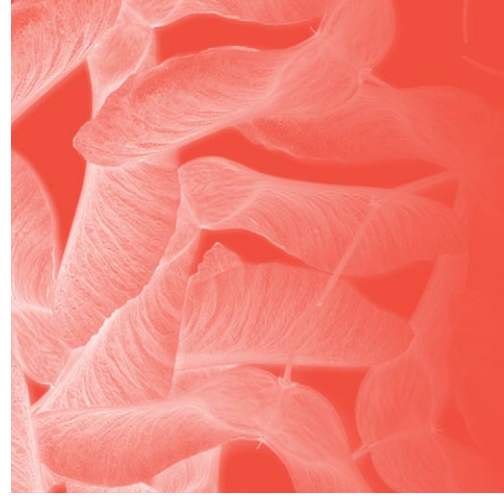




# A New Magnetic North

How Canada Can Attract and Retain Young Talent





# Executive Summary

**C**anada25 is proud to present *A New Magnetic North – How Canada Can Attract and Retain Young Talent*. The report presents the views of 22 dynamic young leaders on how Canada can become a magnet for talent in the 21st century.

## **Why is this issue important? And why now?**

Attracting and retaining talent has never been more important for Canada. While the retirement of a generation is creating opportunities for younger Canadians to find their voice, it is also testing our ingenuity in dealing with social stresses. More than ever, we need innovative solutions in all facets of our lives: social innovation to build a fair and equitable society; economic innovation to foster investment; policy innovation to solve the challenges of our demographic profile; and cultural innovation to strengthen our national pride. Innovation is at a premium – and the fuel for innovation is talent.

## What's new about this report?

*A New Magnetic North* is a call to action – a call to action that is coming from the very people whose decisions of where to build a career today will define our future success. Many surveys, statistics, and economic theories shed light on Canada's talent attraction and retention issue – now, for the first time in such a focused way, we can supplement this data with proposals that have been rigorously debated and researched by the young people behind the numbers.

## What is the answer?

*A New Magnetic North* presents *Canada25's* view that our country must act on two fronts to make Canada a magnet for global talent:

- I Deliver on the Canadian promise of a strong social orientation and a healthy cultural and physical environment
- II Create a culture of innovation that begets challenging opportunities, celebrates success, and empowers individuals to fully utilize their skills and ideas

Action in both of these areas is vital. With only the first, we are just a nice place to retire or vacation. With only the second, we are merely a smaller, colder version of the United States. But with action on both these fronts, we become a land of dynamic challenges and varied opportunities that is also internationally celebrated as the best place in the world to live. There is no question this is a tall order. However, we must remember that highly talented individuals have a world of options – consistently engaging them will take far-reaching action and changes in mindset.

*Canada25* believes that Canada is relatively strong on delivering the Canadian promise, but relatively weak on creating a culture of innovation. Because of this, and because much of our political debate is centred on strengthening elements of the Canadian promise, we have directed most of our efforts toward how Canada can create a dynamic culture of innovation. This reflects our belief as to where *Canada25* can make the

greatest contribution, and not a value judgement of one set of priorities over another.

## How do we build a culture of innovation?

*A New Magnetic North* aspires to chart the course toward a culture of innovation in three ways: (1) by provoking national dialogue about the key values and trade-offs that must be addressed, (2) by articulating potential directions that sectors in society could take to begin building the culture, and (3) by identifying contributions that young people themselves can make to become part of the solution.

### 1. Provoking National Dialogue

Becoming a dynamic culture of innovation is not something that will happen in the background while we carry on our daily affairs. To truly become a magnet for global talent, all of Canada must undergo a far-reaching shift in mind-set – a change that can only occur through national debate of competing values and visions for Canada's future. We discuss many of these value decisions throughout the report; three in particular recur frequently:

**Excellence or equality?** As delegate Eric Miller says, "I don't want Canada to become a thin pancake. We have to focus on a few things and lead the world in them rather than doing everything in a marginal way." The trade-off between focusing our resources on exceptional projects, people, and institutions in a bid to push them to world-leading levels versus spreading our resources evenly is difficult and unavoidable.

**Creativity or conformity?** "Canada can't beat the U.S. at its own game," contends delegate Linlea Armstrong, "the focus must be on our Canadian strengths rather than trying to be more like others." The country needs to debate the relative importance of copying the policies of other countries in an attempt to remain competitive, versus creating a distinctive Canadian path to success. In taxation, for instance, we felt it

was viable for Canada to have higher personal rates than other countries so long as our public services are indisputably better than those of other countries.

**Humility or hubris?** "Canadians' traditional respect for others' opinions has played a key role in developing our civil society and international reputation," says economist John McArthur, "yet at times this respect becomes deference, which in turn impedes the development of a culture of innovation." Our humble, cautious attitude manifests itself in our sporadic image management efforts abroad, our under-investment in start-up ventures relative to other countries, and our persistent doubts of self-identity. We need to debate as a country how to add an edge to our humility – how to show, as one commentator has put it, that the Canadian beaver has fangs!

## 2. Articulating Policy Directions

Building a culture of innovation extends beyond the realm of government policy – it requires actions from all members of society. As a starting point to a constructive dialogue, *A New Magnetic North* lays out actions that we believe are positive steps toward creating a culture of innovation. While these are not finalized solutions, we hope they will form the beginnings of ongoing debate and action.

**What can government do?** The government can foster innovation society-wide and be a leading example of innovation itself. It must:

- ensure a vibrant economy that creates diverse, challenging opportunities;
- celebrate innovators from all walks of life at the highest level every year; and
- involve young people in public life to build an innovative policy environment.

**What can business do?** Business innovation is increasingly necessary in Canada to bolster our flagging productivity and create the global companies where our young people want to work. Canadian business should:

- formalize its recruiting presence at top international schools and consulates;
- create uniquely challenging career trajectories for young stars; and
- pursue innovative business strategies that excite tomorrow's leaders.

**What can the research community do?** To continue to be a prolific source of new ideas and to attract the talent that generates these ideas, the sector should:

- set bold aspirations such as producing one Nobel Prize per year and dedicate the necessary resources to achieve this;
- restructure the Canadian Research Chair program to create the high value awards necessary to attract top talent; and
- give new professors specific funding to use to attract top graduate students who are hesitant to commit to someone new.

**What can health authorities do?** Innovation in our health sector is vital to maintaining the distinctive advantage that will attract talent from abroad as well as from within Canada. The health sector should consider innovating by:

- creating ways for front-line workers to influence health policy environment;
- offering ongoing learning and retraining opportunities; and,
- ensuring clear and open lines of communication exist between practitioners and researchers.

**What can the arts and culture community do?** Canadian artistic innovation is crucial to helping build self-confident attitude that will attract talent from abroad. The arts and culture community should:

- develop public arts spaces;
- visibly celebrate Canadian artistic successes; and
- create mentorship programs between current leaders in the field and developing young artists.

**What can voluntary organizations do?** A culture of social innovation will help build Canada's distinctive image as a caring, open society where people want to live. To build Canada's social innovation skills, the sector should:

- create the Voluntary Centre of Excellence to establish Canada as a global leader in social innovation;
- recruit young Canadians more aggressively at universities; and
- create flexible community service alternatives to engage a broader diversity of volunteers.

### 3. Identifying Initiatives that Young People Can Lead to Shape Canada's Culture of Innovation

In addition to providing suggestions for government and other sectors, *Canada25* is deeply committed to identifying opportunities for young people to take action themselves. Accordingly, *A New Magnetic North* offers numerous initiatives that young people can structure, secure financing for, attract partners, and launch. These include:

**The Prime Minister's Fellows.** We believe the federal government should formally recognize Canada's top 25 young innovators each year with a significant monetary award to fund the continuation of their path-breaking work, as well as a one-year posting as "innovation advisors" to the top levels of government. The Prime Minister's Fellows would be celebrated annually at a high-profile event and would meet with the Prime Minister at least once a year. As Mark MacLachlan, a chemistry professor describes, "this is an easy way for government to show everyone it's serious about creating a nationwide culture of innovation, and for it to improve innovation in the policy making environment."

**The "If I Were CEO" National Business Plan Competition.** This annual competition would see first-time entrepreneurs receive coaching, advice, and possible funding from a panel of seasoned professionals. "I'm excited about the Network for Entrepreneurs and Business Plan Competition because it makes what can be a confusing process easy for



the first-time entrepreneur," says Natasha Kong, a young entrepreneur in California.

**The Health Policy Internship Program.** This program provides Canadian physicians in post-graduate programs with an opportunity to work alongside a health policy analyst in examining and making improvements to health legislation. "I've seen real frustration on the front-lines due to a lack of influence over the policy environment," recounts Samir Sinha, a medical student. "This program will be positive for both policy makers and professionals and can be led by the young people on the front-lines themselves."

**The Voluntary Centre of Excellence.** This centre will centralize and link together numerous disparate research institutes, create a common certification and curriculum for voluntary sector management, and build on our strong international reputation as a leader in social innovation. "This has the potential to make Canada a global leader in social innovation and really boost our international prestige," explains Cynthia Mackenzie, "I'm excited about working on the first steps with those in the field."

Ultimately, all of these ideas will require the cooperation of many social groups to fully execute. However, given the excitement of *Canada25* delegates in building plans and support for ideas such as those above, and the enthusiasm that hundreds of young people around the country and the world have expressed in getting involved, we know that young people can play a decisive role in making them happen and building a culture of innovation.

## Conclusion

Canada has all the strengths it needs to become a powerful magnet for talent and the best place to work, live, and innovate in the world. We are excited about our potential and eager to launch the national dialogue and far-reaching action required to build *A New Magnetic North*.





# **A New Magnetic North:** How Canada Can Attract and Retain Young Talent

For more information on *Canada25*,  
please visit our website at  
[www.Canada25.com](http://www.Canada25.com)

To get involved in the debate, email us at  
[info@Canada25.com](mailto:info@Canada25.com)  
or call  
**416.280.6228**

*A New Magnetic North:*  
How Canada Can Attract and Retain Young Talent  
is a publication of *Canada25*

Cover Design and Layout by Aidan Chopra Design

*Special thanks to our editors, particularly Andrea Nasello  
for their patient editing*

Toronto, Ontario, Canada

July 1st, 2001

# Contents

## CHAPTER 1

### Overview of *Canada25*

## CHAPTER 2

### Core Considerations: Where to Build a Career

## CHAPTER 3

### A Call to Action

- 3.1 Domestic Themes for a Culture of Innovation . . . . . 3 • 2
- 3.2 Global Themes for a Culture of Innovation . . . . . 3 • 5

## CHAPTER 4

### Sector Actions for a Culture of Innovation

- 4.1 Academia and Research . . . . . 4 • 2
- 4.2 Arts and Culture . . . . . 4 • 13
- 4.3 Entrepreneurs and Technology . . . . . 4 • 21
- 4.4 Health . . . . . 4 • 28
- 4.5 Professionals . . . . . 4 • 35
- 4.6 Public and Voluntary Sectors . . . . . 4 • 41

## CHAPTER 5

### What's Next in Making Canada a Magnet for Talent?

## ENDNOTES

## APPENDIX

- A.1 Sponsors . . . . . A • 2
- A.2 Delegates . . . . . A • 3
- A.3 Organizing Committee . . . . . A • 14
- A.4 Contributing Members . . . . . A • 16
- A.5 *Canada25* Thanks... . . . . . A • 18



# Overview of *Canada25*

## 1.0.1 The Organization

All of today's policy decisions affect Canada's youth. The debates over national debt, the "brain drain," our fragile environment, a diminishing pension plan, and the future of our healthcare system – to name but a few – all have a significant effect on young Canadians and their future.

*Canada25*'s vision is to revitalize the role of young Canadians in the national political debate. By providing young people between the ages of 20 and 30 with a non-partisan vehicle for debating and raising the profile of such issues, *Canada25* fills a void in our political system and encourages young people to speak up and get involved.

*Canada25* hopes to become a strong voice for change. A voice that encourages young people to share their concerns and propose solutions. A voice that sparks new debate among Canada's leaders, business people, academics, and citizens. A voice for Canada's future.



## 1.0.2 The 2001 Forum: Making Canada a Magnet for Talent

As part of our mission to add a youth perspective to national debate, *Canada25* convened a group of 22 young Canadians in May 2001 to develop a perspective on how Canada can become the preferred destination of top talent. We selected this issue as one in which the youth viewpoint would be particularly valued, and for its urgency.

*Canada25* chose its 22 delegates from over 200 applicants to represent a variety of viewpoints and experiences, both within and outside Canada. The delegates undertook considerable preparation before debating and compiling this report – interviewing over 200 experts, reviewing numerous articles and papers prepared on the topic and convening groups of their peers to gather diverse opinions on the issue – to fuel a comprehensive and informed perspective on attracting and retaining top talent.

We hope you find that the debate presented in this report is invigorating, that it advances new ideas, and that it strengthens your perspective on what Canada needs to do to become a magnet for top talent.

## 1.0.3 This Year's Issue: Attracting and Retaining Talent

The attraction and retention of talent has been a much discussed and debated issue in Canada in recent years. There has been an explosion of media coverage of the outflow of talent, as well as frequent academic and public policy studies examining the magnitude of this flow. The issue has moved from a particular sector concern to one affecting society at large. In a recent survey by *Maclean's* magazine,<sup>1</sup> Canadian citizens ranked retaining talented individuals as our top collective priority, above weighty issues such as crime, the environment, and poverty.

The Canadian talent debate has been controversial. Even the facts themselves are in dispute. Estimates of the talent outflow from Canada to the United States range from 30,000 to 100,000 per year, depending on one's definition of emigration.<sup>2</sup> The factors



driving the outflows are another source of argument, with some groups pinpointing high taxes as the primary cause while their opponents accuse them of simplifying the issue in order to support an alternative agenda. Yet, amid the controversy, there is still a need for urgency. Attracting, nurturing, and productively deploying highly skilled individuals is crucial to Canada's economic growth. What's more, while we have recently attracted more skilled workers than we have lost, studies have shown we are losing our highest achievers from our most important industries.<sup>3</sup>

Regardless of overall figures, *Canada25* aspires to shift the talent debate from one of magnitude to one of action. We want to refocus the debate on the progressive policies and actions Canada can take to attract and retain more of the knowledge economy's most valuable asset – people.

We are excited about the potential in Canada. With a good standard of living, a vibrant and diverse population, improving economic performance, and a strong social infrastructure, Canada is one of the fortunate countries that faces no significant hurdles in its bid to become a leader of the global economy. Recent history has shown that less populous countries can succeed in attracting talent and building thriving knowledge industries while preserving social values. Ireland, for example, has leapt from half Canada's standard of living ten years ago to a level nearly equal to Canada's today. And the Conference Board of Canada has named Sweden, a country with significant social commitments, the most innovative society in the world.<sup>4</sup>

*Canada25* believes that succeeding in the global knowledge economy does not require that we mimic the policies of other countries or sacrifice our social values. Rather, this goal will be met by focusing on our distinctive strengths and successes. What it requires, therefore, is a deliberate, informed debate on the actions that all sectors of society can take to make Canada a more distinctive home for skilled talent.



# 2

## Core Considerations: Where to Build a Career

Canada25's delegates reached clear consensus on what they believe to be the most important characteristics in choosing where to build a career. Six considerations topped the list. On the whole, the considerations suggest that challenging learning opportunities are more important than a maximized income. While Canada still lags in some dimensions, such as recognizing success and allowing individuals to fully utilize their skills and ideas, it has a strong foundation on which to build. These considerations, in no particular order, are:

### 2.0.1 Continual Learning And Development Opportunities

Continual opportunity to learn and develop to one's full potential is one of the most important considerations in choosing a place of work for our delegate group. Beyond formal education, delegates believe Canada needs to develop world-class mentors, create globally recognized centres of excellence, establish an outstanding research and development infrastructure, and promote continuous

## VERBATIM

*"Here in Boston, I work closely with a world-renowned expert in my field. For me, other factors are secondary to the unrivaled learning opportunity this affords."*

John McArthur, economic researcher

*"The process of turning my idea into a business in Canada has been challenging to say the least and, had it not been for my persistence, I would not be here today. I'm young, have a master's degree, speak English and French, and the company I co-founded now employs over 30 Canadians full and part time."*

Anne Hoekstra, entrepreneur

on-the-job training and development. In these areas, Canada's performance is perceived as moderate. While we boast many strong companies and hubs of business activity, we lag behind other countries in investment in research and development and do not aggressively promote continuous training and development opportunities across all sectors.

### 2.0.2 Strong Social and Community Orientation

*Canada25* delegates place great value on universal healthcare, accessible and high-quality education, and a compassionate social security regime. The delegates pointed out that these factors are rated especially high for individuals who are considering where to raise a family. Others noted the attractiveness of an education system that continually produces talented workers combined with a social system that strives to provide equal opportunity to work to one's full potential. *Canada25* believes we should continue to strengthen our healthcare, education, and social security systems so that they are globally recognized sources of Canadian distinctiveness in the years to come.

### 2.0.3 Full Utilization of Skills and Ideas

*Canada25* delegates all expressed a strong desire to live in a society that allows them to work to their fullest potential. This implies a society that rapidly integrates skilled immigrants into the work force, where advancement is based on merit, where good entrepreneurial ideas find funding and support, and where public services run efficiently. More generally, this characteristic refers to a society with a healthy attitude toward risk and a bias for action rather than a penchant for "waiting to see." The delegates see Canada's relative position as moderate to weak in this dimension, particularly because of excessive barriers for skilled immigrants and inefficient public services. Many delegates also believe Canada to be too conservative and unwilling to take the risks required to create world-leading positions in many sectors.

## 2.0.4 Recognition of Opportunities and Success

Celebrations of Canadian icons of success, global recognition of Canada's academic, scientific, entrepreneurial, and business activities, and the promotion of opportunities available in Canada to people working abroad are all areas where our delegates believe that our country is sorely underperforming. Canada does not do enough to recognize Canadian successes and communicate Canadian opportunities. "Canadian humility" on the national and international stage is seen as a significant deterrent to attracting and retaining talent. Many delegates who are working abroad have a strong desire to come home, but struggle to return due to a lack of connections and knowledge about specialized opportunities in Canada. *Canada25* believes that a domestic and international marketing and image strategy, as well as the development of communication networks, are crucial for success in this area.

## 2.0.5 Competitive Disposable Income

This consideration is quite broad as it includes such potential enticements as taxes, salary, and cost of living. The *Canada25* delegates view Canada's performance in this area as moderate, with a relatively low cost of living and an improving tax regime for middle-income earners somewhat offsetting lower salaries and a weak national currency. Interestingly, high disposable incomes are not as universally sought-after among our sample group as other considerations, such as continuous opportunities for learning and development. That said, we still believe that Canada should keep the indirect effect of our taxation and salary environment in mind insofar as it affects senior executives who play a key role in mentoring and developing the next generation of leaders and the creation of a breadth of career opportunities for all Canadians.

## 2.0.6 Healthy Physical and Cultural Environment

The *Canada25* delegates believe that "having a life" is equally important as having a job. To promote a desired work-life bal-

## VERBATIM

*"After completing my undergrad at a Canadian university, I was eager to become an aquatic animal veterinarian. I searched for veterinary programs with leading faculty in both Canada and the U.S., but was only able to get helpful responses from American schools. As a consequence, I decided to continue my vet studies in the U.S. Later, I discovered that a Canadian university I had contacted did indeed have two world-class researchers with whom I may have worked had I been informed of their expertise as I was researching my options."*

Claudia Harper, veterinarian

*"Canada's universal health-care system is a reason why I would consider returning to the country, provided the quality is maintained. I find the American system expensive and cumbersome."*

Natasha Kong, entrepreneur

## VERBATIM

*"Although money is only part of the issue of attracting and retaining talent, it is an important factor that people tend to downplay to avoid appearing selfish. We have to ensure that being Canadian is a financially viable option, and if our taxes are higher than elsewhere, we must create indisputably better public services to show for it."*

David Eaves, consultant

*"As talent becomes increasingly able to find employment opportunities over the globe, broader life factors such as the physical environment and the cultural diversity of the populace will become prominent in choosing a place to live "*

Joel Tennison, professional

ance, we believe having a wide range of activities to fill the "life" side of the equation is critical. We view Canada's position in terms of physical and cultural environment as moderate to strong. Canada's healthy and spacious environment creates a place where people can actively enjoy nature while benefiting from clean, safe surroundings. Culturally, Canada has an advantage in its acceptance of diverse lifestyles and cultures and supportive communities regardless of race, religion, or sexual orientation. Beyond mere acceptance, this diverse cultural landscape creates wonderful opportunities for social innovation and learning that are unparalleled. Canada's potential to draw on this breadth of experience and ideas is another source of recognized Canadian distinction that we should continuously tap into and promote.

# A Call to Action

**W**e believe that Canada must develop a culture of innovation to promote a vibrant economy and succeed in the global quest for talent. By this we mean a culture where all Canadians feel empowered to constantly find new methods of addressing and improving upon the challenges they face in their particular sphere of life, whether that be scientific research, business, politics, community affairs or any other realm. It also means that Canadians must feel confident that their communities will respect, support and promote ingenuity in its many facets. In short, we believe that Canada must strive to be a community of creative thinkers, one where new ideas and approaches are held in the highest regard.

An innovative culture will attract talent and, consequently, a Canada that attracts talent will become more innovative. The challenge for Canadians is to launch this virtuous cycle. Doing so will require a concerted shift in mindset and action across Canada, from our national leadership down through each sector of society.

We have developed seven themes for action we believe will help Canada create a culture of innovation. The first four are oriented towards domestic action, while the latter three are oriented towards global action.

## IN BRIEF

Canada must surpass its aspiration and aim to be among the top three countries for R&D investment in the world before 2010.

A culture of innovation starts with recognizing and celebrating innovators in all sectors of Canadian society.

# 3.1 Domestic Themes for a Culture of Innovation

## 3.1.1 Become a Hotbed of Research and Development

A top-notch R&D infrastructure is vital for creating continuous learning and development opportunities as well as an environment that enables individuals to use their skills to the fullest. Such an infrastructure would encourage world-class research to take place in Canada while attracting globally recognized leaders to serve as mentors to younger workers. Unfortunately, Canada's science and technology performance has slipped from 9th place four years ago to 16th place today in the International Institute for Management Development's *World Competitiveness Yearbook*, due, in large part, to our comparatively low level of R&D investment.<sup>1</sup> Recognizing this problem, the federal government declared that "We must strive for Canada to become one of the top five countries for research and development performance by 2010" in its 2001 Throne Speech. We cannot overemphasize the significance of achieving and surpassing this aspiration. Global leadership in R&D must be realized by 2010, if not before. Being known as a global centre for cutting-edge research and development will be a vital part of any strategy to improve Canada's performance in attracting and retaining top talent.

## 3.1.2 Build Local Excitement about Canadian Successes and Opportunities

At a time when international opportunities and success stories are frequently available, it is important that opportunities at home be equally well publicized. Canada has an abundance of opportunities available in most fields, but a poor record for making them well-known or celebrated. In order to initiate a culture of innovation, the first mindset shift must occur within our own population. Canadians need to recognize the innovation already present in the country and celebrate its potential.



It is important that we become more excited about the potential of ideas. Canadians traditionally value depth of experience over the potential of new concepts. As such, young people are not always encouraged to take risks and be innovative. We need to express more interest and faith in innovation so we see more of it.

It is urgent that the federal government lead a mindset shift which recognizes Canadian innovation and success. One way to do this would be to publicly recognize innovators through the creation of "Prime Minister's Fellows." The annual awards would honour 25 young Canadians innovators worldwide. These fellows would each receive a significant monetary award to fund the continuation of their path-breaking work; furthermore, they would be actively consulted by the government and meet with the Prime Minister himself at least once a year. In essence, they would be Canada's "innovation consultants."

### 3.1.3 Stimulate a Creative National Tax Debate

Taxation is one piece of the talent attraction and retention puzzle; it is not the single-most important factor driving talent from Canada. Talented young Canadians also value the bundle of goods and services they receive in exchange for taxes. As such, we are more concerned about creating a smart tax environment, rather than simply lowering taxes across the board.

At the same time, we cannot overlook that our taxation policies may affect our ability to offer diverse and challenging employment opportunities to young talent. Our tax regime must allow for growth, since a strong and vibrant economy delivers consistent youth employment and the circumstances for innovation. If high taxes are tempting our head offices, senior executives, or researchers to leave Canada, the lost employment and leadership will undermine our other efforts to become a magnet for talent.

Canadians need to openly debate more creative taxation alternatives and avoid the simplistic "slash and burn" approach that pits one sector of society against another. The relationships between taxes and social services, as well as between taxes and economic health, are complex. The challenge for our country is to discover

## IN BRIEF

Canada should continue to build a tax system that encourages innovation and investment while also supporting social services.

## IN BRIEF

Canada must work to improve the role young people have in public decision making, in part by making the public service an employer of choice for talented young Canadians.

a way to retain and enhance both our distinctively strong social services and our economic vitality, and think creatively about how to design a tax system that stimulates positive actions such as innovation and investment.

### 3.1.4 Improve Opportunities for Young People to get Involved in Public Decision Making

Many young Canadians feel strongly attached to the Canadian social system but are equally frustrated by their apparent inability to change and/or assist in its development. To maintain and, in some cases, rebuild the strong social services that are key to enhancing Canada's attractiveness, young people must become more engaged in creating the policies that impact our country. By offering young people the opportunity to contribute to public policy, we believe they will adopt a lifelong appreciation for public service. One important way to do this – quite simply – is to enhance young peoples' opportunities to work in the public service. For example, rather than seeking lifelong employees to climb the bureaucratic ladder, the public service should attract top talent for short bursts of rewarding work. It should also encourage lateral movement among the public, private, and voluntary sectors and recognize that a diversity of experiences is important to a vibrant workforce. It further needs to ensure that young Canadians from outside Ontario and Quebec have broad and equal access to the most exciting public service jobs. The impending retirement of a great number of executive-level public servants gives Canada a special opportunity to collaborate with young people to build challenging, rewarding, and diverse employment options for talented young Canadians within the public service.

## 3.2 Global Themes for a Culture of Innovation

### 3.2.1 Build Global Excitement about Canada

We believe that Canada lacks a tradition of recognizing and being recognized for its successes. In a recent survey in Japan, only three percent of respondents thought of Canada as a source of high technology, and many did not recognize Canadian high-tech successes such as Nortel Networks or the Research In Motion (RIM) Blackberry as Canadian in origin.<sup>2</sup> In another marketing survey of American opinions, over 90 percent of respondents identified Canadians as kind, calm, charming, and friendly, but less than 20 percent described us as high performing or innovative.<sup>3</sup> Not only does this suggest that major world economies are less likely to look to Canada for research and trade, but also that ambitious Canadians seeking to build global reputations will be less inclined to work here if their innovations are ignored and miscredited on the world stage. With half our national GDP garnered from exports and a professed desire to become more high-tech, we must do a better job of managing our global image. We need to supplement our sporadic Team Canada efforts with a more comprehensive image strategy and dedicated resources, targeting specific awareness goals among our trading partners.

### 3.2.2 Offer an Exciting and Inclusive Economy to Skilled Immigrants

Canada has a proud history of attracting skilled immigrants. The level of talent within our recent immigrant population has increased. Statistics Canada reports that we now attract four university-educated immigrants for each Canadian university graduate who leaves for the United States.<sup>4</sup> However, to continue to attract talented immigrants, we need to develop programs to integrate their skills into our economy more quickly and more effectively. A 1999 province of Ontario study discovered that less than

#### IN BRIEF

- Canada needs to devote a high-profile team to create and execute a national image strategy both at home and abroad.
- Canada needs to track the length of time it takes skilled immigrants to find employment in their field of expertise, and launch an effort to substantially reduce it.

## IN BRIEF

Canada must encourage young people to pursue opportunities abroad, and assist them in returning home with improved skills and global experiences.

one quarter of immigrating professionals find work in the occupation for which they are trained. Furthermore, nearly 30 percent are underemployed in jobs that bear no relationship to their aspirations or education.<sup>5</sup> In a world where talented individuals are in great demand, this is alarming. Canada needs to track the length of time it takes skilled immigrants to find employment in their fields of expertise and launch an effort to substantially reduce it.

### 3.2.3 Foster a Supportive Attitude Toward International Experience and Exchange

The *Canada25* delegates recognize that there are incredible international opportunities available to them. Although the country should work to provide the most exciting opportunities it can, in a global marketplace Canada cannot be the best at everything. The reality is that all competitive nations have distinctive strengths and advantages, and in order to prosper Canada must improve its own niches while learning from the experiences of other countries. Accordingly, we believe that Canada must focus on the opportunities created by international labour movement, instead of on the reactive fears of a "brain drain." Instead of regarding international career choices negatively, we should encourage young people to pursue special foreign opportunities on behalf of the country, and then make it easier for them to return.

It is time for Canada to consider a broader conception of citizen – no longer merely someone who lives within our borders, but also any person who lives abroad and has the potential and the devotion to strengthen Canada in some way, either in the present or future. Such a shift suggests that we should develop strategies for maintaining long-term relationships with Canadian expatriates, so that we may learn from their experiences and keep them abreast of opportunities in their field at home. This type of effort would help reduce some of the obstacles that many Canadians face when they want to return. At the same time, it would encourage expatriates who don't seek to return to engage in collaborative efforts with their Canadian-based peers. By doing this, we will strengthen our areas of specialization and make valuable connections to innovative sectors in other countries.



# 4

## Sector Actions for a Culture of Innovation

In addition to developing the overall themes and considerations, the delegates worked in groups to develop perspectives and propose initiatives in their sectors of focus.

- 4.1 **Academia and Research** Piali DasGupta, Fiona Grant, Mark MacLachlan, John McArthur, Parker Mitchell (co-ordinator)
- 4.2 **Arts and Culture** Irfhan Rawji, Jennifer Szalai, Mike Wighton, Andrew Calder (co-ordinator)
- 4.3 **Entrepreneurs and Technology** David Eaves, Claudia Harper, Natasha Kong, Joel Tennison, Robyn Tingley, Gord Moodie (co-ordinator)
- 4.4 **Health** Gil Alterovitz, Linlea Armstrong, Fiona Grant, Samir Sinha, Milan Konopek (co-ordinator)
- 4.5 **Professionals** David Eaves, Anne Hoekstra, Chris Kennedy, Dwight Newman, Irfhan Rawji, Robyn Tingley, Geoff Campbell (co-ordinator)
- 4.6 **Public and Voluntary** Marc Kielburger, Cynthia Mackenzie, Eric Miller, Jesse Moore, Alison Loat (co-ordinator)

## HIGHLIGHTS CANADA SHOULD:

- Initiate a campaign that sets a national goal of producing one Nobel prize winner per year
- Restructure the Canada Research Chairs to truly attract the world's best talent
- Create an exciting "young researcher" award program
- Create short term positions of influence for young researchers to join the public sector
- Rank Canadian university graduate departments nationally and internationally
- Devise a national plan to ensure an internationally renowned sector in seven years

## 4.1 Academia and Research

Just as necessity is the mother of invention, so a strong academic and research sector is the mother of innovation. Canada's economic growth will be driven by ideas, ideas born of research. Equally, Canada must be able to generate its own solutions to the challenges that will strain the country's considerable social achievements. Finally, Canada needs the resources and talent in a post-secondary education system to educate and train tomorrow's innovators.

**The sector's urgent challenge is to attract talented young people.** Today's challenge lies in attracting tomorrow's leaders. The sheer numbers required are staggering: within ten years, Canada must replace roughly half of its university faculty. Moreover, Canada must ensure that it is attracting the young researchers who are in global demand – those who are sought after by the best institutions around the world. These are the individuals who will help lead Canada into the 21st century, and Canada must set a goal of attracting *more than its fair share* of them. But they are also the individuals with the most opportunities, and the competition to hire these promising researchers is steadily increasing as other developed countries face similar university retirement demographics. With this turnover and increased competition, the urgency of the situation cannot be underestimated.

### **What factors attract a young researcher to initiate a career?**

Talented young researchers want the opportunity to conduct lasting research and to grow to become leaders in their field, and they will pick the institution that best gives them that opportunity. This ability to grow professionally generally supersedes considerations such as pay and taxes. We have identified six factors that play a role in creating these opportunities: the institution's reputation the calibre of colleagues; the availability of funding; the quality of infrastructure; the degree of global interaction and opportunity for impact; and the culture of recognition for top research. These are the factors that Canada must improve to attract top young researchers and academics.

**How can Canada attract more top young researchers?** We suggest five areas of action that would make the sector more attractive to young researchers and stronger overall. The challenge is how to launch a virtuous circle of talent attraction – once talent arrives and starts creating an innovative and strong sector, the sector will inherently attract more talent. The ideas presented here attempt to launch that virtuous circle, whether by changing the mindset of the sector itself, its inherent strength, or its public perception.

### 4.1.1 The Sector Needs to Increase Funding Faster

Research funding is clearly the foundation of a healthy sector and therefore key in attracting talent. Without the funding to create the vibrant and exciting environment of opportunity that top talent seeks, Canada will not be able to compete .

#### R1 Canada needs a bolder strategy.

Canada is on the right path with the federal government's recent commitment<sup>1</sup> to improving Canada's worldwide R&D investment ranking from 15th to 5th by 2010, and with the recent initiatives such as the Canada Research Chairs (CRC) and the Canadian Foundation for Innovation (CFI). Yet the urgency of the situation cannot be underestimated. The sector must not be prevented from competing for the increasingly sought after top young researchers due to a lack of resources, flexibility, or high quality infrastructure. Canada must pre-empt this situation by setting a more ambitious goal of improving the sector's international R&D investment ranking to top three by 2007.

#### R2 Canada needs a strategic plan for the sector.

The sector is challenged by the uncertainty surrounding the provincial and federal roles – for example, in the 1990s, tuition freezes and reduced funding left some universities unable to continue their quest to grow into world leading institutions. This uncertainty leads individuals to hesitate about settling in Canada. To reduce this uncertainty and demonstrate commitment to the

## FIVE ACTION AREAS FOR THE ACADEMIA AND RESEARCH SECTOR

- I Increasing Funding
- II Focusing on Quality
- III Accessing Broader Communities
- IV Recognizing Success
- V Improving Reputations

## IN BRIEF RECOMMENDATIONS 4.1.1

- Canada should set a goal of improving our worldwide R&D ranking more aggressively – from 15th into the top three by 2007
- The provincial and federal governments and other stakeholders should co-operate to create and publicize a growth plan for the sector
- The sector should encourage alternative funding partnerships with incentives such as increased tax deductibility for donations

sector, we call upon federal and provincial governments and other stakeholders to work together to develop a long-term plan that charts the sector's growth. Furthermore, all elements of this plan must be broadly discussed. Current actions, such as having governments offer tax incentives for returning researchers, are not without controversy and we caution against ad hoc approaches. Targeted tax incentives, for example, can attract talent, but they are also divisive within the sector. Whatever the nature of a specific initiative, we stress the need for a comprehensive plan that is agreed to by all stakeholders.

### **R3** Canada should consider alternative sources of funding.

Although *Canada25* believes that the sustained financial commitment of all levels of government is essential, the high rate of investment requires greater use of alternative sources of funding. Alumni are one such source, and we recommend that governments and universities work together to better tap them. One idea that could generate important funds quickly would involve the government increasing the tax deductibility of university donations while universities improved their strategies to mobilize alumni support.

Corporations are a more controversial alternative source of funding given recent high-profile conflicts of interest. *Canada25* feels that corporations must be part of funding if universities are to remain globally competitive. However, it is critical that universities retain their role of objective research. To relieve universities of potential conflicts of interest between corporate donors and university administration, we propose each university create an independent "corporate funding of research ethics committee." Such a committee would be charged with identifying and resolving potential sources of conflicts of interest. As an example in the health sciences, such a committee could mandate universities which are receiving funds from a pharmaceutical company and which are also testing that company's products to set up an independent review board to evaluate findings. The goal is to create an environment in which corporate donors continue their fruitful partnership with universities while ensuring that there is a solid



framework in place to prevent such partnerships from straying from protecting the public good.

#### 4.1.2 The Sector Needs to Focus on Quality

As a general statement, Canadians seem to value equality more than quality. While this has earned the country respect around the world, we fear that this mindset and environment is not always compatible with attracting top talent and producing innovations. *Canada25* would like to see a mindset shift at the research level toward seeking, recognizing, supporting and rewarding quality, while maintaining, at the teaching level, equal access to a top post-secondary education for all qualified applicants.

##### R4 Lead with a bold idea.

We believe the first gesture to demonstrate a commitment to quality should be *a national campaign with a goal of generating at least one Nobel Prize winner per year*. Such a goal is not a solution in itself, rather it would reflect a new mentality – one that is not afraid to dedicate the resources necessary to bring top researchers to Canada. We feel that the direct benefits of the research, as well as the indirect benefits of enhancing Canada's reputation and becoming more attractive to young talent, vastly outweigh the costs associated with such a goal.

##### R5 Restructure the CRC program to attract top talent.

While the CRC program is benefiting universities and is a huge step in the right direction, it is *not* attracting the top talent for which it was designed. Top talent responds to research grants of one-to-two million dollars over five years, not the current level of \$500,000 for an established researcher. To attract both those at the top of their fields and promising newcomers, we recommend that Canada immediately create, possibly at the expense of remaining CRC chairs, a smaller number of better funded chairs. We believe that these chairs should be roughly four times the

#### IN BRIEF RECOMMENDATIONS 4.1.2

- Set a national goal of producing one Nobel Laureate per year
- Create targeted high value research awards, rather than a greater number of average awards
- Aim for targeted departments of international stature, rather than many "good" departments
- Entice top graduate students with focused initiatives such as tiered graduate scholarships; incentives for new professors to attract top graduate students and gender friendly policies

## VERBATIM

*"However, it is important to note that the amount of funding associated with the [CRC] chairs, while significant and appreciated, is not nearly enough by itself to achieve parity with the resources of top researchers in other countries, particularly in chemistry and other areas where the costs of research are high and the competition for talent is fierce."*

Prof. James Wuest  
Canadian Chemical News,  
May 2001

value of the current CRC chairs. Such an initiative would send a signal to the world that Canada is "open for research."

### **R6** Canada and its universities need to develop niches of greatness.

Canada's size precludes it from leading the research world in all sectors, so it must find global niches in which to lead. The country must consciously avoid the natural tendency to spread research funds thinly across many universities or departments, which typically does not produce many outstanding areas. In ten years, we would like to see *new* research resources focused on a few areas that have emerged as distinctive to Canada. For example, if Canada produces leading research in pharmaceutical chemistry but not nano-technology, it should focus funding on the former and not the latter. Specified investments in research excellence will provide Canada with its greatest societal and economic returns. We refer not to picking winners, but supporting them. We would envision a country in which a few departments at a few universities stand out as truly world class research facilities, and these attract top Canadians and others from around the world, who in turn raise the overall standard of all Canadian departments.

### **R7** Canada must focus on attracting the best graduate students.

Young professors, particularly in the natural and applied sciences, need to be able to attract top graduates and post-doctoral fellows in order to launch their own careers. However, the perception among prospective young professors is that they cannot attract either top Canadians or foreigners to Canada. Without discouraging Canadian students from tapping into top universities around the world, we need to encourage more top Canadian graduate students to stay and more top foreign students to come. We suggest five actions to do so.

- i) **Create internationally prestigious graduate scholarships.**  
*Canada25* suggests creating more scholarships for top foreigners to come to Canada – ones that would become as prestigious as the Marshall, Rhodes or Fulbright. While Canada does have some

such scholarships, we suggest that Canada adopt a mindset that such scholarships, although costly, are key to strengthening the sector and that the investment is necessary.

- ii) **Provide inducements to Canadians to return.** *Canada25* supports tying Canadian scholarships taken abroad (such as a Natural Science and Engineering Research Council (NSERC) Fellowship covering schooling in the U.S.) to an income contingent repayment scheme that is waived only if the scholar returns to Canada within five years of graduation. This would either encourage more people to return to Canada or would provide more funding for the system.
- iii) **Create tiered graduate scholarships.** We recommend that the Social Sciences and Humanities Research Council, the Canadian Institute for Health Research and NSERC all offer tiered scholarship programs rather than scholarship programs that offer roughly uniform recognition and reward. Significant financial reward and prestige would come with the top tier awards, which should be named after Canada's most globally esteemed researchers such as Frederick Banting. A departure from the tradition of numerous equal scholarships would send a strong signal that Canada as a society values our leaders and our innovators.
- iv) **Offer graduate student hiring grants.** To entice those first few key students who feel they are taking a risk with a new professor, we recommend offering starting professors, especially in the sciences, five substantial one-time graduate student fellowship grants. These would be for the young professor to award at their discretion to the students who express an interest but need an extra incentive to compensate for the risk. A simple measure such as this is key to help young professors accelerate their careers in new positions or in relatively new departments.
- v) **Remove gender-specific barriers to recruitment.** It is particularly important that Canada be creative in developing funding packages that will attract talented female post-doctoral candidates who are starting a research career and family at the same time. We are concerned that such talented candidates might not be recruited as strongly as their male counterparts, since individual labs currently have to bear the cost for potential maternity leaves out of already

## VERBATIM

*"Canada needs to double its R&D investment."*

Robert Birgeneau  
President, University of  
Toronto

*"If I had been offered these graduate student hiring grants, I would have accepted my offer as an assistant professor at UBC over offers in the U.S. in four minutes, rather than the four weeks that it took!"*

Mark MacLachlan  
Chemistry Professor,  
University of British Columbia

## IN BRIEF

### RECOMMENDATIONS 4.1.3

- Provide access to the global academia community by increasing the number of visiting fellowships
- Encourage involvement in national and international decision making bodies through positions of influence reserved for young researchers

strained budgets. To address this issue, we recommend that the national research bodies absorb the cost of maternity leave for post-doctoral candidates, thereby maintaining Canada's progressive gender policies while freeing Canada's labs from a burden that could pose a potential dis-incentive to hiring women.

We cannot over-stress the importance of attracting graduate students. Not only do they help attract new professors today, but these students are the people who will become the most sought after talent in five years as more university professors retire. Bringing more to Canada increases the likelihood of attracting them in the long term.

#### **R8** Canada must remove the two tiered "preference hiring" law.

Canadian law requires universities to examine Canadian applicants for faculty positions prior to opening the search internationally. This is inconsistent with the need to build a world class, globally oriented sector. Unequivocally, Canadian universities must be able to hire the best researchers and teachers – regardless of nationality.

### **4.1.3 The Sector Must Improve Access to Broader Communities**

Young researchers want to have access to a global network of peers and the ability to impact policy-making bodies. To establish Canada as a magnet for talent, the country must improve access for young researchers to these communities, such as the global research community or national and international policy bodies.

#### **R9** Canada should create more visiting fellowships & lectureships.

To bring scholars to Canada, the sector should create a few visiting fellowships exclusively for top scholars to come to Canada for short periods – for example, on sabbaticals. The sector should also create a series of prestigious lectureships to bring top scholars to Canada for a couple of weeks. While some of these do exist,

more are needed, and they must be sufficiently visible that young talent feels that they are and will be connected to the rest of the academic and research world.

**R10** Canada should improve university/private/public sector mobility.

Top social science scholars want the opportunity to influence policy directly, through national government bodies and international policy institutions. We recommend creating greater links between these government bodies (such as the Privy Council and the Bank of Canada) and universities. For example, Canada could create the "Robert Mundell chair" at the Bank of Canada, awarded every two years to the top young macroeconomist under the age of 35. The country must also ensure that young researchers have the ability to influence Canada's delegations to multilateral organizations, such as the World Bank, International Monetary Fund or World Health Organization. Fundamentally, the country needs to demonstrate to young Canadians that they need not leave Canada to be integrated in global affairs. It is by creating and entrenching these links that Canada can build a talent attraction strategy.

**4.1.4** Canada Needs to Create a Culture that Recognizes Successes

Any professional seeks an environment in which success is recognized, advancement and opportunities are based on merit, and the profession is respected by the broader community. Canada needs to fundamentally improve this culture of recognizing and celebrating success, and needs to communicate this widely to all stakeholders.

**R11** Become Canada's problem solvers.

The academia and research sector is sometimes perceived as questionably relevant to Canadian society, particularly in the arts, social sciences and humanities. We strongly believe that a vibrant arts, humanities and social sciences community is essential to

**IN BRIEF**  
RECOMMENDATIONS 4.1.4

- Cultivate an image for the research and academia sector as Canada's problem solvers
- Recognize and broaden interest in Canada's rising young scholars with a highly public award week
- Ensure that advancement is based on merit

strengthening Canada's culture of innovation. To improve the perception of the sector within the broader community, we recommend that the academic and research sector *seek to change its image to that of "Canada's problem solvers."* The humanities and social sciences help solve multi disciplinary challenges such as acid rain, city design, and strengthening the Canadian cultural mosaic. A new mentality would encourage more interaction with local communities, and would make people more aware of the role of the arts and humanities.

**R12** Canada should institute research awards for rising scholars.

Canada's current research awards tend to remain within the discipline. To focus public attention on the sector, we suggest the creation of an annual awards presentation spanning many disciplines in a single venue. The key is the focus on the public: all Canadians should know about the leading Canadian research. The "Canadian Young Researcher Awards" would be distributed over one highly-publicized week each year; for example winners should be promoted in national newspapers as "Academia and Research Faces of the Future," along with descriptions of their ground-breaking research. Although this suggestion might seem trite, rewarding success is a simple yet powerful tool that cannot be underestimated for its role in creating a more open atmosphere.

**R13** The sector should reach out to young Canadians more proactively.

The academic and research sector needs to improve its connections with its youngest members. The dynamics of the sector will improve if young people feel their opinion is actively sought and they can influence the sector's growth and development. Canada must also re-attract the young Canadian professors or post-doctoral fellows who are undertaking their studies outside the country; for example, by increasing networking opportunities for these people. The country could create a special conference for top Canadian students to return to Canada once a year, or merely extend them paid invitations to attend existing conferences in Canada. Such offers, while small, reflect the mentality that we as

a country must project to everyone who leaves: *that Canada wants you back*. Individual departments also need to immediately start forging relationships with top students who are leaving to undertake studies abroad. These are the students who will be completing their PhDs at the height of the hiring bulge, and the relationships forged today are what will entice them to return tomorrow.

#### 4.1.5 Canada Needs to Improve our Sector's and Institutions' Reputations

A common theme throughout our discussion is the need to enhance the reputation of Canada's universities and the Canadian system – reputations that frequently lag their rank in objective surveys. Canada needs to enhance the reputation of its universities and graduate programs among three groups: (1) Canadians at home; (2) Canadians abroad; and (3) foreigners.

#### **R14** Rank university departments and include them in international surveys.

*Maclean's* annual ranking of Canadian universities is valuable for undergraduates; the same approach is needed to rank individual graduate departments. Canadians will likely be pleasantly surprised to discover that the country's departments often offer world-class standards of teaching and research. Furthermore, the sector should ensure that select Canadian institutions are included in European and American guides to post-secondary education to raise awareness among others about the quality of Canadian institutions.

#### **R15** Offer international awards in targeted fields to young researchers.

Canada is one of the only nations in the G7 without many international scientific awards, and as a result, we do not have a presence either at home or abroad. Canada should create national and international awards in targeted fields, and promote the winners actively – such as the Fields medal in mathematics. For example,

#### **IN BRIEF** RECOMMENDATIONS 4.1.5

- Rank our university departments both nationally and internationally
- Develop a series of international awards in targeted areas

the "Michael Smith Award in Genomics" could become the most sought-after international prize for geneticists under 40, as it would be linked to the eminent scientific achievements of a prominent Nobel Laureate in Chemistry. While such a suggestion is simple, it would contribute to the intangible mindset shift of others about this sector.





## 4.2 Arts and Culture

*Canada25* delegates in all sectors agreed that one of the attractions for young talent<sup>2</sup> is a rich cultural environment. Beyond entertainment, artistic and cultural work engages the discussions of national identity—defining who we are, what we value, and what makes us distinct. In this way, art touches all areas of society. In order to make Canada attractive not only to leading artists, but other talented people as well, we cannot neglect artistic and cultural life in Canada.

In considering where to work and live, artists value these factors above all else:

- **Appreciation and recognition of talent:** including an enthusiasm for the arts among an educated public
- **Cultural and social diversity**
- **Vibrant artistic community:** housing, universities, centres for various art forms tightly located, home to prominent figures is ideal
- **Opportunities to grow and learn**
- **Affordable cost of living:** where the focus is on low expenses rather than high pay

These are the factors we need to improve if we are to attract and retain more young talented artists.

We believe Canada is well-positioned to create a world class environment that will be more effective in attracting and retaining young artistic talent, and that with a concentrated effort, Canada can become one of the leading cultural capitals within the next generation.

Already, there is a strong appreciation of the arts in Canada.<sup>3</sup> Our country boasts regional and international pillars of excellence in many disciplines and is one of the most socially diverse countries in the world.

There are however, several points of weakness, including the poor publicity of Canadian achievements, a lack of substantive devel-

### HIGHLIGHTS CANADA SHOULD:

- Develop public art spaces
- Foster arts communities
- Bring leading foreign artists to Canada
- Tighten relations between current leaders and developing artists by creating mentoring opportunities
- Visibly celebrate Canadian artist successes

opment opportunities for young talent, and the underdevelopment of arts communities. These conditions have led a number of the country's best aspiring artists to pursue their careers elsewhere, leaving a gap in the artistic chain of development. Greater corporate and individual philanthropy, and government funding for the arts, would certainly provide meaningful assistance to many excellent arts organizations in Canada. We applaud the recent \$500 million allocation from the Department of Heritage (some of which will support the development of young artists), and encourage corporations and individuals to also consider the benefits to Canada of more strongly funded arts initiatives.<sup>4</sup>

We recommend focusing on five areas to leverage current strengths and address current shortcomings to better attract and retain talented young artists:

#### **4.2.1 Developing Public Art Spaces**

Talented artists seek unique vehicles through which to bring their art to the public in highly visible ways. Our cities and communities should be more receptive to suggestions for creative art venues. Some Canadian cities have recently undertaken to bring more art into public spaces. The "Poetry in Motion" initiative has successfully brought the work of Canadian poets to the bus and subway systems of major cities, including Toronto, Calgary, Vancouver and St. John's. The city of Montréal recently allowed an U.S.-based performance artist to shoot photographs of a canvas of naked human bodies on its streets. Canadian cities can move on three fronts to improve city spaces, increase artistic visibility, and attract more Canadian and international artists:

##### **R1 Create City Artists in Residence.**

Akin to patronage during the Renaissance, Canadian cities can take a bold step by funding an Artist in Residence chair for a talented young artist. Using the entire city as a possible canvas, the mandate of the position would be to tell the myths and discuss the experience of the city, the surrounding environment and the country. The chair would co-ordinate the artistic coverage of the

city – murals, sculptures, music, and performance – all driven by talented young artists. The prestige of the position, the opportunity to grow and learn as a professional artist, and the contribution to the community’s cultural, social and creative investigation would make this a coveted role for talented young artists. Similar small-scale programs in cities like Chemainus, British Columbia have proved the strong public receptivity to this idea.

**R2 Encourage Canadian businesses and shopping malls to open their halls to the work of talented young local artists, and encourage large businesses to consider sponsoring their own Artist in Residence.**

Turning company hallways into galleries for talented local artists work bridges artists with audiences beyond the public gallery, into their everyday environment. It also brings art to people who may not have previous exposure, or whose busy lives do not enable them to visit galleries on a regular basis. To further support the artists, pieces could be available for purchase.

**R3 Construct public art parks.**

An extension of the concept of providing more public and open interaction with artistic work is the "art park," featuring the work of young artists. Rotating installations of sculpture, painting, photography, and writing combined with performance areas creates a centre for the advancement of young artistic talent and an attractive destination for community members.

## 4.2.2 Fostering Arts Communities

The opportunity to share ideas and the creative stimulation artists receive from one another increase learning and skill development. As well, visible groups of artists serve as much-needed Canadian role models for aspiring artists. To build stronger communities for artists we recommend that the arts and culture community:

## DID YOU KNOW?

The Canada Council for Art has a library of over 18,000 paintings that businesses can lease.

## VERBATIM

*"We create great talent but we lack great arts communities in Canada, so you go where they do exist – London, New York and other centres where you can be inspired by people. That's what people do because that's what people think."*

Mike Wighton, theatre student

## R4 Foster communities within cities.

Artists are looking for an inspiring environment where they will be surrounded by art and feel a part of a social and professional arts community. An ideal city arts community contains several art forms (e.g. art galleries, theatres and concert halls) in close proximity with nearby housing and educational institutions. Inter-art communication catalyzes the artistic process: more new ideas and innovative approaches to art result.

While Vancouver, Victoria, Halifax, Montréal, Winnipeg, Toronto, among others, are home to recognized communities of artists in various fields, only Toronto – full of arts and cultural events – appears to be a burgeoning "total arts" community, with visible pockets of theatres, schools, galleries, and high exposure of many art forms. On the whole, we believe that Canada has a respectable base to develop a number of large communities, each with several art forms, across the country. We encourage cities to facilitate arts communities in city planning and development initiatives in consultation with arts organizations and citizens.

## R5 Develop online communities to build networks and showcase Canadian talent.

The internet is a great opportunity for artists to showcase talent, build peer networks, develop mentoring relationships, and receive feedback on their work. We suggest that websites currently displaying some Canadian art or writing (such as the numerous university art gallery sites) advance their current offerings and pursue development initiatives that will allow talented young Canadian artists at home and abroad to begin a semi-professional career. Young artists could submit their art for viewing, receive public comments and questions on the work, and discuss the works online with peers and professional guest contributors in an open format similar to the Federation of Canadian Artists' website.<sup>5</sup> Featuring the work of selected young foreign artists will help Canadian artists make international connections while increasing the attraction to Canada among young foreign talent.

**R6 Create more local arts groups/circles.**

Local writing circles, youth arts appreciation groups, or artistic fundraising groups are easily organized at little expense through community centres, galleries, or universities and are effective ways of building an artistic community. Through peer review of members' work, they can also play a valuable and low-risk learning and development role.

**4.2.3 Greater Interaction with Foreign Artists**

Canada is currently not a preferred destination for young foreign art students as there is little awareness of Canadian excellence abroad, and there are few means by which young foreign talent can enter Canada's artistic community. Additionally, young Canadian artists would find the arts communities here more attractive if they could get greater exposure to international techniques. To create a stronger international presence in Canada, the Canadian artistic community should:

**R7 Increase the number of visiting professors at Canadian art training institutions.**

Rather than having students leave to gain exposure to different styles, facilitating professor exchanges with foreign universities brings the experience to the student and is a way of effectively developing the knowledge of Canadian professors.

**R8 Develop a "Canadian Artist" Scholarship for foreign artists.**

Attracting foreign artists to Canada can take root in the university or college system, where students are particularly sensitive to money and are yearning for an international experience. Creating a recognized scholarship program for developing foreign artists improves Canada's image as a place for artists, increases the exposure Canadian artists have abroad, and establishes a network for the foreign artist within Canada.

- R9** Encourage Canadian performance companies to hire young foreign writers/ teachers/actors for a co-op term every year.

Fostering more international interaction in the arts community would improve the visibility and reputation of the Canadian arts community abroad, enrich our local arts communities and signal that Canada is intent on enticing the best young foreign talent. Partnering with art learning institutions at home and abroad could facilitate this.

- R10** Increase the number of foreign internships for Canadian arts students.

International experiences increase the young Canadian artist's "cultural arsenal" and international network. Universities can improve at this by partnering with foreign production companies and foreign universities.

#### **4.2.4 Creating Useful Mentorship Opportunities**

Most great artists have the benefit of a good mentor. With a guiding hand and source of great knowledge, young artists can rapidly develop their own skills, and contribute meaningfully to their mentor's artistic endeavours.

Many young artists feel disconnected from the top levels of the arts community. To improve the mentoring culture in Canada, the arts community should:

- R11** Offer more co-op terms and summer internships in professional companies.

While many co-op programs and relevant summer job experiences exist for computer science students, engineers and business students, few internship opportunities exist for young artists. In conjunction with government, we hope to see artistic companies extending opportunities for arts students to enable them to gain relevant experience, learn in a professional environment and extend their artistic network.

The "Williamstown-style" internship is one example of how this could be done, based on a current arrangement at a theatre festival in Massachusetts. Student artists pay a fee for housing and food, and perform the technical sound, lighting and set-building work for the production of a full summer season of professional shows. They also participate as extras and backup musicians, take classes from accomplished professionals and prepare their own work for presentation to the professional shows' audiences. While the company benefits with technical staff, competent extras, and exposure to up-and-coming talent, the students receive a wonderful learning opportunity.

#### **R12 Establish more summer arts camps and training congresses.**

Training for kindergarten to high school-aged artists in camps hosted by production companies and universities connects current to aspiring talent. University students running the programs get management experience and salary, while younger grade school artists learn a further appreciation of art. The Arts Adventure camp at Queen's University in Kingston, Ontario is a successful model that could be replicated elsewhere. An opportunity for older and aspiring artists, such as university students and semi-professionals, would be participating in training congresses run by professional companies. The company is able to provide steady work for its artists and gains funds for its other projects. The Summer Training Congress at the American Conservatory Theater in San Francisco, California is one example of this.

### **4.2.5 Celebrating Success More Visibly**

We believe that greater public recognition of leading young Canadian and international talent within Canada would provide more motivation for individuals to push limits earlier in their career, provide an incentive for production companies to offer more challenging and leading roles for young talent, and accelerate the integration of talented young artists into senior and leadership positions in the arts community. To better encourage these benefits, the artistic community could:

**R13** Establish "best in class" awards for young artists under 30 to honour young Canadian talents whose work is cutting edge and world class.

Award each winner with a grant to be used to create a sculpture, painting, compose a piece of music, etc. to be featured in a Canadian city or production. This should be a collaboration among government, arts-based productions and associations.

**R14** Create a unique cross-Canada tour for the summer of 2003.

Just as was true with the Cirque du Soleil, touring helps to create national figures, role models for younger artists and sends the message that talented young artists can learn, develop and be appreciated in Canada. Potential examples could include a three-day film festival featuring documentaries made by young Canadian filmmakers, or a visual art show with Canadian themes. Winners would travel across the country with their work and local artists can host the showcase, motivating a discussion between the general populace, the young artist, and the successful professional.



## 4.3 Entrepreneurs and Technology

A tradition of entrepreneurship and a thriving high-technology sector are hallmarks of a culture of innovation, and thus key pillars of a vibrant economy. Around the world, governments are scrambling to create a positive environment for the entrepreneur: for example, an official Decennium of Entrepreneurship has been declared in Finland; a National Technology Incubation Program has been set up in Israel; and in France, an Academy of Entrepreneurship and national business plan competition have been initiated by the government. Equally important to national success is remaining at the forefront of technological advance – as *The Economist* has reported, "America gets more than half its economic growth today from industries that barely existed a decade ago."<sup>6</sup> In both of these pivotal areas, Canada has strong foundations but faces a continuing challenge ahead to achieve real global leadership.

Contrary to our popular image, Canadians are a high-tech, entrepreneurial people who have nearly as many start-up businesses as the United States and one of the highest rates of internet connectivity in the world. However, the country must work hard to capitalize on this foundation and overcome two key challenges: first, Canada started well behind other countries in terms of capital depth, a technology-friendly tax regime, and entrepreneurial sophistication; and second, our relatively small population results in less ability to dominate all sectors at once or to rely exclusively on spontaneous cross-sector collaboration to create clusters of world-class research and development. To catch up, Canada must move faster than other countries who have already identified fostering small business and growing high-technology industry as top national priorities and specifically move on four fronts:

### **R1** Continue to make the tax system more supportive of entrepreneurs and high-technology industry.

The country needs to conduct an "entrepreneurial audit" of the entire tax policy and ensure a single rate of business tax for all industrial sectors.

## IN BRIEF

### RECOMMENDATIONS 4.3.1

- Encourage a smart public dialogue about tax
- Ensure business tax is sector-neutral
- Consider changing foreign investment tax to increase funding available to entrepreneurs in Canada
- Conduct "entrepreneurial audit" of tax policies
- Consider a bold tax innovation to draw global attention to Canada

### **R2** Promote the development of clusters of research and business excellence by facilitating and rewarding cross-sector collaboration.

An investment in basic infrastructure and the development of partnerships among business, academia, and government are at the heart of knowledge-based economic growth.

### **R3** Proactively support and encourage entrepreneurs by creating a national Network for Entrepreneurs and Business Plan Competition.

Available resources must be made completely transparent to first-time entrepreneurs, and actively build entrepreneurial skills within society.

### **R4** Reach out to Canadians living abroad.

Canadian corporations and institutions must tap into the expertise and experience of Canadians living abroad and assist them in finding opportunities to return home by connecting them to industry contacts, related business activities and specialized employment opportunities in Canada.

## 4.3.1 Building a Bold, Smart System of Taxation

Although taxation was not the most important criteria of young people in choosing a place to work, the indirect effect of tax on creating a dynamic, opportunity-rich business environment cannot be ignored. If head offices and senior executives are tempted to leave Canada because of tax considerations, the lost learning and mentorship opportunities for young people can undermine other efforts to become a magnet for talent.

The February 2000 budget and the October 2000 mini-budget introduced reductions to capital gains rates, changes to the treatment of stock options, and the commitment to lower federal corporate tax rates to 21% from 28% by 2005, making the average federal/provincial business tax rates comparable to the average federal/state rates in the United States. We applaud these moves and encourage the government to continue improving our tax

system in a way that fosters innovation while funding social services. While further improvements occur, it is important to encourage a smart public dialogue that acknowledges the complex relationship among taxes, economic vitality, and social strength. Examples such as Ireland – which reduced corporate taxes and within years saw its tax revenues increase and its economy boom – are not perfect analogies but do illustrate the subtleties of the relationships involved. As a country, we should cast our tax debates not in terms of a trade-off of one sector of society for another, but as a collective pursuit of a solution that encourages all sectors of society to thrive.

Several areas within taxation should be given special consideration as further improvements to the system are made. First, Canada must continue to ensure that its tax system is equitable in its treatment of high-technology industries, and that it is perceived as such by foreign players. Second, it should revisit our taxation rules on foreign investment, which is currently very low in the venture capital industry to the detriment of our entrepreneurs. Finally, the government must more actively consult entrepreneurs regarding their concerns over our tax system given their crucial economic importance. In our research and interviews, many entrepreneurs expressed frustration over tax policies that impeded their success without offering a clearly understood social benefit.

In addition to the incremental improvements suggested above, Canada should find a specific area within tax to take a bold step so its seen as more than a formerly high-tax regime that is sluggishly replicating the policies of others. *Canada25* has encountered many provocative proposals in its research -- from lowering capital gains taxes to below U.S. levels to offering tax adjustment periods for expatriates returning to the country -- that can stimulate a national dialogue on this issue. Given Canada's image as a high-tax society, and the plethora of creative options that have been suggested by experts, it is important and feasible for Canada to innovate in its taxation policy.

## VERBATIM

*"Canada has some great strengths to build on for entrepreneurs but some wet-blanket tax policies that really discourage them. For instance, we penalize our entrepreneurs if they sell their business to foreign investors versus Canadian investors, which discourages people from starting businesses up in Canada at all.*

*It is a very naïve or specialized entrepreneur who starts a business in Canada given current policies. Unless they change, I'll start my next business somewhere else."*

Dean Hopkins, Founder and CEO, Cyberplex

## IN BRIEF

### RECOMMENDATIONS 4.3.2

- Recognize the government as a facilitator of cluster growth
- Consider creating a "Canadian Collaboration Fund" to catalyze and encourage cross-sector partnerships
- Conduct a detailed review of corporate R&D in Canada to assess whether tax credits are the best method of stimulating investment

## 4.3.2 Growing Our Canadian High-Tech Clusters

Clusters are geographic concentrations of companies and institutions in a particular field, pursuing an explicit set of common regional goals. Increasingly, these local nodes of vibrant activity are responsible for disproportionate levels of economic vitality – over two-thirds of Canada's employment growth next year is forecast to come from the top urban centres where most clusters reside.<sup>7</sup> Entrepreneurs and business people with whom *Canada25* spoke on this topic felt that Canada has a strong foundation on which to build, mentioning areas such as Ottawa for telecommunications, Calgary for wireless communications, and Halifax for internet software. Two things are required to develop Canada's clusters to a world-renowned level: increased collaboration among actors in society in pursuit of specific regional objectives, and investment on the part of the government in basic infrastructure.

Tight collaboration of universities, businesses, and local government in pursuit of explicit regional objectives is at the heart of cluster success. We believe the government can play a catalytic role in encouraging further collaboration by considering the creation of a "Canadian Collaboration Fund." Unlike other government funds run through the Business Development Corporation or the Foundation for Innovation, which are directed at individual businesses or academic innovation, this would be dedicated to supplementing the resources of regional collaboratives and supporting cross-sector initiatives tied into regional goals. Examples of possible initiatives are: co-investing in basic science and pre-seed initiatives, supporting the hosting of world-class conferences, supporting cluster-led trade missions abroad that could replace our centralized "Team Canada" strategy, and helping the funding of central cluster services. Given that the benefits of cross-sector collaboration can be unexpected and difficult to quantify, and that Canada lacks the critical mass in some cases to result in spontaneous collaboration, a catalytic role for government that supports the development of all clusters is reasonable.

We must ensure that the infrastructure exists in Canada to attract business and support advanced activities. Though we are strong on many elements of infrastructure, our research and

development performance is a national concern for two reasons. First, our overall level of activity is very low, with Canada ranking near last among the G7 in both government-funded and business-funded research and development per capita.<sup>8</sup> Second, anecdotal and statistical data suggest that the R&D that does occur in Canada is mostly lower-end product development or local market adaptation rather than true breakthrough work in science and engineering.<sup>9</sup> The striking disconnect between our lagging R&D performance and our very generous R&D tax credit system call for other methods of encouraging R&D to be seriously investigated. It is urgent that government conduct detailed interviews with businesses to determine exactly what type of R&D they are conducting in our country and what is necessary to encourage more and better R&D, so that we spend our public dollars, whether directly or through tax breaks, in a manner that best fosters innovation.

### 4.3.3 Proactively Supporting Our Entrepreneurs

Although Canada is not often thought of as an entrepreneurial society, it was ranked as a top country in start-up activity by a recent international survey.<sup>10</sup> Nonetheless, hard work is still required to ensure that entrepreneurs receive the funding and support to bring their ideas to market in Canada.

Canada must enhance the resources available to entrepreneurs in two ways: one, through public support of private-sector initiatives that foster entrepreneurship; and two, by tying together existing resources into an over-arching "Network for Entrepreneurs." Many groups with which we spoke – for example Technicallyhip.ca, a site for expatriate technology workers to stay in touch with Canada; and the Leaf Initiative, an organization to celebrate Canadian entrepreneurial success – are working toward goals in the public interest and would welcome government support for their initiatives. Secondly, given Canada's relative size, it is important that we make available resources transparent for first-time entrepreneurs – we can do this by connecting the various funding and advisory resources into a national information network with regional chapters for local referrals.

## IN BRIEF

### RECOMMENDATIONS 4.3.3

- Create a national "Network for Entrepreneurs"
- Initiate a national "If I Were CEO" business plan competition
- Create a Task Force on Institutional Investment in Venture Capital

## VERBATIM

*"When I came to the U.S. after graduating from Oxford University, I had planned to do a one-year Masters of Laws here and then return to Canada. But my years of study abroad and summer work experiences abroad had left me without substantial contacts in Canada and I was unable to get any job at all in the Canadian government, which had been my dream since college. However, I was able to get a job in Washington, D.C. with the U.S. government, based largely on contacts I developed during my LL.M. So the real turning point was when, after completing years of school and three degrees, including one from Oxford and one from Harvard, I found myself without the contacts and insight to get a great first job in the public sector in Canada."*

Canadian lawyer in New York

The Network for Entrepreneurs should also launch a high-profile "If I Were CEO" national business plan competition. Here, aspiring first-time entrepreneurs – be they professionals, scientists, academics, or artists – work with a judging panel of advisors and venture capitalists and advance through rounds of selection. Not only do the winners receive funding, but all candidates receive valuable business advice and contacts, and the population at large receives a strong pro-entrepreneurial message. This competition would also provide a way to bring successful expatriate entrepreneurs back to Canada as part of a judging panel and to integrate them into business start-up activity at home. Venture capitalists with whom we spoke emphasized that Canadian entrepreneurs not only need capital, but also experience, support, and connections to business-savvy individuals – characteristics that a national entrepreneurial event will do much to foster.

We also endorse the Canadian E-Business Opportunities Roundtable's recommendations to further lower capital gains taxes in a socially responsible way; to build our profile as an investment location; to celebrate successful entrepreneurs; and to increase institutional venture investment. In particular, the difference between Canadian and U.S. pension funds in their investment in venture capital is noteworthy – whereas U.S. pension funds were responsible for 23% of venture capital raised in the U.S. in 1999, Canadian pension funds were responsible for only 5.6% of new venture capital raised in Canada during this time.<sup>11</sup> Many issues exist here, including an unfavorable history, consistency in reporting, and foreign content regulations. To address these complex issues and unleash the opportunity to increase the capital available to entrepreneurs, a cross-sector task force should be appointed with a mandate of recommending how to approach the U.S. level of institutional investment over five years.

### 4.3.4 Connecting High-Tech Expatriates to Canadian Opportunities

Although competition for high-technology workers has likely ebbed from its peak a year ago, it remains key for Canada to capture more than its fair share of highly-educated workers. Indeed,

given our stubbornly lagging productivity growth compared to other developed countries, attracting workers who work in high value-added, knowledge-based industries is crucial.

Compelling anecdotal evidence inside and outside the forum indicates that Canadians living abroad who wish to return to Canada are impeded by three factors: one, lack of a network within Canada; two, lack of knowledge of specialized opportunities; and three, aggressive solicitation from U.S. firms. Although resources for returning Canadians exist, they are not well advertised and listings are sometimes out of date. There is a need to make existing governmental structures user friendly, and to incite corporate support and participation. Government and private organizations aimed at expatriate Canadians should make a more proactive attempt at linking into Canadian Consulates and Canadian clubs at U.S. universities and in foreign cities to ensure resources are understood and connections maintained.

We should also unite our disparate resources and directories into a "Canadian Alumni Association" of expatriate talent. This database would form the foundation of a system by which expatriate Canadians are actively connected to industry-specific opportunities and contacts at home. Repeatedly, we heard from Canadians abroad who wanted to return to work in Canada but had lost all the connections and relationships that are often required to learn about highly-specialized opportunities.

Individual companies must also increase their aggressiveness in recruiting abroad. Recently, a delegation from Calgary targeted California with an in-depth recruiting presentation with excellent results. This must become the norm rather than the exception – it must be a corporate mission to place emphasis on hiring the best young people from the best schools. Further, Canadian consulates in high-tech centres should strive to host three or four high-tech Canadian job opportunity fairs per quarter, inviting senior, CEO-level representatives from leading companies as keynote speakers to raise interest in Canada.

## IN BRIEF

### RECOMMENDATIONS 4.3.4

- Build a database of expatriate Canadians interested in learning about opportunities in Canada and actively connect them to contacts and opportunities in their field
- Increase recruiting efforts at American universities and Canadian consulates abroad



## HIGHLIGHTS CANADA SHOULD:

- Create a national Healthcare Policy Internship and Electives Program
- Establish the *Care Aware* awards to recognize exceptional individuals based on patient input.
- Construct an internet-based network linking health researchers, health workers and the public

## 4.4 Health

Perhaps no other area of Canadian public policy elicits a more emotive response than discussions surrounding healthcare. Traditionally, our healthcare system has received international distinction for many reasons, including its principle of universal coverage, needs-based physician planning, strong primary care, high-quality training institutions, and respected health personalities (such as Dr. Norman Bethune, Sir William Osler, and Sister Elizabeth Bruyere). The challenge for the next generation of Canadian healthcare workers<sup>12</sup> will be to find new and innovative ways of building on current successes, while simultaneously remedying those areas in need of attention.<sup>13</sup>

*Canada25* delegates are proud of the principles and philosophy of Canadian healthcare, and believe there is an urgent need for the sector to continue to live up to its potential. In order to combine the universality of our health system with consistent top quality, it is imperative that Canada attract and retain the very best healthcare talent possible. *Canada25* firmly believes that to do so, the system must enable healthcare workers to:

### **R1** Influence the policy environment in which they work.

The sector needs to ensure that the policy ideas of those on the front lines are fully considered in the policy process.

### **R2** Receive appropriate recognition.

Canada must recognize and celebrate exceptional health care professionals and medical achievements to rebuild national pride in the field.

### **R3** Be connected to fellow researchers and practitioners nationwide.

The sector must ensure that research in one area of the country is advanced and applied in areas of need elsewhere in a timely fashion.



**R4 Better utilize their skills and knowledge.**

The sector must strive to reduce the amount of time that highly trained medical personnel are distracted from patient care with administrative tasks.

**R5 Have training opportunities and career flexibility.**

The sector must create ongoing job flexibility and learning and development opportunities throughout a healthcare professional's career.

**R6 Enter their chosen field without a debilitating financial burden.**

Given that the cost of attending medical school and the revenue associated with a career in medicine are determined by the public sector, there is a need to strike a balance and ensure crippling debt loads are not the norm.

**4.4.1 Improving Connections Between Policy Makers and Healthcare Workers**

Many Canadian front-line healthcare workers complain that the policies that affect them are not necessarily designed by people who are familiar with their daily realities, or often lack direct input from them. At the same time, policy makers counterclaim that front-line workers must simply take initiative if they wish to affect health policy. Often, the policy papers developed by nurses and physicians are completed through their own professional organizations rather than the provincial or federal ministries of health.

To build a better understanding and appreciation of how federal and provincial health policy is developed and ways one can go about enacting policy change,<sup>14</sup> *Canada25* proposes the creation of a national *Healthcare Policy Internships/Electives Program* directed at Canadian physicians in post-graduate training programs. Trainees interested in this program would work with health policy analysts or decision makers to complete a personal assignment over the elective's time period. The trainee would develop skills in

**VERBATIM**

*"The Healthcare Policy Internships can help bridge the gaps between our future front-line workers with policy makers, allowing more health workers to have a greater impact on the future delivery of healthcare in Canada."*

Samir Sinha, University of Western Ontario Medical Student

## VERBATIM

*“Showcasing outstanding achievements by Canadian healthcare workers and researchers to both domestic and international audiences would increase Canada’s ability to attract and retain talent.”*

Gil Alterovitz, NDSEG Fellow, Harvard/MIT

examining an area of healthcare policy or legislation, and apply their skills in a non-traditional environment. Through this process, they will learn how policy is evaluated and implemented so that the desired change occurs.

The improved understanding of the process and improved relationship between policy analyst and healthcare worker will make policy initiatives more effective. With greater involvement in the process, Canadian healthcare workers will feel more responsible and able to influence change.

*Canada25* also recommends that the newly appointed *Commission on the Future of Health Care in Canada* hold *in camera* meetings with young healthcare workers to discuss ways that the system can be improved to better utilize the knowledge and insights of frontline healthcare workers. We see this as an important step towards encouraging greater interaction among health policy makers and future healthcare providers.

### 4.4.2 Ensuring Healthcare Workers and Successes Receive Appropriate Recognition

A rising perception among Canadian healthcare providers is that work done in the U.S. is better appreciated and financially rewarded. This perception is compounded each time Canadian healthcare workers receive recruitment advertisements from abroad, or each time the negative aspects of healthcare jobs are featured in the media. A more concentrated effort to showcase Canadian healthcare achievements at the national and international level can begin to counter this sentiment. A simple, yet meaningful way to improve the awareness of Canadian successes is for Canadian granting agencies to design a distinctive logo to be placed on publications and poster presentations at international meetings. This will generate international awareness of the quality of work being conducted by Canadian healthcare workers and researchers.

Finally, individual cases of exceptional patient care should be celebrated to build awareness and public appreciation for the personal commitment of many in the field. One immediate way to do this

is to establish *Care Aware*, an initiative whereby talented healthcare workers in Canada receive national recognition based on patient review. This initiative has three goals: to recognize the individuals who have made a difference in the lives of others; to focus the attention of Canadians to the high quality of healthcare provided in Canada; and to demonstrate to future healthcare workers some of the rewarding aspects of healthcare jobs to counter stereotypes of overworked and burned-out health professionals. *Care Aware* will be a way through which youth will learn about the types of workers that make up our healthcare teams while gaining insight into the kind of impact they might have on patients if they pursue careers in healthcare.

*Care Aware* would invite the public to nominate healthcare workers for recognition of outstanding care. Nominees and the hospital/institution in which they work would be informed of a nomination. Further, a group of nominees will be selected for particular recognition, and the stories of their nominations publicized throughout local and national media.

#### 4.4.3 Connecting Health Professionals and Researchers Nationwide

Currently there is no single medium that connects all healthcare workers and health researchers across Canada. As a result the two spheres lack the communication that fosters good ideas, creates mentorship opportunities, and builds collaborative working relationships. Also, there is inefficient utilization of our top talent, in that there are not enough opportunities for young developing talent to learn from our top professionals. *Canada25* believes significant improvement can be made in this area with the establishment of internet-based networks.

The creation of an internet based network between biomedical researchers, healthcare workers, and the public is a crucial step in the process of strengthening Canada's healthcare system.

*Canada25* envisions this internet-based network eventually connecting all biomedical laboratories nationwide, and all healthcare workers – while remaining fully accessible to the general public.

#### VERBATIM

*“A public showcasing of positive patient experiences will bring pride to Canadian healthcare workers.”*

Linlea Armstrong, doctor

*“The research world is currently evolving at hyper-speed, and if the communication gap between healthcare workers and health researchers is not filled in the near future, it will become significantly more difficult for the two spheres to engage in synchronized work and benefit from one and another.”*

Fiona Grant, graduate student

## IN BRIEF

### RECOMMENDATIONS 4.4.4

- Better incorporation of paramedical staff in order to improve quality and delivery of health services
- Restore provision of full-time employment and associated benefits to nurses

Young healthcare workers in-training would be able to contact experienced professionals in search of mentorship, the public would have access to current research breakthroughs and gain increased awareness about Canada's talented health researchers. This Internet portal can be interconnected to networks in other sectors to help promote linkages that help foster cross-disciplinary research, biomedical start-up companies, and other collaborative endeavors.

#### 4.4.4 Enabling Healthcare Workers To Fully Utilize Their Skills And Knowledge

Having completed years of rigorous (and often expensive) training at the post-secondary level, young healthcare workers should have the opportunity to utilize their talents and acquired skills to the fullest of their potential. However, it is often the case that healthcare workers are unnecessarily distracted from direct patient care with duties that could be performed more cost-effectively by other trained personnel.

Although Canada's healthcare needs and resources have changed over the past decade, appropriate changes in care delivery strategies have not yet occurred. While some services have modernized, a wider-scale change is necessary to ensure high quality care in Canada. The better integration and increasing responsibilities of paramedical staff, such as nurses and counselors, would allow healthcare workers to fully utilize their skills and knowledge leading to improved quality and delivery of health services.

In order to attract nursing graduates who have left Canada and to also retain existing ones, *Canada25* advocates restoration of a more favourable ratio of full-time to part-time jobs and reinvestment into educational and mentoring initiatives for nurses. We hope that those responsible for the allocations of the recently announced reinvestment into healthcare by First Ministers in September 2000 will share our priorities.

#### 4.4.5 Building Ongoing Training Opportunities And Career Flexibility

*Canada25* believes that continuous opportunities to learn and develop are a key feature in attracting and retaining talent.

Unfortunately, current training prospects for Canadian and international medical graduates in Canada need improvement. For each medical graduate, Canada has fewer funded postgraduate positions than the United States or the United Kingdom.<sup>15</sup> By increasing the number of post graduate training positions in Canada, the likelihood of talented Canadians departing for the United States to pursue similar training decreases, as does the likelihood that they will establish permanent practice in the U.S.<sup>16</sup> Not surprisingly, with a lack of retraining opportunities in Canada, the U.S. has become an option for some seeking specialized training.<sup>17</sup> Furthermore, by attracting talented international medical graduates to enter the Canadian system, Canada's reputation as global magnet for health talent increases.

Training and development opportunities must also be affordable to allow professionals to pursue their field of choice.

Unfortunately, in some areas of specialization, the lack of government financial support has led to an absolute decline in the number of practitioners in the field. For instance, a factor in the decreasing numbers of clinician scientists – individuals trained to practice medicine and research – is the insufficient support for young clinicians beyond the minimal training to complete residency (given that their training requires two-to-three years of salary support beyond the minimal residency). This is particularly worrisome given that Canada has traditionally enjoyed international recognition for its clinical science.

Career flexibility is another important consideration for health care professionals. Anecdotal evidence suggests that rural and urban communities that allow healthcare workers a greater degree of autonomy in terms of employment contract design (e.g. flexible call schedules and provision of temporary substitute staff during vacation time) increase the likelihood of attracting and retaining skilled health professionals.<sup>18</sup>

#### IN BRIEF RECOMMENDATIONS 4.4.5

- Expand the number of post-graduate training and re-training positions for Canadian as well as international medical graduates
- Better financial support for clinician scientists during residency training
- Increase the input that healthcare workers have on the design of employment contracts

## IN BRIEF

### RECOMMENDATIONS 4.4.6

- Future tuition increases should be regulated and reasonable
- Publicly-funded student financial support systems should be adjusted to cover full cost of post-secondary health training

## 4.4.6 Ensuring Health Professionals Do Not Enter The Workforce With Debilitating Financial Burdens

Given the length of time required to complete post-secondary training in a health-related field – upwards of eight years for medical students not including residency – coupled with growing tuition deregulation,<sup>19</sup> increasing numbers of young Canadian healthcare workers and in particular physicians are graduating with heavy debt loads. In some cases these debts exceed \$140,000 upon graduation.<sup>20</sup> The prospect of a large debt is a disincentive for some to enter the health field at all, and for graduates, is a reason to consider more lucrative job offers in the U.S.

In certain provinces, government-funded bursaries and loans have not increased in parallel with students' tuition and living expenses.<sup>21</sup> As a consequence, many students are relying on interest-bearing bank loans, for which repayment can not be postponed until after graduation. Prompt debt repayment is becoming a high priority among medical graduates and new practicing physicians. As such, incentives arise to either maximize earnings by pursuing specialties that generate higher incomes, or choose specialties with shorter training periods. Either way, distortions arise and the ability of Canada to attract, retain, or even produce healthcare workers in certain areas decreases. Add into this the increasing willingness of American recruiters to pay off the debts of young Canadian graduates and the incentive to leave Canada becomes significantly higher.

As a prudent first step to alleviating the pressure driving high personal debt loads, *Canada25* recommends that any future tuition increases should be regulated and reasonable. As well, current government funded student financial support programs should be adjusted to cover the full costs of attending a post-secondary institution (as has traditionally been the case). The ultimate goal of these measures is to create an environment where young healthcare talent is retained in order to meet Canada's diverse healthcare needs.



## 4.5 Professionals

Young professional talent is increasingly mobile. As companies and organizations move to increase their global presence, many professionals,<sup>22</sup> such as lawyers, teachers, consultants and engineers, are continually exposed to opportunities around the world. Furthermore, as the value of Canadian talent is recognized by foreign organizations, many are recruiting heavily on our university campuses. The examples are numerous: New York law firms are an increasing presence at Canadian law schools; California teaching opportunities are broadly advertised to Canadian education students; and Microsoft is one of the leading employers of Waterloo computer science graduates. The young people they seek could be among our future public and corporate leaders, and their contribution to the creation of an innovative society makes it crucial that Canada build an environment that will attract and retain them today.

It is imperative to provide a stimulating environment for young professional talent if Canada wants to nurture the next generation of leaders across these diverse areas. Improving the climate for talent attraction and retention will require focusing on: i. removing structural barriers to entering these fields to enable top talent from around the world to work in Canada; ii. building mentoring programs to ensure skills are developed and relationships are established early; and iii. developing specific areas of the economy where Canada can excel globally. In this report, we focus on three specific sub-sectors, business and engineering, law and education, and recommend specific actions for each. (see sidebar)

### 4.5.1 Create Competitive Learning Opportunities for Business and Engineering Talent

This sub-sector of talented young professionals represents the corporate and managerial leadership of tomorrow. Canada cannot create or sustain globally innovative and competitive firms unless it attracts the brightest of this group.

## HIGHLIGHTS CANADA SHOULD:

### In Business and Engineering

- Improve opportunities for specialized training and accelerated advancement through creative corporate organizational systems
- Make recruiting a senior level priority and set up presence on university campuses across North America

### In Law

- Adopt policies that are more integration friendly to lawyers educated outside Canada
- Consider shortening articling requirements

### In Education

- Build stronger mechanisms for supporting young teachers including recognition and personal mentoring programs to foster stronger personal ties to the system
- Actively recruit teaching talent from abroad

**IN BRIEF**  
RECOMMENDATIONS 4.5.1

- Expand opportunities for advancement and specialized training early in career
- Recruit talent more aggressively.

Delegates perceived Canada as lacking opportunity in this sector particularly in relation to the United States. In particular, three types of opportunities are perceived to attract talented, mobile, young professionals:

- **Learning and Development.** Young professionals gravitate to environments that develop their particular expertise and allow them to gain world class experience. Learning opportunities such as engaging with world class management and working on projects of senior-level importance are powerful magnets.
- **Affecting Change.** Young professionals will gravitate towards organizations where they have the opportunity to exercise real influence over strategies or projects. Contributing on a substantive level to the success of an organization is empowering, and a sure-fire method to attract talent.
- **Competitive Incomes.** The earned income of this sub-sector, particularly compared to the United States, is relatively low. This undermines efforts to bring back our brightest ex-pats and attract top international talent. More competitive incomes are essential if Canada is to attract top professional talent to create and sustain globally competitive firms.

In order to create more competitive opportunities for young business and engineering talent, Canadian organizations could:

**R1** Expand the opportunities for advancement and specialized training early in career.

In large firms specialized training and fast-track advancement programs are major incentives for retaining top talent in many professional fields. A firm, for example, might consider having prized employees or new recruits working closely with a senior-level manager or vice-president, or expose them to a broad scope of the overall business (such as interning in three to four different departments over a two-year period). Another example worth considering is the Junior Executive Program instituted by the German media company Bertelsmann. This program attracts top graduates from a wide-number of countries, and provides opportunities for the outstanding young graduates to work directly



under the chairman for 15 months, during which time they are groomed to accept responsibility for a business operation.

Although such programs generally require higher initial levels of administration, they have the potential to create a loyal and well-educated managerial corps, and send a strong message to current employees and prospective recruits that how the firm values top talent. The creative development of these programs, coupled with proper communication during the recruiting process, will ensure organizations receive the maximum benefit from these opportunities.

## R2 Recruit more aggressively.

American-based corporations have a strong presence on Canadian campuses – an indication of both the value and increased mobility of Canadian talent. In response, Canadian firms must market themselves more aggressively both within and outside of Canada and make recruiting top talent a priority among senior-level managers. Furthermore, the marketing must become more creative if Canadian firms hope to offer potential recruits a distinct value proposition. Options such as tuition relief, emphasis on quality of life and greater career flexibility and progression should all be highlighted clearly. Above all however, Canadian firms must recognize that the mobility of many individuals in this sector also places an importance on paying young recruits salaries that are competitive with those offered in the United States.

### 4.5.2 Open up Broader Opportunities for all Legal Talent in Canada

In recent years, migration of legal talent to the United States has become much easier. Although the Canadian legal sector offers advantages such as the potential for a better work/life balance, global excellence in particular fields like constitutional law, and an ability to exercise responsibility at an earlier stage in your career, it struggles to compete with the significantly higher compensation and opportunities for sophisticated corporate work in the American legal sector. Canada must think creatively about its

### IN BRIEF RECOMMENDATIONS 4.5.2

- Adopt a policy of mutual recognition of foreign legal qualifications
- Dramatically reduce the barriers for those who received their legal education abroad
- Revisit articling requirements and consider shortening

### VERBATIM

*"I had three investment bank job offers within Canada and one in New York. All were with great firms, but I chose New York because the money I could be making after three years was almost double the Canadian offers. Plus, I can work with the real leaders in global investment finance."*

Canada25 Interview

## VERBATIM

*“Many Canadians who got their legal education abroad, including at least three past Supreme Court of Canada law clerks, who inquired about admission to a Canadian law society ‘abandoned the process as impossible’. They now remain in the United States.”*

Canada25 Interview

options in this area. If we lose young legal talent, we lose our future lawmakers and the future of a profession that is fundamental to Canadian society. To address these challenges, we suggest that the Canadian legal community:

### **R3** Recognize foreign legal qualifications to reduce the barriers to entry for those who received their legal education outside Canada.

Canadian law societies have made it very difficult for anyone with a law degree from a law school outside Canada to have their degree recognized in Canada. This affects a foreigner considering immigrating or a Canadian considering returning – even after degrees at schools such as Yale or Oxford. The National Committee on Accreditation (which is administered by the Federation of Law Societies) routinely forces talented young law graduates who are educated abroad to fulfill various requirements not even demanded of those educated at Canadian law schools before they can begin articling in Canada. Some have been forced to take what amounts to a year of extra classes even if they already have experience in legal practice. Contrast this with the regulation of many American states, including New York and California, where Canadians can simply pass the bar exams to practice.

### **R4** Evaluate the impact of articling requirements on talent attraction and retention and consider shortening articles.

Articling requirements in Canada are lengthy, whereas some American jurisdictions, including New York, get by without any articling requirements at all. Several sources in the legal community saw the variance in articling requirements as a major factor driving a young lawyer’s decision of where to begin their professional life. Although articling requirements serve important purposes, they could also be a factor working against attracting and retaining the best talent.

### 4.5.3 Recognize and Support our Young Educators

Many English speaking countries are facing pending teacher shortages. The United States predicts a shortfall of 200,000 teachers for each of the next ten years. The Australian government predicts the secondary teacher demand will exceed supply by 50% in 2004 and in the United Kingdom the number of unfilled teaching posts has risen by 60% in the past two years. Similar scenarios are also beginning in Canada, and the country's ability to attract and retain teachers during this period of shortfall should be especially important to decision-makers in our public education system.

At the same time as American school districts are becoming more aggressive in their campaigns to attract Canadian teachers, the teaching population in Canada is aging faster than new teachers can be found. For example, in Ontario 56,000 teachers will likely retire by 2010<sup>24</sup> and in British Columbia, 50% of all administrators will retire within the next five years.<sup>25</sup> Without changes to the current situation, it is likely Canada could face a critical shortfall in education talent within the next decade.

In order for Canada to become a destination for educators, it is useful to understand some key considerations for educators:

- **Recognition.** Countless Canadian teachers and administrators do incredible work in anonymity. Celebrating their successes not only sets a good example for others, but also improves the public perception of the teaching profession.
- **Strong social services / family orientation.** Seventy percent of all current education students are female, and we need to be creative to keep them involved in the profession if and when they decide to begin families.

There are several initiatives that could be undertaken to help address some of these considerations and make teaching in Canada more attractive:

#### IN BRIEF

##### RECOMMENDATIONS 4.5.3

- Develop mentoring and support programs for young teachers
- Actively recruit the top education trainees at universities at home and abroad
- Expand benefits plans
- Work to improve the conditions under which teachers teach and students learn
- Develop a recognition system for innovative young teachers

## VERBATIM

*"We can't accept the notion that if we lose 100 teachers to the United States, we will just find 100 more to fill their spots. We must aggressively attract and retain the best educators in Canada."*

Chris Kennedy,  
High School Vice-Principal

### **R5** Develop mentoring and support programs for new teachers.

Canada is currently losing between 25 and 30 percent of new teachers within the first five years of their careers.<sup>26</sup> Active development of mentoring programs for new teachers would help accelerate learning and build the relationships that anchor teachers to their profession. Mentor programs could be established easily at the school level, where master teachers are assigned to junior teachers at the beginning of the year. Various formal and informal events or sessions, both educational and social in nature, could be held over the year. Over time, the program could be better formalized and co-ordinated through the school districts.

### **R6** Increase recruitment drives for new teachers at universities across North America.

Following the American example of recruiting Canadian teachers to work in the U.S., Canada must proactively recruit teaching talent in multiple jurisdictions. This is coupled with the requirement of making it easier for those educators brought from outside of the jurisdiction to integrate into the system.

### **R7** Expand benefit plans.

The family orientation of many teachers makes benefit plans of critical importance to the teaching profession. Focusing resources on increased and more creative use of benefit packages inside the overall compensation for teachers could encourage teachers to stay in the profession, and result in a more efficient use of limited resources.

### **R8** Develop a recognition system for young innovative teachers.

There are a number of awards that recognize teaching excellence. These tend to be career achievement awards and are given to teachers nearing the end of their careers. A teaching award system could be created that recognizes the commitment, creativity and passion of young educators. This system could be driven at the local level, initiated by community-based organizations, local media outlets or interested corporate groups. Provincial students' councils and parents' councils could also launch programs to formally recognize talented young teachers.



## 4.6 Public and Voluntary Sectors

The public<sup>27</sup> and voluntary<sup>28</sup> sectors are crucial to the development of the Canadian promise: the continued creation and maintenance of healthy and vibrant community and the distinctive social services that ensure Canada's high quality of life. These sectors offer unparalleled opportunities for young people to identify areas of concern and develop solutions to Canada's public challenges. By engaging young people in some of the most fundamental issues facing our country, these sectors have the potential to develop into the recognized and accepted training grounds for a future generation of public leaders.

**Voluntary Sector.** Through the engagement of 1.3 million paid employees and over 7.5 million volunteers, the voluntary sector not only provides essential social services, but also serves as a watch-dog to government and is an invaluable voice in informing public sector policy initiatives. With this breadth of influence, the sector is well-positioned to promote itself globally as one where young people can be given opportunities to engage in issues of concern and themselves create a culture of creativity and change.

**Public Service.** With the influence of the Canadian federal government on the sectors and on the overall country, it is lamentable that so few young Canadians see the public service as a desirable place to work. In contrast to a generation ago, when government was viewed as a leading employer for a top graduate, that figure is less than 20%<sup>29</sup> for today's university graduates. Young people increasingly turn to the private sector as the best place to start a high-impact career, suggesting that modified recruitment strategies and an innovative work environment must be encouraged if the public sector is to again become the employer of choice for Canada's youth.

**IN BRIEF**  
RECOMMENDATIONS 4.6.1

- Enhance the profile of the voluntary sector as the training ground for public leadership
- Create a global Voluntary Centre of Excellence and a World Voluntary Congress

In order to promote meaningful engagement of young people in both the public and voluntary sectors, we recommend working together toward the following three objectives:

- 1) Recognize and build Canada's voluntary sector reputation both at home and abroad through the creation of a World Voluntary Congress and a Voluntary Centre of Excellence
- 2) Develop a higher level of youth engagement in our communities and civic life by creating opportunities for greater engagement among young Canadians
- 3) Provide meaningful employment for young people in our country's public service through the development of a more innovative and individualized working environment and more targeted recruiting strategies

**4.6.1 Recognize and Build Canada's Voluntary Sector Reputation Both at Home and Abroad**

While Canada has been widely acknowledged as a leader in its commitment to the voluntary sector, particularly in the international sphere, the sector suffers because the public does not know of its accomplishments. This may be attributed, in large part, to a lack of recognition within the sector itself. While there are over 175,000 voluntary organizations in Canada, the sector lacks a unified voice and meeting space that would encourage voluntary organizations to share successes, confer on challenges, and collaborate on raising public awareness.

**R1 Enhance the profile of the voluntary sector to young Canadians.**

The voluntary sector can provide young Canadians with the opportunity for exceptional learning and development, and the chance to meaningfully tackle issues of broad concern. As the sector increasingly institutionalizes its role in professional society, there is a considerable scope for individual initiative and creativi-

ty. The voluntary sector should position itself as one where young people can go if they want to develop an idea or are willing to work toward change. To reach a greater audience, it should work more proactively with employment centres, youth serving organizations, guidance counselors and university career centres to promote the opportunities available in its organizations. The voluntary sector holds annual career fairs at both Oxford and Cambridge. A similar joint initiative of a similar scale should start at Canada's leading universities. Young people want to make a difference, and voluntary work is a real way they can.

## **R2** Create a global Voluntary Centre of Excellence and a World Voluntary Congress.

Much as the Lester B. Pearson Peacekeeping Institute has crystallized Canada's contribution to peace, security, and stability, the creation of a Voluntary Centre of Excellence in Canada would provide a physical location and "flagship" to celebrate Canada's commitment to volunteer excellence. The creation of this centre, while ambitious, is a natural extension of the mandate of the Broadbent report and the Voluntary Sector Initiative.<sup>30</sup> We envision the Centre as the epicenter of voluntary research, policy creation, celebration, and networking, offering both institutional information and research repositories, as well as acting as a meeting and conference area. In addition to capturing the voices active in Canada's voluntary organizations, the Centre would centralize and link the numerous disparate research institutes, create a common certification and curriculum for voluntary sector management, and build on Canada's strong international reputation as a leader in peace and social provisions; it would become an international Parthenon of voluntary sector innovation.

In addition, the Centre could take the central role in hosting an annual World Voluntary Congress, on par with the scope and profile of The World Economic Forum in Davos. This would provide an unparalleled opportunity to share best practice models, build cross-community and cross-border partnerships and inject a vitality and recognition into a sector which works tirelessly to promote the development of communities worldwide. Placing Canada at the centre of this forum would provide the

## **VERBATIM**

*"It was through volunteering on weekends and after classes that I amassed all of my work-experience. Although I sacrificed a wage-income, I entered the job market with skills and work experience that distinguished me from my peers."*

Cynthia Mackenzie, Graduate Student

**IN BRIEF**  
RECOMMENDATIONS 4.6.2

- Promote volunteerism through mandatory volunteer programs and tuition-credit community service programs
- Develop innovative and flexible volunteering and giving arrangements for young professionals
- Create uniform tax credits for charitable donations nationwide so benefits of giving can be clearly understood
- Encourage matching programs for youth charitable giving

national and international recognition that is well deserved and should be celebrated.

#### **4.6.2 Develop a Higher Level of Youth Engagement in our Communities and Civic Life**

In order to ensure a vibrant voluntary sector, Canada must develop a culture of public leadership at a young age. By encouraging community oriented behaviour among its citizens, the country can foster a new generation of Canadians who value service, community, voluntary vocations, and the strength and power of society. We strongly believe that the 20-30 year-old community is crucial to the success and potential effectiveness of the civic society in Canada. As such, the current reality<sup>31</sup> presents a challenge to organizations as they think about how best to tap into this under-utilized pool of talent, and give young Canadians the opportunities to develop the skills required to meet the challenges of public leadership.

#### **R3 Promote volunteerism through required volunteer programs and tuition-credit community service programs.**

Ontario's community service requirements, which mandate students to complete 40 hours of service in order to graduate from high school, is a good beginning for what should be an even larger prerequisite nation-wide. Although some have expressed concerns for these types of programs, namely 1) that mandatory volunteerism may dilute the spirit of volunteerism itself and 2) that community organizations will be overwhelmed by a deluge of young volunteers, we believe there is tremendous potential for personal/civic discovery for many students who are initially "pushed" into service, a discovery that will remain with them through their life. Furthermore, community service requirements need not be fulfilled exclusively outside the schools. With an emphasis on innovation and leadership, service experiences could include school related extra-curricular activities and in-school activities/groups initiated by youth themselves. This program could be enhanced by awarding post-secondary tuition credits for approved community service hours, much like the Youth



Community Action program in British Columbia. We believe that if young people are not only required, but also effectively funded, mentored, and administered in volunteer programs, they, and the country, will reap innumerable rewards.

**R4** **Develop innovative and flexible community service alternatives for young professionals.**

For those new to the workforce, innovative approaches must be found to create stimulating volunteer opportunities that are also flexible enough to accommodate an often demanding work schedule. Voluntary organizations must seek out young professionals who will act as "champions" of their causes. These young people could participate in a broad number of ways: assisting with the design of flexible volunteer programs; helping to recruit volunteers within their workplace; leading up one major initiative; encouraging the recognition of community leadership in company performance reviews; and promoting simplified giving arrangements, such as payroll deductions. The onus should be shared among the voluntary organizations, employers, and young people themselves.

**R5** **Create uniform tax credits for charitable donations nationwide so benefits of giving can be clearly understood.**

Many Canadians are unaware of the tax benefits associated with charitable giving, which are among the most progressive in the world and, in many cases, enable donors to recoup up to 50% of their donation through tax credits. Part of the communications challenge lies in the different treatment of donations by each province. The unification of tax credits across the country would enable the sector and the government to better promote the actual costs of giving to all Canadians.

**R6** **Encourage matching programs for youth charitable giving.**

In order to encourage both the breadth and depth of charitable donors in Canada for the future, youth-oriented organizations could collect donations to a particular organization among their

## IN BRIEF

### RECOMMENDATIONS 4.6.3

- Adopt a global recruiting strategy and remove barriers to employment
- Target recruiting messages more effectively
- Encourage more employment opportunities for undergraduate students
- Build a creative and innovative work environment

members, and approach other organizations to match the funds. For example, Canadian student governments could allocate a portion of their budgets to a particular cause (either locally or as part of a national or provincial imperative), and approach the university or a corporation to match the gift. Government could also match a certain percentage of every dollar raised from individuals for a specific period of time, such as the first six months of 2002. This could be used to promote the work of the Volunteer Sector Initiative; it could target all Canadians, or just those donors under the age of 35, who have historically had a lower propensity to give than older Canadians.<sup>32</sup>

### 4.6.3 Provide Opportunities for Meaningful Employment in Canada's Public Service

As it emerges from a period of cutbacks, the federal public service faces recruiting challenges to attract talented young Canadians. Many bright young people shun the public service for opportunities in the private and voluntary sectors both in Canada and abroad. One and two generations ago, for example, over 30% of Canadian Rhodes scholars opted for full or partial careers in the public service. Today, that number is less than 1%.<sup>33</sup> Young people are not a strong presence in our public service: only 8.1% of all federal public service employees is under the age of 30, while over 61% is over 40.<sup>34</sup>

Within these challenges, however, lies great opportunity. First and foremost, the ability to serve one's country and impact decisions are opportunities that many young people find appealing. Second, the retirement of the "baby boomers" from the system in the near future will provide an unparalleled opportunity to redesign the public service and its institutional culture for the 21st century.

#### **R7** Adopt a global recruiting strategy.

The increased mobility of young Canadians, both for educational and professional opportunities, means the public service must adopt a global strategy for recruiting talented Canadians. This

involves both increasing the presence of federal government recruiters on university campuses and at job fairs in all regions of Canada, and actively recruiting Canadians attending top universities abroad. Many young Canadians do not feel that the federal public service is open to them, particularly those studying outside of Ontario or Quebec. There must also be further elimination of geographical restrictions for employment, such as interview costs for overseas applicants or postal code requirements, which restrict applications for those living outside eastern Ontario or western Quebec. The public sector could also consider creative solutions to other barriers that may exist, such as providing debt forgiveness funds to help alleviate the student debts that may encourage graduates to look for work in the more lucrative private sector.

**R8** **Recruit people, not positions.**

Public sector recruiters do not always deliver the messages young Canadians want to hear. For example, it is important to recruit people, not positions. Many young people are attracted to government work out of a passion for a particular issue or policy challenge, not for a particular department. Young people want to develop ideas, and must feel that the public service is a creative place to work. Also, the government must better accentuate the positive. For example, not only does the public service provide the opportunity to serve the country and impact its policy development, it is also a socially progressive employer, and is supportive of continued education, particularly through third-language training. Opportunities for a balanced lifestyle and a learning-oriented work environment are appealing to many young people.

**R9** **Encourage greater internship or employment opportunities for younger Canadians.**

Outside of political parties, there are few opportunities for Canadians to be involved meaningfully in Ottawa without a masters' degree. The public service could better utilize internship programs to attract the brightest undergraduates to its ranks early, much as top private sector employers do.

**VERBATIM**

*"When I was a political science undergrad at UBC, the options for summer employment were very few, ranging from treeplanting to basic service industries. When I moved to the U.S. for graduate school, I was blown away by the range of public sector experiences my American counterparts had had throughout their undergraduate days."*

John McArthur, economic researcher

## **R10** Build a creative and innovative work environment.

While there are many ways to work toward this objective, we will focus on two initially. The first opportunity would be to better facilitate and support experience in and out of the public service. Not only do recruitment strategies need to recognize the experience many potential applicants have gained outside of the public service, but the sector could also excite its employees by encouraging them to attain a true breadth of experience. For example, it could facilitate exchange opportunities with public service employees in other countries, and encourage greater interaction with leading global organizations. Perhaps, after two years of work in Canada, leading young public servants could apply to a six-month secondment with the World Health Organization or United Nations Organizations. Similar opportunities could be arranged with new Canadian businesses supported by government financing.

A second priority is to set an internal formula for advancement that gives young people the ability to collaborate with people in positions of influence in the early stages of their career. Young people crave the learning environment this provides, and are encouraged when they see opportunities to put themselves in positions of influence.

# What's Next In Making Canada A Magnet For Talent?

**C**anada25 is deeply committed to having impact, and A New Magnetic North is only the first step in a national quest to become a leading magnet for talent. Like all groups in society interested in helping Canada attract talent, much work lies ahead for *Canada25*. Specifically, we will be pursuing three objectives related to this report to ensure that impact occurs:

1. Provoking national dialogue.

Delegates from *Canada25* will be discussing with their friends and colleagues, writing letters to local media, and publishing articles on the key values that Canada must debate if it wishes to build the culture of innovation that will attract top talent.

2. Meeting with sector leaders to discuss change.

The sector sections of this report represent only a highlight of the thinking and proposals that we will review with sector decision makers in an effort to identify ways of becoming a magnet for talent.

### 3. Championing individual initiatives.

*Canada25* will be turning some of the initiatives in these pages into stand-alone business plans, and will champion them to the private and public sectors as specific actions we can take together to help make Canada a magnet for talent.

In addition to ensuring impact is achieved through *A New Magnetic North*, *Canada25* will build its network of young Canadians across cities in Canada and the world. With presence in major cities, we aspire to become the foremost policy body engaging the perspectives of young Canadians.



# Endnotes

## Chapter 1

- <sup>1</sup> Maclean's Magazine, December 2000.
- <sup>2</sup> Statistics Canada, Brain Drain and Brain Gain: The Migration of Knowledge Workers from and to Canada, 2000, P.13; and Mamood Iqbal, Are We Losing Our Minds?, in Options Politique, September 1999, Page 35.
- <sup>3</sup> For example: Statistics Canada, Brain Drain and Brain Gain: The Migration of Knowledge Workers from and to Canada, 2000
- <sup>4</sup> The Conference Board of Canada, Performance and Potential 2000-2001, Page 1.

## Chapter 3

- <sup>1</sup> International Institute for Management Development, The World Competitiveness Yearbook, 2000 and 1997.
- <sup>2</sup> Cernetig, Miro, "Canada isn't working: We're Stuck with the Same Image we had 50 Years Ago", The Globe and Mail, April 27, 2001.
- <sup>3</sup> Young & Rubicon Brand Asset Valuator, 1999; Burson Marsteller Study.
- <sup>4</sup> Statistics Canada, Brain Drain and Brain Gain: The Migration of Knowledge Workers from and to Canada, 2000, P.1
- <sup>5</sup> Cited in D'Aquino, Thomas Paul and David Stewart-Patterson, Northern Edge: How Canada can Triumph in the Global Economy, Stoddart, 2001, P.145.

## Chapter 4

- <sup>1</sup> 2001 Speech from the Throne
- <sup>2</sup> Our recommendations are focused on the artistic disciplines where *Canada25* delegates have experience and where there were such similarities with those areas that experience was unnecessary. We have focused on visual art, theatre, and writing, but expect

broad overlaps with dance and music as well as with the greater arts spectrum.

- <sup>3</sup> 7.8 million Canadians attended an arts production in 1998. Artists in the Labour Force, The Canada Council for the Arts, July 1999.
- <sup>4</sup> In 1990, 17% of the Canada Council for the Arts (CCA) budget funded projects for "emerging artists". In 1999, the number had dropped to 12%. Over that time, the typical grant moved from \$10-16,000 per artist to approximately \$5,000. In 1999, the CCA was unable to award grants to 15% of its deserving applicants, due to lack of funds. Patterns of Canada Council Individual Artist Grants, The Canada Council for the Arts, 1999.
- <sup>5</sup> The Federation for Canadian Artists' website address [www.artists.ca](http://www.artists.ca).
- <sup>6</sup> The Economist, February 20, 1999
- <sup>7</sup> ScotiaBankGroup, Provincial Pulse: Urban Momentum Extends Into 2001, February 20, 2001.
- <sup>8</sup> Industry Canada, "Canada's Place on the World Economic Stage", April 3, 2001; and International Institute for Management Development, The World Competitiveness Yearbook2000, 2000.
- <sup>9</sup> Schwanen, Daniel, Putting the Brain Drain in Context: Canada and the Global Competition for Scientists and Engineers, April 200.
- <sup>10</sup> Global Entrepreneurship Monitor, 1999 Executive Report, Paul Reynolds et al.
- <sup>11</sup> Canadian E-Business Roundtable, Fast Forward 2.0.
- <sup>12</sup> Healthcare workers were defined to be individuals who are (or training to become): physicians, nurses, dentists, physical and occupational therapists, laboratory technologists, and psychologists to name a few. Health researchers are individuals working in the biomedical, clinical and health research fields.
- <sup>13</sup> *Canada25* is not attempting to provide commentary on remedying the entire system of healthcare in Canada, although much of what attracts and retains young talent is the overall strength of the health care system.
- <sup>14</sup> This initiative is similar in concept to the program being proposed for professional nurses by the Registered Nurses Association in Ontario (RNAO) in Ensuring the Care Will Be There: Report on Nursing Recruitment and Retention in Ontario, March 2000.



- <sup>15</sup> Task Force on Physician Supply in Canada, Prepared by Lorne Tyrrell and Dale Dauphinee on behalf of the Canadian Medical Forum Task Force, Co-chaired by Dr. Hugh Scully, President of the CMA and Dr. Lorne Tyrrell, President of the Association of Canadian Medical Colleges (ACMC); November 22, 1999
- <sup>16</sup> Factors influencing the emigration of physicians from Canada to the United States; Robert J.R. McKendry, MD; George A. Wells, PhD; Paula Dale; Owen Adams; Lynda Buske; Jill Strachan; Lourdes Flor: Canadian Medical Association Journal 1996; 154: 171-181
- <sup>17</sup> Task Force on Physician Supply in Canada, November 22, 1999
- <sup>18</sup> "For clues to BC's doctor shortage, look no further than rural Ontario" Vancouver Sun, April 16, 2001
- <sup>19</sup> Especially those coming from programs where tuition fees have been deregulated (e.g. a first year medical student entering the University of Western Ontario medical school this Fall will pay almost triple the tuition fees than a student who entered in 1997 (\$14,000 compared to \$4,800)).
- <sup>20</sup> Figure obtained from Canadian Medical Association submission to the House of Commons Standing Committee on Finance on June 9, 1998, by Dr. Victor Dirnfield, President of CMA
- <sup>21</sup> As an example, currently the maximum available from government-funded support programs (Canada Student Loans and the Ontario Student Awards Program) to cover tuition and living expenses for Ontario's post-secondary students is \$11,000. Annual tuition alone, at the University of Western Ontario, McMaster University, and University of Toronto Medical Schools now stands at \$14,000.
- <sup>22</sup> The professional sector as defined by Canada 25 includes a diverse set of individuals who generally require specialized post-secondary degrees and work for established large organizations. In this report, we have focused only on three groups of professionals based on delegate experience and research. These are: business and engineering; law; and education
- <sup>23</sup> Canadian Teachers' Federation website ([www.ctf-fce.ca](http://www.ctf-fce.ca))
- <sup>24</sup> Eastman, Jan, Garry Litke, Mike Lombardi, Anny Schaefer, Charlene Watts, "The Teacher Shortage," Teacher Newsmagazine, Vol.13, No.6, April 2001.
- <sup>25</sup> Teacher Supply and Demand in British Columbia, Enhancing the Quality of Education: Attracting, Recruiting and Retaining the

Best Teachers. A brief to the Government of British Columbia from the British Columbia Teachers' Federation, November 2000.

<sup>26</sup> Canadian Teachers' Federation.

<sup>27</sup> Although many of the perspectives in this report could be applied to any level of government, *Canada25's* central focus for the purposes of this report is on the federal government.

<sup>28</sup> The term "voluntary" in this context refers to charities, community service groups, youth organizations and international development agencies, research institutes and lobbyists for social change, in line with the work definition of the Volunteer Sector Initiative.

<sup>29</sup> Public Service Commission of Canada, "Facing the Challenge: Recruiting the Next Generation of University Graduates to the Public Service," 1998.

<sup>30</sup> The Broadbent report, entitled "Working Together" was commissioned by the Voluntary Sector Roundtable in 1997. The report analyzed the status of the non-profit sector to create a list of recommendations to improve regulations and legislation, and to list initiatives to improve the strength of the sector and its dialogue with the federal government. The current Voluntary Sector Initiative uses many of the recommendations put forth in the Broadbent report in its framework.

<sup>31</sup> In 1997, 33% of Canadian youth aged 15 to 24 devoted time to volunteering, significantly more than ten years previous, when only 18% donated their time. While student-aged Canadians demonstrate a high propensity to volunteer (33%), these rates decline with age (29% for those aged 20-24 and 28% for those ages 25-34) until Canadians reach age 35, when the numbers lift again. (Canadian Centre for Philanthropy, Nonprofitscan.ca)

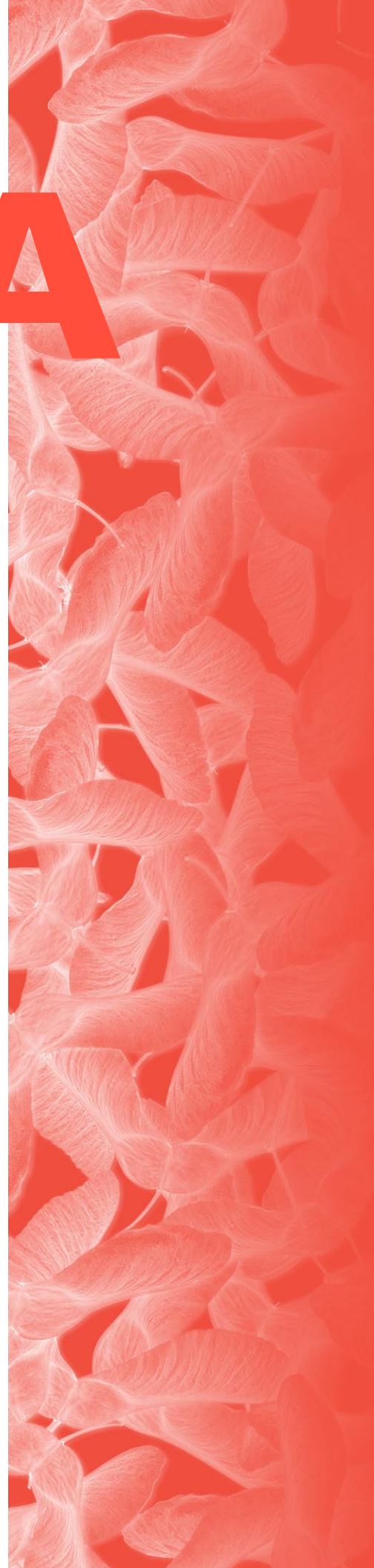
<sup>32</sup> Canadian Centre for Philanthropy, Nonprofitscan.ca

<sup>33</sup> Graham Flack, Director, Strategy and Legal Affairs, Privy Council Office, interview, May 2001. Tjese statistics track the number of Rhodes Scholars working in the federal public service from the 1930's through 1980.

<sup>34</sup> Public Service Commission of Canada, "Facing the Challenge: Recruiting the Next Generation of University Graduates to the Public Service," 1998.

**A**

# Appendix



# Canada25 Sponsors

We are extremely thankful to the following organizations for their support of *Canada25*. In addition to their financial and in-kind support, many individuals in these organizations have been equally generous with their time and advice. *Canada25* thanks them wholeheartedly for their participation and support.

## Platinum Sponsors

Canadian National

McKinsey and Company

Royal Bank Financial Group

## Gold Sponsors

Air Canada

Bombardier

Stikeman Elliott

William M. Mercer

## Silver Sponsors

D-Code

Queen's University

Thornley Fallis Communications

Roots Canada

## Private Sponsors

Chris and Trish Loat

## Media Partners

Maclean's Magazine

The Canadian Broadcasting Corporation

## Canada25 Delegates

**Gil Alterovitz** is a former Fulbright Scholar at the University of Toronto and is currently an NDSEG Fellow at the Massachusetts Institute of Technology and Harvard University under the Health Science and Technology Division. Gil has worked at IBM as an OS/2 program developer, at Motorola as an engineering intern (where he won the Motorola Intellectual Property Award), and as a consultant for several national clients. As a freelance writer, Gil's work has been featured in the Cleveland Plain Dealer, Sun Herald, and HMS Beagle. He has appeared or has been cited for national achievements in several newspapers, including three separate editions of USA Today.

*"One cross-sector issue that has emerged involves the current state of inefficient matching of Canadian talent with available resources/opportunities. By creating an internet-based portal that links to various sector-based networks, a meta-network umbrella can help illuminate local and national opportunities for young Canadians across all sectors."*

**Linlea Armstrong** is a graduate of UBC medical school and is currently a 3rd year resident of medical genetics at the Children's Hospital of Eastern Ontario in Ottawa. Linlea has published in various academic journals and has taught and lectured frequently on topics related to her field. She has also won numerous awards and sits on the Ottawa Hospital Research Ethics Board. In her spare time, she enjoys rowing, hiking and photography.

*"Burnout and frustrations have caused some health care workers to seek media attention. I am concerned about the effect negative coverage might have on recruitment of workers into health care in Canada. Those of us who have found satisfaction within the system will need to work hard to feature the high quality of our work lives, and offer mentoring to students contemplating a career in health, and to international trainees."*

**Piali DasGupta** earned both undergraduate and master's level degrees in history at the University of Alberta and has been studying toward a PhD in history at the University of Cambridge with a grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). She has also been actively involved with a number of non-governmental organizations in Canada and England, including Amnesty International and UNESCO. In September, she will be returning to Canada to take up a place in the Government of Canada's management trainee program, initially placed at Human Resources Development Canada. Piali's long-term goals range from the development of an electronic archive of historical resources from around the world to learning to cope with Canadian winters again.

*"Canada25 has been forward-thinking in recognizing the importance of retaining talent in the social sciences and humanities. Canada needs people who have the conceptual thinking skills to plan for a diversifying population -- who will, for instance, be able to reconcile the needs of an ageing population with those of an emerging generation of young families."*

**David Eaves**, a native of Vancouver B.C., is an associate consultant at Vantage Partners, a negotiating consulting firm in Boston, Massachusetts. Having studied in Ontario, Scotland, Spain, and the U.K., David's education culminated in a master's degree in international relations from Oxford University, where his research concentrated on international conflict prevention and management. Proficient in French and Spanish, David also won a scholarship to the Lester B. Pearson Peacekeeping School in Nova Scotia and was involved in student leadership at St. Anthony's College.

*"Canadians pride themselves on their awareness of and activity in international issues. This awareness did not evolve in a vacuum, it is a result of Canada's immigrant history and tradition of young Canadians going abroad and then returning home to share their knowledge and perspective."*

**Fiona Grant** is a graduate student in the Department of Pathology at Queen's University, where she is researching the

immune response to gene therapy in the treatment of Hemophilia A. She is also extensively involved in volunteer work at cancer clinics nationwide. Fiona received the Gold Medal at the International Science and Engineering Fair, conducted award-winning research as a member of the cystic fibrosis research team at the Hospital for Sick Children, and won the McMaster University undergraduate biology research competition. Having grown up on Canada's west coast, she is addicted to everything related to the ocean, including scuba diving, sailing, rowing, surfing and rock-climbing on coastal cliffs.

*"Unfortunately Canada does not have the money and power to compete with many American offers, and as a result young Canadians are having to make a difficult choice: my country or my career?"*

**Claudia Harper** is a Post-doctoral associate at the Division of Comparative Medicine at the Massachusetts Institute of Technology. Before studying at MIT, she completed a Doctor of Veterinary Medicine at Tufts University in Boston and a B.Sc. (with honours) at Concordia in Montreal. She has presented original research at several international conferences, won over a dozen scholarships and awards, and published in peer-reviewed scientific journals. Born and raised in Quebec City and fluently bilingual, Claudia also founded and launched VEDAKA Inc., a B2B portal through which veterinary practices, research institutes and the biomedical industry order pharmaceuticals from multiple manufacturers. When she's not studying the pathogenesis of stomach ulcers in marine mammals, you can find her sailing, painting or working in her garden. Although she has enjoyed exploring the restaurants near her home in Boston, she is yet to find one that makes poutine.

*"I wanted to become an aquatic animal veterinarian, and searched for veterinary programs that had faculty members working in my specialty. I had three potential research projects in aquatics from the American school and could not identify the name of faculty members in aquatics from the Canadian veterinary school. Shortly after I moved to Boston to become a veterinarian I learned that the Canadian veterinary school had two of the best aquatic veterinarians*

*as faculty members. The difficulties of identifying potential opportunities and recognizing Canadian talent drove me to the U.S.”*

**Anne Hoekstra** immigrated from Holland after completing her Masters degree in history and journalism to co-found The Student Media Group, where she is the Editor-in-Chief. The company publishes Business Sense and ENGINUITY, two magazines that are distributed across university campuses to business, engineering and computer science students, with a circulation of over 200,000. Anne feeds her interest in popular culture and media through her love for reading, sports and movies.

*"If Canada truly wants to be competitive, we have to be able to attract the best and brightest, regardless of whether they are Canadian or not. To think foreigners would take away job opportunities from Canadians is shortsighted; in a more competitive and more viable environment, more opportunities will be created for all to share."*

**Chris Kennedy** is a newly appointed high school vice-principal in Coquitlam, BC. He is active in curriculum development and school-based extracurricular activities while concurrently enrolled in PhD level courses in education at the University of British Columbia. He is a former coach of the British Columbia Men's Provincial Basketball team.

*"I am often frustrated by the lack of opportunities for young people to have a voice and share this with people of different backgrounds who bring different perspectives to the issue. Groups that are successful come up with a plan, implement that plan, monitor it, then go back and make changes, and finally return to the beginning and do it all again."*

**Marc Kielburger** is a graduate of Harvard University and is currently studying a joint LLB/MBA at Oxford University on a Rhodes Scholarship. Marc is the Executive Director of Free the Children USA, the largest network of children helping children in the world with over 100,000 members in 35 countries. At Free the Children, Marc oversees the development of 250 primary schools across three continents, providing education to over



10,000 underprivileged children worldwide. Marc also is the CEO of Leaders Today, an international company that provides leadership training, products and services. His list of clients include the United Nations, The State of the World Forum and the American Mathematic and Science Academies. Marc also enjoys rugby, travel and cooking.

*"It is not sufficient to examine this issue simply by means of numbers on a spreadsheet. It is necessary to have discussions with young people themselves and gain a better understanding as to why they feel that they cannot reach their goals while remaining in Canada."*

**Natasha Kong's** career in new media began in 1994 when she co-founded Random Media Core, a creative new media house based in downtown Toronto. In 1999 she co-founded Savvy, Inc. and after raising significant startup capital from a group of Canadian investors, launched SheNetworks.com, an online young women's magazine. In the fall of 2000, she re-established Savvy, Inc. as a consulting company helping other organizations in the United States and Canada develop marketing campaigns, Internet strategies, web content and design. From 1997-1999 she hosted and wrote a technology column on the Discovery Channel's EXN-TV and @Discovery programs, and last May, won the Young Woman of the Year award at the Canadian New Media Awards. After many years of living and working in Toronto, she recently relocated to California.

*"The perception with Canadian businesses and Canadians is that most of these corporations and people are doing business on a local level – small business, not big business. Canadians in general are more conservative, not aggressively competitive, and thus businesses take a lot longer to make decisions and move ahead."*

**Cynthia Mackenzie** is a politics graduate from the University of Calgary, and recently returned to Canada after facilitating community development projects in rural Latin America. She has been involved on the executive organizing committees of several campus-based human rights organizations, and was a speaker at the United Nations conference on human rights in Edmonton. She has published several articles on youth activism and has been

recognized for these efforts by Volunteer Calgary's Leaders of Tomorrow and Maclean's. She is currently coordinating a leadership seminar at the Lester B. Pearson College and will be pursuing a Masters degree at York University this September.

*"I have worked and volunteered in Latin America, Canada and India, and have, with purpose, chosen to base my career in Canada. I have realized that sustainable change in issues of international living standards will only occur when perceptions change. Within Canada, perceptions of equitability need to be challenged, and I have come to see my career moving towards facilitating and stimulating these discussions."*

**Mark MacLachlan** is a post-doctoral fellow at MIT and will begin as an assistant professor at the University of British Columbia this summer, after declining offers from the well funded U.S. schools. He holds degrees from both the University of British Columbia and the University of Toronto. He has held NSERC scholarships and fellowships for 8 consecutive years, has published over 20 articles in scientific journals, and was a Canada Scholar. In his spare time, he enjoys reading, drinking coffee and rearranging the clutter on his desk.

*"I have seen many of my scholarly peers take jobs in the U.S., both in academics and in industry, for financial reasons and 'opportunities.' I think it is important that we identify the precise nature of these opportunities and attempt to resolve the differences."*

**John McArthur** is on leave from his studies at Oxford (where he was pursuing a D.Phil in Economics as a Rhodes Scholar) to work as Research Director at the Harvard Centre for International Development, with CID Director Jeffrey Sachs. At CID, he is currently co-authoring the Global Competitiveness Report 2001. Previously John was a student at Harvard (Masters in Public Policy) and the University of British Columbia, where he was named one of the top ten scholar-athletes by the Canadian Intercollegiate Athletic Union, studying Politics and captaining the varsity swim team. He counts among his notable idiosyncrasies his enjoyment of the New York Times' Op-ed page, and

the fact that, despite being raised in Vancouver, he did not learn to ski until moving to Boston at age 22.

*"I fear that, as the industrialized world moves further into a knowledge economy, where innovation is paramount, Canada is losing its innovators from all walks of life. If the innovators are enticed to stay, they can help create a culture of opportunity in Canada, one in which more Canadians feel empowered to innovate on their own terms and in their own ways."*

**Eric Miller** is an international trade consultant to the Inter-American Development Bank in Washington, DC where he is responsible for providing substantive technical advice to various organs of the Free Trade Area of the Americas (FTAA) negotiations and for drafting and revising official FTAA documents. A native of rural Nova Scotia, Miller holds advanced degrees from Carleton University and the Bologna Center of the Johns Hopkins School of Advanced International Studies as well as a Bachelor of Arts (Honours) from Saint Mary's University. Miller has published numerous articles in English, Spanish, and Turkish in newspapers and journals in North America, South America, Europe, and the Middle East.

*"The U.S. draws people to its shores from around the world through an unrivaled combination of dream power and real power. Canada cannot change this. Therefore, rather than seeking to replicate the U.S., we should concentrate on marketing our uniqueness to the world: 'North America on a Human Scale.'"*

**Jesse Moore** graduated this year with a B.A. in Communication Studies and Rhetoric from the University of North Carolina, where he attended as a Morehead Scholar. He has won several community distinctions while at UNC, including recognition for his initiative in founding the university's White Ribbon Campaign, as well as an organization for Canadian students and faculty. While in high school, Jesse co-founded YouthView Canada, a national student organization that promotes dialogue about national unity issues. He plans to further his interest in Canadian identity by pursuing a Masters in Communication Studies and Conflict Resolution at the

University of Utah. Jesse looks forward to lots of skiing while he studies Canadian patriotism at the Salt Lake City Olympics.

*"We cannot simply condemn the idea of international movement. Many who go abroad, be it for one month or one decade, return to Canada with new skills, resources, and experiences; and the potential of Canada and Canadians is increased. The pressing question, then, is how do we keep our international talent connected and committed to Canada?"*

**Dwight Newman** is a 2001 Rhodes scholar-elect and a graduate of the University of Regina and the University of Saskatchewan. After graduating at the top of his law class in Saskatchewan, Dwight went on to work as a clerk to Supreme Court of Canada Chief Justice Antonio Lamer and Justice Louis LeBel. Dwight recently finished working in South Africa in the human rights sector and returned to Canada to work for the Secretariat to the Federal Task Force on Pay Equity in Ottawa. He has published a number of articles in national legal journals, and his article on strip searches has been cited in argument before the Supreme Court. Fluently bilingual, Dwight will pursue his interest in human rights law at Oxford in the fall.

*"I would add two additional dimensions of the problem: First, the talent issue exists at both a national level, and at a sub-national level, insofar as regions like my home province of Saskatchewan face special additional challenges. Second, there is a global dimension to the question as it is related to global migration patterns and it engages global responsibilities."*

**Irfhan Rawji** is a business process analyst at Accenture, which he joined after graduating at the top of his UBC commerce class of 2000. Heavily involved in his university and municipal community while in school, Irfhan was the President of the Commerce Society and the Alma Mater Society Foundation. He currently serves as a board member for a number of organizations including the Heart and Stroke Foundation, the Burnaby Optimist's Club and the Night of Nations Multicultural Society. Based on his extensive extra-curricular involvements, Irfhan continues to lead workshops on the topics of volunteerism, fundrais-

ing and youth in Canada at various businesses and institutions, and has been recognized for his accomplishments by Volunteer Vancouver, Maclean's and the Globe and Mail.

*"Taxation in and of itself is not an issue that drives individuals away, or pulls people towards a jurisdiction. What is done with tax revenue is of greater concern. If individuals receive services they value and would pay for, taxing them to provide those services is in fact a great benefit. Inefficient government that is unable to provide services of equal value to the revenue collected, or worse, government that misuses the public's dollars, is what will drive talent away from Canada - not our personal income tax rates."*

**Samir Sinha** is a 2001 Rhodes Scholar-elect from Winnipeg. A graduate of Queen's University, he is currently studying at the University of Western Ontario and recently received a concurrent medical research degree from the University of Manitoba. He has traveled extensively and worked with World Vision Canada in Senegal, Africa, and has also lived and worked as a healthcare provider and researcher in remote Canadian First Nations communities. He has written extensively and is widely published in topics ranging from the challenges of First Nations healthcare delivery to Canadian history. This fall he will begin reading towards a D. Phil in Canadian Medical History, Health Economics and Social Policy at Oxford University after which he plans to pursue a career in Clinical and Academic Medicine.

*"What is tragic is the growing number of Canadians who are leaving Canada permanently because they feel there are no good opportunities for them to develop their skills or make use of their talent. What we need to focus on at this point is how to make Canada a better home for attracting and retaining talent in key sectors, not just about how to stop the flow of talent south."*

**Jennifer Szalai** is currently an Assistant Editor at Harper's Magazine and is living in New York City. Prior to working at Harper's, she was the Deputy Editor of Millennium: Journal of International Studies in London, and a research assistant for Thomas Homer Dixon's book The Ingenuity Gap. Jennifer attended the University of Toronto, where she majored in Politics

with a specialization in Peace and Conflict Studies. Leaving her native Toronto to pursue graduate studies, she earned a M.Sc. in International Relations at the London School of Economics, thanks to the kindness of the British Council.

*"What Canada might lack in terms of opportunity and adventure it more than makes up for with its remarkable standard of living and its quality of life. Canada should play up to these strengths, rather than attempt to compete with the United States with lower taxes and par-for-the-dollar salary bonuses."*

**Joel Tennison** works within the e-Business Commercial Operations division of Nortel Networks in Calgary, Alberta, where he has been working since completing a Bachelor of Commerce from the University of Alberta. Joel also co-founded an Internet start-up company, Nexcan Ventures, and has been involved with a variety of organizations ranging from student politics and Leadership Calgary to InfoCity and serving on the board of 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 juggler with a history of street performance.

*"Canada needs to wrestle with the notion that good social policy leads to good economic policy. Considering the world is an increasingly smaller place and the fact that skills are more portable than ever, talent can choose freely where it will reside. This choice is a function of both where the most unique and challenging opportunities exist and what sort of quality of life can be enjoyed. Relative to other nations, Canada should endeavor to offer a more optimal balance between and an unparalleled spectrum of economic and social opportunities."*

**Robyn Tingley** is Manager, Public Affairs with Aliant Inc., Atlantic Canada's leading telecommunications and information technology 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, was awarded a Golden 'X' for contribution to community and student life, and

graduated as Valedictorian of her class. She has freelanced for several publications and completed an internship at Elle Magazine in New York. Robyn was a member of the award-winning team that led communications for the first successful four-way merger in Canada's telecommunications industry, creating Aliant Inc.

*"Far too many young graduates believe that prosperity and success can be found only south of the border, due largely to the commercialization of the American Dream. Canada should promote its positive attributes as a destination for new talent, highlighting the quality of life and social systems, the hospitality and tolerance of its citizens, and the innovation our country continuously produces."*

**Mike Wighton**, originally from Victoria B.C., is currently a theatre major at Yale University. At Yale he has founded an experimental theater company, served as President of the Yale Drama Coalition, organized Remembrance Day ceremonies, and worked with a variety of professional theatre personas. This summer he will travel to Japan to study acting with Master Tadashi Suzuki, followed by an internship at the Moscow Arts Theatre in Russia.

*"If we hope to excel as our own strong nation, we have to find our own pathways to success. It is vital to suit our actions in every sector to our personality. We have defined what we are not. Now it is time to define what we are. I believe that the roots of this discussion are found in our artistic community."*

# *Canada25* Organizing Committee

**Andrew Calder** earned a Bachelor of Commerce from Queen's University, where he was captain of the varsity volleyball team. Andrew is currently working at William M. Mercer in Toronto as an analyst and writing actuarial exams. Other interests include beach volleyball, travel, and following international soccer.

**Geoff Campbell** grew up in Vancouver and now works as an Associate at the iFormation Group, a joint venture between The Boston Consulting Group, Goldman Sachs and General Atlantic Partners, in New York. After completing a BComm from Queen's University, he worked in Toronto for the Boston Consulting Group. While at BCG, he worked extensively with David Pecaut on the development of the Canadian E-Commerce Roundtable, a public and private sector initiative to accelerate Canada's global position in E-Commerce. Geoff's other interests include travel, piano, reading and snowboarding.

**Milan Konopek** completed his BA in economics at Queen's in 1999. Following his departure from Kingston, he did his MA in economics at McMaster. Milan now works at the Department of Foreign Affairs and International Trade in Ottawa, as part of the Accelerated Economist Training Program.

**Alison Loat** holds a degree in political studies from Queen's University. While at Queen's, Alison was a news editor at the Queen's Journal and Vice-President (University Affairs) at the Alma Mater Society, Queen's undergraduate student government. She is currently wrapping up two years as a business analyst at McKinsey and Company, a management consulting firm in Toronto, and will take on the executive directorship of *Canada25* in the fall. She enjoys journalism, politics, and going places she's never been.



**Parker Mitchell** is *Canada25*'s token Prince Edward Island native, although he now calls Montreal his home. He graduated from the University of Waterloo in Engineering and completed two years as a business analyst at McKinsey & Company. He is the co-founder of Engineers Without Borders, a non-profit organization that improves the quality of life in developing countries by helping them find engineering solutions to their technical challenges. Next fall, he will study development at Cambridge University as a Commonwealth Scholar. When his mid-life crisis hits, he plans to buy a sailboat and sail around the world.

**Gord Moodie** graduated from the Bachelor of Commerce program at Queen's in 1999. While at Queen's, Gord was involved in student government as a Vice-President of the Alma Mater Society along with *Canada25* colleague Alison Loat. Currently, he works as a business analyst at McKinsey & Company in Toronto but will be returning to school to study law at Harvard in the fall.

## *Canada25* Contributing Members

The following Canadians contributed to the perspectives behind this document. Some participated in our facilitated online discussions, others attended pre-forum meetings in their cities. Many others provided specific perspectives and reactions. We thank them for their time and invaluable contributions.

Note: City listings represent current residence. These Canadians were born in cities and towns across Canada and around the world.

Katherine Antal, *Ottawa, ON*

Dan Barnholden, *New York City, NY*

John Bayliss, *Toronto, ON*

Derek Billsman, *Ottawa, ON*

Nick Blanchette, *Toronto, ON*

Carrie Bullard, *Hamilton, ON*

Jethro Bushenbaum, *Toronto, ON*

Marc Cormier, *Edmonton, AB*

Kimberley Cote, *St. Catharines, ON*

Vanessa Gruben, *Ottawa, ON*

Huma Haider, *Toronto, ON*

Susan Henry, *Toronto, ON*

Greg Hughes, *Kingston, ON*

Tim Hunsley, *Ottawa, ON*

Katrina Hurley, *St. John's, NF*

Miranda Ionson, *Toronto, ON*

Jascha Jabes, *Ottawa, ON*

Patrick James, *Ottawa, ON*

Greg Jones, *New Haven, CT*

Andrew Kovacs, *Ottawa, ON*

Tilo Kunath, *Toronto, ON*  
Jason Lachlin, *Toronto, ON*  
Bernie Li, *New York City, NY*  
Dorothy Lo, *Toronto, ON*  
Peter Loewen, *Sackville, NB*  
Genevieve Machin, *Brampton, ON*  
Lisa Manfield, *Vancouver, BC*  
Ian Michael, *Toronto, ON*  
Hendrick Nieuwland, *Hamilton, ON*  
Donald Padget, *Ottawa, ON*  
Kevin Perry, *Ottawa, ON*  
Paul Rand, *Toronto, ON*  
Ben Rowswell, *Ottawa, ON*  
Terence Scheltema, *Ottawa, ON*  
Robert Silver, *Toronto, ON*  
John Starkey, *Seattle, WA*  
Lisa Stedel, *Ottawa, ON*  
Kim Steele, *Edmonton, AB*  
Dan Sumner, *Toronto, ON*  
Eric Tam, *New Haven, CT*  
Sze-Jack Tan, *Toronto, ON*  
Bernadette Vanova, *Vancouver, BC*  
Jodie-Lynn Waddilove, *Ottawa, ON*  
Peter Walker, *New Haven, CT*  
Mark Watton, *Ottawa, ON*  
Curtis Weatherly, *Waterloo, ON*

## *Canada25 thanks...*

We would like to thank the following individuals for giving generously of their time, advice and knowledge to *Canada25*. These people have provided assistance in some way, and have by no means endorsed the contents of this report. The report is the view of the *Canada25* delegates only. We are extremely appreciative of the help of those below.

Mike Abbass, *Communications Consultant*

Kathy Allen, *Development Consultant*

Steve Ashton, *Director, Aliant Careers, Aliant Inc.*

Robert Birgeneau, *President, University of Toronto*

Alan Bernstein, *President, Canadian Institute for Health Research*

Bill Boyle, *CEO, Harbourfront Centre*

Heather Brown, *Recruitment Office, CUSO*

Marg and Ken Calder

Neel Chauhan, *Consultant, Arthur Andersen*

Jason Clemens, *Director of Fiscal Studies, The Fraser Institute*

Bob Cluett, *Director at the Canadian Merit Scholarship Program*

Charlie Coffey, *Executive Vice-President Government and Community Affairs, Royal Bank*

Dean Connor, *CEO, William M. Mercer Canada*

Christian Cook, *Recruitment Strategies Advisor, Human Resources, Royal Bank*

Ann Coombs, *President of Coombs Consulting Ltd. and author, "The Living Workplace"*

Michael A. Corcoran, *Founder of canadastartups.com*

Lisa Cormode, *Department of Human Geography, University of Saskatchewan*

Stephanie Coyles, *Principal, McKinsey and Company*

Bob Crow, *Vice President, Policy, ITAC (Information Technology Association of Canada)*

Karin Dahm, *Royal Bank of Canada Dominion Securities*

Anthony Dale, *Navigator Ltd.*

Bryan Davies, *Senior Vice-President Regulatory Affairs, Royal Bank*

Darin Deschamps, *Director, Investment Banking, Credit Suisse First Boston Toronto*

Maria Desjardins, *Canadian Council for International Cooperation (CCIC)*

Jen Deveny, *Executive Director, British Columbia Council*

Jim Dinning, *Executive Vice-President, Sustainable Development and External Relations, Transalta*

Daphne Dumont, *President, Canadian Bar Association*

Mark Ely, *Executive Director, Youth Challenge International*

Herb Emery, *Economist, University of Calgary Research Unit for the Study of Civil Society*

Paula Fairweather, *Prime Moose Digital Moose Lounge*

Dr. Christopher Green, *Chair, Department of Economics, McGill University*

Carolyn Finlayson, *Thornley Fallis Communications*

John Foresi, *CEO, Delano Technologies,*

Greg Flanagan, *Economist, St. Mary's College*

Joe Friday, *Coordinator of the Legal Excellence Program, Department of Justice*

Bill Fox, *Senior Vice-President Public Affairs, Canadian National*

Dr. Melvyn Fuss, *Acting Chair, Dept. of Economics, University of Toronto.*

Claude Genereux, *Director, McKinsey and Company*

Douglas Gin, *Assistant Professor of Chemistry, University of California at Berkeley*

Anne Giroux, *Director of Global Vision/Junior Team Canada*

Bonnie Goldberg, *Assistant Dean of Career Services, University of Toronto*

Kerri Golden, *Vice-president, Primaxis*

Jim Gray, *Chairman, Canadian Hunter Exploration Ltd.*

Duncan Green, *Department of Management, University of Calgary*

Tom Greenberg, *Associate, Investment Banking, Credit Suisse First Boston Toronto*

Ian Hembry, *Vice President Government Relations and Communications, AOL Canada*

Diana Hodson, *Canadian Council for Policy Studies*

Brent Holliday, *Partner, Greenstone Venture Partners*

Dean Hopkins, *Founder of Cyberplex*

Glynn Hunter, *Director of International Student Centre, University of Calgary; former Director, AIDS Calgary*

Sarah Iley, *CEO, Council for Business and Arts*

Zack Jacobson, *Independent Director*

Richard Johnston, *Head, University of British Columbia Department of Political Science*

Patrick Johnston, *President and CEO, Canadian Centre for Philanthropy*

Chris Kelley, *President, British Columbia Schools Superintendents Association*

Robert Kisilevsky, *Professor of Anatomic Pathology, Queen's University*

Maria Klawe, *Dean of Science, University of British Columbia*

James Kudelka, *Artistic Director, National Ballet of Canada*

Albert Lai, *founder of Mydesktop.com and the Leaf Initiative*

Gord Laxer, *Political Economist, University of Alberta; Director of the Parkland Institute*

William Leggett, *Principal and Vice-Chancellor, Queen's University*

Michael Lewkovitz, *Founder, Leaf Initiative*

Robert Lewis, *Vice-President Content Development, Rogers Media*

David Lillicrap, *Professor of Hematophalogy, Queen's University*

Darren Littlejohn, *Associate, Stikeman Elliott*

Tom Long, *Monitor Company*

Sarah MacKenzie, *Director of Recruitment, Torys*

Peter MacKinnon, *President, University of Saskatchewan*

Nadine Maillot, *Programs Director, Volunteer Calgary*

Ian Manners, *Professor of Chemistry, University of Toronto*

Denis Marcheterre, *Executive Director, Pueblito*

Roger Martin, *Dean, Rotman School of Management, University of Toronto*

Graham Matthews, *President, VenGrowth Capital*

John McArthur, *former Dean Harvard Business School*

Don McCreesh, *Senior Vice-president of Human Resources, Celestica*

Jeffrey McCully, *Director of Development, Canada-U.S. Fulbright Foundation*

Frank McKenna, *Former Premier of New Brunswick*

Fred McMahon, *Policy Analyst, The Fraser Institute*

Michael MacMillan, *President and CEO, Alliance Atlantis*

Penny Merrit, *National Coalition of Voluntary Organization*

Dwayne Miller, *Professor of Physics and Chemistry, University of Toronto*

Jack Mintz, *President and Chief Executive Officer, C.D. Howe Institute*

Daphne Mitchell, *editor*

Eric Morris, *Doubleclick Canada*

Laleh Moshiri, *Director of Recruitment, Borden Ladner Gervais*

Mila Naimark, *Director, Career Management Office at Richard Ivey School of Business*

Naheed Nenshi, *McKinsey and Company*

Tim O'Neil, *Executive Vice President and Chief Economist, Bank of Montreal*

John Pavlin, *William M. Mercer Ltd.*

Jacques Pelletier, *William M. Mercer Ltd.*

Martha Piper, *President, University of British Columbia*

Martin Petkovich, *Prof. of Pathology and Biochemistry, Queen's University; Co-founder and Director of Cytochroma Inc.*

Gerry Pond, *President, Aliant Telecom and Emerging Business*

Dr. Stuart Price, *Associate Vice Principal (Academic Staff,) McGill University*

David Rathbun, *Chief Human Resource Officer, Aliant Inc.*

Richard Rees, *CEO, The Institute of Chartered Accountants (BC Division)*

Alan Richins, *Arts educator, Massachusetts school district*

Kent Roach, *Professor of Law, University of Toronto; Past Dean of Law, University of Saskatchewan*

Mark Roberts, *Professor of Population Ecology, McGill University*

Walter Robinson, *Federal Director, Canadian Taxpayers Federation*

Don Ross, *Professor of Economics, University of Cape Town, South Africa*

Indira Samaraseke, *Vice-President Research, University of British Columbia*

Gowrie Shanmugarajah, *William M. Mercer Ltd.*

Ruth Shapiro, *former Director of CIDA's Anglophone Division*

Peter Simon, *President, Royal Conservatory of Music*

Luc Sirois, *Associate Principal, McKinsey and Company*

Peter Standeven, *Founder and President, canadaIT.com*

Bill Sweetman, *Founder, Multimediator and Canadian New Media Awards*

David Strangway, *President and CEO of the Canadian Foundation for Innovation, former President of the University of British Columbia*

David Stewart-Patterson, *Business Council on National Issues*

Paul Stewart, *Founder and director, Recoup*

Gail Sumanik, *Regional Coordinator, British Columbia Ministry of Education*

Bruce Simpson, *Director, McKinsey and Company*

Suzanne Spragge, *Director, Office of the Dean, Rotman School of Management, University of Toronto*



Catherine Swindlehurst, *Research Associate, Cambridge University Corporate Liason Office*  
Bill Sweetman, *Founder, Multimediator and Canadian New Media Awards*  
Richard Taylor, *Nobel Laureate in Physics, Stanford University*  
Erwin Tumangday, *Director of Sales and Marketing, Bluespark*  
Pierre Theberge, *Director, National Gallery of Canada*  
Yves Tiberghier, *Incoming Assistant Professor of Political Science, University of British Columbia*  
Jay Triano, *Coach, Canadian Men's Basketball team*  
Genevieve Tremblay, *Canadian International Development Agency*  
Marilyn Van Norman, *Director of Career Services, University of Toronto*  
Jean Vas, *Government and Community Affairs, Royal Bank of Canada*  
Dan Wayner, *Scientist at Steacie Institute for Molecular Science (NRC)*  
Curtis Weatherly, *Web Designer*  
David Wighton, *former Director of the Community Learning Network, British Columbia*  
Brad Zumwalt, *Founder, Social Venture Partners Calgary*  
Mark Zacher, *Professor of International Relations, University of British Columbia*



