

EXECUTIVE SUMMARY

CANADA25 ASSERTS THAT Canada's identity as a Middle Power is outdated and uninspiring to a growing number of Canadians. The concept fails to reflect how Canadians have evolved, while the global hierarchy upon which it is premised has eroded. To be effective on the international stage Canada needs an identity that speaks to these important changes.

We submit that Canada should cease assessing its influence on the basis of its size or position within an obsolete global hierarchy. Instead, Canada25 calls on Canadians to look at the world as a network, where influence is based on the capacity of an individual, company, non-governmental organization (NGO) or country to innovate and collaborate. Building on this perspective, we propose that Canada become a Model Power—a country whose influence is linked to its ability to innovate, experiment, and partner; a country that, by presenting itself as a model, invites the world to assess, challenge, borrow from, and contribute to, its efforts.

In pursuit of our vision of Canada as a Model Power, we outline three priorities for action. These, accompanied by some of our recommendations, include:

MAKE CANADA A NETWORK NODE. Enhance the ability of Canadians to create, nurture, and tap into international networks:

- **Issue** five-year work visas to foreign graduates of Canadian universities
- **Reach** out to Canada's expatriate community by creating an international network of Canadian leaders

TRANSFORM OUR GOVERNMENT AGENCIES. Redefine our government's role from that of interpreter to coordinator:

- **Recast** Foreign Affairs Canada as a smaller, nimbler agency that coordinates, rather than implements, foreign policy
- **Transform** our military into an interoperable, effective, and focused tool of diplomacy

CANADIAN PRIORITIES FOR THE 21ST CENTURY. Canadians need to focus on areas that are critical to the safety and success of the country. Our members set forth recommendations that address four key areas of concern:

- **Cultivate** a 'model relationship' with the United States
- **Enhance** global markets
- **Foster** environmental sustainability
- **Internationalize** Canada's health policies

THE PEOPLE AND PROCESS

CANADA25 IS A non-partisan organization dedicated to engaging the perspectives of young Canadians around the world in our country's public policy debates. Coming of age in the midst of globalization, our members have watched networks supplant hierarchies and bureaucracies as the dominant organizational structure. Familiar with and confident in this new realm, Canada25 members bring a new and informed perspective to the debate over Canada's purpose and role in the new millennium. *From Middle to Model Power* introduces this perspective, presents a vision for Canada's role in the world community, and outlines actions that will help make this vision a reality.