

***Batir pour l'avenir :  
A Montréal renaissance***



*Canada25*  
110 Charles Street West  
Toronto, ON  
M5S 1K9  
416.313.3722 (T)  
416.313.2999 (F)  
info@canada25.com

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*The work of the Montréal roundtable group is part of the overall policy work of Canada25 regarding the role of Canadian cities in economic development and attracting talent.*

## **CONTENTS**

Introduction: A gloried history .....	1
Why cities matter.....	1
Approaching the topic .....	3
Discussion and recommendations.....	4
Culture and Community	
Social Potential	
The Business of Cities	
Networks and Linkages	
Putting it together : Urban Design	
Biographies.....	9
Roundtable Organizers	
Delegate Biographies	
Sponsors .....	13
Acknowledgements.....	14
What is Canada25?.....	15

## **Introduction: A gloried history**

Montréal is a unique city in North America. More than any other, it is a fusion of the North American work ethic and the European lifestyle. Although still one of Canada's major cities and Québec's primary economic engine, Montréal has undergone a number of transformations and evolutions in recent years, the most recent an amalgamation of all of the municipalities on the island into one municipal administration.

The new challenge of amalgamation also presents the opportunity to remake Montréal into a model city worthy of emulation across the continent. This *renaissance* should build upon the strategic advantages that Montréal can already claim while at the same time developing new capacities to meet the needs of its citizens and continue to attract talented people from around the world.

At one time, Montréal dreamed big dreams that put it front and centre on the world stage, whether it was Expo67, the 1976 Olympic Summer Games or the arrival of Major League Baseball. We believe that Montréal should recapture this spirit of bold imagination and strive to be nothing less than world-class in all of its endeavours. What follows is our vision for building the Montréal of the future.

## **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.** The members of Canada25 are the kind of people Québec and Canadian 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 grounded in their identity.** 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. Despite this mobility, however, our members feel a deep attachment to their national roots.

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, Paris 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, language, 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**

This topic explores the interdependencies of Montréal and other major national and international centres. It attempts to examine the relationship between Montréal and its outlying areas, and think about how a city and its residents integrate beyond political borders.

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.

## **Discussion and recommendations**

### ***Culture and Community***

Montréal is a “cultural” city. As the centre of a unique linguistic community in North America, Montréal benefits from being a crossroads for the French and English cultures, while integrating people and cultures from all over the world into a diverse and creative community. This diversity is a tremendous advantage in attracting talented artists from around the world and in fostering an eclectic cultural “scene.”

The rich cultural heritage in Montréal is largely due to support from government as well as strong community participation. Government support is essential in ensuring that the public has access to cultural works and exhibitions as well as in nurturing young talent that represents the future vitality of the arts community in the city.

**Recommendation: Citizens should be given greater access to the cultural events and performances that take place in Montréal through the creation of a centralized resource where all citizens can find a listing of cultural events.**

Culture is a key component to the quality of life available in a city. By extension, culture plays a role in attracting talented people from around the world, thus it is in the community interest as well as the economic interest to support cultural endeavours, to build and fortify a strong cultural infrastructure, and promote the development of the cultural life of the city. Industry and enterprise, governments at all levels and citizens themselves can and should make a contribution to the sustainability of Montréal’s cultural life.

**Recommendation: Government and business should jointly offer support for citizens to access cultural organizations like the Montréal Symphony Orchestra and Montréal Museum of Contemporary Art.**

As tourism continues to represent a growing share of the Montréal economy, international exposure of Montréal-area cultural attractions will become increasingly important. The numerous festivals that have grown in international importance, the International Jazz Festival and Just For Laughs festival just two examples, give the city a positive international profile. We support, therefore, developments that include a “Zone des festivals” near Place des Arts. Such developments demonstrate a laudable commitment to building public spaces where all citizens can come and share in the offerings of the Montréal cultural community.

**Recommendation: Build public spaces for cultural events**

The creation of cultural works is highly dependent on environment, both in providing fertile ground for artists to grow, but also in respecting the distinct characteristics of neighbourhoods that have carved out their niche already. Respect for diversity and promotion of the arts at a neighbourhood level is essential to preserving the unique character of Montréal’s cultural community.

At the same time, establishing neighbourhood links as well as connections with cultural communities and organizations around the world is necessary to ensure that ideas are exchanged both within the Montréal community as well as across continents and oceans. These links also permit exchanges and a pipeline to new talent from abroad.

**Recommendation: Integrate cultural representation into neighbourhood governance**

**Recommendation: Encourage establishment of international artistic links through coordination with tourism and diplomatic representatives**

### ***Social Potential***

The social potential of a community depends on **empowerment, inclusion, access, opportunity, and resources**. It reflects the values of the urban community and it is essential to the promotion of a high quality of life and in turn, a high quality city.

Our delegates universally endorsed the promotion of immigration and the need for transition programs at the community level to assist immigrants with acclimatization. As well, they agreed on the enrichment offered by diversity at all levels, be it cultural, economic, educational or linguistic.

Montréal has a strong social commitment to the well being of its citizens, but its management is generally handled at the Québec government level. The city itself needs to develop greater capacity to deal with issues including immigration, poverty, and employment if it is to provide the kind of quality of life that knowledge workers demand from the cities in which they live.

**Recommendation: Encourage three-way partnerships between civil society, government and business**

**Recommendation: Use “subsidiarity” as a guide in deploying citizen services, i.e. responsibilities and resources should be deployed to the level that is closest to the citizen as much as possible**

**Recommendation: Better coordination is needed between the Québec provincial and Montréal governments with regard to the delivery of social services including health care, day care, labour training, education and employment assistance**

Even more than focusing on the city itself, our delegates believe the primary focus must be on the “neighbourhood” as it is the most basic civic community in which citizens live and operate. It is at this level that citizen participation is greatest and must be harnessed for the collective well being. Thus considerations on transit, education, housing, the environment, health, crime and security, commerce, and cultural works find their most favourable expression at the neighbourhood level. At the same time, capacity is necessary to coordinate all of these civic attributes. Governance is key.

**Recommendation: Encourage citizen participation at the neighbourhood level through local citizen councils.**

**Recommendation: Develop effective means of information sharing and communication of “best practices” among neighbourhoods**

**Recommendation: Encourage partnerships among neighbourhoods and communities to deal with common problems and promote common initiatives**

At the same time, it must always be kept in mind that a city must provide practical and useful services for its citizens by identifying and meeting their needs. Thus, in dealing with diversity, facilities including community centres or programs such as language training help citizens become active members of the community. Increased police presence focused on community relations helps to deal with crime and neighbourhood security. At its heart, the city must acknowledge that its role is to serve the citizen.

## ***The Business of Cities***

Montréal suffered during the late 1980s and through the 1990s from severe economic depression. While some of this was the byproduct of political instability, it betrays the many advantages Montréal can claim as a place of business, which are only now being recognized: a low cost yet high standard of living, a highly educated and bilingual workforce, and the presence of four large universities, two of which are internationally recognized. It also has the lowest provincial corporate tax rate in Canada, among the lowest electricity costs as well as established core competencies in the areas of aerospace, biotechnology, multimedia and telecommunications.

The goal is to remake Montréal into an international business centre. The provincial government has a disproportionate influence on the Montréal economy and this should be at least one of the main areas of reform. The largest source of venture capital is through the Québec government and government agencies, which skews the investment landscape through targeted subsidies and tax credits. Private venture capital must be convinced that Montréal is a stable and lucrative location for investment. An attractive fiscal environment in comparison to Canadian provinces and American states coupled with an effective awareness campaign can yield significant dividends for employment and investment.

**Recommendation: Discontinue subsidies and tax credits and replace them with lower overall income and corporate tax rates.**

**Recommendation: Eliminate provincial capital taxes**

Due to the exceptional role of the Québec government in regulating substantial aspects of the economy as compared to other provinces, it is imperative that the regulatory structure be “smart,” that is, that the regulatory responsibilities for businesses do not suffer from federal-provincial (and even municipal) overlap, that they achieve their regulatory objectives using the most efficient methods available, and that they be reviewed regularly to ensure that the above considerations continue to be met.

**Recommendation: Consolidate government regulations and make compliance administration easier**

The Québec government has followed a strategy of building high technology and manufacturing clusters in Montréal through mandated programs such as the Cité du Multimédia and Place du Commerce Électronique. In future, Montréal’s university and college institutions can play a role in complimenting these initiatives through the offering of specialized degree programs that furnish the knowledge workers that these clusters rely upon.

**Recommendation: Encourage industry-university collaboration that leverages the brainpower present in our universities and colleges**

## ***Networks and Linkages***

Networks and linkages can roughly be divided into two main considerations. The first is a focus on remaking Montréal into a transportation hub. The second alludes to establishing links among people, organizations, and governments, among others, between cities in close proximity to Montréal as well as across Canada, North America and indeed the world. Such relationships are key to Montréal’s commercial and civic success.

From a transportation point of view, the main way in which to create this transportation hub is through the construction of a high-speed rail network that allows Montréal to collaborate with other cities and attract investment on a regional basis.

**Recommendation: Construction and investment in a high-speed rail network extending from Montréal to Québec City, Ottawa and Toronto as well as New York City and Boston.**

Of course, rail is only one aspect of establishing a useful transportation network. Governments and business must look to *intermodal* transportation in any plans for infrastructure building. Thus, road, rail, air and truck should operate as seamlessly as possible. Inherent to the success of such an initiative, particularly on the part of the City of Montréal, is to ensure that local infrastructure is appropriately integrated with regional and interprovincial transportation infrastructure.

**Recommendation: Invest in strategic infrastructure projects, e.g. completion of “beltway” roadway around Montréal**

Montréal can benefit from encouraging inter-city commerce between itself and Québec City and Ottawa. Key to this development is better transportation. At the same time, inter-city commerce requires champions and a way in which the needs of inter-city entrepreneurs can express their views and dialogue with the municipal, provincial and federal government so as to develop this aspect of the regional economy.

**Recommendation: Establish *regional* chambers of commerce, e.g. Montréal-Ottawa Chamber of Commerce, Montréal-Québec Chamber of Commerce**

Montréal does a good job of marketing itself internationally, but it can increase this through tourist advertising and the attraction of more international organizations like ICAO. This will add to Montréal's status as an international city, and bring diplomatic contacts that can encourage tourism and exposure.

One of Montréal's greatest weaknesses, however, is its lack of effective exposure in the rest of Canada. This represents a substantial loss in terms of tourism as well as economic development. As the second-largest city in Canada, Montréal can attract investment and talent from across the country by marketing itself more effectively.

***Putting it together: Urban Design***

The very first step in building a successful city is in developing a well-integrated comprehensive urban planning approach and master plan that has a sustainable pattern of urban development. A realistic approach to the creation, maintenance, change and monitoring of a sustainable pattern of development is a framework that will endeavour to balance urban design (through a comprehensive environmental policy that oversees and affects: urban transportation policies and programmes; infrastructure policies and programmes, land use policies and programmes; and housing policies and programmes) with the needs of the people and the economy.

On environment, our members feel that water quality is a primary concern as is the effect of urban sprawl. The Québec government made a conscious and forward-looking decision that, in 1990, established a **legal urban perimeter** to combat sprawl and has recently made efforts to improve water quality.

**Recommendation: Make water and wastewater treatment uniform through the application of progressive purification methods and management.**

**Recommendation: Employ existing urban planning tools (e.g. zoning, etc.) provided by planning and agricultural laws and combine them**

**with sustainable energy policies, waste management, water resource management, and pollution control to create cities that are more compact and higher in density.**

**Recommendation: Freeze the urban perimeter until the design of environmentally friendly high-density development with adequate green spaces is exhausted.**

On transportation, our delegates focused both on the short-term as well as the longer-term transit requirements for Montréal. Our members' bias favours public transit options over others and reflects that in its recommendations. The use of rail locally, carpooling, as well as more individual transportation means such as bicycles should be encouraged to deal with transit issues of the appropriate scale.

**Recommendation: Utilize existing infrastructure that may be considered defunct (e.g. abandoned rail spurs, footpaths) for public and private transit options.**

**Recommendation: Encourage fractional car ownership by designating specific parking areas across the city (e.g. CommunAuto) for multiple passenger vehicles**

Longer-term, transit options linking the island of Montréal with its suburban neighbours are a priority that should be progressively improved. Coordination of regional public transit under a central authority is laudable, however there must be a process by which new priorities and service improvements are identified, studied and implemented.

**Recommendation: Use performance measures to track and assess service delivery efficiency to improve accountability, guide policy and revision.**

In addition to emphasizing density and development intensification, proper planning should address the quality of living for neighbourhood residents by choosing different choices of housing that are within walking distances of places of employment, commerce and leisure.

**Recommendation: Encourage mixed-use zoning development with mixed income ranges.**

**Recommendation: Low-cost housing must be a particular priority in Montréal given its high rate of housing rental versus ownership.**

Finally, Montréal-area educational institutions should be engaged to help develop "green infrastructure" alternatives to current infrastructure solutions as well as the development of alternative, renewable energy resources and innovations in waste and environmental management.

## **BIOGRAPHIES**

### **Roundtable Organizers**

#### **DANISTAN SAVERIMUTHU**

#### *Coordinator*

Danistan holds a Bachelor of Laws and a Bachelor of Civil Law from McGill University, as well as an International Studies Certificate from Marianopolis College. During his law school days, he served on the editorial board of the McGill Law Journal. He currently practices in the areas of corporate and tax litigation with the firm Barsalou Lawson in Montréal, while combining an academic interest in intellectual property and international law. He has acted as a Researcher for the Canadian Human Rights Foreign Policy Project on the subject of peacekeeping and international intervention. In his spare time he also edits *Ehgloo Magazine*, an online Canadian political publication.

#### **YVES BLANCHET**

#### *Logistics, Media*

Yves has been a researcher at the *Centre de recherche inter-universitaire sur la mondialisation et le travail* since June 2001. His research interest centres principally on corporate social responsibility. Yves completed his undergraduate studies at McGill University with a double major in Political Science and Canadian Studies. He is currently completing his master's thesis in Industrial Relations at the Université de Montréal.

#### **VERKI MICHAEL TUNTENG**

#### *Delegate Coordination, Issue Management*

Verki specializes in aircraft performance at Bombardier Aerospace. His responsibilities include supporting the certification of aircraft with regulatory agencies around the world. Verki's engineering studies at McGill University included participation in the International Space Station Program and in the federal government's preparations for the Year 2000 transition. He has been involved with student journalism at the *Délit français* newspaper (McGill University) and the *Quartier Libre* (Université de Montréal), where he has specialized in technical and environmental issues.

#### **SHEAMUS MURPHY**

#### *Delegate Coordination, Issue Management*

Sheamus is the Public Affairs Officer at the Canada Millennium Scholarship Foundation. Prior to moving to Montréal in April 2001, Sheamus studied at the University of Alberta in Edmonton where he completed an Honours Bachelor of Arts Degree in political science. During his undergraduate degree, Sheamus was highly involved in student government, serving as Vice-President Academic and then President of the University of Alberta Students' Union. A native of Edmonton, Sheamus was active in organizing numerous local activities, including the city's initial St. Patrick's Day parades, a long-range public transit planning group for the Alberta capital region, and the "Festival of Ideas," an event bringing academic experts and the community together to discuss issues of public interest.

### **Delegates**

#### **JUDITH ALTIERI**

#### *Networks and Linkages*

Judith is an ICCS scholarship holder at McGill University. She is currently in her final year of the Master's Program in Urban Planning. She has worked as a researcher at the Latin American Faculty of Social Sciences (FLACSO) in Costa Rica, as a Technical Auditor at Logistic & Transport Consultants (LOGIT) in Leon, Mexico, as a Construction Supervisor at the Ministry of Education in Puebla, Mexico and as an architect at RATMA Company in Puebla Mexico.

#### **CATHERINE BOISVERT**

#### *Urban Design*

Catherine is a third year PhD student in Paleontology at McGill University. She is researching the origins of salamanders, integrating several domains of biology such as herpetology, molecular biology, systematic biology, genetics, developmental biology as well as paleontology. She graduated with a BSc (major in Biology and minor in prehistoric archaeology) from McGill in 2000. Presently a member of the PGSS (Post Graduate Student Society) council and the science

council of McGill, she just finished a mandate as the VP internal of PGSS. Very involved in sports, this Montréaler is also a musician.

**LOTFI EL-GHANDOURI**

*Culture and Community*

Lotfi earned a Bachelor's degree in Marketing from the Université de Sherbrooke and a Master's Degree in International Business issued jointly by institutions in Canada (Université de Sherbrooke) and France (ESCEM Business School). He built six years of experience working in the private and consulting sectors. He is currently working as a senior consultant at Deloitte & Touche with their Innovation and Growth practice in Montréal. He is actively involved as the CEPAL Financial Vice-President. CEPAL is a Canadian-based organization that provides education to Palestinian children in refugees' camps in South Lebanon. He is also an active board member of a Montréal business student organization and supports Muslim children in their integration into the Canadian community.

**CATHERINE ÉMOND**

*Culture and Community*

Catherine is currently a Public Relations and Press Officer with the Canadian Millennium Scholarship Foundation. She is also studying toward her Bachelor of Laws at the Université de Montréal. In addition to her involvement with the Jeans for Genes foundation in support of biogenetic research, Catherine helped to organize a Montréal conference on Women and Science and previously worked with the non-profit group, *Enfants d'ici ou d'Ailleurs*, a group committed to education on human rights and dedicated to children living in the Francophonie. Catherine holds a Certificate in Public Relations and a Bachelor's degree in Political Science, both from the University of Montréal. As a student, she was a participant in model United Nations and EU Parliament delegations, and studied at the Université d'été à Lyon on a Jean Monnet Chair of European Studies scholarship.

**LILA FRASER**

*Social Potential*

Lila has just graduated with a Master's degree in Urban Planning from McGill University. Her final research project focused on urban poverty and the politics and policies surrounding childcare in Canada. Lila's key interests include: social policy, environmental planning, and women and children's issues, specifically in the area of social inclusion. Lila has a Bachelor's degree in Political Science and Communication, also from McGill, but spent the first half of her degree at Carleton University and the University of Hawaii. Interests outside of school are dominated by sports; Lila was a member of the National Waterpolo Team from 1994-2000 and now competes in elite level triathlon. Lila has served as an athlete representative for the Canadian Olympic Association and Athletes Canada.

**ANDREW GOODYEAR**

*Culture and Community*

No biography available.

**NADIM KABBARA**

*The Business of Cities*

Nadim earned his undergraduate degree in commerce from the Molson School of Business (Concordia). He is currently pursuing an MBA at the Ivey School of Business (Western). Nadim had worked as an analyst for PricewaterhouseCoopers, as well as a consultant on a few intra-governmental projects in Paris. During his stay in France, he had also been involved with UNESCO. Upon completion of his Master's degree, Nadim plans to return to his hometown of Montréal to pursue a career in strategic consulting.

**ALEXANDRE LABELLE**

*Social Potential*

Alexandre is a native of the town of Saint-Laurent. At Brébeuf College, he served as vice-president of the student association. At both the Université du Québec à Montréal and the École des hautes études commerciales, he served as President of the Student Union. He is scheduled to complete his Bachelor's degree in management from HEC and a certificate in administration from UQAM this December. He continues to be involved in the Montréal Junior Chamber of Commerce, the St-Justine Hospital Foundation, HEC Network, Brébeuf Alumni Association, and the Québec Breakfast Club. Alexandre also works as events coordinator for the Conseil permanent de la jeunesse. In his spare time, he enjoys skiing and is an avid golfer.

**KINGSON LIM**

*Networks and Linkages*

Kingson is a student at the University of Ottawa, specialising in Public Policy and Public Management. A junior fellow of the Centre on Governance since 2000, he is currently a junior policy advisor for the Privy Council Office, and was previously an analytical assistant for the Correctional Service of Canada. Kingson attended the Shad Valley Programme at the University of Calgary in 1997, and served as a Legislative Page of Ontario in 1994. During his spare time, he enjoys biking, traveling, playing the piano, and dragon boat racing. A native of Kanata, Ontario, Kingson will complete the final year of his B.Com (Hons.) at the University of Brighton in the United Kingdom beginning in October.

**CAROLINE MARTEL**

*Culture and Community*

Caroline holds a Bachelor of Political Science as well as a Public Relations Certificate from the Université de Montréal. During her studies, she participated twice in the National Model United Nations (New York) as a delegate to the Security Council the first year, and as head delegate of the Université de Montréal the next. She also acted as delegate to the Simulation du Parlement Européen Canada-Québec-Union européenne (SPECQUE), in September of 2001. Caroline currently works at the Conseil québécois de la musique, a non-profit organization whose members are professional musicians in the field of concert music (mostly classical music) and whose mission is to promote and support the discipline. She has also been involved with non-governmental organizations, such as Amnesty International.

**SHOMA MURSHID**

*Urban Design*

Shoma is a graduate from the School of Urban Planning at McGill University. Shoma's graduate work focused on land use and the process of urbanisation on the outer fringes of Montréal, where urban land meets rural land. Shoma also received a Bachelor of Environmental Studies, with Honours, from York University. Shoma lived and traveled extensively throughout Southeast Asia and Europe and possesses the ability to speak in five languages. During her spare time, she volunteers for various social movements and causes, particularly for socio-economically disadvantaged groups. Currently Shoma is an intern at the International Institute for the Management of Major Metropolises / Institut international de gestion des grandes métropoles (IIGGM) in Montréal. Her hometown is Montréal, Canada.

**THOMAS PARK**

*The Business of Cities*

Thomas holds a Bachelor of Laws and a Bachelor of Civil Law from McGill University. He is currently working at the law firm of McCarthy Tétrault. He is founder and executive vice-president of the McGill International Review and founded the Lester B. Pearson Lectureship Series at McGill University. In addition, he continues to work with the International Organization of Securities Commission as well as holds the position of chairman of the Montréal Children's Hospital Foundation "Care 4 Kids" committee.

**GEMMA PERALTA**

*Networks and Linkages*

Gemma originally hails from Victoria, B.C. She completed her B.A. in Political Science at McGill University in the year 2000, where she was awarded the Gretta Chambers Award for Student Leadership and was inducted into the Scarlet Key Society for her roles as VP Academic of the Arts Undergraduate Society and the President of SOAR. Having recently completed her M.A. in Public Administration and Policy, Gemma is presently working at Montréal Media, where she is a research co-ordinator and administrator for the Montréal Interactive Marketing Association. Gemma divides her spare time as the VP Memberships of the McGill Young Alumni Association and as a member of the editorial board of REALM Magazine. In the fall, Gemma will participate in the Junior Professional Consultant programme with the United Nations in Nicaragua.

**INDIKA SAMARAKOON**

*Social Potential*

Indika is a final year Master's student at McGill University's School of Urban Planning. She worked for two years with IUCN – The World Conservation Union's country office in Sri Lanka as an Assistant Program Officer. She was involved in projects that ranged from biodiversity

conservation to community development. Her interests include photography, camping and traveling.

**SÁNG TRAN-QUANG**

*Urban Design*

Sáng is the media relations officer of the Institute for Research on Public Policy (IRPP), a non-partisan independent think-tank based in Montréal. In that context, she has worked with several leading Canadian journalists and has participated in major academic events in Canada. She is currently finishing a Transatlantic Master's Programme in Public Policy and Global Economy from the Université de Montréal and the University of Bath (England). Sáng holds a Bachelor's degree in political science and communications from the Université de Montréal.

## **SPONSORS**

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Institut d'Urbanisme de l'Université de Montréal  
International Development Research Centre  
Julien-Leblanc, Traiteur  
Michel Kelly-Gagnon  
Dawn Kirton  
Prof. David Krawitz  
Mylène Lavoie  
Patrick Leblanc  
Alison Loat  
Nadia Lombardi  
McGill School of Architecture  
McCarthy Tétraut  
Cynthia Mackenzie  
Restaurant Mangia  
Andrew Medd  
Louis-François Monet  
Paragraphe Books  
Thomas Park  
François Rebello  
Quartier International de Montréal  
Second Cup  
Dean Alan Shaver  
Sáng Tran-Quang  
Sinead Tuite

## **Footnote: What is 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 Montréal 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.