

Reaching New Heights

Attracting talent to enhance Toronto's potential



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Overview of Canada25

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

Canada25 was founded in 2000 by six recent university graduates who hoped to create a way to bring the voices of people, between 20 and 35, to the forefront of Canada's public policy discussions. Since then, a lot has happened.

We brought some of Canada's best young minds together for Forum 2001, where we debated and discussed how to attract and retain talent in Canada.

We've been featured in media across the country, including the cover of *Maclean's* and a one-hour TV special on CBC Newsworld.

Our first report, *A New Magnetic North*, provoked debate among key decision-makers, and our ideas have been discussed by leaders in the voluntary sector, at the highest levels of government and in the nation's boardrooms.

But much more importantly, we have tapped into a massive desire among young Canadians to not only reflect on Canada's public policy challenges, but also to offer their own innovative solutions.

This past summer, Canada25 examined the role of Canadian cities – how they can be better economic development engines, inclusive and open generators of social capital and more vibrant places to live. Canada25 accomplished this through a three-stage process. First, we conducted an attitude and opinion survey, aimed at Canadians between the ages of 20 and 35, to better gain an understanding of their perspectives on Canada, its cities and its urban potential. Second, we held a series of Regional Roundtables - involving young Canadians living in Toronto and other cities across Canada and in the US - that focused on the role of our cities in attracting talent and promoting development. Finally, we held a National Forum outside Victoria, B.C.; a gathering that saw us frame our collective vision for Canadian cities and lay out an action plan for achieving it.

Why Cities Matter

Canadian cities are in critical condition, and 2002 has seen their challenges and their prospects dominate national public policy discussions. More than half of all Canadians now live in the four largest metropolitan corridors, and some 80% of us live in cities. While Canadian cities are enviable in many ways, they are nonetheless falling behind. Across our urban landscapes, innovations in science, art and culture coexist with poverty, environmental degradation and crime. We have all heard about how cities, the poor cousins of the Constitution, do not have the resources required to fix crumbling infrastructure, fight poverty, and enhance the environment. Canada25 would like to identify another danger: Canada's cities are our primary unit for economic and social development, and yet they are in danger of losing their ability to attract and retain young talent.

Attracting young talent matters. Canada25's members are the kind of people Canada's cities need. They are drivers of economic and social growth, but above all they are public-minded citizens. They care about the communities in which they live and want to work to make them better. Despite incredible diversity in their backgrounds, they share a number of common characteristics. They are:

- **Educated:** Over 90% of our 2002 participants have graduated from post-secondary education, and 38% have completed masters or professional degrees. Most others are currently completing a first degree or diploma. Furthermore, ongoing education plays

an important role for them. Over 60% cited educational opportunities as very or extremely important when choosing where to live.

- **Cosmopolitan:** The members of Canada25 have roots in cities and communities around the world, but tend to live in major urban areas and many had lived in several different cities, in Canada and abroad. In fact, only one-third of them are currently living in their hometowns. Generally, they have a cosmopolitan worldview, embrace diversity and change, and hope their country will broadly reflect this value system.
- **Confident and inspired.** Self-assured and ambitious, they know what they want – personally, professionally and socially. They are prepared to work hard to attain these goals and are attracted by opportunity. Above all, the individuals in this group want to live and work in stimulating environments. Many hope to work with world leaders in their fields, and many want to become these experts themselves.
- **Lifestyle conscious.** Because they work hard and tend to be involved in a myriad of professional, social and community activities, Canada25 members tend to place a premium on their time, and on having a life as well as a job. They look for a wide range of activities to fill the “life” side of the equation, and embrace diverse lifestyles and cultures.
- **Mobile, but Canadian.** Many of these young people know that they can live, work and study almost anywhere. Consequently, if they become unhappy with their opportunities and/or lifestyle they are more willing and able to relocate. 81% of survey respondents said they would be somewhat or very willing to relocate in Canada if given a better job opportunity, and 83% said the same when asked the same question about an international opportunity. Despite this mobility, however, our members feel a deep attachment to this country, and indicate that over time, they expect their desire to live in Canada and to help strengthen it to grow.

It is this last point upon which we need to focus. While we need to encourage some “brain circulation” we also need to ensure that Canada remains attractive to our best young people. This means having great Canadian cities because:

Young leaders choose great cities. Our research has shown that the best young talent is attracted to the economic opportunities and quality of life great cities have to offer, and is willing to move both within and outside of Canada to find it. We need to ensure that young leaders in Canada and abroad add Toronto, Montreal, and Vancouver to New York, Boston and London on their list of world-class cities – and therefore prospective places to live and work. It’s not enough that Calgary is the “shining city on the hill” for people from Saskatchewan, or that everyone from Edmonton eventually returns there to be with their families. In an increasingly globalized environment, Canadian cities need to compete with the world’s best – not only through economic opportunities but also in their overall quality of life.

Approaching the Topic

Our Forum and Roundtables focused on addressing the following question: “How can Canadian cities attract talent and promote development?” To answer this, we took a holistic view of cities and the elements that make them great and we convened a series of debates and discussions that focused on five factors essential to urban health, renewal and prosperity:

1. The Business of Cities

Innovation is a theme that cuts through all of our issue streams, but one that is central to

economic development. The business of cities discussions centred on the economic development of cities, and in particular, how they can create and sustain clusters of innovation.

2. Culture and Community

Culture is at the centre of some peoples' lives and at the periphery of others. Yet it is indisputable that great cities need great cultural institutions – both large and small – and a passion for the arts that infuses its urban spirit. Culture is often defined in a limited sense as "theatre" or "opera," but does this definition capture what 20-35 year olds are looking for in their communities? Great cities need and breed culture; this doesn't only mean traditional notions of culture, but all of the leisure and entertainment activities that comprise a city.

3. Social Potential

Great cities produce diversity of all types. While this diversity -- in culture, colour, income and a myriad of other characteristics -- can be a strength, it can also lead to social division and loss of potential. This issue stream focused on social concerns such as poverty, affordable housing, immigration and multiculturalism.

4. Urban Design

Cities can only prosper through the creation of efficient transportation networks and high density, mixed-use environmentally sustainable development. In our discussions, the urban design stream encompassed environmental and transportation concerns and urban planning of basic services such as sewage and water treatment.

5. Networks and Linkages

Toronto is not an entity unto itself. It is dependent on and has influence over other national and international centres. Toronto is also in close proximity to strong rural and suburban communities with which it must engage, as well as residents who live beyond the city's political borders that need to be integrated. This issue stream focused on how to bridge the gap between Toronto's physical boundaries and other places and people that can contribute to the strength of the city.

We believe that only when these elements are concurrently addressed can a city be truly great – a view that formed the basis for all of the recommendations and initiatives developed both at the Regional Roundtables and the National Forum.

Cross-cutting Themes

As delegates examined challenges facing Canadian cities from the five different angles listed above, a trio of cross-cutting themes emerged – themes that represent our priorities for action in the City of Toronto:

Clustering Like Minds

The concept of "clustering" refers to gathering similar industry and knowledge workers in the same physical space or relationship association to encourage them to share their knowledge and help them gather the resources required to showcase their talents. Clustering requires cities to undergo a self-appraisal to determine and isolate their comparative advantages, and to craft proactive plans to build on successes that are already occurring organically.

Although the concept of clusters is one that is traditionally associated with business and technology, we believe that it is an idea with almost limitless potential. From proximity comes

progress and we articulated a vision of Toronto's future replete with numerous conceptions of clusters, from arts incubators to high-tech hubs to industry and education associations.

Stimulate Innovation through The Physical Environment

Citizens crave communities, and cities often find themselves struggling to grow and build neighbourhoods that provide comfort, safety and – most importantly – familiarity. Delegates of the Toronto Regional Roundtable kept returning to the central role that public space can and must play in the city's future vibrancy.

From parkland to pedestrian malls to sports facilities to bike trails to picnic grounds, public spaces are explicitly designed to bring people of all walks of life together for pleasure and leisure. In other words, public spaces produce and enrich “social capital” – the connections, relationships, trust and reciprocity that characterizes healthy and humane cities and societies.

Toronto's physical environment also plays an integral role in another challenge facing the city: transportation. For young people – many of whom have made conscious decisions to live downtown and forgo owning a car – an efficient and affordable public transit system is an essential part of urban livability.

Multi-disciplinary Problem Solving

Toronto's challenges are nothing if not complicated, and it is our avowed belief that their solutions can only be found by tapping into the vision of each of the city's core communities. Only by combining the expertise and experience emanating from the offices of grassroots social service and environmental groups, the ivory towers of the University of Toronto, York and Ryerson, the canyons of Bay Street, and the houses of the worship of myriad faiths can innovative approaches to Toronto's challenges be found.

All of these institutions need to expand their internship programs, embrace institutionalized mentoring, assist immigrants in their economic integration and develop networking programs that is explicitly designed to bridge professional disciplines.

Recommendations

The Business of Cities

In this stream, Canada25 delegates discussed the future of economic development in Toronto, with an emphasis on how Toronto could create and sustain clusters of innovation. Delegates confirmed that fostering innovative ‘clusters’ was an essential ingredient for a robust economy for at least three reasons:

- they provide a fertile breeding ground for new and innovative work;
- they feed into larger, more established businesses; and
- they constitute a nucleus around which parallel and “parasitic” industries can flourish.

The mission then, was to enable clusters to develop by providing a resource-rich environment conducive to creativity, innovation and risk-taking.

1. Foster an environment where clusters can develop by creating flexible, functional and attractive office space for entrepreneurs

The concept could be modeled after TechSpace on King Street in the Spadina Bus e-cluster. Delegates drew inspiration from this as a thriving and vibrant area in the city.

The concept of shared resources (photocopy machines, boardrooms, café/restaurant, receptionist, etc.) engenders a community-like atmosphere favourable to cluster development. Building on

this dynamic, a non-profit association would be incorporated into the project to play the overall coordination roles as well as on the responsibility for professional development, branding, and lobbying on behalf of the tenants.

The foundation for this initiative would be a physical space designed and built with the flexibility to accommodate various permutations of office space configuration. The city's architectural and design communities should be enlisted through a competition that offers trend-setting firms the chance to conceptualize, design and furnish the project.

In order to build branding of the cluster, an annual showcase would highlight the work of the members and the vibrancy of the cluster. If run properly, such an event would inspire others to follow suit and become the breeding ground for new relationships leading to new and innovative projects.

The association would oversee creative methods of assisting with the start-up costs of its members. For example, a percentage of first year sales of a member company's profits could be put back into the cluster to fund other startups.

Toronto's waterfront was identified as the ideal location for a new cluster for a number of reasons. First, the land is publicly owned, allowing government to take the initiative of developing the cluster. Second, with waterfront revitalization regarded by all streams as a crucial step towards increasing Toronto's potential for attracting talent, a cluster here could become the economic catalyst to mobilize further revitalization plans.

2. Create a Team Toronto by identifying leaders to serve as champions of the city

Canada25 believes that more could be done to raise the profile of Toronto and to brand the city as an attractive destination for foreign talent, investment and tourism. While typical marketing campaigns may assist in attracting tourists, true city champions are required to pitch deals or convince foreign graduates and experts to make Toronto their home.

The delegates felt that organizations such as the Toronto Board of Trade and Canada25 could work in conjunction with the City of Toronto to develop a "Team Toronto" to promote Toronto to the rest of Canada and the world. The Toronto delegation could be comprised of senior representatives from the public, private and voluntary sectors, as well as young up-and-coming Torontonians. Not unlike Team Canada, "Team Toronto" would go on trade missions to promote Toronto as a great place to live, work and invest.

"Team Toronto" missions would focus not only on Toronto as a trading city, but also Toronto as an artistic, design and cultural capital. With the participation of young innovators from the City, the team could be marketed as something akin to "Top 40 Under 40 – On the Road."

3. Initiate a seminar series aim to teach the management class skill set to young and mid-career professionals

The management class skill-set is something that is important across all disciplines. The basics of business are valuable in any sector - from the arts to law – and the Toronto Regional Roundtable delegates felt that this was often a missing skill amongst young and mid-career professionals.

A CEO seminar series was thought to be the appropriate venue for initial exposure to the management class skill set. The CEO series would consist of a series of seminars, delivered by different local business leaders and entrepreneurs, on various managerial themes. Each theme would be part of an overall curriculum developed by institutions such as the Schulich School of Business, York University and the Joseph L. Rotman School of Management, University of Toronto. By making each seminar part of an overall curriculum the participants would see more benefit than the traditional one-day seminars offered by various organizations in the Toronto area.

The seminar series could be sponsored by local business leaders and education institutions to allow participants to attend at a very low cost.

Culture and Community

Our delegates believe there are three areas of importance in the realm of culture and community: infrastructure and venues, education and awareness, and funding and governance.

Well-designed public infrastructure and venues add character to a city and promote a sense of community. The City of Toronto needs to place a high priority on developing more public venues that possess character and are easily accessible to the majority of Torontonians.

Both the media and educational institutions need to play a larger role inspiring and recognizing talented leaders working in local cultural and community organizations. Local talent, especially young talent, should be celebrated and cultural icons should be built up. Partnerships between educational institutions and local artists and cultural workers should be developed to foster the expression of creative ideas and appreciation for the arts.

Funding and governance are important but often overlooked issues for small cultural institutions. Arts and cultural projects need to be sustainable. Partnering a small, inexperienced arts group with an established cultural institution would help give up-and-coming artists the tools they need to be successful.

1. *Create a Cultural Collaboration Program that would offer local galleries, artists and cultural leaders the core business skills required for success in any venture.*

The program would provide support for key tasks like networking, fundraising, marketing and accounting by offering pro bono expertise from a voluntary group of people or institutions with knowledge in specific areas – like universities, artists, non-profit organizations, corporations, charities and government institutions.

The Cultural Collaboration Program would be setup as an NGO, since its purpose is to assist artists and cultural groups make the transition from an excessive reliance on government grants to a more sustainable organizational model. Funding from all three levels of Government and the private sector would allow the Cultural Collaboration Program to secure office space and a small number of permanent staff to who would match cultural institutions with the appropriate volunteer groups or institutions.

The Cultural Collaboration Program would encourage, support and nurture arts and culture in Toronto by bringing together skill sets so that the ideas and projects of creative people and organizations could be realized. It would demonstrate on a global scale that Toronto views its cultural sector as a viable and important part of the city's economic engine. It would replace the stresses associated with dependency on government grants with a new emphasis on public-private partnership designed to nourish the artistic communities at the core of the city.

2. *Cultural networking events*

Fostering multi-disciplinary thinking is important to the success of any sector, including the arts. Cultural networking events aimed at young artists and professionals are a great method of building multi-disciplinary relationships and forming connections within the arts community at the early stage of one's career.

These events would bring together a collective of local artists, cultural professionals and business professionals. The format of these events would change, ranging from keynote addresses to panel discussions involving local business leaders and cultural icons to casual meet-and-greet sessions.

Each session will be designed to educate professionals in the artistic and corporate worlds with the challenge each faces and the skills each possesses.

Social Potential

The social potential of a city can be threatened by many factors; from poverty, to lack of affordable housing, to inefficient or expensive public transportation, to safety and security concerns, to the challenges associated with immigrant immigration, to homelessness and unemployment. Toronto's social potential can be broken down into two main areas. Each of these areas is important and requires attention from the City of Toronto, local business and the voluntary sector if Toronto is to truly prosper.

- **Human Capital:** Toronto must ensure that all Torontonians have the appropriate skills to maximize their earning potential and their engagement in the community.
- **Social Cohesion:** Toronto needs to foster a socially-inclusive environment by developing public spaces where people can interact and feel as part of their community.

1. An immigrant mentoring program to help realize the full potential of Toronto's immigrant population.

Immigrants have the skills and knowledge to contribute to Toronto's economy but are often prevented from making a full contribution because of language, training or accreditation barriers. To help create opportunities for new immigrants, Canada25 believes a mentorship program should be established to link immigrants with established professionals working in the same industry or sector. Corporations would donate the time of interested employees to help new immigrants with networking and social interaction.

The focus would be on interaction between the new immigrant and the volunteer and not training or job finding services. Tax incentives based on donated employee hours could be used to encourage companies to donate the time of their employees. Local organizations and the City of Toronto could administer the program and match new immigrants with interested partners.

2. Community Service Programs in postsecondary education system.

Civic engagement and volunteering are foundations of a great city. Toronto needs to create a culture of community where all residents feel a responsibility to the neighbourhoods in which they live, work and play. Building volunteer work into school course requirements for all postsecondary students would allow this sense of community to develop early in life. This would complement the efforts already started in a number of secondary school boards across the country. The purpose of this initiative is to instill an ethic of responsibility among students and engage youth in fulfilling social needs, increasing community teamwork and learning life skills applicable to life situations. Students would be required to identify, conceptualize and execute a community service/development project under the advice of faculty. These programs would be interdisciplinary, with students from different faculties working together and combining their skills and knowledge to bring a holistic approach to each project.

Urban Design

Urban design must take into consideration the social, economic, and environmental impacts of changing or preserving the urban environment. Toronto faces a number of design issues that need to be addressed, including transportation, waterfront re-development, urban sprawl, and sustainable lifestyles.

1. *Create the Municipal Action Corps (MAC), a unique vehicle for engaging youth in municipal planning through hands-on community-building projects.*

Similar to the ‘Americorps’ program in the United States, the MAC is based on a volunteer platform aimed at engaging participants in wide range of community-oriented activities ranging from planning to implementation. The concept emerged from the desire to offer young Canadians an accessible avenue to give back to their cities and to provide them with opportunities to interact with citizens and peers from every neighbourhood and all walks of life.

MAC participants would work independently or alongside city representatives, community partners, private sector stakeholders, depending on the unique nature of each project. Projects would include such activities as providing input into community consultations, assisting municipal departments/stakeholder organizations in carrying out existing objectives, or launching youth-driven initiatives originating within the MAC.

The MAC program would operate as a non-profit organization that is funded by local community organizations and the City of Toronto.

Both cities and young Canadians have much to gain through such exchanges. Community stakeholders and institutions can take advantage of the unique perspectives, talents and creative energy of emerging leaders, while participants can benefit from rewarding, skill-building opportunities. In the spirit of partnership, representation, innovation and engagement, MACs have the potential to bridge generations, bolster civic pride, capture imaginations – and perhaps most importantly – inspire young Canadians to make community building and activism an integral part of their daily lives.

2. *A “Models for Sustainable Urban Living” Competition - judged by industry and city professionals - will challenge young, visionary Canadians to create models for sustainable urban development.*

The models would range from low-cost community improvements to the redesign of an entire downtown city block. Projects will be promoted as inter-disciplinary; encouraging architects, urban planners, environmental engineers, artists, business people and students to come together to create workable solutions that address the technical, social and economic problems that currently exist in Canadian cities.

We propose that the City of Toronto commit financial support and implementation expertise to the winning submission. The intellectual investments made by young Canadians through this competition would not only produce creative, achievable solutions to some of Toronto’s urban challenges, but would also strengthen participants’ commitment to the city and raise the profile of Toronto’s culture of innovation.

By partnering with MAC, the City of Toronto could ensure that each winning submission could include follow-through by a team of MAC volunteers.

3. *Implement public transit initiatives to encourage ‘transit first’ thinking.*

While recognizing the need for cars for certain types of travel within the city, delegates strongly favoured initiatives to encourage Toronto residents to embrace sustainable methods of transportation as their primary method of travel within the city. The benefits from this lifestyle are numerous, particularly in a city as populated as Toronto; reduced traffic congestion, reduced air pollution, and increased land-use efficiency with fewer parking lots and roads.

Delegates drew from successful models for revitalizing transit systems in other cities and countries. They included the following proposals:

- Instigating a series of low-cost measures to give priority to public transit within the existing capital framework, such as dedicated bus/streetcar lanes on all major roads during peak hours, particularly those that connect high-density residential areas to downtown.
- Improving links between the GO system and the TTC system, including better physical connections and the harmonizing of fares.
- Offering monthly passes to university and college students, perhaps at a rate similar to the monthly cost of an adult monthly pass offered under the Metropass Discount Plan.
- Engaging in an assertive campaign to eliminate the negative stigma attached to public transportation, which arises (usually unfairly) from such variables as inexplicable delays, unreliability, poor customer service, and threats to personal safety.

Networks and Linkages

The city of Toronto is not an island. Toronto will only be successful if it is able to effectively interact with its suburbs, the surrounding rural areas and other cities. Creating formal links to the “outside world”, capturing the value obtained from personal linkages shared by all Canadians and identifying and optimizing the networks within the Toronto region, are key steps that need to be taken to keep the city prosperous.

1. Develop Expo T.O.

Toronto needs to show the world that it is an economic hub, a cultural mecca and a vibrant place in which to live. Expo T.O. would be designed to showcase Toronto to the national and international community. The expo would attract attendees from Canada and around the world and would promote tourism, business, networks, linkages, immigration and innovation. It would use the Toronto waterfront as its venue and invite participation from across all fields, from artists to entrepreneurs, to promote and celebrate their specific industry or organization.

Undertaking such an expo would allow Toronto to celebrate and promote its diversity in an integrated manner, build linkages through promotion of local industry abroad and sell the city as a beneficial place in which to live and work.

Once developed, Expo T.O. could be taken on the road in support of the roving “Team Toronto”. Each “Team Toronto” mission could include a component of the overall Expo T.O. to promote the city around the world.

Moving Forward

All delegates agreed that a highly educated, motivated and disciplined workforce would attract both domestic and international business. Such a workforce would be attracted to sophisticated and integrated and communications and transportation systems, an enviable healthcare system, a high concentration of universities and colleges, cultural tolerance and pluralism, and a reputation as one of the world’s most dynamic centres of arts and entertainment.

Canada25 believes that the recommendations and initiatives outlined in this paper will help the City of Toronto become a truly great city -- one that attracts the best talent from across Canada and the world and acts as a major economic development engine for the country.

Canada25 is committed to working with key stakeholders and decision-makers, including those within all three levels of government and the private and voluntary sectors, to help achieve its

vision for Canadian cities and for Toronto in particular. We are eager to work with other community organizations, to take on a leadership role in the implementation of the recommendations outlined in this report, to develop additional creative solutions and to actively participate in the decision-making process in our communities.

The national leadership of Canada25 will work with its local chapter leaders around the world to determine which initiatives that emerged from the local Roundtables and the National Forum will be pursued. Canada25 will also continue to elaborate and communicate its ideas for improving Canada's cities, both to its own membership, and to all those Torontonians passionately committed to helping their city live up to its tremendous potential.

Appendices

Delegates Bios

ZAHRA BANJI

Zahra is a candidate for the Ph.D. program in Education Administration at the University of Toronto, focusing on adult education. Zhara is currently a researcher for the Institute for Innovation and Technology, where she has been cataloguing adult educational levels in first nations communities. She is also working at the Aga Khan foundation as the Resource Development Coordinator - where she has overseen the training of 350 volunteers. Zahra was distinguished as a Fellow in International Development and spent eight months in rural India conducting a feasibility study and implementing a women's micro-credit program in eight villages. Zahra's recent work includes mentoring recent immigrant Afghan students and acting as a Convenor for Religious Education for the Ismaili Community.

GRACE CHUNG

Grace Chung is currently a National Graduate Fellow at the School of Policy Studies at Queen's University in Kingston, Ontario. Grace also holds a Research Assistantship with "The Surveillance Project," a multi-disciplinary research project funded by the Social Sciences and Humanities Research Council, 2000-2004, based at the Department of Sociology, Queen's University. Prior to her current undertakings at Queen's, Grace earned a Masters degree in Public Administration from the University of Victoria, and a Bachelor of Arts degree from Dalhousie University. She has spent a number of years abroad, studying in Hong Kong, Spain, and England, and facilitating development projects in Uruguay, and most recently with the United Nations in Mexico.

SONI DASMOHAPATRA

After graduating from the University of Alberta with a BA in Sociology, Soni Dasmohapatra spent some time in India. Returning to Canada she decided to move to from Edmonton, AB to Toronto, ON in search of her fame and fortune. Once she arrived in Toronto she knew this city would be a great place to pursue her passions and establish a great career. In October 2001, Soni finally found her niche. After working in various positions mainly doing policy research in various departments at the University of Alberta, University of Toronto, and non profit organizations, Soni was hired as the Youth Coordinator for the Council of Agencies Serving South Asians (CASSA). This position has given her the opportunity to get involved in forums such as Canada25 in order to push for and explore suggestions for social change. In her spare time she enjoys traveling, dancing, writing, volunteering, cooking, and painting.

DANIEL DEBOW

Daniel Debow, a Toronto native, is the head of marketing for Workbrain, an enterprise software firm. While still in school, Daniel co-wrote the business plan for Workbrain. Daniel earned an undergraduate degree from the University of Western Ontario and was the gold medalist in the combined JD/MBA program at the University of Toronto. He has travelled to over 50 universities as a leadership consultant, and has worked for Goldman Sachs in London and Sullivan & Cromwell in New York City.

STEVEN DENNISON

Steven is currently working as a project manager in the Information Services group at Imperial Oil Ltd. in Toronto. Prior to this, he worked as an engineering consultant specializing in geotechnical design with Mine Design Technologies Inc. in Kingston. He has a Mining Engineering degree from Queen's University and a professional diploma in Information Technology from Sheridan College. Steven has a special interest in carpentry and last summer built an apartment in the basement of his home. Happily married to Jennifer Haessler (a student of Naturopathic Medicine), he has been learning the virtues of living a healthy lifestyle. Steven is also quickly becoming an expert barbecuer and enjoys cooking (organic of course) for family and friends.

NICK DEVLIN

A native Calgarian, Nick now practices law in Toronto as a Crown Counsel in the Federal Prosecution Service at the Department of Justice. Receiving his LLM from the University of Toronto where he studied as a Junior Fellow at Massey College, his LLB and his BAH in Canadian Studies from Calgary, Nick received numerous awards and scholarships, including the Wm.A.McGillivray Gold Medal in Law, the Dean's Prize at the University of Calgary Law and the Rogers Graduate Scholarship in Communication Law. A Human Rights Intern Article 19 at the International Centre Against Censorship in London, England, Nick also clerked at the Supreme Court of Canada, worked as an Associate in the Litigation Department of the Toronto firm of Torys and worked as a Law Tutor at the Aboriginal Students' Support Program at the University of Toronto. He proclaims himself "a devout urbanite" and believes that "the re-invention an renewal of our urban environment is the key to quality of life for mot Canadians in the decades to come."

TANYA GULLIVER

Tanya Gulliver has a BA in Sociology (Glendon, '91) and has worked hard since then in a variety of social concerns including homelessness, queer youth, anti-racism and municipal politics. She currently works as a Social Justice Worker at the Church of the Holy Trinity in downtown Toronto. Tanya is co-chair of the Metro Network for Social Justice and a lead organizer for the Toronto Civic Action Network (TorontoCAN) which is organizing The People's Summit in advance of the Mayor's City Summit. She is a freelance writer for Xtra and Siren, two queer Toronto magazines. Tanya recently won the Spirit at Work award from Toronto Dollars for "outstanding contribution to social justice in Toronto". Raised in a small hamlet near Peterborough, followed by 12 years in Whitby (where she was elected to the Durham District School Board), Tanya now resides in the heart of downtown Toronto.

CHRISTINA HASTON

Christina is a Post-Doctoral Scientist in the Department of Genetics & Genomic Biology, at the Hospital for Sick Children in Toronto. She has worked as a senior scientist at Bioinformatics, ChondroGene, where she studied the stages of oosteoarthritis development, and produced a series of proposals, linking the work of ChondroGene and the private sector. Christina has a Ph.D. from the University of Texas Health Science Center at Houston, and has been awarded the American Association for Cancer Research Award and the Post Doctoral Fellowship by the Canadian Cystic Fibrosis Foundation. Christina has published extensively on the conditions of cystic fibrosis, has presented her work throughout Canada and the United States. Christina has an M.Sc. from the University of Toronto, and a B.Sc. from Western, where she received the University Gold Medal in Biophysics.

GREG HUGHES

Greg Hughes is a graduate of Queen's University with a B.A. in Political Studies and a B.A. (Hons.) in Communication, Culture and Information Technology Studies. Greg has served as an Editor of several campus publications at Queen's and has been a two-time Executive member of the Canadian Post-Secondary Student Leadership Conference, based out of Ottawa, Ontario. Greg is also a member of The Dominion Institute, an organization devoted to the preservation of Canadian history, as well as being involved in organizations such as FutureTrek, TakingITGlobal and Youth E-Cluster Canada. In lieu of Greg's achievements at Queen's, Greg was the co-winner of the Mark R. Wilson Award -- the highest Honour given to students in the Faculty of Arts and Science. He is currently employed as a freelance writer and is based out of Markham, Ontario.

ROB KENEDI

Rob Kenedi graduated from the University of Toronto with an Honours Bachelor of Science in Human-Computer Interaction (Computer Science) and Psychology. He has placed third in Ontario in gymnastics, and later at U of T, he was President of the Phi Delta Theta fraternity while the fraternity went alcohol-free, Chairperson of Victoria College's Orientation programme, and a recipient of the Silver V and Gordon Cressy awards for student leadership. He worked at the Victoria University Library as an assistant systems administrator, and he currently works as a

software developer at Telepresence Systems, Inc., an elite software consulting firm for clients in multiple industries. He lives in Toronto.

KEVIN LEE

Kevin Lee holds an Honours Bachelor of Arts degree in Geography from McMaster University in Hamilton, Ontario. Currently, he is working on completing a Master in Environmental Studies degree, with a specialization in urban transportation planning at York University in Toronto. During his Master's program, Kevin had the opportunity to study at the School of Public Policy and Social Research at the University of California, Los Angeles on an exchange. Kevin has had employment experiences in the public, private, and not-for-profit sectors; his positions have ranged from inspecting small craft harbours for Fisheries and Oceans Canada, to working in a steel mill, to fundraising and public relations for non-profit organizations. Kevin sits on a neighbourhood environment committee, and on a non-partisan environmental advisory group for his provincial riding. Kevin's hometown is Burlington, Ontario.

JASON LOCKLIN

Jason Locklin manages public policy and government relations at Aventis Pasteur Limited, Canada's largest vaccine company. He is responsible for developing policy positions on public and private sector immunization issues and for building relationships with elected officials. Before joining Aventis Pasteur, Jason worked as a journalist for a weekly Muskoka newspaper and the *London Free Press*. As a member of *Canada25*, Jason was part of the team that presented to the Commission on the Future of Healthcare in Canada. He is active in the Canadian Ski Patrol System, as a volunteer first aid provider and a member of the national communications team. Jason holds a Master's degree in Journalism from Carleton University and an Honours degree in Political Science and English from the University of Western Ontario, where he wrote for *The Gazette* student newspaper and was a member of the varsity rowing team. Jason is married and lives in Toronto.

PAVEL MANDEL

Pavel Mandel attained his MBA (focusing on Entrepreneurial Studies and Strategic Management) as well as a Graduate Diploma in Democratic Administration from the Schulich School of Business at York University, having previously completed a Bachelor of Arts in Philosophy also at York. He is currently working as a management consultant at Kingsdale Solutions and had previously spent 2 years working in the pharmaceuticals industry as a member of the Formulation Development department at TorPharm Inc. In each of the past two summers Pavel has spent a month studying and living in Jerusalem as part of the Jerusalem Fellowship Internship for Leaders. His recent activities include acting as a Research Associate on the Canadian Team of the Global Entrepreneurship Monitor research efforts for 2002. Pavel was born in the former Soviet Union, but has lived in Toronto/Thornhill for the past 19 years.

SEAN MARTIN

Sean Martin has recently received his MBA from the Rotman School of Management at the University of Toronto, where he was Vice-President of the Graduate Business Council. He will begin a career with Manulife Financial this summer in their Company Wide Rotation Program. Prior to completing his MBA, Sean worked with Bank of Montreal as a personal banker. He received his BA from the University of Western Ontario where he was actively involved in student government, including being elected as a student Senator. Sean currently lives in Toronto.

RENEE MERCURI

After working on a CIDA environmental project in Egypt from Nov. 00 – June '01, Renée I.A. Mercuri returned to Canada to take up her teenage wasteland dream to become a professional journalist and writer. Having conquered the depths of the Red Sea as a professionally certified scuba diver, she surfaced in April 2002 from the one-year journalism degree program at the University of King's College in Halifax. In March 2002, she won a grant to participate in the DFAIT student journalist program in Ottawa. With an Environmental Science degree (class of 2000) from the University of Waterloo under her belt, this Shad Valley alumnus has stretched herself from student media to interning at CBC radio Quirks & Quarks, where the Question Show

she helped produce recently won an award at the New York Festivals. She is currently working as the editor-in-chief at Our Kids Publications in Mississauga, volunteering as the senior features editor for JYI.org, an online youth science journal, tinkering with web site production and pitching freelance work to CBC Radio. The personification of Carpe Diem, Mercuri (no relation to Freddy), was born in the year of the dragon at Toronto General Hospital and currently resides where she was raised - in Etobicoke.

GARRICK NG

Garrick Ng - a native of Vancouver, BC - earned his B.Comm from the University of British Columbia and has studied at England's Manchester School of Management. Garrick's experience in youth-oriented ventures includes serving as Spokesperson for the Insurance Corporation of British Columbia's Youth Employment Initiative and working within the Youth Options BC program. He nurtures a broad range of policy interests and has achieved a Semi-Finalist performance in Magna International's "2000 As Prime Minister Awards." Garrick is also a graduate of Leadership Vancouver - a professional development program that brings together a broad spectrum of business and community leaders to confront significant issues facing society, ranging from poverty and health care to transportation and arts & culture. Garrick has recently relocated to Toronto and is gearing up for his MBA studies at York University's Schulich School of Business. His primary academic and vocational focus is in the emerging field of sustainable development - a view of economic development that is responsive to financial, social and environmental imperatives. Garrick enjoys a variety of musical and athletic pursuits, is an avid photographer and can be found frequenting your local salsa clubs.

TOBIAS NOVOGRODSKY

Tobias is a graduate of Harvard University's Kennedy School of Government, where he earned his MPP. He is currently working as a Policy Analyst in the Chief Administrator's Office at the City of Toronto, and has extensive public sector experience, including his work as a Congressional Intern in the United States Senate. Tobias has worked as the Project Officer for the International Student Confederation, and as the International Outreach Coordinator for the White Ribbon Campaign. He has managed programs in international cities, including Rotterdam, Amsterdam and Arnhem, and is an advocate for homelessness issues at the local level: he was the Project Manager for the Department of Homeless Services in the City of New York. Tobias has a B.A. in Ethics, Politics and Economics from Yale University.

LORI PUCAR

Lori Pucar, a native Torontonionian, is a settlement officer at Citizenship and Immigration Canada. Before joining the federal public service, she worked at the International Council for Local Environmental Initiatives preparing local governments to participate in the United Nations World Summit on Sustainable Development. Lori has a BA in history and political science from York University and an MA in history from the University of Toronto. She is currently completing a PhD in Canadian history. In her spare time she enjoys traveling and people watching

SHERRYN RAMBIHAR

Sherryn Rambihar is currently pursuing her medical doctorate at the University of Western Ontario, having recently graduated from the University of Toronto with a degree in Human Biology and Sociology, where she was a U of T scholar and member of both the Dean's List and Golden Key National Honour Society. With a keen interest in social and community health, Sherryn's research in women, ethnicity and heart health, as well as her participation in the Peace through Health project will serve her well in discussing the long-term health and sustainability of cities. She presented on this topic at the Hong Kong University's International Youth Summit on Sustainable Development in 2001. She has also worked on the Guyana Burn Care Project, is part of the Leukemia Team in Training and is a member of the UWO Medical School's Diversity Affairs Committee and Health, Illness and Society subject development committee.

STEPHEN SHEFFER

Steve is an actor. Most recently, Steve appeared in *The Rocky Horror Show* and *Cannibal! The Musical*, produced by Toolkit Productions - a company he co-founded that aims to engage 20-somethings in the theatre by making it a social and interactive event. Also a playwright, Steve's play *Now Is Mine* is slated for production by Vancouver's OutWest Performance Society. He is also working away at a demo CD - tentatively entitled *Karaoke!*. Steve grew up by the Rideau Canal in Ottawa and attended Queen's University on a Chancellor's Scholarship. To pay the bills, Steve is happy to say that he drives as delivery truck, works in a restaurant and supply-teaches.

ALAN SHULMAN

Al is currently completing his MBA at the Schulich School of Business in Toronto. Prior to going back to school, Al spent several years working in the telecommunications industry as a Data Product Manager. In 2002, Al was a voting delegate at the Ontario Liberal Party Policy Conference, and currently sits as an executive for an Ontario riding association. Al received his degree in Political Science from McMaster University, in Hamilton. Al was born and raised in Windsor, Ontario.

ALYSSON STOREY

Alysson is a graduate from Queen's University, with a Bachelor of Arts in Art History and History. She is currently working at the Archives of Ontario as the Special Events Project Coordinator, where she is actively working to promote the Archive's 100th Anniversary in 2003. She has past experience working at the Glenhyrst Art Gallery of Brant, where she acted as the Curator, Gallery Coordinator and Curatorial Assistant for a 900-work permanent art collection. In this position, she also acted as the Institutional Representative on several regional committees, including Brantford Heritage Tourism Committee and the Brantford Regional Arts Council. Alysson has volunteered as a Crisis Line Counsellor for the Sexual Assault Centre of Brant, as well as the Breast Cancer Society of Kingston, and acted as President of the Italian Club at Queen's. She was a member of the Queen's Symphony and Band, and is highly proficient in languages: she speaks Italian fluently, as is nearly fluent in French and Spanish.

GIANOULA TOUTOULIS

Gianoula Toutoulis is a graduate of the Master of Public Administration (MPA) program, from Queen's School of Policy Studies. She was the recipient of an Ontario Graduate Scholarship, and Queen's Graduate Award, 2000-01. While completing her undergraduate degree in Political Science from York University, she was President of the Public Policy and Administration Students Association for two years. She is currently employed as a Policy Analyst at the Ministry of Education, for the Government of Ontario.

LISA TRAN

Lisa Tran is currently working towards her undergraduate degree at University of Toronto studying Bachelor of Business Administration. Lisa has worked in aquatics as a lifeguard and Instructor, Merrill Lynch Canada, and is presently at Unilever Canada Inc. She has also been involved on the executive committees for school organizations such as International Canadian Students Association and the Portfolio Management Challenge. She resides in Toronto and enjoys swimming, and outdoor activities.

KATHERINE TWEEDIE

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

contributions students make in promoting and developing the quality of life on campus and in the community.

CYNTHIA WARNER

Cynthia Warner is an MBA student at the Schulich School of Business and has Bachelor of Science (Physical Therapy) degree from Queen's University. She is on the executive of the Nonprofit Management Association and a member of the Graduate Business Council. Previously, she has been involved in volunteer work in the community as a coach and as a public school library assistant. Prior to returning pursuing her MBA, she was employed as a Physical Therapist in Calgary. Cynthia's hometown is Mississauga.

ANTHONY WATANABE

Anthony M. Watanabe is the President and co-founder of Innovolve, a bilingual association and event management company. As the former Conference Director for the Strategy Institute, Anthony researched, conceptualized and executed conferences in financial services, pharmaceuticals, public policy and sustainable development. He also spearheaded the largest event in the 8-year history of that company, bringing together several hundred business, government and NGO speakers, delegates, exhibitors and partners. A published author and an accomplished speaker, he has written and spoken about a variety of topics ranging from cultural identity and art, to motivation and performance improvement. He has traveled extensively, his lectures, presentations, studies and curiosity having taken him throughout North America, Central America, Europe, Africa, Asia and Australia. Anthony is also the founding president of the Movers and Shakers Men's Club, an educational and networking forum for the young (ish) urban male professional. He holds a Ph.D. in French Cultural Studies from the University of Toronto. Anthony was born, raised and recently bought a house in Toronto.

INNOCENT WATAT

Innocent Watat earned a Masters Degree in Computers Sciences Engineering in 1994 where he graduated as top student from Ecole Polytechnique of Yaounde-Cameroon. He worked with the US based Consulting firm, Soft-Tech International, specializing in banking software for four years and accumulated various experience in technical project management and banking software development during his performance for various banks in US, Europe and Africa. In September 1999, he decided to settle in Canada as a landed immigrant and worked for Enterprise Information Systems in Ottawa for just 8 months and was able to win the President's Award for Outstanding Achievement. He moved in Toronto in October 2000 and is working for PriceWaterhouseCoopers as a consultant for Nortel Networks, where he lead the New Hire System Automation team. The goal of the New Hire Automation system is to get a new employee productive on their very first day at work by the delivery of all services required. He is proficient in French, English and has a good knowledge of German and Spanish. Innocent now lives in Brampton, Ontario in his own apartment and dreams to share with other young talents around the world his Canadian experiences. He enjoys jokes and regularly plays soccer.

WAILYN WONG

Wai-Lyn Wong earned her Mechanical Engineering degree (Mechatronics specialty) at the University of Toronto. She has worked as a summer student in I.T. Support at Mitel Corporation, in the Propulsion and Aerodynamics Labs at the Institute for Aerospace Research, National Research Council, Ottawa, and in the Acoustics Lab at the Institute for Research in Construction, also at NRC. While living in Ottawa, Wai-Lyn was Vice Chair of the Nepean Youth Committee for two years (Nepean is now a part of the amalgamated City of Ottawa); while at U of T she was a winner of the National Research Council's "Women in Engineering and Science" scholarship, the Elsie Gregory McGill scholarship for academic excellence combined with involvement in sports and women's issues on campus, and a Gordon Cressy Leadership award for her contributions to campus life. She was the founder of W.I.S.E. U of T ("Women In Science & Engineering at U of T"), and was an active member of the Engineering Athletics Association on the Executive Council and as captain of the women's volleyball team. She earned her A.R.C.T. in piano performance in 2000, and her extracurricular passions are ballet and recreational soccer and volleyball. Wai-Lyn

grew up in Fort Frances, a small town in northwestern Ontario, went to high school in Ottawa, and now lives in Toronto.

Organizing Team Bios

ANDREW MEDD

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

ANDREA CHARLTON

Andrea has been involved with Canada25 since the fall of 2001, and is currently a Logistics Coordinator for the Toronto Roundtable Organizing Committee. Andrea completed her Hons.B.A. at University College at the University of Toronto with a major in History. She then went on to complete her Post Graduate Certificate in Education at Westminster College, Oxford. After working for two years as a teacher, assistant housemaster, and admissions officer, she attended Teachers College, Columbia University in New York City to complete her M.A. in Curriculum and Teaching. She now teaches Grade Five at The York School, located in midtown Toronto.

SASHA KRSTIC

Sasha is an MBA student in the Japanese stream at the Schulich School of Business and holds a Bachelor of Arts Degree (with distinction) from the University of Alberta. She is a member of the Graduate Business Council and is a consultant with the York Consulting Group. During her undergraduate degree, Sasha was actively involved in student government. She was a member of the University of Alberta Board of Governors, the Senate, and the Presidential Search Committee as well as serving as Director of the Student OmbudService and of Students' Orientation Services. Most recently, Sasha is part of the organizing committee for Canada25's Toronto Roundtable and is responsible for issue management.

CHRISTINE KISH

Christine is a lawyer with the firm Bennett Best Burn in downtown Toronto practicing commercial litigation and employment law. Prior to receiving her law degree from the University of Western Ontario, Christine earned an Honours B.A. in political science and a M.A. in political science and public policy from McMaster University. During her graduate studies, Christine focused her public policy research on social issues such as seniors and pensions, tax policy, and intergovernmental relations. She recently co-published an article with the Ontario Bar Association (OBA) entitled *Income Determination under the Child Support Guidelines: A Review of the Case Law*.

TAMARA TROTMAN

Tamara works in Corporate Communications at AT&T Canada. Her work involves writing, crisis communications and media relations. She has communications experience in the financial, television and telecommunications industries. Tamara is completing a two-year term on the board of directors for the Couchiching Institute on Public Affairs. Previously, she was a member of CIPA's executive committee as the Chair, Youth Affairs. Tamara has a degree in political

science from the University of British Columbia and a certificate in public relations. Tamara is the delegate coordinator for Canada25's 2002 Toronto Regional Roundtable.

Canada25 Partners

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Dan Sumner, National Forum Organizing Team

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