussion, we decided to focus on five key areas of strategic policy that are the subject of our first book, *The Canada We Want in*

*2020: Towards a Strategic Policy Roadmap for the Federal Government* published in November 2011. These will form the backbone of our research and speaker program as we move forward. They are:

Reducing  
Income  
Disparities

Increasing  
Innovation  
and  
Productivity

Squaring  
the Carbon  
Circle

Rising to  
Meet the  
Asia  
Challenge

Securing  
our Health  
System for  
the Future

**These are not the only important issues in our country, but it is our contention that effective action in these five areas is key to securing a prosperous Canadian future.**

**"This year, our book opened up the debate and our panels extended the discussion. Looking forward, our research will fill in the gaps."**

~ Diana Carney, VP Projects, Canada 2020

This annual report reflects on the year from September 2011 to June 2012, highlighting our guiding principles and achievements. It also takes stock of current and future opportunities and seeks to reach out to new partners as we move into the next phase of our work. It is our hope and intention that as Canada 2020 evolves, our partnerships and linkages with other active and engaged Canadians will continue to expand.

## Highlights from 2011 – 2012



### SEPT 26, 2011

**Public and private events featuring Martin Wolfe**, Associate Editor and Chief Economics commentator at the *Financial Times*.

Mr. Wolfe engaged a sell-out crowd at the National Gallery of Canada with his talk, “A Bridge Too Far? Averting Another Recession in Europe and the US”. Fresh from the IMF and World Bank meetings in Washington DC, Mr. Wolfe covered questions such as: Do governments and central banks in the US and Europe have the policy tools to avert another global recession? Is there a consensus among central banks and finance ministries on what to do? And can a societal and political consensus be fashioned in Europe and North American to support the necessary policy action?

### SEPT 26, 2011

**Global Strategic Outlook Meeting.** At the first event in what we hope will be a regular series, Canada 2020 convened a top flight group – senior members of the public service, political officers, private sector executives – to examine emerging international economic trends and to discuss how Canada should position itself to benefit from them.

Hosted at the National Gallery of Canada, the 2011 Global Strategic Outlook included best-selling author and strategist, Ian Bremmer, CEO of Eurasia Group; David Goldwyn, former US Special Envoy and Coordinator for International Energy Affairs at the State Department; Robert Rooney of Talisman Energy; and David Emerson, former Minister of International Energy and now Chairman of the Energy Policy Institute of Canada. In reviewing the major structural shifts occurring in the global political economy, they underlined the need for countries to pivot if they want to capitalize on global economic and political power shifts. Discussion covered global energy supplies and how best to respond to the new global economic order.

### NOV 2, 2011

**Canada – US Partnership: Enhancing the Innovation Ecosystem.** Co-hosted with the US Embassy in Ottawa, this conference was one of our most high-profile and ambitious events to date.

Nearly 500 participants drawn from the business, academic and government communities in the US and Canada came together to discuss the opportunities and potential strategies for cooperation on innovation. As neighbours, Canada and the US face many similar challenges. We also compete in many markets. The day’s discussions focused, though, on opportunities for collaboration, on our ability to learn from each other and to develop cross-border partnerships and networks to support broad-based innovation. Speakers included Governor General David Johnston, Governor of Michigan Rick Snyder, Minister of State Gary Goodyear, and senior business leaders from Xerox, Google and General Electric. The event concluded with a dinner for speakers and sponsors at the US Embassy Residence.

Below are a series of highlights from 2011 – 2012, a year that saw increased event activity and focused messaging around *The Canada We Want in 2020*.



## NOV 24, 2011

**Launch of Canada 2020's first book, *The Canada We Want in 2020: Towards a Strategic Policy Roadmap for the Federal Government*.** This edited collection of 15 authoritative essays in five policy areas was produced in both English and French. Authors were asked to be prescriptive about the steps our federal government should take to address the challenges our country faces. Our objective in producing the book was to kick-start a national conversation about federal policy and to lay down a foundation for our future events, research and commentary.

## JAN - MAY, 2012

**The Canada We Want in 2020 Speaker Series.** An impressive 300 to 400 people attended each of our five public panels. All events were free of charge, live-streamed on our website and re-broadcast multiple times on CPAC. Our unique salon series of associated private events took many forms, ranging from a co-hosted lunch with the US Embassy to a 70-person multi-speaker dinner.

## JUN 7, 2012

**Toronto conference on the opportunities for an Ontario aerospace cluster.** This event was co-hosted with the Program on Globalization and Regional Innovation Systems at the Munk School of Global Affairs, University of Toronto. It was a practical, action-oriented session that focused on finding ways to reinforce the already considerable strength of Ontario's aerospace companies and the educational organizations that support them.

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**"Canada 2020 is ahead of the curve in thinking about today's big policy issues."**

- Rana Sarkar, Canada-India Business Council



# The Canada We Want in 2020 Speaker Series

Following the launch of our book, we convened a series of monthly panels that highlighted each of its five policy chapters.

All 15 authors spoke, as well as prominent guests such as Joe Aldy from Harvard University, the OECD's Alessandro Goglio, Peter Wilkinson from Manulife Financial, and Chrystia Freeland from Thomson Reuters.

Moderated by Canada 2020 Chair Don Newman, the five panel discussions were held at the Château Laurier Hotel in Ottawa to full-house crowds. Averaging between 400 and 500 attendees, the panels were live-streamed on [Canada2020.ca](http://Canada2020.ca) and re-broadcast on CPAC. Audience members were able to ask questions of panelists, with our active Twitter stream rounding out the discussions.

Full summaries, in-depth video interviews and further content is also available on [www.canada2020.ca](http://www.canada2020.ca).

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*"Canada 2020's panels create a clash of ideas, and a clarity of purpose."*

~ Don Newman, Chair, Canada 2020

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*"The discussion was smart, globally-minded and got to the heart of what really matters. I was especially struck by the enthusiasm and engagement of the audience. Canadians are clearly hungry for this level of discourse."*

Chrystia Freeland, Thompson Reuters



The Canada We  
Want in 2020

## SPEAKER SERIES



# Reducing Income Disparities and Polarization

January 19, 2012

### PANELISTS

**Alessandro Goglio**  
OECD

**Andrew Sharpe**  
Centre for the Study  
of Living Standards

**Chrystia Freeland**  
Thomson Reuters

**Mark Cameron**  
Former advisor  
to Prime Minister  
Harper

**Sherri Torjman**  
Caledon Institute of  
Social Policy

In the summer of 2011, well before the Occupy movement grabbed headlines, Canada 2020 had determined that income inequality would be one of the defining issues of our generation.

The panel took place early in the new year, with protests still ongoing, against a backdrop of economic uncertainty and global change. The stage was set by Alessandro Goglio who described inequality trends in OECD countries and showed how Canada fits in amongst its peers – more or less in the middle of the pack overall, but third from the top in terms of the income share of the top 1%. Chrystia Freeland, who is soon to release a book – *Plutocrats* – about the world's ultra-rich, followed up with tales of the increasing social and physical isolation of this group in the US, and of changes in the political importance of inequality in that country.

Panelists discussed Canada's options for addressing income inequality, including making better use of existing policy instruments, such as the Working Income Tax Benefit and the Canada Child Tax Benefit. The need to focus on building up the physical and human assets of poorer groups was also discussed.

It was noted, in Canada's favour, that we are not, as yet, as polarized as the US. However, if left unattended, inequality is a problem that is likely to grow, both in real terms and in political significance. Indeed, since this panel took place, two polls have found that fully three quarters of Canadians feel that income inequality is a serious concern. And in June 2012, the House of Commons passed motion M-315, authored by Scott Brison, MP for Kings—Hants, calling for a year-long study of income inequality in Canada and how best to address this, with all-party support. Canada 2020's work in this area was cited during the debates.

Our panelists agreed that addressing income inequality is not simple and is not the same as addressing poverty, though there are links. It will likely take a range of federal policies in different areas – from education to labour market policies, tax changes to healthcare, asset distribution and corporate governance to providing support for shared institutions – to craft a response. It will also take a sophisticated understanding of the overall societal impact of inequality.

*"As a contributor to the *Canada We Want* project, I was so impressed by the way in which Canada 2020 went beyond inviting written submissions alone, to fostering public discussion and debate on the tough challenges facing the country."*

~ Sherri Torjman, Caledon Institute of Social Policy

The Canada We  
Want in 2020

## SPEAKER SERIES



## Increasing Innovation and Productivity

February 23, 2012

### PANELISTS

**Jim Stanford**

Canadian Auto  
Workers

**Kevin G. Lynch**

BMO Financial Group

**Lawson Hunter**

Stikeman Elliott

**Peter Nicholson**

Inaugural CEO,  
Council of Canadian  
Academies

Canada's productivity growth record over the past two decades has been dismal. Between 1984 and 2007, relative Canadian productivity fell from 90% of the US level to 76%, and between 2005 and 2009 we saw no growth at all in business sector productivity.

Panelists approached the issue of Canada's lacklustre innovation performance from different angles: one emphasized the need for changes in our regulatory regime, another proposed a far greater emphasis on innovation within the public sector, while the remaining two creatively disagreed on the degree to which markets should be constrained by governments.

All panelists agreed that Canada's proximity to the US is a defining feature of our economic landscape and that this strongly impacts both our competitive position and firms' incentives to invest in productivity enhancements.

An active debate followed the presentations, with contributions both from the floor and through Twitter. Although there was no consensus on policy solutions, it was clear from the discussion that Canada requires a "made-in-Canada" approach. The federal government should adopt a flexible policy regime that blends elements of the conventional Macdonald Commission paradigm with a more activist and targeted industrial policy. This should focus on key strategic sectors in which the potential productivity and competitiveness yields are greatest.

Regardless of the actual role that it plays in addressing productivity and innovation, all panelists agreed on the need for aspirational leadership from the federal government in this area.

Notably, since the panel took place we have seen both an innovation-focused federal budget and a renewed emphasis in the press and elsewhere on the need for innovation within government. One immediate priority is in healthcare, but the value of innovation stretches across the range of services provided by government. As budget cuts threaten the delivery of these services, innovation may be our only solution if we wish to avoid significant cuts at the front-line.

"Ottawa is in great need of the type of events that Canada 2020 hosts. It is reassuring that there are dedicated people thinking strategically and progressively about the future of our country, and our federal government in particular."

~ Peter Nicholson, CEO of the Council of Canadian Academies

One view from the panel was that residual foreign ownership regulations and oligopolies affect our incentive structures in ways that limit productivity growth. The opposite view was that the free rein given to markets is, in fact, the problem and that the solution lies in better, smarter and more efficient, management of markets using "every policy lever in the toolkit."



The Canada We  
Want in 2020

## SPEAKER SERIES

### Squaring the Carbon Circle

March 19, 2012

#### PANELISTS

**Alex Wood**  
Sustainable  
Prosperity

**Ian Mallory**  
Pickworth  
Investments LP

**Lorraine  
Mitchelmore**  
Shell Canada

**Joe Aldy**  
Harvard University

**Stewart Elgie**  
Sustainable  
Prosperity

One of our best attended-events of the year, our conversation on *Squaring the Carbon Circle* brought together leading thinkers from the business, academic and government communities.

There are two fundamental reasons why Canada must find a way to address our carbon challenge. Most important is the fact that as a country we have made international commitments to do so, in the interests of our planet. The second is that the world is moving inexorably towards a low carbon future and it is only by taking action now that we will be adequately prepared to seize future economic opportunities.

This was one of the core arguments of our panelists from Sustainable Prosperity, a fellow policy organization that is a vocal advocate for a carbon tax as the most economically efficient solution to the carbon problem. A form of carbon tax was also endorsed by Lorraine Mitchelmore, President of Shell Canada, who argued in favour of the development of a national energy strategy, in conjunction with a carbon strategy. This is a call echoed more recently by Alberta Premier Alison Redford.

Panelist Ian Mallory advocated point-source regulation of the type that is endorsed by our current federal government, which remains resolutely opposed to a carbon tax. The current federal strategy is to focus on mandatory energy efficiency standards in different areas (such as light and heavy vehicles and power generation), rather than promoting any specific technology or adopting a province-by-province approach.

All our panelists agreed that there still exist “low hanging fruit” in this area, which should be seized without further delay. Far greater effort needs to be invested in conservation and in regulation of the very highest point-source emitters. In the meantime, glimmers of hope exist, particularly at the provincial level where a bottom-up approach to a national carbon reduction strategy may be on the horizon. However, continuing economic uncertainty remains likely to impede progress in the carbon area.

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**“Canada 2020 takes a rigorous approach to the issues and organizes very professional and open events. The level of debate is impressive.”**

~ Philippe Couillard, SECOR

Many of the themes raised by panelists were echoed by guest panelist Joe Aldy of Harvard University, a former member of the Obama administration. He noted that similar sub-national efforts are underway in various states and groups of states in the US and also ventured to suggest the possibility of a carbon tax emerging in the US as the “least bad” way of raising essential new revenue.

The Canada We  
Want in 2020

## SPEAKER SERIES



## Rising to Meet the Asia Challenge

April 11, 2012

### PANELISTS

**Dominic Barton**  
McKinsey &  
Company

**Peter Wilkinson**  
Manulife Financial

**Rana Sarkar**  
Canada-India  
Business Council

**Yuen Pau Woo**  
Asia Pacific  
Foundation of  
Canada

Since the start of our project there has been a marked shift in the federal government's attitude towards Asia. 2011 - 2012 saw two Prime Ministerial trips to Asia and the opening up or rejuvenation of trade negotiations with numerous Asian countries. In June 2012 Canada secured a place at the discussion table for the Trans-Pacific Partnership. And in response to setbacks on the Keystone XL pipeline, plans for a Northern Gateway Pipeline to open up Asian energy markets have been fast-tracked.

How successful Canada can be in seizing opportunities in Asia remains uncertain. Our panelists and authors agreed that the federal government must adopt a strategic approach that will enable us to leapfrog competitors and build our brand in this highly competitive marketplace. With Asian countries - particularly China - playing an increasingly critical role in influencing geopolitical relations and defining the global architecture, it is ever more critical for Canada to reassert itself through diversified trade and investment relations.

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**"Canada 2020 is the ideal forum to discuss our country's future – including the critical role Asia will play in realizing our potential."**

**~ Dominic Barton, McKinsey & Company**

The panel discussion underlined the need to build a web of relationships at every level (cultural, economic, educational, etc.) with Asian countries. Despite our apparent natural advantages and our close ties with Asia in people-to-people links, we are well behind the competition at present. If we are to deploy our greatest asset - energy exports - in the medium term, we need to make sure that all the other pieces of the puzzle fit and that we are poised to maximize our gains in this region.

All panelists emphasized the long-run commitment that is required to be successful in Asia. Peter Wilkinson described how Manulife has built a thriving business over the past century. Dominic Barton, McKinsey & Company Global Managing Director, contrasted the limited support that Canadian governments have provided to Canadian companies in Asia with the intense commitment of various Scandinavian governments.

The federal government must lead by being steadfastly supportive - facilitating relationships, strategically supporting sectors, and substantially increasing the Asia content of education here in Canada. Encouraging and conditioning our citizens and companies to embrace Asia is a necessity, not a luxury, as we look to 2020 and beyond.

The Canada We  
Want in 2020

## SPEAKER SERIES



## Securing our Health System for the Future

May 10, 2012

### PANELISTS

**Francesca Grosso**  
Grosso McCarthy

**Mark Stabile**  
University of Toronto

**Michael Decter**  
LDIC Inc.

**Philippe Couillard**  
SECOR Group

If Canada is to prosper in the future, we need to have an effective and affordable health system in place. It is part of what makes Canada a great place to live and work.

Originally conceived as an urgent meeting of minds in anticipation of the negotiations around the 2014 renewal of the federal Health Accord, our panel ultimately convened in an entirely different environment. In December 2011 the federal government made a unilateral announcement that it would effectively withdraw from anything but a financing role in healthcare. It guaranteed continued 6% annual increases in funding to the provinces until 2017, after which increases will be pegged to GDP with a guaranteed base of 3%.

with medical associations. Across the country, the disparity of care is troubling. Health decisions are too often taken in the public sphere in response to media pressure, rather than being built on real medical evidence. Healthcare for our aboriginal populations – an area of exclusive federal jurisdiction – remains wholly inadequate. The system still focuses on inputs and systems, rather than health outcomes.

Overall our panelists were surprisingly optimistic about the federal withdrawal. Key benefits are that federal funding of the provinces will be stable for several years and that there will be no place for the provinces to hide. Already we have seen renewed activity amongst the provinces in healthcare and even some efforts at coordination and collaboration.

Residual concerns include the disparity of care across the country, the state of aboriginal health and healthcare, and provinces' ability – or willingness – to learn from each other. There is a good deal of innovation apparent in healthcare, but learning from best practices has typically been very poor.

Whether there will, at some time in the future, be a stronger federal role in health remains to be seen. What is certain is that financing issues will endure: as a nation we have yet to come to terms with the issue of where the increased funds required to sustain and improve Canada's healthcare system will come from.

**"Canada 2020 has established itself as the place to engage in the ideas that will help Canada's federal government improve the lives of all Canadians. Every event left me excited about the potential of public policy and ideas in this country."**

~ **Mark Stabile**, University of Toronto

Sadly, this does not eliminate the deep-seated issues facing our healthcare system: the population is aging; the institutional structure of the system is unwieldy and inefficient; cost increases are far outstripping inflation, and the provinces' attempts to address this are resulting in stand-offs

## Going Social @Canada2020

### #canada2020 BY THE NUMBERS

**+478%**

TWITTER  
FOLLOWING

**5000+**

MONTHLY  
WEB HITS

**5**

LIVE  
STREAMS

**5000+**

NEWS AND EVENT  
SUBSCRIBERS

Canada 2020 has transformed its online presence over the past year. From the launching of our completely re-designed website to live-streaming events across the web, and engaging Canadians through social media channels, we have taken major steps towards being a content-rich player for the online generation.

“Going Social” at Canada 2020 has meant embracing the Twittersphere and other social media platforms. The Canada 2020 team understands that using these tools is not just a “nice to do”, but rather an essential component of broadening the reach of the public policy discussion. With this mindset, we are pleased to report Canada 2020 has propelled its brand and content towards new levels of recognition, and new arenas of discussion.

**“Canadians are flocking to social media to express their frustration with governments. It is imperative that we join that discussion if we want to influence future policy.”**

~ Heather Desserud, Director of Online Engagement,  
Canada 2020

In January 2012 we launched an entirely new website. This casts a spotlight on our events and provides a platform for our opinion pieces. It is also a forum for debate and, as such, is central to our strategy of increasing engagement with both existing and new partners.

This engagement is strengthened with our new e-newsletter and our continued presence in the traditional media. During 2011 - 2012, more than 30 op-eds and commentary pieces were published under the Canada 2020 banner in all of Canada’s major newspapers, on popular on-line political sites and on our own site.

We partnered with the *Ottawa Citizen* on *The Canada We Want* and Eugene Lang and several of our authors participated in topic-specific web-based discussions to coincide with our public panels. Pieces deriving from the book also appeared in the *Globe & Mail*, the *Toronto Star* and the *National Post*. Photos and event summaries have appeared regularly in outlets such as *The Hill Times* and on *iPolitics.ca*.

Our followers find us on Twitter @**canada2020** and use the hashtag #**canada2020**.

## Canada 2020 Networks: Seen & Heard in 2011 – 2012



Canada 2020's events bring together an impressive network of active and engaged Canadians, all driven by the desire to see a better Canada in the year 2020 and beyond.

Our public panel discussions, speaker series, conferences and invitation-only salon dinners – as well as our research and online content – provide unique opportunities for engagement on the part of Canadians who are interested in the big policy problems facing our country.

Several thousand people have attended our events over the past year. Through our newsletter, CPAC broadcasts, live-stream events, video-archived interviews and Twitter feed we have reached far more.

The Canada 2020 conversation has evolved and expanded into exciting new areas, with consistent growth and ever more creative ideas on the horizon. Our book authors have been highly complimentary about the exposure they have achieved through working with us, from CPAC television rebroadcasts of our panels, to being cited in parliamentary motions. In short, Canada 2020 has significant momentum as the must-attend public policy forum for thoughtful, networked people, and for the exchange of progressive ideas.

A tour of our online video and photo library showcases many of the most prominent thinkers, policy-makers and business leaders operating in Canada today. All are part of the Canada 2020 network. With the help of our sponsors, and a very deliberate programming strategy, that network has grown exponentially during the 2011 – 2012 period.

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**“Canada 2020 has established itself both as one of Canada’s most respected forums for policy discussion and as Ottawa’s liveliest salon. It has become an important institution without becoming self-important.”**

**- Mark Cameron, Former adviser to Prime Minister Harper**

## Looking Forward to 2013 and Beyond

These are important times for federal policy. The stakes are high and the challenges are great. If we get our federal policy agenda right, opportunities will abound. In such an environment, policy-making should be rigorous and evidence-based. Yet the way in which policy is made in this country has never been more opaque.

At Canada 2020 we believe in open debate about policy. We also believe in the importance of the federal government role: it is our contention that a smarter, more strategic and effective federal government can be a unique force for progress in Canada.

During 2012 – 2013 we will continue to foster debate and the exchange of policy ideas through our ongoing public panels, as well as through smaller private dinners and conferences. These events will focus on, but not be limited to, the five priority areas defined by our *Canada We Want* project.

Phase 3 of *The Canada We Want in 2020* will kick off in late 2012 with the publication of a summary of the project to date, outlining the areas that we have identified for more in-depth research and analysis. These will form the basis of another dedicated speaker/panel series in early 2013, building, in the longer term, to a final set of policy recommendations.

Other priorities include extending our reach to include new groups and seek the input and ideas of interested Canadians. This means continuing to engage through social as well as traditional media, but also taking more concerted steps to host, or co-host, a wider range of events beyond our Ottawa base.

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**“Going forward, Canada 2020 will put greater emphasis on generating and promoting unique analytical perspectives, and innovative policy ideas, in our five core areas of endeavour.”**

~ Eugene Lang, Co-Founder, Canada 2020



## Getting Involved

Canada 2020 sets the stage for public debate, generating ideas and bringing people together to discuss them. It is our view that a rich and informed public discussion, underpinned by solid research, is essential to effective federal policy-making and, ultimately, to the future of our country.

We are proud to offer these events free of charge to all participants. To do this, we rely on the ongoing generous support of our sponsors. They are:



By becoming a sponsor, your organization can help us convene important policy discussions that are essential for defining the future role of the federal government in Canada. Please contact Tim Barber, [tim@canada2020.ca](mailto:tim@canada2020.ca).

# In Case You Missed It

Canada 2020 celebrated its sixth anniversary in June 2012. While our eyes are firmly fixed on the future, we also want to acknowledge and celebrate the path we took to get to where we are: the events we have held; the people we have met; and the ideas we have shared together.

2006



2007



2008



2009



2009



The Canada 2020 *Crossing Boundaries Conference*, with Ellen Johnson-Sirleaf, Josee Verner, Salman Rushdie and Rick Mercer among others.



Mont Tremblant Policy Conference: *Progressive Policies, Practical Solutions*, with Al Gore, Jeffrey Sachs, John McCall MacBain, Lewis Lapham, Kenneth Courtis, Michael Adams, Jacques Attali, Andre Pratt, Andrew Coyne, and many others.



Canada 2020 and the Financial Times present: *View from the Top*, with Lawrence Bloomberg, Thomas Caldwell, Betty Devitta, Chyrstia Freeland, R. Hon. Paul Martin, David Wyss, and others.



Dambisa Moyo on her best-selling book, *Dead Aid*.



Niall Ferguson on *The Ascent of Money: A Financial History of the World*.



Since 2006, we have seen tremendous growth, both in the scope and reach of our activities and ideas. From our inaugural policy conference at Mont Tremblant in 2006 to our 2012 speaker series around *The Canada We Want in 2020*, we have become a thriving part of the national policy conversation.

**In case you missed it, here are some of the highlights from our first six years:**

2009 – 2010

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2010

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2010

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2010 – 2011

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2011

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Dr. Kenneth Rogoff at a Canada 2020 luncheon on his best-selling book, *This Time is Different: Eight Centuries of Economic Folly*.

Pre- budget panels, with special guests Kevin Page, Hon. John Manley, Scott Clark, Barrie McKenna, Jim Stanford and Avery Shenfeld.



Two Oil Sands Symposia, one in Ottawa and one in Washington, D.C. with more than 25 speakers, including: H.E. Gary Doer, Rick George, Hon. Sandra Pupatello, Bob Mitchel, John Abbott, Dr. David Lynch, Scott Nelson, Gordon Lambert, John Podesta, Janet Peace, Greg Stringham, and Samantha Gross.



*Politics by the Numbers*

*Politics by the Numbers* with leading pollsters Frank Graves, Nik Nanos, and Bruce Anderson.



Mark Carney, Governor of the Bank of Canada, on the 20th Anniversary of Inflation Targeting.



Please continue to engage with us as we move into our seventh year. Attend our events, visit us online, sign up for our mailing list, and get in touch in person.

**Together we can build the Canada We Want in 2020.**



CANADA 2020

**Canada 2020**  
210 Dalhousie Street  
Ottawa, Ontario K1N 7C8  
Canada  
T: 613-789-0000

[canada2020.ca](http://canada2020.ca)