

# Building Up.

Making Canada's cities  
magnets for talent  
and engines  
of development

December 2002





# Executive Summary

*Canada25* is a non-partisan organization dedicated to engaging the perspectives of young Canadians living around the world in Canada's public policy debates.

Over the course of 2002, we turned our attention to the problem faced by Canada's cities. Some 80% of Canadians live in them, and they are the places where innovation happens in this country. However, as the poor cousins of the constitution, they are forced to fight for fiscal table scraps while dealing with a massive increase in downloaded responsibilities. It's no surprise that citizens are calling for change.

We believe in this change. We believe that with some work, some money, and a lot of goodwill, Canada's cities can become magnets for the best global talent and engines of development and innovation.

## OUR VISION FOR A GREAT CANADIAN CITY

A great city is one that buzzes with energy, one that is full of innovative people doing big things. The city is diverse – in class, income, and colour – and fights to maintain that diversity. It has rich, living culture – in all meanings of that word – not only because of government support, but also because the citizens recognize the importance of their relationships with one another.

This recognition also manifests itself in engagement and involvement in the community – social capital is strong, though not necessarily in traditional ways; while service club membership and bowling league enrolment may be declining, citizens are still active in civil society.

There are also elements of urban design that are common across great cities – people live where they work and play. Density is high. Public transit is a preferred choice. Young people can afford to live downtown. Classes and socio-economic

backgrounds are mixed in neighbourhoods, not least through the innovative provision of social housing. Environmental sustainability is a major factor in the design of built space and infrastructure. Public spaces are vibrant and attractive. People want to be there.

There are three elements to a great city:

**Density.** We reject urban sprawl. Smart cities will build up rather than out, reclaiming space to create safe, environmentally friendly neighbourhoods that minimize the cost of transport and infrastructure.

**Diversity.** We are unanimous in our advocacy of diverse neighbourhoods. We want to live in cities that are intersections of the world. Immigrant and ethnic presence in city neighbourhoods does not threaten our identity; rather, it encourages us to engage in new experiences and creates a healthy tension that challenges us, forces us to re-examine ourselves and helps foster innovation. We also care deeply and passionately about social inclusion and the alleviation of poverty – great cities have great disparities in wealth almost by definition, but we are committed to help those at the bottom of the ladder to become self-reliant and participate in the community.

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**Discovery.** This term has two meanings here: first, the discovery that comes from innovation, both in education and in industry. This kind of discovery fuels economic development and ensures a flow of young talent to the city. Second, great cities have an element of human discovery – that celebration of the human spirit that comes from the arts, culture, inspiring public spaces, and infrastructure that facilitates human interaction. In practical terms, the city nurtures and supports all forms of culture and encourages people to build their own civic engagement.

## WHAT NEEDS TO HAPPEN

There are eight areas in which action must be taken:

**Fighting urban sprawl.** Cities should use financial and regulatory tools to become more dense, resulting in shorter commute times, more vibrant neighbourhoods, and a higher quality of life.

**Creating a new national transportation strategy.** It is time for a massive investment in public transit in our major centres and a thoughtful examination of inter-city transport, in order to reduce congestion and air pollution as well as to better integrate those who cannot or choose not to drive into the community.

**Building great city universities.** Universities serve as an essential cog in the innovation engine and bring diversity and

vibrancy to city streets. They must take an active role in economic development, and strengthen both internationalization and their relationship with their communities. For this to happen, governments must end systemic underfunding.

**Tuning up the city economic development engine.** Cities are where innovation happens, and we must work hard to create the environment and infrastructure that helps powerful economic clusters grow.

**Maximizing the benefits of immigration.** Immigration is unambiguously good for our cities, and we must find ways to better spread the benefits of immigration across the country as well as to help immigrants reach their potential and contribute to the community quickly.

**Fighting the effects of urban poverty.** While cities will have inequalities in wealth, we must work together to help those less fortunate. This means a new focus on homelessness, ensuring the stock of affordable housing, new solutions to urban poverty, and a focus on maintaining an excellent public education system.

**Fostering creativity and supporting the arts.** The availability of culture – both high and popular – is a major determinant of the location decision. We must help our cities become centres of creativity through innovative funding and support to the arts.

**Marketing what we have.** Cities need to get their message out to the best young talent globally. One tool to do this involves the creation of a national Quality of Life Index to help communities measure what is and is not working for their citizens.

All of these action areas lie on a base of improving and enhancing civic engagement in our cities, through programs designed to build community involvement at the high school, post-secondary, and recent graduate levels.

Making our cities what they need to be will not be easy. It will require concerted effort from federal, provincial and municipal governments, as well as from business, universities and the not-for-profit sector. We believe, however, that great things are possible if we start building up our cities: building up more than out, building up civic engagement and building up the capacity of our communities to lead change.

*Canada25* is pleased to lay the foundation with this report, and we will continue the job of building. We encourage you to join us.



# **Building Up.**

## **Making Canada's cities magnets for talent and engines of development**

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# Who We Are

*Canada25* is a non-partisan organization dedicated to engaging the perspectives of young Canadians living around the world in Canada's public policy debates.

Six recent university graduates founded *Canada25* in 2000 to create a way to bring the voices of people between 20 and 35 to the forefront of Canada's public discussion. Since then, a lot has happened.

Last year, we brought some of Canada's best young minds together for Forum 2001, where we debated and discussed how to attract and retain talent in Canada. Our first report, *A New Magnetic North*, provoked debate among decision-makers and our ideas have been discussed by leaders in the voluntary sector, at the highest levels of government and in the nation's boardrooms.

But much more important, we tapped into a massive desire among young Canadians to think constructively about and engage in solving important challenges for the future.

In 2002, growing out of the work in *A New Magnetic North*, we took our work on talent attraction and retention and applied our thinking to a specific context: Canada's cities. How can they become magnets for attracting and retaining talent, as well as engines of social and economic development? *Building Up* is our answer to that question. We think we know how to make Canada's cities great, and we invite you to work with us to realize that dream.

## How We Got Here

In early 2002, *Canada25* sent a call to action to young Canadians living all over the world to get their input on how to improve Canadian cities. Nearly 300 responded to a web intercept survey<sup>1</sup>, and more than 350 attended one of eleven regional roundtables held across the country and in the United States. More information on these roundtables is found in Appendix A.

Of this group, 22 outstanding individuals attended our 2002 National Forum, held outside of Victoria, BC in late July. These delegates were selected based on the variety and diversity of professional and academic training they brought to the problem posed. Each individual demonstrated a clarity of vision for what

their urban space could be, each communicated a thoughtful, clear and decisive series of solutions and recommendations for improvement in their professional urban fields, and each represented, what we to believe to be indicative of our nation's new leaders – a deep commitment to civic engagement and participation in the public policy debate. The delegates engaged the broader community in their fact-finding, including members of the public, seasoned leaders in their respective fields, and the *Canada25* membership. This report flows from the work of these individuals, whose biographies are appended as Appendix B.

- 1 Web intercept survey posted in Spring 2002. Results from 293 surveys were used, but, as the sample was not random, results can be said only to represent the views of the *Canada25* membership, not a broader segment of the population.

# Why Cities Matter

Throughout 2002, much of the public policy discussion in Canada has focused on cities. More than half of all Canadians now live in the country's four largest metropolitan corridors, and some 80% of us live in cities. While Canadian cities are in many ways enviable, they are beginning to buckle under the weight of their challenges. Across our urban landscapes, innovations in science, art and culture coexist with poverty, environmental degradation and crime. The "poor cousins" of the Constitution, Canada's cities are struggling to reconcile a massive increase in off-loaded responsibilities with restrictive, inadequate funding mechanisms that leave them fighting for fiscal table scraps. *Canada25* wants to add another layer to this conversation:

Cities matter because they are the primary unit for economic and social development in the nation, and the key magnets for attracting and retaining young talent.

## Attracting young talent matters.

We believe that young talented people are the kind of people Canada's cities need. Not only are they the drivers of economic and social growth, but also, as *Canada25's* membership reflects, they tend to be serious about being active citizens. They care about the communities in which they live, and want to work to make them better.

Examining the people who have worked with us this year may prove useful in defining some of the characteristics of this group. Despite incredible diversity in their backgrounds, they share a number of common characteristics, including being:

**Educated.** Over 90% of our 2002 participants (defined as roundtable/forum attendees and web survey respondents) have graduated from post-secondary education, and 38% have completed masters or professional degrees. Most others are currently completing a first degree or diploma. Furthermore, ongoing education plays an important role for them. Over 60% cited educational opportunities as very or extremely important when choosing where to live.

**Cosmopolitan.** Participants have roots in cities and communities around the world, but tend to live in major urban areas; many had lived in several different cities, in Canada and abroad. In fact, only one-third of them are living in their hometowns.

**Career-oriented.** Survey respondents clearly placed “opportunities in selected field” and “educational opportunities” as being amongst the most important factors in considering where to live.

**Lifestyle conscious.** Because they work hard and tend to be involved in a myriad of professional, social and community activities, delegates tend to place a premium on their time, and on having a life as well as a job. One hundred per cent of survey respondents noted “arts and culture” as being a determinant of where they wanted to live, with 44% saying it was “very important.”

**Mobile, but Canadian.** Many of these young people see opportunities to live, work and study almost anywhere. Consequently, if they become unhappy with their opportunities and/or lifestyle they are willing and able to relocate. Eighty-one per cent of survey respondents said they would be somewhat or very willing to relocate in Canada if given a better job opportunity, and 83% said the same when asked the same question about an international opportunity. Despite this mobility, however, our members feel a deep attachment to this country, and indicate that over time, they expect their desire to live in Canada to strengthen

It is on this last point that we need to focus. While we should certainly encourage some “brain circulation”, we also must ensure that Canada remains attractive to our best young people. This means having great Canadian cities.

## Young people choose great cities

Our research has shown that the best young talent is borderless, but is attracted to the economic opportunities and quality of life in great cities. We need to ensure that the top young people around the world add places like Toronto, Montréal, or Vancouver to New York, Boston, London, and Paris on their list of great cities when they are deciding where to live. It's not enough that Calgary is the “shining city on the hill” for people from Saskatchewan, or that most everyone from Edmonton eventually returns there to be with their families. In an increasingly globalized environment, Canadian cities have to compete with the world's best.

The basis for these decisions is overall quality of life. Without question, this includes economic and educational opportunities, but it equally encompasses deeper things, elements that are harder to measure. These embrace, amongst many other factors, an environment of social inclusion, vibrant cultural opportunities and inspiring public spaces.

# OUR BIASES

Through our work on this issue, we have identified a number of guiding principles, or biases, which guide the recommendations throughout the remainder of this report. **Cities need more power and resources.** This does not mean we want to go back to the endless constitutional squabbles of 1992 – we do not believe that allowing cities more power requires constitutional change. We do think, though, that cities require more resources. This can be accomplished by goodwill between municipal, provincial, and federal governments, as well as through adding a certain amount of flexibility to the current system. **Carrots are better than sticks.** We believe that incentives tend to work better than penalties, particularly as we try to encourage the kind of behaviour that builds great cities. However, at times it may be appropriate to send signals, such as full-cost pricing, to educate the public on the implications of particular choices. **An inter-disciplinary, cross-sector approach is always preferred.** Cities have the potential to act as the forum, the physical location where great ideas from different sectors meet and create. **It's important to take a long-term view towards development of great cities,** with stable, multi-year funding, performance measurement, evaluation, and continuous improvement. **We need to move from regionally-based or ideology-based thinking to measurable, results-based thinking.** Rather than dogmatically striving for equality across all regions for example, we need to understand that some initiatives may deserve priority. This may mean making some tough, almost “un-Canadian” choices and investing disproportionately in some areas of the country, particularly in those that are growing quickly or struggling with unique problems. **One size does not fit all.** In some cases, we need to focus resources on our largest cities, where need is the greatest. Likewise, we need to stop treating all municipalities within a province the same as one another. Canada's largest cities, which have larger budgets and more personnel than some provincial governments, should not be subject to the same rules that apply to small towns. **We don't believe in picking winners, but in creating the kinds of environments that help winners emerge and succeed.**

# Our Vision for a Great Canadian City

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Surprisingly, no matter where in the country our discussions have taken place, or on what sub-topic we were focused, we continually identified the same factors that make a city great.

A great city is one that buzzes with energy, one that is full of innovative people doing big things. The city is diverse – in class, income, and colour – and fights to maintain that diversity. It has rich, living culture – in all meanings of that word – not only because of government support, but also because the citizens recognize the importance of their relationships with one another.

This recognition also manifests itself in engagement and involvement in the community – social capital is strong, though not necessarily in traditional ways; while service club membership and bowling league enrolment may be declining, citizens are still active in civil society.

There are also elements of urban design that are common across great cities – people live where they work and play. Density is high. Public transit is a preferred choice. Young people can afford to live downtown. Classes and socio-economic backgrounds are mixed in neighbourhoods, not least through the innova-



tive provision of social housing. Environmental sustainability is a major factor in the design of built space and infrastructure. Public spaces are vibrant and attractive. People want to be there.

It's also important to note that this doesn't happen without educational and economic opportunities – we don't want to build a nation of New Orleans-style cities, where everyone has a great time, but no one has a job. It's vital that the city feeds on itself; building clusters and niches where it is an indisputable global leader, summoning the best talent in the world.

This “buzz factor” is elusive; there are as many different models for success as there are successful cities. Nonetheless, we believe that there are certain elements upon which all Canadian cities need to build:

**Density.** We reject urban sprawl. Smart cities will build up more than out, reclaiming space to create safe, environmentally friendly neighbourhoods that minimize the cost of transport and infrastructure.

**Diversity.** While our membership belongs to a certain age group and tends to reflect more education than the average, we are unanimous in our advocacy of diverse neighbourhoods. We want to live in cities that are intersections of the world. Immigrant and ethnic presence in city neighbourhoods does not threaten our identity; rather, it encourages us to engage in new experiences and creates a healthy tension that challenges us, forces us to re-examine ourselves and helps foster innovation. This also means that we care deeply and passionately about social inclusion and the alleviation of poverty – great cities have great disparities in wealth almost by definition, but we understand the vital need to help those at the bottom of the ladder to become self-reliant and participate in the community.

**Discovery.** This term has two meanings here: first, the discovery that comes from innovation, both in education and in industry. This kind of discovery fuels economic development and ensures a flow of young talent to the city. Second, great cities have an element of human discovery – that celebration of the human spirit that comes from the arts, culture, inspiring public spaces, and infrastructure that facilitates human interaction. In practical terms, the city nurtures and supports all forms of culture and encourages people to build their own civic engagement.

value shifts required:

FROM BLAH to **BUZZ**

from EXPERIENCE to **POTENTIAL**

from RISK-AVERSE to **RISK-SEEKING**

from REGIONAL CITY to **WORLD CITY**

from SPRAWL to **DENSITY**

from HOMOGENEITY to **MIXED COMMUNITIES**

from INDEPENDENT ACTION to **SHARED RESPONSIBILITY**

from REACTIVE to **PROACTIVE**

# Priorities for Action

Fighting Urban Sprawl

Creating a New National  
Transportation Strategy

Building Great City Universities

Tuning Up the City  
Economic Development Engine

Maximizing the Benefits  
of Immigration

Fighting Urban Poverty

Fostering Creativity  
and Supporting the Arts

Marketing What We Have

# In order to achieve this vision,

we need to take action in eight distinct areas.

Canada25 believes that:

**Great cities fight urban sprawl** by focusing on strong and vibrant mixed-use neighbourhoods, mostly downtown, but also in the suburbs.

**Great cities have smart solutions to transportation needs.**

While curbing urban sprawl will assist in managing transportation needs, Canada needs an integrated national transportation strategy, including a real commitment to public transit on a massive scale.

**Great cities need great universities.** Universities are uniquely placed to contribute to great cities, more so than other organizations, because of their multiple roles – conducting research that leads to innovation and development, bringing young and diverse people into the city, and stimulating intellectual and artistic development.

**Great cities serve as powerful economic development engines** by maximizing the incubation and growth of small firms. It isn't just about attracting big business, but also about taking concrete steps to ensure small firms can achieve their potential from within Canada.

**Great cities need immigration,** and need to actively facilitate the integration of immigrants. We need to find ways to better spread the benefits of immigration across the country, and we need to help immigrants maximize their contribution to Canadian society, through, for example, improved accreditation of foreign qualifications and intensive industry-based language training.

**Great cities work hard to reduce urban poverty.** They ensure an adequate supply of affordable housing, seek to redress the root causes of homelessness, and understand the need to focus on disproportionately disadvantaged groups.

**Great cities are creative cities.** People need outlets for expression and self-discovery. This demands that we invest in, and cultivate the conditions for, vibrant and diverse cultural institutions and programs.

**Great cities have a great story to tell and know how to tell it.**

It's not only marketing (though that's crucial) but it's also about making sure that cities have a message to get out in the first place. You can't market when you don't have a story. Developing a national Quality of Life index will help cities write that story.

# Fighting Urban Sprawl

**“** *When I lived in Toronto, I could go three weeks without getting in any kind of vehicle. I walked to work, walked to the grocery store, walked to the gym, walked to movies, great restaurants, clubs, and shops. Now I live in a much nicer place in Calgary, but it takes me 45 minutes to walk to the convenience store if I need bread or milk.”*

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Sprawling, low-density cities severely limit the quality of urban life. Transportation and infrastructure costs for citizens increase significantly as the city expands, and, with these higher costs, municipal governments find it increasingly difficult to provide social services and amenities for citizens.

There are also social issues tied to sprawl. Sprawling urban centres require people to spend more time commuting, which takes away time for family, community and personal activities. Furthermore, a sprawling city consumes more resources and causes more environmental harm than a high-density city with the same population.

With this in mind, we call for a nation-wide effort to improve the quality of our public spaces. This starts with uniting against urban sprawl.

These are not new thoughts; people have understood for some time that cities need to become more dense, albeit in thoughtful and careful ways. There are, however, concrete strategies cities can take to make this happen, provided the political will is there.

## Approaches to reducing sprawl

### **Increase residential density in the core and inner suburban ring.**

Achieved through design, development, incentives and policy, increased central

# THE USE OF COMMUNITY ENERGY PLANNING PRINCIPLES IN URBAN PLANNING

Our recommendations in this section are predicated on the principles of Community Energy Planning (CEP). CEP uses energy consumption as a yardstick to measure projects and outcomes, and entails integrated planning principles that influence transportation planning, site and building technology, service infrastructure efficiencies, and energy supply and distribution at a regional and site level. Although the major objective of CEP has been to limit consumption of non-renewable fossil fuels and minimize the urban contribution to greenhouse gas emission and climate change, it has positive economic and social implications as well. For example, CEP promotes lowest cost service provision due to its high density strategy, and a general increase in quality of life for residents through decreased commute times, decreased energy bills and more efficient access to services. Measures that fall under CEP include **High density development and mixed use planning** (thus reducing transportation demand and allowing for effective use of district heating and waste heat use); **Efficient infrastructure design** (system heat distribution, efficient waste collection and even community composting and waste burning); and **Individual building design** (more efficient building envelope and appliances, passive solar heating and cooling, and innovations like green roofs).

density will:

- provide more housing options at a variety of prices to service the needs of young talented workers, as well as families at different life stages;
- provide the critical mass of residents needed to support public transit, which will reduce reliance on the automobile and consequent traffic congestion, air pollution and greenhouse gas emission;
- redirect funds to maintaining and upgrading existing infrastructure over costly new infrastructure; and
- situate services, employment and amenities near residents, resulting in shorter commute times so citizens have time to enjoy their neighbourhoods and get engaged in community activities

**“Urbanize” the suburbs.** The effort to control sprawl goes beyond the core and inner rings of cities. We must allow the suburbs to support a higher concentration of uses, including more employment centres and a mix of housing. Making suburbs look more like the city, and increasing their density, will help slow the growth of cities on their edges.

**Consider urban growth boundaries carefully.** While it is tempting to merely draw a black line around cities, any such thinking must be done to support growth management over the long-term. Where these kinds of boundaries are implemented, it must be done in cooperation with surrounding areas, as well as with measures to ensure that new development remains compact within the boundary and that housing remains available at a variety of prices.

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With these approaches in mind, cities have a number of planning, regulatory, and financial mechanisms at their disposal to make them happen.

## Financial mechanisms

Financial mechanisms support the implementation of these strategies by providing incentives to developers and beneficiaries of public services. Some relevant examples include:

**Full-cost pricing as an awareness tool.** Full-cost pricing means that the operating, maintenance, debt and capital costs of public services (such as water and sewer) are reflected in the fee consumers pay. Typically, this means that those who live in outlying areas where new investment is needed would pay more than those in the central city. While the political support to institute full-cost pricing has not been evident to date, the concept can be used to increase awareness or as a disincentive to certain land development practices. Full-cost pricing can be used alongside the current pricing index to indicate just what the real costs of goods and services are. For instance, consumers should understand the full costs of buying a suburban home versus an inner-city apartment with respect to servicing costs and resource consumption.

**Deferred re-assessment periods.** Industrial, commercial, and residential areas need redevelopment as part of a city’s natural evolution. Assessing properties at a higher tax rate immediately after renovation or redevelopment (e.g. green buildings or higher density projects) can be a disincentive to redevelopment. It would therefore be appropriate to defer assessment increases for a period in order for investors to realize some early returns, or at least to delay high taxation costs in order to promote desirable investment.

## REGIONAL STRATEGIES TO COMBAT SPRAWL

Regions may include several municipalities comprising villages, towns, cities, and the landscapes that connect them. Regional planning strives to achieve strategic direction for managing development of regions and their communities. This approach is based on taking a broad perspective toward essential services such as sewage treatment, garbage disposal, and transportation. It also includes a regional inventory of resources such as drinking water, clean air, ecologically significant areas, and farmland. **This vision** is important from the perspective of maintaining a high quality of life in cities that are sustaining continual growth and rural areas that are becoming more urbanized. Several Canadian examples of this approach should be referred to as models of successful regional planning: the Greater Vancouver Regional District's *Sustainable Regions Project*, and *The Oak Ridges Moraine: Proposals for the Protection and Management of a Unique Landscape* from the Municipalities of Peel, Durham and York.

**Location efficient mortgages.** As is done in some US cities, mortgage incentives can be provided for buyers choosing high-density residential options or units well serviced by transit. This approach would require partnerships with financial institutions.

**Tax incentives.** Taxes are powerful tools to encourage or discourage certain behaviours. For example, increased residential tax rates for new suburban developments could provide a disincentive against sprawling development in a manner similar to true-cost infrastructure. Similarly, tax incentives for brown-field development could encourage redevelopment of derelict industrial sites that are often located in or near a city's urban core.

**Support for pilot projects.** Pilot projects push the regulatory envelope in many different areas. For example, they encourage green building design, creative land use designations and innovative site development. Crucially, these types of projects allow people with innovative ideas takes risks in an environment of support. Funding for pilot project programs should come from all levels of government.

## Regulatory mechanisms

In Canada, regulatory powers are granted to municipal governments by provincial legislation. Regulations at the municipal level shape the nature and quality of urban development. While zoning is the primary tool that determines the way that municipal land is developed, regulations also include development and maintenance standards development (e.g. size and capacity of roads, levels of landscaping in parks). We believe that new regulatory mechanisms are needed to respond to our changing cities and society, including:

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**Density bonuses for developers.** New developments that provide public amenities, demonstrate energy efficiency or water conservation measures should be rewarded with additional density.

**Mixed-use zoning.** Mixed-use zoning seeks to limit segregation of urban activities. It promotes a mix of residential, commercial and light industrial uses in close proximity. This mix, by promoting opportunities to locate homes alongside commercial and employment developments, is what creates vibrant urban neighbourhoods.

**Performance-based zoning.** We encourage experimentation with innovations that allow adaptive re-use of urban core sites, residential areas or employment centres. Proposals should be measured against expected outcomes that protect the integrity and character of established areas.

Urban quality of life is determined largely by the physical and sensory experience people find in their cities, by the patterns of their everyday life as well as the recreational and work opportunities available to them. Tackling urban sprawl is critical to improving our cities and creating a unique buzz. The tools, methods, models and mechanisms to tackle sprawl are out there; we are limited only by our own creativity and political will.



# Creating a New National Transportation Strategy

“ *Building interchanges as a cure for congestion is like loosening your belt as a cure for obesity*”

It's time to recognize that our transportation system is in crisis. While transit ridership levels are generally higher than in the United States, our largest cities find themselves unable to even keep up with maintenance costs, much less expand their systems where needed.

We call upon the federal government and its provincial counterparts to come to the table with a workable investment plan for public transit for our largest centres, as well as a new deal for inter-urban transport. This will not only help ease congestion, but will also help Canada meet climate change objectives and move towards greater inclusion of people with disabilities and the urban poor in the workplace.

## Investing in urban public transit on a massive scale

Transit is not the solution to all urban transportation problems. Today's situation has been caused by a number of disparate factors, including urban sprawl, segregated land uses, and separated employment and residential zones. Nevertheless, transportation and urban transit need focused policy solutions and dedicated financial investment across Canada.

It's important to note that *Canada25* is not anti-car. Personal vehicles have their place, and overly restricting their use would cause harm to many people as well as to local economies. Nevertheless, great cities offer their citizens a fair choice between transportation options. In Canada, the playing field is far from level.

Our urban development model has prioritized construction of roads for private vehicles over other modes of transportation. Roads and freeways are not generally thought of as public costs, but rather as a basic civic right in most cities. Public transit, however, is not viewed as a social or civic right; rather it is looked upon as a service from which costs must be recovered.

We challenge this view. We advocate a balance of transportation options to satisfy the need for efficient movement in and around urban space. To make this happen, we must prioritize alternative transportation modes and inter-modal connections. In addition to easing congestion in our cities, this will help Canada reduce air pollution and greenhouse gas emissions.

This doesn't mean toll roads in Timmins and subways in Antigonish. In some cases, capital that would be spent installing and maintaining a high-investment solution such as subways or light rail can be more effective when spent on smaller scale technologies such as busways, high-occupancy vehicle (HOV) lanes, and priority signalling for transit vehicles. Curitiba, Brazil's "metro on wheels" system of busways is used daily by 1.7 million passengers and handles 78% of commuter traffic. Vancouver has had success with its B-line express buses on major routes, as has Ottawa with its dedicated busways.

In other cities, subways and light rail may be the appropriate answer because of high ridership, lower operating costs, or better passenger acceptance. In any case, all large cities need help making public transit a viable choice.



***A city must strive to minimize the need for citizens to travel and provide choices of transportation – be it walking, biking, in-line skating, buses and trains, or even driving. The bottom line is that private motorized vehicles must cease to be the dominant feature of our cities if we want accessible and vibrant communities. Have you ever seen outdoor cafes pop up around highways, or kids play around major routes?”***

The federal government committed in the October 2002 Speech from the Throne to investing in an urban transportation strategy for Canada. This program should be pursued immediately and must provide stable long-term funding to municipalities – rather than one-time mega-project funding – in order to both maintain existing transportation infrastructure and support expansion of public transit. Municipalities must be guided through this funding to prioritize and promote transit use, to support land use patterns that encourage transit, and provide routes for walking and cycling.

Canadian cities cannot afford the road and transit infrastructure required to move their transportation services into the future. Large up-front costs are required to build and operate public transit systems that adequately deal with the service demands of the public. Current municipal revenue streams cannot provide this level of infrastructure investment — the federal government must step up to the plate by providing the necessary resources or tax tools to support urban transportation strategies.

## **INVESTMENT IN PUBLIC TRANSIT WORKS.**

In the 1960's, there were only five US cities with functioning subway systems. Since then, largely because of access to 80% federal funding, heavy rail or subway systems have been built in a number of cities (e.g. Washington DC, Atlanta, San Francisco), and more than 30 cities have instituted light rail systems.

**Ridership is now at 40-year highs.**

## Fixing inter-urban transportation issues

In addition to improving public transit, we need to address how inter-urban transport can help promote the development of great cities. A good example here is Hamilton, Ontario. That city's John C. Munro airport is growing quickly and providing enormous economic stimulus, but is very difficult to reach by public transit. In addition, there is no public transit between this airport and downtown Toronto, nor between Munro and Pearson airport in Toronto.

To alleviate situations like this, we recommend improving the quality of links between transportation hubs (e.g., shuttle buses to start, with the goal of building air-rail links). In the case of certain cities, such as Toronto, these links could be combined with public intra-urban transportation, such as a subway.

# Building Great City Universities

The university plays a unique role in a great city. Across the country, our participants, many of whom have not been students in some years, came back again and again to the powerfully symbiotic nature of the relationship between universities and cities.

It's difficult to think of a great city, particularly in North America, that does not have at least one great university. What would Chicago be without Northwestern and the University of Chicago? Or Boston without Harvard and MIT? This is true of Canada as well – Montréal without McGill and l'Université de Montréal, Vancouver without UBC and SFU, Edmonton without the University of Alberta: all would be far poorer places.

While post-secondary education as a whole is important, universities have a special role, and deserve extra emphasis for a number of reasons:

**They attract young talent.** By bringing students and academics into a city, universities not only provide a tangible economic benefit, but also a remarkable social one: they increase diversity, and bring vibrancy to the streets.

**They foster innovation.** Because of the research they conduct, universities are a vital part of a city's innovative capacity and ability to develop economically and socially.

**They help their cities grow intellectually and culturally.** By bringing the best of the world to their cities, in the form of lectures, artistic and sporting events, universities assist in strengthening social development.

In *A New Magnetic North*, Canada25 made fifteen key recommendations in five action areas to strengthen our academic sector. We stand by these, but, in terms of strengthening Canadian cities, we would like to underline a few key areas: the

vital role universities must play in innovation and economic development, the need to increase the number of foreign students in Canada, and a call to action to reverse the systemic underfunding of our schools.

**“When my father finished his PhD in England and his post-doctoral work in Canada and the US in 1969, he had a number of job offers, including one from Stanford. He chose the University of Calgary for two reasons: he didn’t want to raise his (not-yet-born) kids in an American city, and the U of C, as a brand-new university, offered an exciting research environment. It’s almost inconceivable that any young academic, particularly a non-Canadian, would make that choice today.”**

In return for increased investment, we call upon Canada’s great city universities to redouble their efforts to break down what barriers remain between “town and gown”, to establish close and formal ties with not only their municipal governments, but also with community groups, local businesses and professional associations. One way of doing this might be to create a formal centre for university-community projects at each university. Another could be to explicitly create centres focused on the problems and opportunities of the city, such as the Rappaport Institute for Greater Boston at Harvard University.

In the same vein, municipalities must see their universities as remarkable civic assets that need nurturing. They should adopt less competitive and defensive approaches in their relationships with universities. Both parties have much to gain from closer collaboration.

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## Improving the university’s role as an innovation engine.

While part of improving innovation deals with university funding, as covered in *A New Magnetic North*, universities cannot shirk their role in improving research commercialization. Universities must foster links between knowledge creators and those who can translate that knowledge into economic benefit.

The Connect program at the University of California, San Diego, offers an interesting example. Here, the university facilitates a social/networking group – not necessarily running it, but providing the venue. Meetings are organized and promoted by an inter-actor group, but would be focused on linking the ideas generated at the university with entrepreneurs and potential funders.

The emphasis here is on closing the loop – encouraging venture capitalists (VC’s) and angel investors in particular to make connections and share their experiences with emerging companies. The overall intention is to get VC’s to act a bit more like angels, encouraging more risk taking by each economic actor through a better understanding of the needs and skills of all the other actors.

Research at universities can spark the development of innovative new products and even markets which, when taken to the private sector, have the potential to fuel economic growth within a city. Improving the transfer of knowledge from Universities to the private sector can spur the growth of new economic “clusters” within a city and further the city’s reputation as a leader in a particular market. This increased economic activity also has returns for the University in terms of

increased private sector funding and also returns on any patents or intellectual property it may hold.

*Canada25* calls on the federal government to ensure that all Canadian universities are able to profit from any patents or research created with federal money. This has the potential to be lucrative for universities; in the case of patents, those that are developed using federal funding can be licenced back to the university instead of the government, and the university can licence then them out. The Bayh-Dole law, enacted in 1980 in the United States, allowed for universities to hold the patents that were developed with federal money, and this has led to significant research commercialization.

## Increasing the number and quality of international students at Canadian universities

International students provide an overwhelmingly positive impact on Canadian universities and cities. They aid in “brain circulation”, bringing some of the world’s best minds to Canada, even if only temporarily. They help Canada improve its image globally. Some of them stay, or come back to Canada, enriching our country in innumerable ways. The benefit to Canada is enormous, whether they are here for a brief period or for a lifetime.

Why, then, have many provincial governments and universities, in the name of short-term cost cutting, made it as difficult as possible for these students?

We call upon the federal government, through the Canadian International Development Agency and the Department of Foreign Affairs and International Trade, to fund more international students to come study at our universities, upon provincial governments to better fund international students, and upon universities to redouble their efforts to recruit top international students, particularly into graduate-level programs. One example worth studying is the British Overseas Research Office Scholarship programs, which eliminate differential fees for the most promising international students.

**“ My MBA from Western has allowed me enormous opportunity, but if I were considering graduate school today, I simply would not even look at Ivey, because I’m just a middle-class guy from Halifax. I could not imagine spending that kind of money.”**

The federal government has also proposed enhancing its efforts to recruit top international students through our embassies abroad. We applaud this effort, and strongly encourage the creation of a Canadian Rhodes Scholarship-style program to bring the absolute top students to this country from all over the world. The Trudeau Fellowship program is a marvellous start, and we hope to see this program expanded, or others begun, in different academic fields.

## Ending systemic underfunding

The crux of this issue is that federal and provincial governments need to make solid investments in post-secondary education, and particularly in universities. Goals like the federal government’s stated one of moving Canada from 15th in the world in R&D spending to 5th by 2010 (which we are on record as saying

should be into the top 3 by 2007) will simply not happen without more researchers, more graduate students, and ultimately, a lot more money.

While we need to find alternative sources of revenue for universities, and while universities need to do a much better job of research commercialization, we still need government to step up to the plate. We deplore the fact that accessibility, particularly to certain professional programs where tuition has been de-regulated, is being compromised. It is also clear that this kind of change can be self-defeating for universities and for Canada as a whole: as tuitions in Canada increase, programs abroad become more feasible and attractive to Canadian students. We call upon all governments to avoid the easy solutions and simple cutbacks, and work hard to develop cooperative ways of increasing the resources to this vital sector. While governments have tried to attack this problem in piecemeal fashion, it's time to look at truly innovative methods: perhaps the time has come for income-contingent student loan repayment, or for the adoption of an Australian/Scottish-style graduate student tax program, in which tuition is replaced with a tax on university graduates.

**“ I graduated from the University of Toronto Law School, and I am convinced that their plan to drastically hike tuition is wrong-headed. They simply don't compete where they think they do, and the tuition increases will not get them there. In fact, it will make it harder for them to get the best students. If I can get into Harvard, and have the resources to pay, I'm going to Harvard. If I can't get into Harvard, but have the financial resources to pay high tuition nonetheless, I might consider U of T. See the problem?”**



# Tuning Up the City Economic Development Engine

*Canada25* has completed significant detailed policy work in determining how to make Canada more innovative, and much of our thinking on this subject can be found at [www.Canada25.com](http://www.Canada25.com) in the “policy” section. There are, however, a few points that we will underline here, as they relate to how cities can foster the growth of economic clusters.

Let’s start with what cities cannot do: build economic clusters. Clusters have to grow organically through the exchange and free flow of ideas and capital between different economic actors.

An analogy is useful to understand this concept. A cluster is a lot like a shopping mall. It is a group of complementary businesses that co-operate and compete with one another. They have similar needs, business issues and goals.

Taking the analogy one step further helps us understand why cities cannot create clusters easily, but can create environments in which they flourish. A commercial real estate developer can create the physical space for a mall, but she cannot guarantee that stores will locate there. She cannot “create” tenants. What she can do, though, is build a great space in a terrific location that has the right infrastructure and is attractive to shoppers ... all at a competitive lease rate. If she gets these factors right, the shopping centre should flourish.

So, what can cities do to attract business to a cluster? We believe there are three elements: people (talented and skilled labour), capital, and ideas. The right combination of these is what leads to innovation. Cities, in turn, can work to create an environment in which these three elements come together. The key principles here involve building a culture of entrepreneurship through:

**Improving** knowledge sharing and collaboration between business and the community-at-large (particularly between business and universities);

**Increasing** the degree of risk tolerance – supporting success and learning from failure;

**Funding** and supporting young, pre-revenue companies that are trying to make the transition from “idea/creation” stage to more established, growth stage – there is a gap in supporting these nascent companies in Canada;

**Improving** leadership, the measurability of goals, and accountability in awarding grants/tax concessions meant to spur economic growth.

In addition to the work listed in the previous section around specific actions universities can take, other actors (entrepreneurs, funders, governments) must also get involved.

## Creating the *Canada25* Innovation Challenge

Our first proposed initiative in this section is to create The *Canada25* Innovation Challenge – similar to, but much more than, a national business plan competition. Sounds simple, but experience has shown that these types of events, by bringing together different economic actors, are tremendously powerful in inculcating a culture of innovation.

This challenge would invite students at colleges and universities to form interdisciplinary teams with professional mentors from local industry. These teams would include students from different disciplines, and the mentors would be business people from the community.

The important and differentiating element of this challenge is the role of the university. The power of the idea comes in helping the university break down “stove pipes” between disciplines, hopefully beginning to build a web of relationships amongst students and academics in different disciplines.

There would be regional competitions, with the winners feeding into a high-profile national final. Prizes would be awarded, and many of the teams, benefiting from the publicity, would likely move on to launch their businesses.

*Canada25* wants to assist in the launching of this program by partnering with existing groups that promote entrepreneurship among young people.

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## Helping students become innovators

**“ Our top Canadian business schools seem to do a wonderful job preparing students to compete in the cutthroat world of North American big business (investment banking, consulting, etc.). Arguably, the same cannot be said regarding their ability to create a budding crop of successful, young entrepreneurs. Two observations from my own experience at MBA school stand out. First, cross-faculty networking so essential to new idea generation and commercialization is almost non-existent. Second, our Entrepreneurs Club is the least subscribed vocational group in the entire business school. Innovation is a foreign concept to most graduates and an entrepreneurial mindset seems the exception rather than the rule.”**

## SHOPPING MALL ECONOMIC CLUSTER

Normally has one or a few “anchor” stores (e.g. large department stores, supermarkets). These stores drive traffic to the mall. This traffic then supports other stores and services. **Often has one/a few lead, or anchor businesses. These businesses bring in customers, supply contracts and expertise that support other businesses and service sectors in the region.** May have a couple of hair salons, and several women’s apparel shops. The mall has enough traffic to support these competing businesses, and, in fact, is often a destination because there are competing businesses (if I need an outfit for a wedding, I want to go where I can see lots of options in one place). **The volume of businesses coming into a cluster can support many direct competitors in the marketplace. Some competitors may gain market exposure simply by virtue of being located in the cluster.** Tailors and seamstresses move into the mall to provide alteration services to the clients of the many clothing stores. A food court and a cinema may open to cater to the other interests and needs of shoppers while shopping. **Related and supporting industries move in to take advantage of market opportunities up and down the value chain relative to the larger cluster businesses.**

The goal of this initiative is twofold: to help students become more engaged with key actors in business and industry and to help them better understand the commercialization process. We also hope to foster a more highly developed sense of entrepreneurship – both business and social – among all post-secondary students.

For non-business students, this means positioning business electives as desired courses within the core curriculum, helping students understand that there are ways to commercialize their skills and knowledge. This might require modifying some business courses so they are more directly relevant in the context of other disciplines, or bringing in speakers who have crossed traditional academic lines. There may even be an opportunity for business students to volunteer in teaching business concepts to others.

There are also some things that can be done to tweak business curricula: make sure students are mentored by local business leaders as well as academics, and create incentives for recent graduates to pursue entrepreneurial ventures immediately after graduation.

**“*When I was working on my MBA at Harvard, I happened to take a course at MIT. While there, I realized that there were so many great ideas there with no funding, and no understanding of how to commercialize. While I was still in school, I was able to start a successful sideline matching MBA alumni (who had a lot of money and business sense) with MIT students (who had great ideas).*”**

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## Strengthening corporate social responsibility to our cities

Creating vibrant cities is not only the domain of government and individuals, but is also in the best interest of businesses and corporations as well. For a business, we believe that investing in the vibrancy of city has a high potential commercial return on investment.

When a city breathes life and is able to provide for its residents an improved quality of life, a wide array of leisure and recreation activities, proximity to a university and an environment of innovation, as well as an advanced transportation and communication infrastructure, businesses greatly benefit in terms of the ability to attract and retain talented people, ready access of services and suppliers that support a business’s activities, opportunities to participate in highly-visible brand-building events and conferences, access to capital and innovative new ideas as well as general goodwill from the community.

We feel that most businesses realize this, and want to play a more active role in their cities. Indeed, many cities already boast tremendous corporate champions. Some corporations, though, feel that they lack the correct venues and incentives to become more active. We have two ideas to help ameliorate this: helping businesses become more involved in the well-being of their cities, and building more accountability – particularly for social responsibility and community investment – into government grants and concessions.

**Finding innovative ways for business to become more involved in the social well-being of their cities.** Some examples of how to do this involve

providing tax and other similar types of incentives for business to provide goods and services to the community, and encouraging firms to offer assets and/or services to their surrounding community (free of charge), that play on their business strengths (e.g. an ISP offers free Internet services to neighbourhoods demonstrating need) in exchange for tax breaks. Municipal government or larger non-profits (e.g. United Ways) may also be helpful here, through a matching service that solicits proposals from community groups that need assistance and matches them to corporations with the right sets of skills and products. Recent proposals recommending tax incentives for employees who volunteer their time in the community are also worth serious consideration.

**Building increased levels of social accountability into funding criteria for business grants and taxation concessions.** This could mean making the awarding of government grants/concessions contingent upon the ability of the receiving body to demonstrate measurable community results achieved with the grant or concession.

# Maximizing the Benefits of Immigration

**“ Thanks to a work and travel visa arrangement between Canada and Japan, I was able to move to Japan for a summer between my second and third year of university. I had a great time, met all sorts of people, and was able to save enough money to get back on my feet when I came home. As I see it, citizens from both countries win with these types of arrangements, and we should work to create more of these kinds of opportunities”**

Immigration is unambiguously good for Canada, and for our cities.

That’s not a statement born of political correctness. Rather, we have heard across the country that our cities need immigration – both short- and long-term – to prosper from brain circulation. What Canada needs to do, however, as we increase the absolute number of immigrants, is spread the benefits of immigration more evenly across the country and ensure that all immigrants are assisted in achieving their full potential quickly.

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## Spreading the benefits of immigration

*Canada25* supports the extension of provincial government nominee programs, which match talented immigrants with specific job opportunities, to the municipal level. Currently, provinces and cities have limited ability to select immigrants that address their particular social and economic needs. As a result, the labour needs of many communities are in danger of going unfulfilled, particularly given the impending demographic shift and coming retirement wave, while the labour pools of other communities are in danger of being saturated.

*Canada25* does not support any measure that restricts the freedom of immigrants to settle in any area of Canada that they choose. However, we suggest that provincial and municipal nominee programs, which match talented immigrants with job opportunities in particular areas, would have the effect of encouraging immigrants with specific qualifications to settle, work, and put down roots in communities across Canada.

## **ACCORDING TO CITIZENSHIP AND IMMIGRATION CANADA**

50% of immigrants to Canada go to Toronto, 14% to Vancouver and 13% to Montreal.

**The rest of the country  
shares the remaining 23%**

(2001)

## Helping immigrants achieve their full potential

The immigration process must not start and end at the airport. We need to do a better job of marketing Canada worldwide, using our foreign missions and the Internet to target the immigrants with the skills and experiences we need. In particular, we should make it clear what skills are in demand in what cities, so that prospective immigrants can start making critical location decisions in advance of applying. After they arrive in Canada, better statistics need to be kept of where they settle and what jobs they receive in order to facilitate the integration process.

Even more important, we need to do a far better job of helping new Canadians maximize their human capital. This means much better recognition of foreign credentials, and a new emphasis on professional mentorship and matching programs, as well as assistance to immigrants to get up to speed in their professions quickly. In addition to the human tragedy of doctors working as cab drivers, there is a real economic cost – the total cost of immigrant underemployment is estimated by the Conference Board of Canada to be between \$4 billion and \$6 billion as a result of unrecognized qualifications.

According to Bloom and Grant (2001), more than 340,000 Canadians have foreign professional credentials that are not recognized by provincial regulatory bodies. We call upon provincial governments and the relevant regulatory bodies to expedite the accreditation of foreign professionals. Regulatory bodies must review their requirements, including the notion of Canadian experience, to ensure that the standards and practices for internationally-trained professionals are relevant, fair, and comparable to those trained in Canada. As well, we reiterate our call in *A New Magnetic North* for provincial governments to fund additional medical residency programs for foreign-trained doctors, and, in particular, ensure that Canadians who have completed medical training abroad have access to Canadian residency programs, and that they know about this access.

Further, we believe in supporting immigrants immediately after arrival in ways that help them to integrate quickly into our economy. Many immigrants lack the immediate financial resources to pay for essential services that facilitate appropriate entry into the job market, so they take low-level jobs just to make ends meet. Research shows that skilled immigrants who take a low-level job are less likely to wind up working in their area of expertise. Moreover, the default rate for loans to immigrants through the Federal Immigrant Transportation loan program is very low. In light of these facts, it makes sense to give immigrants the opportunity to finance their attempts to qualify for work in their respective fields of specialization.

This could mean:

**Granting start-up loans** for immigrants to finance their labour needs (e.g., credential assessment services, licensing and examination fees, bridging courses, purchase of business equipment), expanding existing student loan programs to cover bridging courses, and expanding the existing Transportation Loan program to allow individuals to use funds for activities that facilitate labour-market entry.

**Providing incentives for Canadian organizations** to offer appropriate services to immigrants. For example, reorient and expand the LINC (language instruction for newcomers) program so that language training is more relevant to the work-



place; develop a formal mentorship program to match Canadian practitioners with skilled immigrants from the same occupation; and provide co-op placements and other workplace bridging opportunities for skilled immigrants. As well, colleges and universities, especially those in major urban areas, should be encouraged to offer bridging courses to immigrants and others without requiring them to enrol in a full diploma or degree program.

**Developing international benchmarking programs** to aid in the recognition of foreign credentials, as well as immigrants' professional designations and skill sets. Professional associations and industry groups should produce aptitude tests to gauge the skills of immigrants quickly and identify which, if any, qualifications they lack. Having this "stamp of approval" quickly would help enormously in the early job search.

**Offer graduates of any university worldwide a one-year work term visa,** with option for renewal. This will bring educated young people to the country and provide opportunities for Canada to strengthen its ties with other nations.

# Fighting Urban Poverty

A very clear message from our work is that social inclusion in our communities matters to young talent. Whether or not we are ourselves economically empowered, we care deeply and passionately about poverty, homelessness, and public health.

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There are a number of reasons for this – first, we recognize that society has a far greater role to play than just catering to those who create wealth. Our participants also told us in no uncertain terms that they want to live in cities that are equitable, that feature high social inclusion, that take care of the less fortunate.

Some of this is altruism, certainly, and some of it is self-interest: who wants to live in a city, after all, where there is rampant poverty and homelessness? In any case, *Canada25* calls for innovation in how we deal with pressing social issues. In particular, we call for new thinking on affordable housing, and for a renewed effort to ameliorate the impact of urban poverty.

## Improving the supply and quality of affordable housing

As we discussed in the urban design action priority, we generally favour mixed neighbourhoods that have both residential and commercial components, and feature a diversity of income groups and ages. Part of creating these vibrant spaces involves provision of social housing and affordable housing. Neighbourhoods like Plateau Mont-Royal in Montréal and Garrison Woods in Calgary start down the path we would like to see, but we need to think more innovatively about how to provide social housing, and what the appropriate role is for each level of government.

We don't claim to have all the answers on this issue. We do recognize, though, that housing is at the root of much social division in our cities, and homelessness is something that concerns us deeply. Further, we believe that is inappropriate

## NEW THINKING ON AFFORDABLE HOME OWNERSHIP

While we believe strongly that the scarcity of rental housing is an issue that needs to be addressed, there is much thinking that there may be ways of helping less well-off people own their own homes. This begins with bringing down the cost of construction and of financing. **In this vein, we are encouraged by the work of Avi Friedman and colleagues at McGill**, who have designed model homes that cost \$40,000 to build. **The work of Options for Homes in Toronto**, which uses innovative financial arrangements to build low-cost condominium units, is also intriguing; we encourage decision-makers not to be overly tied to models of the past, which prioritize renting over buying, when evaluating new models for affordable housing.

and impractical to continue to ask municipal governments to finance social housing to the extent they currently do.

We therefore call upon the federal government to take a leadership role here, in convening provincial and municipal governments, as well as civil society, in a new coordinated National Housing Strategy. This strategy should examine not only root causes for homelessness, but also strategies to assist the working poor to find housing.

In addition to a focus on homelessness, with its public face, we call attention to another pressing housing problem in our cities: the scarcity of affordable rental housing. For many people (the working poor, recent graduates with good jobs but crushing student debt), rental accommodation is the only option. Furthermore, the types of vibrant communities we espouse tend to feature large numbers of young renters.

However, rental housing is not being built at the kinds of levels we saw in the early 1970's, and a significant amount of the existing stock is being converted to condominiums or is being demolished to make way for condo developments. There are concrete steps that government, the private sector, and the non-profit sector can take to improve this, and we point to the City of Toronto's rental housing plan (available at [www.city.toronto.on.ca/torontoplan/rental\\_housing.htm](http://www.city.toronto.on.ca/torontoplan/rental_housing.htm)) as an example of thoughtful change.

We encourage the federal government to make steps in this direction, and urge other cities and provinces to look at the barriers they put up to new rental construction.

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### Fighting the effects of poverty

Because cities have such a diversity of human activity, richer and poorer will live in close proximity. However, in some urban neighbourhoods, such as Vancouver's Downtown Eastside and Toronto's Regent Park, dire poverty has become the norm, along with drugs and crime. Alleviating the situation seems almost hopeless. However, there are ways in which cities can work towards mitigating the most detrimental impacts of poverty and breakdown the generational cycle that keeps families poor.

There are no easy solutions to this – what works in one city may have little impact in another. What we can say, though, is that there is a clear need for more cooperation between actors to develop innovative solutions to urban poverty issues. To simply deride some ideas as “left-wing” or “right-wing”, as “technocratic” or “band-aids that don't address root causes” without seeking to better understand why they do or do not work is counterproductive at best. We urge all actors to set aside the labels and the rhetoric, and for academics, non-profit organizations and governments to come together in each of our cities. Each city mayor should convene an Urban Poverty Roundtable invested with a mandate to develop specific solutions for their city.

Notwithstanding the need for specialized solutions, there are certain themes that have seen wide success, and we encourage these roundtables to examine them. These include creating more mixed-income neighbourhoods, as we have already discussed, and also focusing on microeconomic development of poor geographic

communities, as advocated by Harvard professor William Julius Wilson and many others. This kind of development is very specific to the needs of individual neighbourhoods and to the disadvantaged communities within them.

Perhaps the most important of all of these themes, though, is that of public education and investments in human capital.

Across the country, participants have been strongly vocal in their support for public education, arguing that investing deeply in human capital is one of the keys to innovation. It is sad to see that in some parts of the country, wealthier parents have abandoned the public education system, citing large class sizes, lack of resources and questionable quality as reasons for pulling their children out of public schools. We strongly believe that all kids deserve quality public education and that, as most of us are products of what was an excellent public education system, we have an obligation to ensure that all children have access to great public schools.

It goes beyond K-12, though. We need to think about ways in which we can promote life-long learning and continuous personal improvement. This may include providing tax credits or Employment Insurance premium relief to employers that devote resources to apprenticeships, on-the-job training, and other professional development programs to new or existing employees. This would involve a human capital investment to skilled workers who need upgrading, and to those changing careers.

Finally, we need to have some flexibility when making these human capital investments. We must recognize that there are groups that bear a disproportionate burden of social exclusion – recent immigrants, some communities of colour and, in particular, aboriginal people. For our cities to succeed, we need to ensure that urban aboriginal concerns rise to near the top of our priority list.

No one has a magic solution to the problems of urban poverty. Nonetheless, we must all understand how vitally important it is to the viability of our communities that we mobilize all levels of society on this problem now.

# Fostering Creativity and Supporting the Arts

“ *People always ask me what shocked me the most about moving from Saskatchewan to Toronto. They are always surprised when I don't mention the traffic, the crowds or the pollution. I expected that. What I didn't expect was Toronto's vibrant cultural scene. I'm a music student and planned to teach for a living. Now, after seeing the opportunities for musicians in this city, I intend to play for a living, which is what I have always wanted to do.*”

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One hundred per cent of our survey respondents mentioned “arts and culture” as a key determinant of where they decide to live. This is not surprising: great cities are imbued with an almost-tangible energy that creates an exciting, entertaining and intellectually rewarding environment in which to live.

Many young people want to live in New York City not just because it's big, but also because it's fun. From quirky off-Broadway plays to the world's best museums, New York's cultural scene is one of that city's key assets. New York has developed an environment that fosters creativity and artistic growth, which in turns helps attract skilled young workers from around the world looking for an exhilarating experience.

Recently, culture has been recognized as a key factor in the economic vitality of a city. Richard Florida of Carnegie-Mellon University, a leading thinker on these issues, contrasts Detroit, Michigan with Austin, Texas. Although Detroit is blessed with an important industry and a world-class university nearby, it is not on anyone's top destination list. Florida argues that Detroit failed to “keep up with the cultural times.”

In contrast, Austin has blossomed socially, economically and culturally over the past two decades. In the early 80's, Austin lost many of the high-calibre students who studied at the University of Texas. Faced with these departures, the city encouraged the development of a vibrant cultural scene, which helped the city attract new industries. In this way, Austin stemmed the tide of departing students. Nowadays, students arrive in Austin for the education, but stay for the culture.

Not too long ago, public policy in Canada directed funding to large flagship institutions, such as the Royal Winnipeg Ballet and Art Gallery of Ontario, at the expense of smaller groups and individuals. Public monies were focused on "high" forms of culture, such as the symphony and the opera, while popular culture was left to fend for itself. Although there has been a shift in policy, whereby a greater diversity of groups and individuals have access to public funds, the total amount of funding for the arts has declined due to budget cuts at both the provincial and federal level. In our view, governments in Canada must implement policies that strengthen our existing cultural institutions, foster the development of young artistic talent and encourage cultural development.

## Strengthening existing cultural infrastructure

Great cities need cultural infrastructure such as galleries, museums, concert halls and theatres. These facilities are creative dynamos. They teach, inspire, and provoke. Without them, cities cannot avoid the "there's no there, there" type of criticism, which Gertrude Stein infamously directed at Oakland, California. The impact of quality cultural institutions goes far beyond the people who walk through their doors. In order to strengthen these institutions, we have the following suggestions:

**Combine marketing efforts.** Institutions should coordinate their marketing efforts to:

- time exhibitions most effectively;
- increase the quality and quantity of media buys, and
- coordinate the sale of municipal cultural passes that grant patrons access to several institutions.

**Improve financial management.** In order to prevent established artistic institutions from lurching from financial crisis to financial crisis, governments must implement programs, such as the Alberta Performing Arts Stabilization Fund, which provide stable funding while instilling fiscal discipline in artistic organizations.

**Share facilities.** Institutions should ensure that their physical facilities, which often were built with public dollars, are used to the maximum possible extent. In some cities, for example, there is a critical shortage of performance space. An established company should make its facilities available to emerging companies during the off-season rather than allowing the theatre to sit unused. This may sound obvious, but to some, will require a mind-shift: some incumbent organizations see newer companies as competition for a limited audience. We believe this is incorrect, and that more art being available tends to increase the total market. The goal should be to have no "dark nights" in performing arts spaces, not to see more performance as competition for existing organizations.

**Enhance community information and participation in the arts.** This may mean encouraging more partnerships between media and arts organizations, or creating on-line arts portals for cities (see [www.reallivearts.com](http://www.reallivearts.com) for one strong example). Another idea is to take a page from Paris and have municipal competitions to create beautiful central information sites for cultural districts.

**Forge links with the private sector.** Corporations and individuals should be encouraged to donate to cultural institutions, potentially by matching government funding with private sector. Cities may also wish to create venture capital-style organizations in partnership with the private sector to invest in new cultural opportunities.

## Supporting emerging organizations and fostering young talent

Across Canada, there are vibrant individuals and organizations that are making a mark with audiences, but are struggling to survive. The lack of funding, both from public and private sponsors, prevent these artists and organizations from flourishing in the long term. The following are a few initiatives that we believe will increase support for this segment of the artistic community:

**Sponsor municipal culture co-ops.** Recognizing that talented artists do not always have access to cultural facilities or the resources to purchase required tools, we suggest creating a municipally based co-op. This co-op will work as an incubator, helping talented artists realize their potential by reducing financial and organizational barriers to practicing their craft full-time.

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**Build management and administrative skills.** Many emerging cultural organizations lack experienced management and administrative expertise. We believe that this problem could be resolved in two ways. First, we would encourage the development of a mentorship program whereby experienced managers would share their experience and knowledge with emerging organizations. Secondly, we suggest that emerging artistic organizations recruit young professionals who have management and administrative skills onto their boards. Many young people would love to sit on a board of a cultural organization, but are deemed to be too young and inexperienced to join the boards of established institutions.

## Encouraging cultural development

The federal government can help cities develop a lively cultural life by dramatically revamping its existing Canadian Capital of Culture program.

We believe that the current program should be transformed into a prestigious bi-annual award for which cities across the nation compete. The model would be the European Cities of Culture program, which has transformed cities across Europe, Glasgow being the best example. In a process similar to choosing a winning bid for the Olympics, cities will compete for the prize based on plans for enhancing culture in their communities.

These plans would be comprehensive, touching on every kind of culture – from architecture to dance, literature and music – and highlighting the best of the city, region, and country. The ultimate goal is a year-long festival that would draw visitors from across the country and abroad, much like a World's Fair.



# Marketing What We Have

It's easy to say the answer always lies in better marketing. Canadians love to say, "if only the world knew how great we are..." While some of this is wishful thinking, there's a point here.

When you live in a country where one of the most successful retailers is called "Canadian Tire", you know you're not amongst the world's best marketers. So, although we believe ensuring we have something to communicate is job one, we also believe that many cities in Canada suffer from standard promotion efforts.

In fact, we applaud, for example, the federal government's efforts through the much-maligned sponsorship program to re-brand and better promote Canada. What a shame that old-style politics was allowed to discredit what could have been a worthwhile initiative.

The centrepiece of our recommendations in this section is the creation of a simple yet profound evaluation tool that can help our cities to both promote their strengths and identify their weaknesses. We propose to formulate a national Quality of Life Index program. This index would serve a number of purposes: in addition to allowing cities to measure and manage their performance on factors important to their residents, it would serve as a tool to educate and build awareness of urban issues.

This tool would include an array of metrics, perhaps beginning with those articulated by existing methodologies like those of Mercer Human Resources Consulting, but including more measurements of urban factors. For example, these might include air quality, commute times, housing costs, energy costs per household, greenspace per person, and access to education.

The real power of this tool, though, is that citizens are engaged in developing the index, in setting goals, in measuring performance, in debating how to improve when the results are in. The Quality of Life Index can host several shared indicators to help Canadian cities compare and learn about each other, and also feature unique indicators as determined by local needs and circumstances. Establishing a unique set of indicators will involve a significant public consultation process; we

hope that the tool will get people talking about quality of life and urban issues in everyday conversation, since the issues that are at the tips of peoples' tongues tend to rise to the top of political agendas.

So, this index would be an important first step in improving the marketing of our cities, by giving them a strong fact base from which to work, and from which to create the message they would like to get out to their citizens, other Canadians, potential investors, and immigrants.

# How We Get There:

## Improving Civic Engagement and Social Capital

There is a leadership vacuum in our country. That should come as no surprise to anyone. Canadians as a whole and our membership in particular, have become increasingly disengaged from government and from traditional elements of civil society.

What may be surprising, though, is the need people have to fill that void: over 350 young people took time out of a short Canadian summer to engage with *Canada25* this year, and they all spoke of the need to enhance civic engagement in our cities.

*Canada25* heard this message, and we will be working over the next year and beyond to create new outlets for people's ideas and creative energies. We invite all levels of government, universities, business, and the social sector to join with us. There are three specific initiatives that we will try to bring to fruition: a new civics curriculum for high school students, a mandatory service requirement for university graduation, and a new Canada Service Corps for recent graduates.

### A new civics curriculum for high school students

It is shameful that high school students graduate with so little understanding of their nation, of our shared history, and of how our community institutions and government work. We would like to redress the last of these in particular, by creating a "plug-and-play" curriculum as well as a roster of guest experts in cities across Canada who can speak to students.

For example, the Annenberg School of Communications at the University of Pennsylvania sponsors "Student Voices", a program that is added to existing civics courses and helps students track local elections. We propose to create a similar program in Canada, in a cost-effective manner beginning in our major cities, so that high schools can integrate civics work into their high-school curricula without expending huge resources in class material development. The goal of these materials would not be to tell students what it means to be Canadian, but rather to help students learn to think critically about civic issues.

*Canada25* will work to help create curriculum materials that can be used by schools across the country. We invite partners to help us in making this a reality.

## Mandatory university service requirement

Community service is fast becoming a standard component of high school curricula. This proposal is an extension of that trend into post-secondary education. By their final year of undergraduate studies, young people have the skills and maturity to begin making a meaningful contribution to their communities. Moreover, it is important that they feel part of, and engaged with, that community. Standing at the cusp of their working lives, students at this stage represent a tremendous storehouse of human capital. It is only logical that, at this juncture, they learn about the world around them, learn what they have to offer, and begin to give back.

As we have pointed out in this report, our universities are one of this country's most important untapped resources. However, they are not as connected to their communities as they should be. Taking learning into the streets by unleashing the talents and energies of senior undergraduate students on social problems within the community would be a powerful demonstration of a university's social value. Bridging the gap between "town" and "gown" in this way could only serve to advance the status and esteem of our universities, and contribute to their growth and development.

Perhaps most important, this initiative would address the apathy – or perhaps frustration borne of a perceived inability to effect change – that young educated people appear to demonstrate vis-à-vis the social problems of our society. Getting young adults thinking about, and involved in, social policy initiatives at a hands-on level can only help to develop a sense of civic duty and foster future involvement.

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Our proposal is to work with one university to pilot and fund a mandatory, for-credit community service course or program in the final year of studies. This would take the form of a full-year experiential course in which students would both learn about the challenges and rewards of community engagement as well as actively work on one of these challenges. Over the next year, *Canada25* will better flesh out how this might work and search for a university partner for this project.

## Canada Service Corps

The Canada Service Corps would be a network of national service programs with a two-fold aim. First, it would engage thousands of young Canadians in intensive service designed to address compelling needs in education, public safety, health and the environment. Second, the CSC would have an explicit goal of fostering civic engagement and community involvement – among both its participants and the targets of its programs.

We envision this program as something akin to Americorps in the United States, in which young people can devote one to two years in public service, and receive a small stipend plus educational assistance (including student loan forgiveness) in return.

# What It Will Take

In order to achieve this vision, and implement the initiatives we have proposed throughout this report the work of many actors across society will need to be coordinated. In this section, we outline the roles and responsibilities of the different players.

...from the Federal Government

**“ There are two things we need from the feds: their money and their money!”**

The federal government has been hesitant in the past to delve too deeply into municipal affairs, not wishing to tread on the responsibilities of the provinces. While this restraint is admirable from many perspectives, it also has meant that the federal government has been absent from financing the vital infrastructure essential to ensure our national success. We call upon the government of Canada to come to the table for major initiatives designed to:

## Introduce a national urban transit strategy.

The time is ripe to invest heavily in building urban transit, particularly in our largest cities. The next tranche of federal infrastructure money, at the very least, should be devoted entirely to urban transit. No more bocce ball courts or dubious renovations of public buildings. A major investment in transit now will pay dividends far into the future. Ottawa should also consider initiating a direct and transparent transfer of a portion of federal gasoline tax revenue to transportation systems.

## Initiate a new deal for universities.

We welcome the recent investments the federal government has made in post-secondary education, from the Millennium Scholarship Foundation to the Canadian Centres for Innovation, but more is required. We encourage the Government of Canada to increase its funding for PSE under the Canada Health and Social Transfer, and enter into discussions with the provinces on how to ensure this money is spent on PSE. The federal government also must play a role in funding the scholarship program we envision as bringing top scholars to this country – whether through an extension of the Trudeau Fellowship or separately.

### Maximize the human resource potential of new immigrants.

Currently, provinces and cities have only a limited ability to proactively pursue immigrants that address their particular social and economic needs. The current top-down immigration system leaves the needs of many smaller communities unfulfilled – while leaving our largest cities struggling to accommodate tens of thousands of new immigrants. To remedy this imbalance, the federal government should expand its Provincial Nominee Programs to include municipalities, a change that would match talented immigrants with job opportunities in particular regions – while encouraging immigrants with specific qualifications to settle, work, and put down roots in communities across Canada.

### Unveil a Canada Service Corps (CSC).

Although federal funding would constitute only a portion of CSC's budget, Ottawa must champion the initiative – especially to ensure a degree of national coordination and synergy.

### Work to solve the housing crisis.

The federal government must engage with the provinces and municipalities on finding innovative solutions to homelessness. As well, Ottawa should consider how it can help replenish rental housing stock – this may include some of the recommendations of the City of Toronto's rental housing plan:

- Change Canada Mortgage and Housing Company's restrictive mortgage insurance criteria.
- Amend income tax legislation to encourage new rental production.
- Treat rental properties fairly under GST legislation.
- Stimulate private investment in affordable rental housing.
- Make suitable surplus federal land available for rental housing

### ...from Provincial Governments

Many provincial governments have showed tremendous innovation in devising new forms of municipal-provincial cooperation: Winnipeg's city charter and the fuel-tax sharing regime in Alberta are only two of the many examples of provinces acknowledging a new reality and taking proactive steps to foster greater urban autonomy. We encourage this type of innovation, and we are particularly eager to see provinces:

### Embrace new revenue-sharing schemes.

Under Canada's existing system of fiscal federalism, cities are cursed with only the most minimal means of revenue generation. As a result, homeowners find their property taxes surging skyward as beleaguered municipal governments struggle to cope with federal and provincial off-loading. Given the importance of city governments as providers of front-line services, *Canada25* will generally support provincial initiatives to provide municipal governments with access to a dedicated and ongoing pool of provincial tax revenues and/or the authority to levy (new) taxes on parties who benefit from but do not currently pay for municipal services (e.g hotel taxes).

## Increase investment in public education – from kindergarten to colleges and universities.

Along with many others, *Canada25* asserts that strong educational institutions are vital to the creation of vibrant and visionary urban areas. But the primacy of public education must be supported at all levels and for all ages. As a result, we urge provinces to view their educational budgets as investment in human potential – investments whose dividends touch every student across this country. Moreover, we strongly support the integration of civics education into provincial curricula by developing or expanding course components explicitly designed to foster civic engagement, social capital and good citizenship.

## Increase funding for public transit.

Across the country, urban air quality is deteriorating as vehicular congestion spirals higher. Air quality and the degree of congestion in a city are fundamental determinants of a municipality's quality of life –they can also act as either deterrents or incentives to talented Canadians choosing where to live and work. Provinces have a major funding role to play in the new transit strategy.

## Work to solve the housing crisis.

In addition to partnering with Ottawa and municipalities in implementing creative solutions to homelessness, provinces also need to help replenish the stock of rental housing. There are a number of tax incentives that can be passed on to municipalities and developers to encourage this kind of construction.

## Expedite immigrant accreditation.

Provinces should encourage regulatory bodies to re-appraise and increase their recognition of foreign credentials. Maximizing the potential of human capital is the role of all levels of government, but it's provincial regulatory bodies whose overly stringent and sometimes self-serving standards can result in physicists driving cabs and engineers mopping floors.

## Help create the Canada Service Corps.

Provinces have an integral role to play in the CSC, both by offering their input on key policy challenges the Corps should undertake, as well as providing financial support. *Canada25* encourages provinces to forgive a portion of the student loans owed by participants in the CSC, while offering additional incentives to attract young leaders who have elected not to pursue post-secondary education.

## ...from Municipal Governments

Canada's federal system leaves municipal governments with enormous responsibility for service delivery and limited means to fulfil it. Although this report is designed to remedy this imbalance, cities themselves must play a proactive role in initiating and shepherding these critical reforms. *Canada25* is calling on cities to:

### Adopt smart growth/high density development strategies.

This approach would discourage sprawl and annexation and biased while encouraging reclaiming and restoring brownfields. Cities can use zoning laws to foster the creation of distinct – and mixed-use – neighbourhoods – i.e. the triumph of growing up over growing out.

### Keep the pressure on Ottawa and the provinces.

The past few years have seen cities lobby much more aggressively for increased resources and expanded autonomy. But cities need to keep the pressure on – especially since urban issues are finally appearing on Ottawa’s radar screen.

### Inform and empower their citizenry.

Municipal governments have to be careful in their lobbying efforts, however, to avoid “biting the hands that feed them.” One solution to this dilemma is for cities to directly inform their residents of the fiscal constraints they’re under as part and parcel of a broader campaign aimed at telling taxpayers just what services they get for their tax dollars. An informed and activist citizenry would be an invaluable ally for municipal leaders pitching reforms to their provincial and federal counterparts.

### Make politicians publicize their urban agendas.

This is a critical initiative, and one in which groups like the Federation of Canadian Municipalities can play a critical role. Federal and provincial politicians need to learn that urban voters are willing to cast their ballots based on competing urban visions – visions that need to be on the record well before election day.

## ...from Universities

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The role of world-class universities in building world-class cities is one of the central arguments of this report. As a result, we have several specific recommendations designed to maximize the positive impact of Canada’s institutions of higher learning – both colleges and universities.

### Break down the age-old barrier between town and gown.

Too often, both sides see the relationship between universities and their communities as competitive, not symbiotic. This has to change. Post-secondary institutions have to accept that they have obligations not only to their students, their faculty and their alumni, but also to the municipalities in which they are situated. Meanwhile, municipal governments need to actively involve university representatives when considering pivotal planning and development decisions in academic neighbourhoods. To help foster a greater sense of inclusion on both sides, we would like universities and colleges to make it easier for interested individuals – of all ages – to take classes. We would like to see the creation of speaker series aimed at external audiences, a greater willingness on the part of institutions to provide space for community organizations, and increased support for non-traditional or adult students.

### Capitalize on cutting-edge research to help build industry clusters.

Canada’s universities are this country’s strongest research resource. As a result, universities should take a more active role in exploring and facilitating commercial research opportunities through the creation of sectoral clusters. One successful example is MARS – the discovery district for medical and related sciences that was created to tap into the Toronto and Ontario’s health sciences expertise. Of course, academic integrity must always take precedence in any commercial



venture. However, provided that high ethical standards are maintained, universities should not shy away from pursuing commercial opportunities.

### Enhance civic engagement.

*Canada25* is a firm believer in the benefits of civic education to students of all ages. That's why we support the creation of service requirements that allow students to play an active role in improving their communities by applying their academic knowledge to pressing public policy challenges. Even for those schools not willing to make this program mandatory, we encourage them to make such experiences available.

### Encourage cross-disciplinary cooperation.

All too often, university and college students spend their entire post-secondary education cocooned within a single faculty or department. By contrast, we strongly believe that success in the professional world, and consequently innovation in our cities, comes to those individuals who are most comfortable synthesizing ideas from across the academic spectrum. As a result, *Canada25* would like to see universities encourage students to take courses outside their core discipline and to build mechanisms to foster cross-discipline interaction. For example, they could assign projects whose successful completion requires the cooperation of students from a wide spectrum of schools and faculties. A great example of this comes from the University of Calgary, which has recently announced a cross-disciplinary course on innovation, taught by faculty from across the campus.

## ...from Non-profits

### Identify opportunities for the CSC.

Non-profits – especially those involved in service delivery – can play a critical role in identifying projects for the Canada Service Corps, as well as encouraging their younger members to assume leadership roles in the fledgling organization.

### Monitor and document urban indicators.

Many non-governmental organizations also perform a valuable service by conducting the kind of front-line research so essential to understanding the health of a city and its inhabitants. With municipal governments often lacking the resources to undertake ambitious fieldwork, NGOs can fill in some of these critical voids.

## ...from Business

Canadian businesses have a vested interest in ensuring the creation and maintenance of world-class Canadian cities. After all, world-class cities attract world-class workers, and in this rapidly shrinking and globalizing world, the best and brightest minds have their pick of the litter when choosing where to base their careers and their families. Corporations, then, have an obligation not only to create innovative and responsive workplaces, but also to make their communities the kind of inclusive, vibrant and dynamic cities required to attract global leaders. Here are four initiatives Canadian businesses should be proud to endorse:

### Help immigrants overcome professional obstacles.

*Canada25* is passionate about maximizing the potential of this country's newest citizens, and we think the business community has a key role to play. We encourage industry groups to develop formal mentoring programs to match Canadian practitioners with skilled immigrants, as well as co-op placements that can help new immigrants bridge some pivotal professional gaps.

### Support the commercialization efforts of Canadian universities.

As Canada's leading universities look to profit from their cutting-edge research, support from venture capitalists and investment bankers will be critical. In order to hone our entrepreneurial culture, Canada's business community needs to increase its tolerance for risk and actively pursue the commercial opportunities emerging from this country's top schools.

### Promote a holistic view of business education.

Business students at Canadian universities graduate with an advanced knowledge of economics, finance, marketing and other skills that fuel professional success. Other students, though, should feel that there is a place in business innovation for them. *Canada25* will encourage Canada's leading companies to support cross-disciplinary business plan contests such as the *Canada25* Innovation Challenge, to expand their summer internship programs and to push for "business basics" classes aimed at non-business students.

### Support the social infrastructure that makes cities great.

Industry groups have always been effective and eloquent lobbyists when it comes to public services – like transportation or infrastructure – that directly affect their bottom line. But human capital has never been more important to commercial success, and the people companies need focus on intangibles: parks, symphonies, schools, theatre and a great city in which to enjoy them. *Canada25* applauds those visionary companies that are already active in their communities – and it encourages others to follow these laudable examples. We want corporate cultures where executives and departments vie with each other to make the biggest impact on whatever cause is closest to their business and their hearts.

### ...from *Canada25*

The preceding pages have presented a long list of goals aimed at the stakeholders essential to the ongoing vitality of Canada's urban centres. We would be remiss – and unfair – if we failed to subject ourselves to the same scrutiny. In the weeks and months to come, *Canada25* will focus its energy and its passion to:

### Ensure that the state of Canadian cities remains at the centre of this country's ongoing policy debate.

With the leaders of three of the country's four national political parties due to retire over the next sixteen months, urban advocates are faced with a tremendous opportunity to move cities to a central place in federal politics. We will be taking this message to key leaders in Ottawa, in the provinces, territories and municipalities – as well as to academic, business and community visionaries. In fact, one of our core strengths is the ability to debate and discuss these issues with leaders from all walks of Canadian life – and to encourage their communication and collaboration.

### Address local issues and concerns at the local level.

In preparing this report, *Canada25* convened a series of eleven Regional Roundtables in Canada and the United States. These cities, along with several others, each now have a *Canada25* local chapter – a group whose explicit goal is to introduce young leaders to each other, and to help them devise local solutions to the most pressing problems facing their local communities. This network of chapters is arguably the most important legacy of this entire process.

### Sponsor the *Canada25* Innovation Challenge.

In cities across Canada, we hope to bring universities, students, and the business sector together for this exciting kick-start to innovation.

### Rally support around the creation of a Canadian Quality of Life Index.

As discussed, we think this could be a powerful tool for public education, building civic engagement, and helping cities market themselves better,

### Work to increase civic engagement and civic education.

By pushing for a Canada Service Corps, we hope to create a group whose very existence testifies to the responsibilities that accompany the tremendous fortune bestowed by our citizenship in this country. We will also work to create a civics curriculum for high school students, and search for a university partner to pilot our idea for a graduation service requirement.

Now, the hard work begins. In this report, we have outlined many of the steps we need to take together to make our cities great, for them to become magnets for the best young talent from around the world. For this to happen, we need to start building up our cities: building up more than out, building up civic engagement, and building up the capacity of our municipalities to lead change.

*Canada25* is pleased to lay the foundation with this report, and we will continue the job of building. We invite you to join us.

# Appendix

Regional Roundtable Reports

2002 National Forum Participants

References

*Canada25* Thanks

Made Possible by

# Regional Roundtable Reports

## Atlantic Regional Roundtable

**Date** July 6, 2002

**Location** Saint John, New Brunswick

### Summary of discussion

The Atlantic Canada roundtable brought together 30 engaged young Canadians to discuss how not only Saint John, but all of Atlantic Canada can better attract and retain young talent and become a better economic development engine for the region and the country. The discussion brought to the surface three themes that are central to talent attraction and economic development in Atlantic Canada:

- Absence of Long Term Planning and Vision
- Self-Perception & Poor Marketing
- Diversification

The delegates recommended the establishment of municipal “Cultural Ambassadors” to clearly delineate the responsibility and organization of cultural events and sources in their communities. The delegates recommended that educational institutions and the private sector better communicate to ensure that private sector skill requirements are understood to help influence curriculum development. The delegates recommended that the model of the provincial nominee programme be adopted or further devolved to municipal or regional economic development agencies. This would aid in a precise response of labour market need and personal suitability of certain immigrants to certain areas, while increasing the pool of skilled workers. The delegates recommend that in order to capitalize on our natural advantage, more official ties should be developed between Atlantic and American Chambers of Commerce and other industry and professional organizations. These associations already exist and they should be exploited to their full utility.

The delegates recognized that there are some barriers facing the communities of Atlantic Canada, including; limited in-flow of new talent, limited collaboration between sectors, traditionalism and geography.

Although the barriers identified are significant, the delegate of the Atlantic Canada roundtable believe that with the combined efforts of government, business, voluntary sector leaders, Atlantic Canada can become an a magnet for young talent and strong economic development engine.

### Attendees

Greg Arsenaault  
Phil Blackmore  
Levi Hargrove  
Peter Josselyn

Ian Baird  
Erin Farrell  
Timothy Hawco  
Mark Leger

Nicole Bemister  
Jon Flemming  
Ross Jefferson  
Megan Leslie

Chris MacInnes  
David Melvin  
Chris Quigley  
James Rossiter  
Stephanie Slaney  
Linda Tam

R.J. MacKenzie  
Marc Picard  
Joel Richardson  
Michael Rudderham  
Jean St-Amand  
Heather Ternoway

Janet McCallum  
Sarah Pottle  
Michelle Robichaud  
Janet Scott  
Ryan Sullivan  
Christian West

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## **Boston Regional Roundtable**

**Date** June 22, 2002

### **Summary of discussion**

Three assumptions underlay the Boston roundtable: 1) that young, talented individuals are essential components of the engine that drives growth and innovation; 2) that dedicating resources to attracting this group is a worthwhile endeavour; and 3) that the delegates are not urban policy experts. Consequentially, the Boston roundtable did not make specific recommendations. Instead, the roundtable looked to supply the public, governments, businesses, non-profits, and others with the interests and motivations that guide why and where talented, young people (Canadian or otherwise) choose to live, work and study.

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As its principle conclusion, the Boston roundtable posits that great cities, those with an exciting and innovative 'buzz', are cities that foster and grow a network of intersecting academic, professional, social and neighbourhood communities that are forever emerging, evolving, and ending.

The Boston delegates recognize that they and their peers play a critical role in creating such cities. Delegates feel a duty and responsibility to make the communities in which they live more exciting, liveable and socially responsible. Many spoke of a desire to not just live in a city, but to be part of a neighbourhood with its own identity that they can contribute to and draw from. Thus, while young people are attracted to a city for reasons of opportunity and/or lifestyle, there is a real desire to engage and become part of civic, academic, professional and social communities – in short to help create an energy or, as the delegates termed it, a 'buzz,' that makes a city so enjoyable to be a part of.

However, other organisations and stakeholders must also play a role. Critically, the Boston delegates believes that, in order to become a leading economic, cultural and political unit, a successful city will need to be a expert facilitator, bringing together a diverse stakeholders and actors, and helping to foster great communities by:

- fostering a positive environment for universities, businesses, neighbourhoods and community centers through appropriate urban infrastructure, including mixed land use, affordable and attractive housing and a host of transportation alternatives.
- connecting these communities and institutions to the outside world by fostering a tolerant and cosmopolitan environment.

## Attendees

Eric Berger	Debbie Chachra	Patrick Charbonneau
Aly Kassam-Remtulla	Samuel Sia	Chantz Strong
Hussein Waliee		
David Eaves (Organiser)		
Patrick McWhinney (Facilitator)		

## British Columbia (Vancouver) Regional Roundtable

**Date** July 5-6, 2002

**Location** University of British Columbia at Robson Square, Vancouver, B.C.

### Summary of discussion

#### Our Vision for Vancouver

Within the next twenty-five years, Vancouver will become a world leader in balancing economic innovation with social integration. The city will be renowned for fostering an innovative and entrepreneurial climate which stimulates both business investment and civic engagement, thus enabling Vancouver to provide services for its citizens beyond mere basic needs. The city will be a centre of co-operation and balance where businesses operate in formal and informal clusters, where urban design caters to both affordable housing and commercial development and where culture flourishes amidst new spaces for artisans. Above all, Vancouver will be a socially progressive and participatory city where a sense of civic pride and social responsibility will be entrenched in all streams of daily life.

#### Vancouver's Current Context

Vancouver is a world-class city that is consistently ranked among the top three cities in the world in which to live. Its unparalleled natural beauty coupled with a seemingly laid-back lifestyle makes Vancouver one of the world's most inviting cities, and one ideally suited for attracting Canada's best and brightest. Yet, despite these strengths, Vancouver faces a series of challenges which must be addressed if it is to become a truly renowned global leader and a model of development for other cities.

#### The Business of Cities

Vancouver's aesthetic beauty, active lifestyle and diverse range of cultural activities collectively emerge as the city's greatest assets for recruiting top industries and workers for the knowledge economy. The provincial government and the business sector need to work collaboratively to restructure union agreements and union-management relations within Vancouver. Such restructuring should aim to increase employee stakes within industries as well as foster the transition of public sector workers to the private sector through education and buy-out incentives.

#### Culture and Community

Vancouver is a city with a flourishing art and music scene, and one which offers a variety of distinct neighbourhoods which showcase the unique values and customs of its residents. Despite being home to a diverse range of cultures and peoples, the city's cultures often exist in isolation from each other. As such, there needs to be a concerted effort to foster communication and interaction between these cultures and communities in order to create an overarching sense of civic pride and identity.

### Social Potential

Vancouver is often portrayed as the ideal place to “live, work, and play.” Yet, the city’s ability to achieve its true social potential is threatened by the cost and availability of quality safe housing. With an increasing stratification of socio-economic classes in the downtown core, Vancouver is home to growing homelessness and drug-abuse problems. Developing safe and affordable housing is a means of addressing these social problems, while simultaneously stimulating economic development and reducing barriers between ethnic communities and neighbourhoods.

### Urban Design

By combining a distinctive urban landscape with a strong environmental focus into its planning, Vancouver is already on the verge of becoming a leader in urban design. Key to the success of future planning is greater co-operation amongst all levels of government in funding for infrastructure, particularly Vancouver’s transportation network. The city needs to critically examine its current transportation network and both expand existing services while developing alternative modes of transportation.

### Networks and Linkages

Whether it is the multi-governmental revitalization of the Downtown Eastside, or the introduction of a rural medical placement program, Vancouver has demonstrated a great deal of initiative and success in forming productive collaborations with key stakeholders. The city requires the formation of a multi-governmental group which would collectively analyze and propose solutions to the city’s pressing problems.

### Attendees

Basil Alexander	Janet Butler	Jonathan Fershau
Carolyn Finlayson	Rob Fleming	Cory Fry
Stephen de Wit	Kate Geddie	Jennifer Girard
Deana Grinnell	Simon Jackson	Carolyn Kamper
Tracey Leacock	Mark Mallet	Lisa Manfield
Cynthia MacKenzie	Liz McGregor	Joseph McPhee
David McCarthy	Andrea Nauman	Dave Oliver
Alyssa Polinsky	Irfhan Rawji	Susan Martyn
Simone Sangster	Nicole Sawka	Jodi Westbury
Jesse Wood	Jared Wright	

Shoshana Alice, Fisheries & Oceans Canada  
David Tsui, Human Resource Development Canada

### Sponsor

University of British Columbia



## Calgary Regional Roundtable

**Date** June 20, 2002

**Location** Epcor Centre for the Performing Arts

**Summary of discussion** From the Calgary regional report, *Shifting Gears*:

Our analysis is predicated on the belief that young talent matters. Calgary's civic leaders must recognize that retaining its talented young workforce is vital to the city's future economic prosperity. Young people are willing to move if presented with better social and economic opportunities elsewhere.

The results of our roundtable discussions and research can be summarized into one sentence: A great city is one that embraces diversity, has a vibrant urban culture and allows the majority of its residents to travel to school and work without having to get into a car. That, in a nutshell, is the vision of Calgary offered by our constituency.

We believe that Calgary can become a great city only if there is a fundamental shift in thinking by our civic and community leaders. We look forward to working with Calgary's leaders in our quest to make Calgary a great place to live.

### Attendees

Amanda Affonso	Riaz Ahmed	Faisal Ali
Bruce Anderson	Alison Archambault	Nassr Awada
Selena Billesberger	Mary Buchignani	Kimberley Budd
Jen Burgess	Muthu Chandrasekaran	Ranita Charania
Christina Cook	Duncan Cross	Drea Cullen
Cheryl De Paoli	Jane Forsyth	Lisa Fox
Sean Fraser	Hugo Hailey	David Hardie
Lisha Hassanali	Chris Hsuing	Jeff Jarabek
Fouad Jomaa	Blake Kanewischer	Dean Koeller
Christopher Kutarna	Laurie Leier	John Lewis
Ho-Yin Li	Cassandra Litke	Alison Loat
Erich Mende	Vineet Nair	Naheed Nenshi
Duyen Nguyen	Chima Nkemdirim	Kait Rayson
Lucas Rojek	Jason Roth	Rashaad Sader
Liam Stone	Julie Tannahill	Joel Tennison
Brenton Toderian	Michael Torrance	Raina Wall
Vivek Warriar	Michael Watts	Bryndis Whitson

### Sponsors

Enbridge  
First Calgary Savings  
Epcor Centre for the Performing Arts  
Bennett Jones LLP

## **Edmonton** Regional Roundtable

**Date** June 17-18, 2002

**Location** Telus Centre for Professional Development, U. of Alberta and Westin Hotel

### **Summary of discussion**

On June 18, 2002, 23 young Edmontonians came together at the Westin Hotel to explore the specific social, economic and cultural challenges facing their city. Edmonton, it was argued, tended to be vastly under-rated within the pantheon of Canadian cities, and was, to some degree, one of the country's best-kept secrets – possessed, as it is, with a phenomenally strong volunteer base, excellent post-secondary institutions, a diverse arts scene, a relatively low cost of living and a demonstrated ability to host world-class events. Frankly, Edmonton should be poised to be a magnet for young talent.

That being said, many young educated Edmontonians are choosing to leave. Because Edmonton's economy is so strong relative to other areas of the country, making the city a net receiver of migration, the fact that many young Edmontonians feel compelled to move elsewhere to advance in their careers tends to be overlooked. Indeed, a larger question looms: do young Canadians in general perceive Edmonton to be an environment in which they can excel and grow both professionally and personally? A broader sampling of former Edmontonians yielded a disquieting confirmation that, in the eyes of many young Canadians, Edmonton was perceived to offer neither the exciting professional opportunities nor the cultural lifestyle associated with many other Canadian cities.

Although roundtable participants were generally very content with their prospects within the Edmonton context, they did identify a number of challenges that prevented the city from realizing its potential: poor promotion, an absence of networking and communication and a frustrating inability to fully take charge of some key aspects of its development. These challenges are manifest in many domains. For instance, the absence of effective networking has resulted in something of a disjuncture between old and new economies: the emerging tech sector not being able to fully leverage the capital and knowledge of the established and highly successful oil and gas industries. Similarly, although it is acknowledged that Edmonton's post-secondary institutions play an important role in drawing intellectual capital to the city, those institutions and civic leaders are only beginning to collaborate on strategies to facilitate students' long-term participation in the local labour market. This 'disconnect' is also realized in urban design, as Edmonton has become a city where it is not always possible to go from home to a restaurant to the cinema to a bar without getting into a car for each change of venue. Young Edmontonians want to live in a city which is prepared to confront hard choices and make brave decisions – to limit developmental sprawl, for instance, or to invest in an effective public transportation system.

The Edmonton that young people want to live in for decades to come is a city that grows from its roots, that recognizes its strengths and evolves from them. When it comes to multiculturalism, education, volunteerism and environmentalism, for instance, Edmonton has always pioneered innovative programs that later spread to other North American cities. That spirit must infect other domains, as

well, so that young Edmontonians, be they artists, small business owners, nanotechnologists or teachers, feel supported in taking risks and dreaming big.

### Attendees

Robin Bobocel	Dayna Boutang	Dave Brooks
Sunita Chacko	Kourch Chan	Linda Choi
Piali DasGupta	Joe Devaney	Altaf Ebrahim
Salima Ebrahim	Tina Faizmehr	Dan Haight
Paula Hale	Robb Hawn	Christian Idicula
Don Iveson	Linda Lee	Doug McLean
Jamie Montgomery	Dave Muddle	Sheldon Staszko
Karen Wichuk	Erin Wilkinson	Arlene Williams

### Sponsors

Telus Corporation  
Canadian Centre for Social Entrepreneurship  
Westin Hotel and Resort, Edmonton

## Iqaluit Regional Roundtable

**Date** July 10, 2002

**Location** Parish Hall, Iqaluit, Nunavut

### Summary of discussion

Participants discussed the need for the city to adopt long-term policies to manage its population growth: Iqaluit's small size should not obscure the fact that it faces the same types of problems – and enjoys the same types of opportunities – that larger cities do. Three key themes emerged from the consultation:

1. **The importance of Inuit culture.** Recommendations include: increase the profile of music festivals, traditional foods; increase funding for film-making; start economic initiatives to export traditional Inuit sewing, carving, crafts and food to the rest of Canada and to the world, in order to benefit artists and hunters; and promote courses offered at schools, particularly Inuktitut language courses.
2. **The need to confront social problems directly.** Recommendations include: reduce the gap between Inuit and non-Inuit by organizing communal activities and by enforcing human rights regulations; develop affordable housing by clarifying existing rules and regulations; work with the college residence to accommodate summer students and workers; construct a mental health centre and a women's prison; create opportunities for youth to become involved in the civic community, such as youth-to-youth forums, peer assistance programs, and newspaper columns;
3. **The significance of public facilities and spaces.** Recommendations include: building more gathering places for youth within the city, such as sports facilities and affordable gyms; maintain existing facilities, such as playgrounds, to a greater degree; implement a bus service along main routes at select times; reserve space for parks within the city, not just on the perimeter; and organize programs and facilities to reduce litter.

## Attendees

Louise Arseneault	Natasha Elna-Wanyeki	Catherine Foo
Lianne Gerber	Caroline Keenan	Marggie Marks
“Polarman”	Rebecca Reeve	Simon Owen
Robin Rix	Chrystal Fuller (Director of Planning, City of Iqaluit)	

## Montréal Regional Roundtable

**Date** July 11-12, 2002

**Location** McGill University Faculty of Law

### Summary of discussion

There are several unique features about Montréal that offer significant advantages and should be shared with the rest of the country. Issues of language and culture, while not necessarily predominant, did infuse much of the stream discussion, both from the perspective of advantages, barriers and recommendations. The French character of Montréal has a number of positive effects on the city: a bilingual population, a European “buzz” that makes it a unique destination in North America, and offers a framework for cultural integration that differs from conventional multiculturalism by minimizing ghettoization. Likely the greatest advantage of the city is the presence of four universities within the downtown area, one of which is world-renowned: they attract young talent from across the province, country and around the world. In terms of business, our universities are centres for research and produce the majority of the skilled labour our companies need to be competitive and innovative.

The social cohesion of Montréal is generally good, offering a mix of ages, cultures and income levels, the latter point historically due to the city’s low cost of living. At the same time, Montréal’s large university student population adds to its attractiveness as a city teeming with youth, vibrancy and energy. There is a need, however, to look beyond the city focus and move towards a neighbourhood-centred perspective that can more efficiently and more effectively deal with Montréal’s social needs in terms of education, housing, poverty, security and health. Montréal is making progress in the area of urban design, but it is starting from a position of relative weakness. Transportation links both within the city and in the region must be augmented while mixed zoning can accomplish a number of valuable long-term community goals, most significantly the prevention of ghettoization. It is generally agreed that Montréal suffers from significant misperception within Canada and a lack of coordination among its regional neighbours. Greater coordination and exposure is necessary within Canada, while international efforts should continue, most significantly in augmenting international transportation infrastructure (e.g. railways and airports).

## Attendees

Judith Altieri	Yves Blanchet	Catherine Boisvert
Lotfi El-Ghandouri	Catherine Émond	Lila Fraser
Andrew Goodyear	Nadim Kabbara	Alexandre Labelle
Kingson Lim	Caroline Martel	Sheamus Murphy
Shoma Murshid	Thomas Park	Gemma Peralta
Indika Samarakoon	Danistan Saverimuthu	Sáng Tran-Quang
Verki Tunteng		

## Sponsors

Montréal Economic Institute

McGill School of Urban Planning

McGill Faculty of Science

Mr. Jacques Chagnon, Member of National Assembly, Westmount-Saint-Louis

## Ottawa Regional Roundtable

**Date** June 21-22, 2002

**Location** Ottawa City Hall, Ottawa

### Summary of discussion

The Ottawa Regional Roundtable took place on June 21-22 at the Ottawa City Hall, and included an evening reception and one day forum. Twenty-six delegates participated in the two-day event, including special guests Alex Munter (Ottawa City Councillor) and Jim Watson (President of the Canadian Tourism Association).

The first half of the roundtable consisted of various brainstorming exercises that assisted delegates in identifying some key challenges facing Ottawa. The issues included: reduced employment in the high tech sector; the perception of Ottawa as a government city; insufficient local infrastructure (e.g. public transportation and affordable housing); mobility of young work force (in a competitive world); the cultural and linguistic connection between Ottawa and Gatineau; the growing immigrant population; and urban sprawl (land-use planning within current property-tax based system). A cross-cutting theme that emerged was that of 'capacity' and its development and use based on community needs. The delegates recognized that there are gaps between the desired and existing capacity, and this creates a difficult context for change in the city.

The second half of the roundtable saw delegates create a list of general policy recommendations that would later be culled to four specific action-oriented proposals. Highlights of the four proposals included:

- Increasing the concentration of business in the city core with anchor companies;
- Greater political cooperation between Ottawa and Gatineau with a view to further integration of the cities in terms of fiscal management, delivery of social services, cultural and linguistic diversity;
- Development of an ambassador program that is based in local neighbourhoods to foster further integration of neighbourhood leaders in proactive problem solving; and,
- Encouraging greater use of public transportation by: creating a downtown free rider zone; focusing marketing campaigns to target young professionals, and highlighting special services.

### Attendees

Sam Ault

Alex Ciappara

Greg Frankson

Andrew Bennett

Charlie Collins

Andrew Graham

Steve Blais

Patrick Crossman

Azizah Khuddoos

Milan Konopek	Sebastien Labelle	Alison Loat
Lisa MacLeod	Sam Miller	Lisa Moffat
David Morley	Jae-Sang Park	Patrick Picard
Lindsey Richardson	Rola Salem	Adam Scott
Toby Shannan	Rob South	Sinead Tuite
Jody Lynn Waddilove	James White	

### **Sponsors**

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## **Toronto** Regional Roundtable

**Date** June 13-15, 2002

**Location** Miles S. Nadal Centre and McKinsey & Company

### **Summary of discussion**

Our vision for Toronto is of a city that will continue to present Canada's best face to the world. The city must expand its role as a city-region of importance on a national, regional and global scale. We envision a citizenry more engaged in municipal political processes, and youth that dare – and have the chance – to determine the future of their city. We imagine a Toronto growing in a sustainable and socially stable fashion, with an enhanced sense of community – and a continually improving quality of life for all of the residents of the city. The Greater Toronto Area will continue to welcome a large proportion of Canada's immigrants and these newcomers will be an integral part of Toronto's future. It is imperative, therefore, that they be integrated into life in the city, able to participate fully in the social, cultural, and economic life of the region. Their potential must not be allowed to go unrealised. Cooperation, both among the three levels of government and between the public and private sectors, will be necessary to create the policy environment required to ensure high quality of opportunity in the city by encouraging innovation, be it in business, research, education or the arts.

The following themes, all essential to a holistic view of the city, were central to the discussions of all of the sub-groups:

#### **Clustering Like Minds**

The concept of "clustering" refers to gathering similar industry and knowledge workers in the same physical space (building or region) or relationship association, in order for them to share their knowledge and resources to showcase their talents. Participants proposed complementary conceptions of clusters, from cultural networking events to high tech hubs to industry and education associations.

#### **Stimulate Innovation through the Physical Environment**

Participants believed in using a city's physical environment to stimulate innovation, foster civic and social capital and attract talent. Specific ideas included specially-designed public open spaces to encourage citizen interaction as well as cul-

tural expression and innovation. Many participants also suggested housing industry clusters in specially designed workspaces and neighbourhoods and improving transportation networks to attract young talent and promote additional development.

### Develop Toronto's Civic Capacity

The City of Toronto belongs to the residents who live, work and play within it. Community leadership is not only the concern of elected officials; individual residents, local businesses, cultural organizations and the voluntary sector must all take on leadership roles in ensuring that Toronto remains a great city. Toronto needs a culture in which people are empowered to be leaders in their sphere, are proactive and are committed to building their communities.

### Attendees

Zahra Bhanji	Andrea Charlton	Grace Chung
Soni Dasmohapatra	Daniel Debow	Steven Dennison
Nick Devlin	Tanya Gulliver	Christina Haston
Greg Hughes	Rob Kenedi	Christine Kish
Sasha Krstic	Kevin Lee	Jason Locklin
Pavel Mandel	Sean Martin	Andrew Medd
Renee Mercuri	Garrick Ng	Tobias Novogrodk
Lori Pucar	Sherryn Rambihar	Stephen Sheffer
Alan Shulman	Alysson Storey	Gianoula Toutoulis
Lisa Tran	Tamara Trotman	Katherine Tweedie
Cynthia Warner	Anthony Watanabe	Innocent Watat
Wai-lyn Wong		

### Sponsors

McKinsey & Company  
Schulich School of Business  
Canada Lands Company

## Washington, DC Regional Roundtable

**Date** June 20, 2002

**Location** Canadian Embassy, 501 Pennsylvania Ave. NW Washington, DC 20001

### Summary of discussion

The delegates of Washington, DC's regional roundtable believe that Canada and its cities have a great deal to offer. The most vigorous recommendation coming out of the forum is that government, business and civil society more broadly need to recognise and promote this fact.

The Washington delegation of *Canada25* believes that Canadian governments – at all levels – must work with business to create environments that are more flexible to the needs to private industry. Governments can create fertile ground for ingenuity. In the 21st century, this will become one of the primary roles of government. Better communication between levels of government is part of this flexibility. A commitment towards the devolution of responsibility combined with devolution of resources (or the potential for gaining those resources) is also important.

*Canada25* delegates in Washington felt that Canadian cities need to continue to create not only a sense of place, but a “unique sense of place.” The delegates felt that the world’s great cities provide unique services, unique living environments, unique surroundings and an overall unique life experience. As members of the most mobile generation in history the members of *Canada25* are drawn to different cities in search of these very experiences.

The DC delegation examined the question of Canadians (and others) coming to the city of Washington, DC. They concluded that people come to this city because of the wide array of ideas that are generated here – that at the very basic level of “push/pull” the “ingenuity factor” was of primary concern. The energy created through regular public forums, international meetings and a global media presence is contagious and luring.

The issue of permanent and temporary immigration into Canada was of interest and discussed by all three groups. Consensus was reached that immigration – of all sorts – was an unqualified positive for Canada and that given the post-9-11 climate in Washington, there would be more opportunity to attract students and talented individuals to Canada’s cities.

#### **Attendees**

Lochlann Boyle	Christine Briscoe	Megan Conway
Erika Cordes	Serge De Blois	Nadia Faucher
Erica Fensom	Matthew Gibson	Emily Heard
Douglas Heath	Jeffery Heynen	Robert Jackson
Arif Lalani	Sevaun Palvetzian	Jeff Price
Lucas Robinson	Darren Smith	Radha Subramani
Sean Sunderland	Julie Waddell Smith	Cheryl Wadhwa
Ross Wallace	Stanley Yung	

#### **Sponsors**

The Canadian Embassy in Washington, DC

### **Winnipeg Regional Roundtable**

**Date** July 2, 2002

**Location** City Hall

#### **Summary of discussion**

Although *Canada25* Winnipeg’s delegates were divided into four separate working groups, all groups were focused on thinking about how Winnipeg can become a more vibrant, inspiring place to live and an efficient centre of economic and social development capable of better attracting and retaining young talent. The shared focus resulted in the emergence of several cross-cutting themes emerging, which are outlined below.

At the roundtable, it became even more evident that a need existed in Winnipeg for an organization that provides a vehicle for young talent to engage in public policy discussion. Delegates expressed relief and gratitude that such an organization was forming.



A lively downtown with mixed uses was central to most suggestions. A high density core area with residential, cultural and commercial uses, and supporting alternative transportation systems was a recurring vision.

The important role immigrants play in the cultural and economic development of a region was recognized by the delegates, along with the realization that Winnipeg must attract more skilled immigrants.

Winnipeg's brand/identity was identified as an area that required improvement. Young talent wants to live in a city that has a certain buzz of excitement and optimism.

Direct re-investment of taxes were favoured as a means to initiate and implement programs. For example, if a tax is applied to an arts and culture event, revenues should be re-invested to that sector as opposed to going to general revenues.

Winnipeg should view itself as an international city when competing for resources (e.g. immigrants and foreign direct investment) and we should co-operate with other Canadian cities and compete against the rest of the world.

### Attendees

Laura Asher	Jon Astolfi	Ken Borton
Crystal Cheroe	Billy Collins	Michael Crockatt
Lori Derksen	Stacy Dyck	Thomas Edwards
Masha Giller	Taralee Hjermenrude	Rachael King
Tracy Kozar	Kelly Kuruk	Michelle Kuly
Kristy LeBaron	Nick Louizos	Shela Luprypa
Dara Maternick	Bryson Maternick	Vasili Matheos
Sean McManus	Terry McMillan	Tanner Merkeley
John Orlikow	Brad Peacock	Sonya Janzen Penner
Sarah Piercy	Neil Prakash	Loren Remillard
Keely Richmond	Heather Ring	Marshall Ring
Tara Roylan Scott	Kristine Seier	Leanne Shewshuk
Craig Alun Smith	Sara Stasuik	Carrie Steele
Etoile Stewart	Brett Watson	Tara Walker
Stephanie Whitehouse	Rennie Zegalski	

### Sponsors

Government of Manitoba, Department of Industry Trade and Mines

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Young Leaders Winnipeg

# 2002 National Forum Participants

**ZAHRA BHANJI** is currently completing a Masters in Education degree and will be commencing her PhD. in Education Administration at the University of Toronto. She is conducting her graduate research at the Institute for Knowledge Innovation and Technology where she is studying adult literacy as a by-product of using knowledge-building software. Zahra has worked with the Aga Khan Foundation Canada, an international development organization where she has developed and managed a successful fundraising program in support of overseas projects that has resulted in tremendous financial support from the corporate community in Toronto. Zahra was also distinguished as a Fellow in International Development by the Canadian International Development Agency and spent eight months in rural India working with a local non-profit organization on development projects. In her previous life, Zahra worked in politics where she was an M.P.P. Liaison to the Minister of Community and Social Services and an Assistant to the Minister of Education at Queen's Park in Ontario.

**CHERYL DE PAOLI** is pursuing her Master of Science in Business Practice and Responsibility at University of Bath, England on a part-time basis. While currently based in Calgary, Cheryl has extensive international experience working with IBM in New York, as a marketing consultant in Turkey, as National Vice President of AIESEC Canada, and on development projects in Argentina and Mexico. Cheryl is a programme officer with the Shastri Indo-Canadian Institute and facilitates a youth programme sponsored by DFAIT for the Commonwealth of Learning. She is a native Calgarian and holds a Bachelor of Commerce from the University of Calgary.

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**NICK DEVLIN** A native Calgarian, Nick now practices law in Toronto as Crown Counsel in the Federal Prosecution Service at the Department of Justice. Nick received his LLM from the University of Toronto where he studied as a Junior Fellow at Massey College, and his LLB and BA(Honours) in Canadian Studies from Calgary. Nick has received numerous awards and scholarships, including the Wm.A.McGillivray Gold Medal in Law, the Dean's Prize in Law, the Order of the University of Calgary, and the Rogers Graduate Scholarship in Communication Law. While a student, Nick worked extensively as a photojournalist, and also put his legal skills to use as a Human Rights Intern at Article 19 - The International Centre Against Censorship, and as a Law Tutor at the Aboriginal Students' Support Program at the University of Toronto. After graduating, Nick clerked at the Supreme Court of Canada before joining Litigation Department of the Toronto firm of Torys. Most recently, he spent a year at the English Bar as a Harold Fox Scholar before joining the Department of Justice. He proclaims himself "a devout urbanite" and believes that "the re-invention and renewal of our urban environment is the key to quality of life for most Canadians in the decades to come."

**CATHERINE EMOND** is currently a Public Relations and Press Officer with the Canadian Millennium Scholarship Foundation, she is also studying for her Bachelor of Laws at the University of Montreal. In addition to her involvement with the Jeans for Genes foundation in support of biogenetic research, Catherine helped to organize a Montreal conference on Women and Science and previously worked with the non-profit group, Enfants d'ici ou d'Ailleurs, a group committed to education on human rights and dedicated to children living in the francophonie. Catherine holds a Certificate in Public Relations and

a Bachelor in Political Science, both from the University of Montreal. As a student, she was a participant in model United Nations and EU parliament delegations, and studied at the Université d'été à Lyon on a Jean Monnet Chair of European Studies scholarship.

**ANDREW GRAHAM** works in communications at CARE Canada, one of the country's largest international development organizations. His assignments have included stints in India after the January 2001 earthquake, in Tajikistan after the September 11 terrorist attacks and most recently in Zambia and Zimbabwe in advance of each country's election. Prior to joining CARE, Andrew worked as a journalist with The Economist, to which he contributes periodically. The Globe and Mail and The National Post have also published his writing. While working for the Canadian Department of Foreign Affairs as an intern to David Kilgour, then Secretary of State for Latin America and Africa, he wrote speeches and policy papers. In his youth, Andrew worked as Program Officer at the Institute on Governance looking at youth governance, and founded a leadership program at ABC Sports Camp. He holds a Masters degree in economics from the University of Edinburgh and a "Licence" from L'Université Pierre Mendès France in Grenoble, France. Andrew now lives in Ottawa, a city he loves but wishes were a little more like Paris.

**DEANA GRINNELL** While currently basing her career in the Vancouver area, Deana has extensive international experience, including studying urban design in Havana, Cuba, and spending three years in South Korea as an educator. She is currently working in local government policy with the Union of British Columbia Municipalities. She also sits on the BC Energy Aware Committee, a national leader in community energy planning. Deana has worked extensively in British Columbia in various planning capacities: as a consulting planner in land development and market analysis, in local government planning and in site planning in the non-profit sector. She currently contributes her volunteer efforts to the Planning Institute of British Columbia and the Architectural Institute of British Columbia, taking planning and design workshops to communities in need and working to expand the partnership of the region's land development professionals. Deana holds a M.A. in Community and Regional Planning from the University of British Columbia.

**HUGO HALEY** While calling Calgary home, Hugo has lived and studied throughout Canada. He received a B.A. in Political Science from McGill University and has recently completed Master of Environmental Design Degree in Planning from the University of Calgary. He has worked as a Settlement Manager in the Northwest Territories, a Planning Assistant for a rural municipality, a Feasibility Analyst in Southeast Asia, and as a Supervisor for a forest service company in BC. He is also a volunteer with the Calgary Parks Foundation, enjoys used book shops, backcountry skiing, and playing disc golf.

**CHRISTINA HASTON** Dr. Christina Haston will join the Faculty of Medicine at McGill University in Montreal beginning in the fall of 2002. She is presently completing a post-doctoral fellowship in the genetics of cystic fibrosis at the Hospital for Sick Children in Toronto, and is funded by the Canadian Cystic Fibrosis Foundation. Dr. Haston has worked for a private biotech company in Toronto and has experienced this industry in the US through completion of her PhD at the University of Texas Health Science Center at Houston.

**CHRIS HSIUNG** graduated with distinction from the University of Calgary in Electrical Engineering, and is the recipient of various awards including the IEEE McNaughton and the Chancellor's Club Scholarship. An active community volunteer, he was the VP Exchange Outgoing in AIESEC Calgary, the Chair of the Calgary Student Branch of the IEEE, and an elected member of the Students' Union. Chris is a Shad Valley alumni, and was an organizing committee member for the Shad Summit 2000. In 2001, he lived and

worked in Paris for Nortel Networks to establish software processes and facilitate communication between Calgary, Ottawa and Paris for the UMTS project. Currently, Chris is developing CDMA base station software at Nortel's Wireless Innovation Centre in Calgary. He is also a "Big Brother" to 10 year old Mladen and is training with the Progressive Combat Academy.

**ALY KASSAM-REMTULLA** is a Rhodes scholar, and recent graduate of the MBA program at Oxford University. He is currently working as a consultant in Boston, and has consulted in London, UK, and New York City. Aly has been actively engaged in public policy, and recently served as a Development Associate with the Hilary Clinton Senate Campaign. Aly has acted as the Conference Manager for the International Association of Science and Technology for Development (IASTED), which facilitates knowledge and learning between scientists and engineers from developed and developing nations; has co-founded the Progressive South Asian Collective; was a Fellow with National Network for Immigrant and Refugee Rights in Oakland; and has acted as Events Coordinator for the Rhodes Scholars Southern Africa Forum (RSSAF). Aly has a B.A. from Stanford University and is a United World College Graduate - Armand Hammer.

**CHRIS KUTARNA** resides currently in Oxford, England, where he is studying Philosophy and Politics at Oxford University. Born in Regina, Saskatchewan, Christopher holds a Bachelor of Commerce honours degree from Carleton University, Ottawa. While at Carleton, Christopher founded 'Vision 2000', a national summit of business students, to create a dialogue among industry, academics and students around the future evolution of business education in Canada. Upon graduation, he was awarded Carleton University's most prestigious academic prize, the Governor General's Medal. He is the co-founder of the Future Leaders Group, a forum for recent graduates and young professionals in his home city of Regina aimed at addressing that city's talent retention and succession-planning needs. When neither reading nor rowing at Oxford, Christopher loves to read and write, and to find new and creative ways of communicating with his girlfriend, Alice, who lives on the other side of the globe.

**DAVID MCCARTHY** is currently working towards his MBA at the University of Western Ontario's Richard Ivey School of Business, and is spending his summer back at Electronic Arts Canada as a member of their EA Sports Business Strategy Group. Prior to attending Ivey, David worked for several years as Development Director of EA's NHL Hockey franchise, where he managed the team's business plan and vision, organizational structure, and software development process. He has also worked with the Justice Institute of British Columbia, developing educational materials and assisting in new program delivery, and has been actively engaged in community projects through his work as a soccer player, coach, and referee. David has a B.A in Geography from Simon Fraser University, and is an avid competitor in numerous activities, including running, golf, and rowing.

**MIKE MORGAN** recently received an MPhil in international relations from Cambridge, which he attended as a Canadian Cambridge Scholar. Yale University is his next destination, where he will begin work this fall on a PhD in international history. As an undergraduate at the University of Toronto, Mike co-founded the Hart House Lectures (broadcast every spring on CBC Radio's Ideas), tutored children in Toronto's Regent Park neighbourhood, ran the University's annual model United Nations conference, and worked on a number of theatre productions. Upon graduation, he received U of T's most prestigious award, the Moss Scholarship. Fluently bilingual, he is a keen juggler, basketball player, and sushi eater.

**TOBIAS NOVOGRODSKY** is a graduate of Harvard University's Kennedy School of Government, where he earned a Master in Public Policy (MPP) with specializations in nonprofit management and negotiation & conflict resolution. He is currently working as a corporate management and policy consultant in the Chief Administrator's Office at the City of Toronto. Tobias' previous public sector experience includes a stint as an intern for Senator Joseph Lieberman in the United States Senate and a serving as a project manager with the City of New York's Department of Homeless Services. Tobias has also worked as a consultant in Europe with various nonprofit organizations and private sector firms, including the White Ribbon Campaign, the International Student Travel Confederation and Arcadis BMB. Tobias attended excellent public elementary and secondary schools in downtown Toronto before graduating, cum laude, with a B.A. in ethics, politics and economics from Yale University.

**CHAD PARK** recently completed his Masters of Science in Environmental Management and Policy at the International Institute for Industrial Environmental Economics at Lund University in Sweden. His thesis was focused on the integration of social and environmental issues with business strategy and operations and was developed in collaboration with Mountain Equipment Co-op. Chad begins a new role as National Development Coordinator with The Natural Step Canada in November 2002. Chad's previous work includes assisting the Managing Director at the Sustainability Asset Management (SAM) Group in identifying potential co-investors in sustainability-focused venture deals. Chad has extensive travel experience and served two years as the national president of AIESEC Canada, participating in conferences and envoys in Morocco, Ghana, Switzerland, Mexico, Slovakia, Poland, Ecuador, Uganda and Kenya. Chad is originally from Spruce Grove, Alberta.

**SHERRYN RAMBIHAR** is currently studying medicine at the University of Western Ontario. She recently graduated from the University of Toronto with a degree in Human Biology and Sociology, where she was a U of T Scholar, receiving a number of awards including the University College Korman Memorial Scholarship awarded to the most highly qualified graduating student entering professional school. She is engaged in research on training needs for women's health in postgraduate and undergraduate medical curricula, and has also explored chaos and complexity theory for its potential role in diversity, health, and organization as a tool for change, presenting on these in May 2000 at the First International Conference on Women, Heart Disease, and Stroke in Victoria. She feels that novel ideas from this exploration could be important to the discussion on the long term health and sustainability of cities. Sherryn is also working on a Peace Through Health initiative at UWO, visited Guyana with the Burn Care Project at Public Hospital, Georgetown, and will be spending the summer on a medical elective at the University of Crete and participating in cardiac research at Toronto General Hospital. She is a member of the UWO Medical School's governing Hippocratic Council, Diversity Affairs Committee and Health, Illness and Society Subject Development Committee.

**NIC RIVERS** is currently pursuing his Masters of Resource Management at Simon Fraser University, where he holds an NSERC post-graduate Fellowship. Originally from St. John's, Newfoundland, Nic has a background in Mechanical Engineering and civil design, and was awarded the APEGN Silver Medal for all-around excellence upon completion of his undergraduate degree. His current interests include finding practical, local solutions to reducing carbon dioxide emissions, and to looking into the policy implications contained within the Kyoto Protocol on Climate Change. In particular, Nic is researching barriers to greater industrial investment in energy efficiency mechanisms that can help Canada to reduce its dependence on fossil fuels. Nic has worked as an engineer in Edinburgh, where

he helped design a water reservoir project in Hong Kong, as well as in two of Canada's leading renewable energy companies. Nic has travelled extensively in Eastern Europe and the Middle East, has recently cycled across Canada, and runs competitively.

**ROBIN RIX** is currently pursuing his law degree at the University of Toronto, where he is also a junior fellow at Massey College. He graduated from the University of Oxford (M.Phil. European Politics) and the University of Toronto (B.A.). In the summer of 2002 he worked as a policy analyst at the Nunavut Department of Justice in the summer of 2002, and he has completed internships at the Quebec Human Rights Commission, the Ontario Human Rights Commission, and the Helsinki Refugee Reception Centre. Robin has received several academic awards, including a prize for his master's thesis on British immigration policy from 1945 to 1962, and the John H. Moss Scholarship as the top all-round graduate from the University of Toronto in 1999. Additional interests include policy-making at the university level, alternative dispute resolution, student leadership, and the Beatles.

**LUCAS ROBINSON** currently lives in Washington, D.C. and is a graduate student and full-scholarship recipient at the George Washington University School of Media and Public Affairs. His research includes political and media agenda setting, technology and the media, and conflict mediation. He has begun researching his thesis, which focuses on the communication patterns of refugees in Zambia. Lucas has worked as a media analyst in the Ontario Government and as a media correspondent in Washington, DC. This year, Lucas begins working on the "Student Voices" project which deals with local political issues in Washington area high schools as part of the civil society initiative at the Annenberg School (University of Pennsylvania). Lucas received his undergraduate degree from the University of Toronto in Peace and Conflict Studies.

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**KRISTEN RUDDERHAM** is currently pursuing a Bachelor of Laws degree at the University of New Brunswick. She completed her undergraduate political science work in European Union Policy as a visiting student from Trent University at Albert-Ludwigs Universitaet Freiburg in Germany. Originally from Cape Breton, Kristen has campaigned for several young federal and provincial candidates. She was extensively involved in university politics through the Trent University Senate and helped draft the University's Work Stoppage Procedure. Her public speaking background culminated in a position on the Canadian National Debating Team in Australia in 1996 and more recently, in a final round ranking at the Jessup International Law Moot. Kristen has also represented Canada on the water, competing in the Atlantic Challenge combined sailing and rowing event in Ireland. Kristen has acted as a Law Faculty researcher at UNB and has worked developing curriculum for the International Youth Leadership & Conflict Resolution Society. This summer, she is interning with the provincial government in the Policy, Planning and Research department of Business New Brunswick.

**ALYSSON STOREY** is a graduate from Queen's University, with a Bachelor of Arts in Art History and History. She is currently working at the Archives of Ontario as the Special Events Project Coordinator, where she is actively working to promote the Archive's 100th Anniversary in 2003. She has past experience working at the Glenhyrst Art Gallery of Brant, where she acted as the Curator, Gallery Coordinator and Curatorial Assistant for a 900-work permanent art collection. In this position, she also acted as the Institutional Representative on several regional committees, including Brantford Heritage Tourism Committee and the Brantford Regional Arts Council. Alysson has volunteered as a Crisis Line Counsellor for the Sexual Assault Centre of Brant, as well as the Breast Cancer

Society of Kingston, and acted as President of the Italian Club at Queen's. She was a member of the Queen's Symphony and Bands, playing the violin and flute, and enjoys languages: She speaks Italian fluently and is working on her French and Spanish.

**KATHERINE TWEEDIE** currently works in the New Ventures Group of CIBC's Merchant Banking Division after beginning her career on Bay Street in investment banking for BMO Nesbitt Burns. Originally from South Africa, Katherine received her Bachelor of Commerce degree from the University of Victoria. She studied abroad at the École Supérieur de Commerce in Rouen, France and graduated from UVIC with a specialization in International Business. Active in student affairs, Katherine served as both President of the Commerce Society and Director of the UVIC Students' Society. She worked as an Orientation Coordinator for exchange students to UVIC and was a member of the Dean's Advisory Board for the Business Faculty. She was named to the Dean's List and is a recipient of the President's Blue and Gold Circle Award which recognizes the contributions students make in promoting and developing the quality of life on campus and in the community.

## National Forum Organizing Team

**ALISON LOAT** is currently the Director of Development for *Canada25*, and has been involved in the organization since its founding in May 2000. She served as its first Executive Director from September 2001 to September 2002. Alison is also a candidate for the Master in Public Policy (MPP) degree from the John F. Kennedy School of Government at Harvard University. Prior to graduate school, she worked as a consultant at the Medical and Related Sciences (MaRS) Discovery District, a public/private organization working to accelerate Canada's ability to commercialize its medical and related research, and as a business analyst in the Toronto office of McKinsey & Company. Alison has an honours degree in political studies from Queen's University in Kingston, Ontario, where she served as Vice-President (University Affairs) of the Alma Mater Society, the undergraduate student government, and as a News Editor at the *Queen's Journal*.

**CYNTHIA MACKENZIE**, a delegate at *Canada25*'s first forum, is a politics graduate from the University of Calgary, and a candidate for a Master of Arts in Politics from York University. She is an advocate for corporate responsibility and human rights protection, and has been actively engaged as a critic of the United Nations' Global Compact initiative. She has been involved on the executive organizing committees of several human rights organizations, and was a speaker at the United Nations conference on human rights. She has been recognized for these efforts as one of Maclean's 100 Faces of the Future, and by Volunteer Calgary as a Leader of Tomorrow. She currently works with Lester B. Pearson College of the Pacific.

**RON PIOVESAN** is currently based in San Francisco, where he is working for the Applied Communications Group. He has an extensive background in communication planning and strategizing and has been perfecting his craft in Canada, the United States, and the Netherlands. He has experience both in the private and non-profit sectors, and was the director, and oversaw the launching, of reBOOT Canada - a non-profit organization that provides computers to schools and charities. Ron has studied at the University of London (MA in Communications) and Carleton (BA in Journalism).

**DAN SUMNER** is currently pursuing his MBA at the Schulich School of Business at York University. Prior to attending Schulich, Daniel worked in marketing and business development, designing and directing the launch of several national marketing programs for a public e-commerce company in Washington DC. In addition to his private sector experi-

ence, Daniel has been a consultant to the Ontario Ministry of Health where he worked to develop a province-wide strategy for enhancing and harmonizing service at the province's 43 Community Care Access Centers. Daniel has a First Class Honours degree in Political Studies from Queen's University where he graduated on the Honour Roll. In his spare time, Daniel can be found leaving the city to explore Ontario's backcountry by canoe or mountain bike.

**SINEAD TUITE**, hailing from Hamilton, Ontario, has a long and proud history in public policy. Her academic background is in Social Policy and Planning at LSE (MSc), and Political Studies and History (BA at Queen's). She is currently a legislative assistant to a Member of Parliament. Previously, she worked as a research intern for the Minister of Culture, Media and Sport in the United Kingdom, and for the Secretary's Division at the London School of Economics as a work scholar and internal policy analyst. In addition to living and working in England, Sinead spent two years as a junior high school teacher in northern Japan and several summers working in Ireland. Sinead was involved in *Canada25's* submission to the Romanow Commission on healthcare reform in Canada and now serves as our National Director of Policy.

**ROSS WALLACE** After working in Washington, DC for almost five years, Ross succumbed to the lure of *Canada25* and moved back across the border in August 2002. He's currently working for a leading public affairs firm in Toronto. While in DC, Ross worked in international business development for the Canadian Embassy and analyzed Canadian economic and political affairs for the G7 Group, a consulting company whose research is read by top investment banks around the world. He's also a Queen's junkie, having received both his MPA and his BAH (Politics/History) from the school.

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### Other Organizers

**NAHEED NENSHI** is the lead author of *Building Up*, and, with Robyn Tingley, facilitated the 2002 National Forum. A consultant and educator in Calgary, Naheed teaches at the University of Calgary's Haskayne School of Business and runs the Ascend Group, a consultancy specializing in strategy work for not-for-profit clients. Naheed began his career with McKinsey & Company, the international strategy consulting firm, where he spent five years, culminating as a project manager. Naheed is active in the community, working for a number of community organizations and serving on the Board of the Epcor Centre for the Performing Arts. A failed amateur actor, Naheed holds a Bachelor of Commerce with distinction from The University of Calgary - where he was President of the Students' Union - as well as a Master in Public Policy degree from the John F. Kennedy School of Government at Harvard University. His research at Harvard, where he was a Kennedy Fellow, focused on developing strategic management frameworks for the non-profit sector.

**ROBYN TINGLEY** is Director, Corporate Marketing and Public Affairs with Aliant Inc., Atlantic Canada's leading communications company. A native of Campbellton, New Brunswick, Robyn began her career with NBTel in Saint John in 1997 after completing a Bachelor of Journalism at the University of King's College. Prior to that, Robyn graduated from St. Francis Xavier University where she majored in Psychology, and was recognized for community involvement, academic excellence and student leadership. She has worked in the media industry, including contributions to CBC, Elle Magazine, and Atlantic Progress. She is a past director of the New Brunswick chapter of Canadian Women in Communications, and is a member of the Board of Trustees of *Canada25*.



**ANDREW HARRISON**, who managed *Canada25's* work on innovation in 2002, grew up in Wolfville, Nova Scotia and obtained a B.Eng. in Chemical Engineering from McGill University, focusing in biotechnology. After receiving his degree, he worked for the National Research Council's Biotechnology Research Institute in Montreal studying bio-engineering and genetic expression systems. His position at NRC led to an invitation to do a Master's Degree in Chemical Engineering in nanobiotechnology at Cornell University, where he was awarded a graduate fellowship and the Richard G. Buckles Tuition Award for promising student of Bio-engineering. Andrew's research, combining computer-chip nanofabrication with tissue engineering, has led to a patent application. While at Cornell, Andrew complemented his research activities with MBA courses in venture capital and business management. Andrew now works in Toronto for Primaxis Technology Ventures, an early stage venture capital fund set up by the Royal Bank.

**CAROLYN FINLAYSON** is Director of Communications and Public Relations with *Canada25*. She is a consultant with Apex Public Relations in Toronto, and has been responsible for overall communications since the founding of the organization. She holds an honours degree in political studies from Queen's University, and a public relations diploma from Humber College.

**CHIMA NKEMDIRIM** is a primary co-author of *Building Up*. Born and raised in Calgary, Chima is an associate at Fraser Milner Casgrain LLP where he practices corporate, commercial and securities law. While earning a Bachelor of Commerce degree at the University of Calgary, Chima served as the Vice President (External) of the Students Union and Editor-in-Chief of the *Scurfield Squire*. He then earned his Bachelor of Laws (Cum Laude) from the University of Ottawa. An avid traveler and movie buff, Chima is active in various volunteer and political organizations in Calgary.

## Other Regional Roundtable Leaders

**JANET BUTLER** (Vancouver) is currently working as a Regional Communications Advisor for Environment Canada, responsible for internal and external communications related to climate change and air quality, public education and outreach, enforcement and emergencies, and other important topics. She also works as a freelance writer/communicator, and has done extensive volunteer work for such organizations as United Way, the B.C. Coalition for Music Education and Jamaica Self-Help. Janet holds an Honours BA in English from Saint Francis Xavier University in Antigonish, N.S. (she's a native "Caper"), and is completing a Post-Baccalaureate Diploma in Communications from Simon Fraser University.

**JOEL TENNISON** (Calgary) works in marketing and business development with Malibu, a Calgary-based software company. Prior to joining Malibu, Joel was an eBusiness analyst in a variety of roles at Nortel Networks. He received a Bachelor of Commerce with distinction from the University of Alberta in 1999 and was involved on campus in everything from student politics and the Delta Chi Fraternity to the Business Students' Association and the UofA Senate. Having lived in Calgary for just over two years, Joel is involved with a number of organizations including *Canada25*, the United Way of Calgary and Area, the Canadian Unity Council, Leadership Calgary, Sage Theatre and the Enviro Wilderness School Association. In addition to being a "big fan of technology in almost all its forms," Joel is fluently bilingual, an occasional distance runner and a former juggler and street performer.

**PIALI DASGUPTA** (Edmonton) earned both undergraduate and master's level degrees in history at the University of Alberta and recently completed a PhD in history at the University of Cambridge with a grant from the Social Sciences and Humanities Research Council of Canada (SSHRCC). She is currently living in Edmonton, Alberta, and is working in the Government of Canada's management trainee program, initially placed at Human Resources Development

**MARSHALL RING** (Winnipeg) graduated with an interdisciplinary master's degree in Natural Resources Management from the University of Manitoba in 1998. For his thesis, Marshall worked in the Philippines with the International Centre for Living and Aquatic Resource Management analyzing models for community economic development and resource management. Marshall began his professional career as a sustainable development policy analyst with the Government of Manitoba and is currently a vice-president with the Society for Manitobans with Disabilities. Marshall's extensive community development commitments include membership on the board of directors of the Manitoba Innovation Network (MIN), and chair of the MIN business development sub committee.

**ANDREW MEDD** (Toronto) is currently the Executive Director for *Canada25*. Prior to holding the Executive Director position, Andrew led *Canada25*'s Toronto Chapter and Roundtable, as well as the development of the organizational design and strategy. Outside of *Canada25*, Andrew is a Senior Consultant in the Toronto office of Deloitte & Touche. As part of the Infrastructure, Development and Integration team, Andrew focuses on helping clients understand, implement and manage their technology infrastructure in a variety of industries including insurance, travel, consumer products, fitness and finance. His engagement experience has allowed him to work in Canada, the United States and Great Britain. Andrew has an honours degree in commerce from Queen's University in Kingston, Ontario, where he was the chairperson for the Queen's Forum on Information Technology.

**DANISTAN SAVERIMUTHU** (Montreal), *Canada25*'s Director of Membership, holds a Bachelor of Laws and a Bachelor of Civil Law from McGill University, as well as an International Studies Certificate from Marianopolis College. During his law school days, he served on the editorial board of the McGill Law Journal and acted as Secretary-General of the McGill Model United Nations. He currently practices in the areas of corporate and tax litigation with the firm of Barsalou Lawson in Montréal, while combining an academic interest in intellectual property and international law. He has acted as a Researcher for the Canadian Human Rights Foreign Policy Project on the subject of peacekeeping and international intervention. In 1999, Danistan was a delegate to the first International Conference on Federalism. In his spare time he also edits Ehgloo Magazine, a Canadian online political publication.

**DAVID EAVES** (Boston) is an Associate with Vantage Partners, a spin-off of the Harvard Negotiation Project that applies, in the business context, the methodologies, skills and tools of interest-based negotiation. Prior to joining Vantage, David completed his Masters in International Relations at St. Antony's College, Oxford University, where his research efforts concentrated on the areas of international conflict management and prevention. David received his B.A. (Honours) in Modern History from Queen's University, Canada. Outside work David volunteers with the Conflict Management Group, a non-profit that seeks to promote peace and enable people to better manage their differences in the international and public arena. David also occasionally mediates in the Boston court system.

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