

**RESPONSE TO INDUSTRY CANADA'S
ENGAGEMENT KIT FOR *ACHIEVING
EXCELLENCE***



**Submission to Industry Canada's
Innovation Secretariat, part 2 of 3**

Submitted by Canada25
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Issue #1: Creating New Knowledge and Bringing it to Market More Quickly

The government has identified the following issues regarding the research and commercialization of innovation:

- 1) the need to increase the private sector's research capacity
- 2) the need to increase Canadian companies' payoff from R&D and to reverse the current trend of having the idea adopted and developed by others

Accordingly, the following targets have been set:

- By 2010, rank among the top five countries in the world in terms of R&D performance
- By 2010, at least double the amount invested in R&D by the federal government
- By 2010, rank among world leaders in the share of private sector sales from new innovations
- By 2010, raise venture capital investments per capita as in the U.S.

Please consider the following questions and organize your responses as per the template on the following page:

1. **Targets:** Are the targets appropriate to ensure that Canada increases our knowledge performance?
2. **Major Challenges:** What are the main challenges to developing new ideas and commercializing them?
3. **Government of Canada Priorities:** Do you think the proposed Government of Canada priorities (page 7, Executive Summary) help you to address these challenges?
4. **Innovation Vision:** What can you do (for your organization, community, region or sector) to support increasing Canada's knowledge performance?
5. **Commitments, Actions, Timelines:** What are you able to do over the next year? The next five years? What should others (government, business, communities) do?
6. **National Issues:** What knowledge performance issues must be dealt with at a national level?

1. Targets: Are the targets for knowledge performance appropriate?

Yes No

Generally, Canada25 feels that these targets are appropriate. The following points were raised concerning the achievability of the goals and our ability to measure and track our progress:

By 2010, rank among the top five countries in the world in terms of R&D performance.

Perspectives:

- Although the goal of being in the top five in the world in terms of R&D performance is exciting, there was significant concern about our ability to achieve it. The reasons cited included: competition from other countries to achieve similar goals; variability of private sector investment, and the impact the telecom/IT market downturn may have on the short and long term R&D expenditures in that sector.

Recommendations:

- Set aggressive annual or bi-annual milestones in terms of R&D performance, forcing us to track our progress and benchmark our success against other nations more often.
- Identify global R&D trends and capitalize on them. For example, early evidence suggests that technology companies are starting to outsource all or parts of their research operations (e.g. Motorola), often to developing countries. Canada's low dollar, highly educated and multicultural workforce and proximity to the US might make us an excellent location to set up these outsourcing operations.
- Develop strategies to encourage multinational corporations to concentrate portions of their R&D expenditures in Canada (e.g. could include additional tax incentives, promotion of our universities as intellectual capital partners, recruitment of R&D labs into established industry clusters)

GERD:GDP as a measure of R&D performance

Perspectives:

- There were concerns that the GERD:GDP ratio was not the best metric to use to benchmark our investment in R&D against other world economies, primarily because there is significant difference in size between Canada's economy and that of other industrialized nations.

- There was also concern that there is a lack of empirical evidence that shows that raising GERD:GDP results in a corresponding increase in prosperity for a nation.

Recommendations:

- Benchmark our expenditures against countries with similar economies and social commitments to Canada (i.e. the Scandinavian countries) for a more useful comparison and a more useful tool for building innovation policy.
- Consider using the measure of GERD to private sector sales, to more directly track not only our investment in R&D, but also our success in reaping the economic benefits of our innovations.
- Recognize the long-term impact of innovation should factor in quality of life metrics as well as economic ones.

2. Major Challenges: Top 3 challenges to developing new ideas and commercializing them:

1st Challenge: Increase investment capital for early stage commercialization

Perspectives:

- There needs to be an increase in the early-stage investment capital available to emerging Canadian companies. Canada needs to enhance the supply of seed and start-up capital that bridges the gap between research institutes and early stage commercialization. Several reasons were cited, including: risk aversion in Canadian financial institutions; the time and effort required to solicit and attract US investment capital; the lack of capital earmarked for high risk investment by Canadian money managers and the lack of acceptable returns generated by the labour-sponsored venture funds.
- It is also imperative that the government act to increase the available venture capital in a timely fashion to support Canadian companies that need bridge financing to weather the current market downturn. This will be necessary if the government wants to achieve its innovation targets and give Canadian technologies a chance to play lead roles in the next cycle of technological evolution.

Recommendations:

- Reduce dependence on foreign VC investors by increasing the supply of early stage venture capital in Canadian VC funds. This could take the form of the creation of a fund-of-funds at the BDC, which could invest in sophisticated Canadian early stage venture partnerships, or the creation of joint ventures between Canadian and American VCs to assist in the identification of

opportunities and to facilitate deals more quickly. This should be in addition to increasing the supply of domestic capital.

- Mandate labour-sponsored venture funds to hire not only money-managers, but also investment professionals with significant operations expertise. Most of the successful VCs in the US have significant operations experience and having this expertise in-house may improve their odds of generating a positive return.

2nd Challenge: Building a culture that supports entrepreneurship and innovation

Perspectives:

- In order to build an entrepreneurial culture which embraces risk-taking, rewards success, views failure as a learning opportunity and the like, we must better explain and highlight (with pertinent Canadian examples) the concept of risk/reward balance to all of the players in the innovation chain. Actors in the innovation process should know what they will earn (wealth, experience, notoriety, etc.) if they create and sell an innovation that the market demands and what they gain even in defeat (experience, leadership abilities, increased odds of success in next venture, etc.).
- More should be done to capture the value of our innovations in our own economy and within our own corporate networks. We must increase the number of success stories in our country by making sure that market making or world leading Canadian inventions are commercialized in Canada.
- Canada should engage in stronger branding practices to reward our innovators with the notoriety they deserve and to attract foreign investors. If we can help develop a marketable image, highlighting bright and talented Canadians and our world-class science and universities, capital and talent will follow.
- The government should promote a unified innovation vision that is clearly communicated to and understood by Canadians.

Recommendations:

- Develop courses, seminars and conferences featuring leading Canadian investors and innovators in partnership with universities, governments and industry to increase the general understanding of risk/reward concepts.
- Produce an 'innovation scorecard' that communities, municipal governments, provincial governments, corporations etc. can use to assess their commitment to innovation and to gauge their progress towards building a strong culture of innovation within them.

3rd Challenge: Building communication networks between the parties involved in innovation

Perspectives:

- Communication channels are not effective between scientists, venture capitalists and entrepreneurs who have the ability to turn ideas into economically viable products. Besides word of mouth, little formal infrastructure exists to facilitate exchange between these parties.
- We need more cross-functional education. For example, science, math, and engineering majors need to be educated on commercial processes as part of their curriculum, and business majors need to be educated on how to bring academic research to market.

Recommendations:

- Support (financially and through government networks) infrastructure and programs designed to facilitate interaction among parties in the innovation process (one large-scale example of this would be the Medical and Related Science Discovery District (MARS) in Toronto)
- Roll out programs like the Martin Walmsley Fellowship for Technological Entrepreneurship (offered by the Ontario Centres of Excellence) to facilitate the required cross-functional educational experiences. This program offers Ph.D and Masters level students the opportunity to try and incorporate a company, patent and commercialize their technology and attempt to secure venture financing for their business. This program would go a long way towards creating a perception that doctoral studies are a window to entrepreneurship and industry as well as a possible career in research and academia. Fellowship recipients also receive coaching and business advice from mentors and peers, greatly increasing the chance of entrepreneurial success.
- Run forums and conferences linking entrepreneurs and scientists
- Hold information sessions to better educate each party on which skills and abilities each partner brings to the table in the commercialization effort.

3. Government of Canada Priorities: Do the proposed Government of Canada priorities help you to address these challenges?

Yes No

Generally, Canada25 believes the proposed priorities would help address the challenges, however, some additional comments were made:

“Provide internationally competitive research opportunities in Canada.”

Perspective:

- This priority was widely supported, and could be further strengthened by allocating some of the funding associated with this to moving existing research projects towards commercialization, aiding the possible transition to market.
- The government may want to consider outlining in which areas these competitive research opportunities would be offered.

Recommendation:

- Develop several grants whose criteria call for a concrete plan for transitioning the technology into at least demonstration devices to enable the illustration of the technology's potential to possible investors, licensees, etc.
- Rank Canadian graduate departments nationally and internationally to demonstrate where internationally competitive research opportunities DO exist already
- Focus on developing niches of greatness in our institutions, as our size precludes us from being all things to all people
- Establish “Graduate Student Hiring Grants” to enable young, up-and-coming professors to award fellowships to leading graduate students who may otherwise be unwilling to take a risk with a young professor, enabling our new academics to accelerate their careers, and in turn, the research opportunities they can offer.

“The Government of Canada will consider a collaborative approach to investing in research in order to focus federal capacity on emerging science-based issues and opportunities.”

Perspective:

- Collaborative approaches are seen as excellent initiatives and the government should be committing to action. Collaboration is a requirement for successful innovation.

“Provide more incentives to small and medium-sized enterprises (SMEs) to adopt and develop leading-edge innovations”

Perspectives:

- The government already provides tax incentives to companies that invest in R&D but these programs don't take into account the size of the business. Large companies like Dow Chemicals can afford to invest in R&D

expenditures with the promise of getting it back at year-end. Cash strapped SMEs often can't invest when the refund does not arrive for 12 months.

Recommendations:

- Enable SMEs to take loans against these credits or get this money back sooner so as to survive without this vital cash. Government should better educate or encourage lenders to lend against these credits.

With respect to venture capital

Perspectives:

- The priorities with respect to venture capital are a good start, but more work is needed. It was mentioned that the BDC is a well-intentioned source of funding, but their ability to execute is a concern (generally speaking, more skilled lenders prefer working at the Schedule 1 banks – which was personally relayed to member of Canada25 when he dealt with the BDC as a commercial lender at major Canadian bank).
- Canada25 also feels that a more dedicated commitment should be made to increasing the supply of venture capital, both through Canadian and non-Canadians sources

Recommendations (in addition to those provided in the national challenges section):

- Improve the staff knowledge base in Canadian banks and Canadian venture capital firms through hiring, training or alliances with US or international firms, and collaboration with researchers or other with scientific expertise.
- Develop alternatives to putting all money into the BDC. For example, a federal funding program that works with venture capital firms or tax incentives that rewarded private investors who participate in venture initiatives may go much further in increasing venture capital.

4. Innovation vision to support knowledge performance:

See Appendix B.

5. Commitments

Who	Time Frame	Action
Canada25	1 year	Continue to nationally solicit feedback from young Canadians and communicate to government the opinions and perspectives of our age demographic
	2 years	Develop ideas on further cross-disciplinary programs that could be developed between universities, industry or with other partners
Universities + Industry	5 years	Devote resources to studying Canadian clusters in order to understand the specifics of cluster theory as applied in the Canadian context (our industries, geographic realities etc.)
Universities + Industry	5 years	Devote resources to studying Canadian knowledge commercialization in order to understand the specifics of knowledge commercialization as applied in the Canadian context and what is required to accelerate its performance.
Industry	1-2 years	Actively solicit and demonstrate innovations to the public
	2-5 years	Invite university researchers and students into their laboratories to learn about practical applications of research Develop collaborative/co-op programs and internships
	Ongoing	Set up research labs in Canada, in partnership with universities Increase philanthropic support to our universities

Government	1-2 years	Coordinate communication and partnerships between stakeholders following policy creation and get buy-in from all parties involved in a national 'Innovation Vision.' Create an inter-disciplinary team, led externally, but supported by government, to develop this.
Government	3 years	<p>Create ONE recognized program that rewards innovators in our country with the opportunity to commercialize their inventions and learn 'management class' skills and ability. These people will become the success stories and mentors of tomorrow. (note: this could a merger of several existing smaller-scale awards)</p> <p>Provide more resources and awareness about the different assistance programs to entrepreneurs and potential entrepreneurs (e.g. scientists). This could be done through a presence on university campuses.</p>

6. National Issues: Top 3 issues that need to be addressed at the National level.

1. Fostering a culture of innovation in Canada

Perspectives

- A culture of innovation is required to ensure an increased understanding of the innovation process and increased understanding of the personal, social and economic rewards of innovation. A culture of innovation will help Canada attract and retaining talent and will help our people, our universities and our companies compete on a global basis.
- The government must lead with a strategy that includes a broad definition of innovation that is not conceived of and communicated only as science and technology policy

Recommendations

- Create a program that recognizing leading innovations in a number of fields, and celebrating the recipients nationally both through a ceremony, but also with strategic and financial support for their initiative.

- Provide opportunities for cross disciplinary experience (such as private sector secondments into government, the development of mandatory interdisciplinary courses in universities, internships in start-ups)

2. Creating Canada-wide networks that will link the various sectors of society involved in innovation

Perspectives

- We need to link entrepreneurs with world leading Canadian scientists, entrepreneurs with their customers, and small businesses with venture capitalists. By doing so, we can build a more risk friendly marketplace and grow companies that better address market needs. The various levels of government should also be better networked so that avenues of cooperation, ownership and responsibility are clearly delineated post creation of the innovation strategy.
- In general, we need to invest in more networks and partnerships among sectors, industries and institutions. Innovation requires people and ideas to come together.

Recommendations

- Facilitate partnerships between universities and industry to expand lab space and provide other resources for graduate students is an effective way of financing an increased graduate class size. For instance, the University of Waterloo's engineering department has benefited greatly from the Bell University Labs.
- In geographical regions where focused economic development is particularly important, an intermediary that ensures clear communication between employers and educational institutions could help smooth out inconsistencies in the supply of skilled labour. Perhaps local Boards of Trade or Chambers of Commerce could take the lead, in partnership with local educational institutions, in their communities.

3. Focusing and capitalize on Canada's existing knowledge strengths to leverage the technological areas of expertise where we have global competitive advantages

Perspectives

- While nurturing new industries is crucial, we cannot overlook the world-leading expertise Canada does have (e.g. in telecommunications, natural resources, financial services) and the opportunities they present both for innovation and for global profile

Recommendations

- Utilize sector councils to lead trade missions
- Target resources committed to cluster-development to supporting support industries and services to key areas of Canadian expertise

Issue #2: Developing Skills for the New Economy

The demand for highly qualified people in Canada continues to grow.

Canada believes it can address its skills challenge by substantially increasing the number of highly qualified people from three sources:

- 1) new graduates from Canadian universities and colleges;
- 2) highly qualified immigrants coming to Canada as permanent residents or temporary foreign workers;
- 3) and people already in the labour force who retrain or upgrade their skills.

Its skills targets therefore concentrate on these three groups:

- Through to 2010, increase the admission of Master's and PhD students at Canadian universities by an average of 5 percent per year.
- Over the next five years, increase the number of adults pursuing learning opportunities by 1 million.
- By 2004, significantly improve Canada's performance in the recruitment of foreign talent, including foreign students, by means of both the permanent immigrant and the temporary foreign workers programs.
- Ensure that our immigration policies get us the skilled workers we need.

Please consider the following questions and organize your responses as per the template on the following page:

1. **Targets:** Are the targets appropriate to ensure that Canada has a skilled workforce to participate effectively in the new economy?
2. **Major Challenges:** What are the main challenges to ensuring a supply of highly skilled people?
3. **Government of Canada Priorities:** Do you think the proposed Government of Canada priorities (page 9, Executive Summary) help you to address these challenges?
4. **Innovation Vision:** What can you do (for your organization, community, region or sector) to support skills for the new economy? For example, does your organization need to provide a better environment to encourage people to pursue academic training or research opportunities?
5. **Commitments, Actions, Timelines:** What are you able to do over the next year? The next five years? What should others (government, business, communities) do?
6. **National Issues:** What innovation skills issues must be dealt with at a national level?

1. Targets: Are the targets for a skilled workforce appropriate?

Yes X No

Generally, Canada25 believes the targets for developing skills for the new knowledge based economy are appropriate. The following points were raised with respect to the targets:

Regarding the intention to increase the number of graduate students

Perspectives:

Canada25 acknowledges that increasing the number of graduate seats in universities is a positive step for Canada and will be required to meet the performance targets set out in Issue #1. However it is our belief that:

- Admissions and academic standards of Canada's universities should not be compromised as universities work to attract additional students. The challenge will be therefore be to identify and recruit enough qualified candidates for our graduate programs.
- The international reputation of Canadian schools must be maintained and the length of Masters and Ph.D programs should not be artificially shortened merely to produce more graduates and free up resources for new ones.
- Increased education should consider skills and knowledge gaps. Many graduates are already finding it difficult to find work in their field while other fields cannot get enough graduates. Increases to the number of spots (as well as in adult education programs) need to directly address the needs of industry to ensure that all graduates are utilized to their full potential.
- Innovation is not the sole property of science and engineering. Investments in education must be protected and enhanced other disciplines, in particular the arts and humanities. The value to society of this form of education is strongly valued by participants.
- Financing and building the infrastructure, such as lab equipment, classroom space, residences, etc. to support an increase in graduate students may be difficult in the time provided.
- In addition to physical infrastructure, we need to ensure adequate availability of tenured professors or other instructors to mentor and develop our graduate students.

Recommendations:

- Better market Canada's top schools in the international community to make them attractive to international students. The earlier-cited recommendation to rank and publish graduate departments' ranking internationally would also assist in the achievement of this objective.

- Increase funding to NSERC and SSHRC scholarship programs to provide incentives for top students to study in Canada.
- Conduct a benchmarking study to help universities gauge the average length of time for Masters and Ph.D programs and to make sure that students have comparable resources and instruction relative to top US and international schools.
- Educate prospective students about skills shortages in particular fields to help them make decisions about what type of educational program to pursue. A map of projected demand for certain skills set versus expected supply, compiled using data from academia and industry and facilitated by government, would help students understand which professions are over or under-supplied, particularly in skills-based programs or college courses.
- Support universities in the development and execution of strategies to manage the infrastructure and human resources requirements needed to support growth in graduate programs. We cannot let the quality of our education slip. This must be a financial priority for governments.
- Address the issue of growing and sometimes excessive student debt at the undergraduate level as a means of getting more talented students to enter into graduate studies. Several respondents cited undergraduate debt as an important factor that made them decide against graduate studies.

Regarding the recruitment of foreign talent

Perspectives:

- This target may be difficult to achieve, as the rest of the industrialized world will be competing for these same skilled laborers.
- Canada must not forget that developing nations pay a price when talented individuals leave. We may want to consider encouraging new Canadians to contribute back to their home countries.
- The target of tailoring immigration policies needs to address the fact that foreign credentials of many skilled immigrants are not recognized in Canada, putting our country at a strong disadvantage in terms of attracting talented individuals, and making it frustrating for new Canadians when they arrive here.

Recommendations:

- Developing international benchmarking programs to aid recognition of international universities and awarded degrees, as well as immigrants' relevant skill sets. Professional associations or industry groups should produce aptitude tests to gauge the skills and abilities of immigrants so they can practice their profession or find out what specific skills or qualifications they lack so they can get the education they need in a timely fashion.
- Identify sectors where shortages of skilled workers are expected, and use these as both inputs into international student recruitment and immigration

- policies. Additionally, these opportunities should be advertised to potential new Canadians, and provide an excellent mechanism to communicate regional areas of opportunity. This could be particularly powerful in Atlantic Canada, and was strongly supported by participants from that region.
- Consider evaluating success in this area by measuring increases in international students at Canadian universities, or international graduates who remain in the country post-graduation.
 - Offer graduates of any accredited university a one-year work permit to work in Canada, with options for renewal. This will bring young people to the country and provide opportunities for Canada and its citizens to build relationships with citizens of other countries.

2. Major Challenges: Top 3 challenges to building a skilled workforce:

1st Challenge: Developing a 'management class' and attracting top talent

Perspective:

- The Government of Canada should take steps to build Canada's 'management class'. There is a scarcity of deep entrepreneurial experience in Canada and entrepreneurial wisdom takes time to build. It is felt that this problem needs to be addressed by the government, and that programs and projects should be implemented to 'flush out' the entrepreneurs in Canadian society and reward them with a chance to be involved in innovations in its varying stages.

Recommendation:

- Roll out programs like the Martin Walmsley Fellowship for Technological Entrepreneurship (offered by the Ontario Centres of Excellence) to facilitate the required cross-functional educational experiences.
- Build opportunities for mentorship from Canada's existing leaders. Canada25 advocates the creation of a seminar class as a forum for mentorship. This type of continuing education program would be designed to wed the benefits of a formal course curriculum, created by an educational institution, with real-life leadership experiences, contributed by different Canadian leaders.
- Facilitate opportunities for cross-disciplinary experience at the undergraduate and graduate level as a matter of course. This could take several forms: through internships (e.g. science student in government policy branch, business student in a lab, engineer in a start-up); through mandatory course requirements or through field work

2nd Challenge: Coping with shifting demographics and international competition for talent

Perspectives:

- The competition for international skilled labor is intensifying and Canada will be challenged to offer an attractive package.
- The shortage of skilled workers will occur due, in part, to a population that is aging and retiring from the workforce. We should look for opportunities in this demographic shift, such as increased occasion for mentorship and intergenerational learning.
- Higher expectations are being placed on Canada's employers in a market that will have more jobs than potential hires in the next decade. As a result, employers must work harder to attract and retain skilled labour.
- Change the perspective that we are doing immigrants a favor by letting them come to Canada to the perspective that we are honored that talented individuals from around the world would chose Canada as a place to live and work. The government should reflect that mentality throughout the immigration process, and we should work to instill the same sentiment in our population.

Recommendations:

- Develop programs to integrate the skills and qualifications of immigrants into our economy more quickly. A recent study in Ontario, for example suggested that less than a quarter of immigrant professionals were working in the area in which they were trained, and nearly 30 percent are underemployed. We need to track the time it takes skilled immigrants to find meaningful employment. All sectors must work to identify and overcome the barriers (e.g. lack of networks could be facilitated through industry mentorship programs; skill gaps could be closed more quickly with the support of professional associations).
- Encourage and subsidize Canadian companies with their continuing education efforts to help Canada develop better-trained workers. This could take the form of grants to industry groups or tax incentives from government.
- Conduct the skills agenda in conjunction with the innovation agenda in a way that is understood by all stakeholders. The productive utilization of all Canadians, including youth and Aboriginals is very important, as is tapping the experience of older generation worker as mentors to the young.

3rd Challenge: Building a strong brand of Canada as the place to work and live

Perspectives:

- Canada25 feels that more can be done to shape Canada's image as a destination for talent. We must emphasize its ability to provide meaningful employment opportunities, to support and encourage multicultural diversity, and to deliver a high quality of life.
- This could be a potential opportunity to launch a meaningful national dialogue on our shared values and aspirations. Simple advertising is not likely to engender faith into the messages among the population, who ultimately are Canada's best salespeople.

Recommendations:

- Market the success stories of Canadian business or research excellence to the world. Such marketing efforts should be directed to our target audience of foreign skilled talent and investors.
- Utilize our sector councils when conducting Trade Missions abroad.
- Develop a support network of expatriate Canadians with programs such as a 'Congress of Canadians' that could be established, composed of expatriates in top positions abroad. This group could service as a senior advisory body to Canadian governments and businesses to aid international outreach, and provide direct input into policy, trade or investment strategies. Canadians abroad will be an important part of promoting Canada's reputation in foreign countries as a great place to live and invest, and we should ask for their assistance in selling our story.
- Leverage our inherent appreciation of our multicultural heritage in international marketing efforts. Our communities welcome new Canadians of any ethnicity and encourage them to keep their culture alive.

3. Government of Canada Priorities: Do the proposed Government of Canada priorities help you to address challenges?

Yes X No

Overall, the government's priorities capture what needs to be done to build a skilled workforce. However, Canada25 believes that some of the priorities need to be better defined or reexamined to be effective. The following points were raised:

"Create a world-class scholarship program."

Perspectives:

- While the concept of creating a similar program to the Rhodes Scholarships is excellent, the Rhodes Scholarship may be too exclusive and may not reward

enough Canadians. The 99th percentile is not the only group who will go on to do great things for Canada.

- Respondents were unclear if the Trudeau Fellowship program was the sole intention of this recommendation, if so, if there were opportunities to input its development, or if other scholarships are being considered

Recommendation:

- Consider emphasizing areas of Canadian uniqueness or strategic importance. Unlike the Rhodes scholarship, which awards on the basis of general ability on any given field, emphasis should be given to researchers or practitioners in certain industry sectors that Canada has identified as economic priorities or fields where Canada expects a skills shortage. Furthermore, to encourage scholarship recipients to work in Canada, the scholarship should be paired with the opportunity to work with a world-class Canadian company in the award-winner's chosen field, or in a high-level public service position.
- Consider instilling a public service element to the Trudeau Fellowship (e.g. perhaps winners would also receive a six or twelve-month strategic position in the civil service) to ensure that leading-edge thinking is captured in the bureaucracy.
- Ask Canada Rhodes Scholars or other international scholarship recipients for help in shaping the Trudeau awards.

“Use a redesigned temporary foreign worker program and expanded provincial nominee agreements in order to facilitate the entry of highly skilled workers, and to ensure that the benefits of immigration are more evenly distributed across the country.”

Perspective:

- If we force immigrant workers to locate to where they are needed most as opposed to where they want to be, we may be infringing upon their rights. Although Canada25 realizes this is likely not the intention, the wording is unclear.

Recommendation:

- Ensure clarity of intention by committing to better educating immigrants on the various opportunities and cultures that exist in different regions of the country (and allowing these regions to create their own pitches) so immigrants themselves can decide where the most appropriate opportunities exist for them, so regions have the flexibility to recruit immigrants most likely to succeed given the cultural and labour market realities of the region (e.g. expansion of the provincial nominees program).

4. Innovation vision to support a skilled workforce:

See Appendix B

5. Commitments

The following reflects pledges made by a number of our Canada25 members and their suggestions for other organizations:

Who	Time Frame	Action
Canada25	1 year	Provide input into the development of scholarship programs Support the development of our messages to the world ("brand"), both with our Canadian-based and overseas membership
	2-3 years	Lease between business and academia to better understand what young people need to be successful in their careers
	Ongoing	Continue to develop its chapters and membership outside Canada, use its organization and policy groups to engage them in Canada's policy development, and communicate the findings of these conversations to government and other stakeholders Ensure our Canadian chapters reach out to immigrants to increase opportunities for all young residents to engage in these and other relevant policy debates in Canada
Government/ Professional Organizations/ Academic Institutions	1 year	Expand programs such as the Academic Credential Assessment Service (ACAS) and Access to Professions and Trades offered by the Government of Ontario to recognize foreign credentials. Also develop frameworks to provide more information about Canadian labour market trends for domestic and foreign-trained professional and Sector Councils
	2 years	Create Congress of Canadians

	3-5 years	<p>Create standardized skill assessment tests for immigrants</p> <p>Examine recognition of foreign academic research</p>
Individual organizations	1 year	Provide information to students about career development and assist with professional management and entrepreneurship training
	Ongoing	Host students in co-op or internship programs (if not doing so already)
Universities	1 year	Ensure top graduate departments are included in international rankings
	1-2 years	<p>Create and fund multidisciplinary research teams</p> <p>Examine opportunities for multidisciplinary course offerings, and commit to developing increased offerings in a reasonable time period</p>
	3-5 years	Offer specialized orientation training for students in all disciplines that would provide familiarity or a general knowledge introduction to local industry clusters
Businesses	1 year	Implement an exchange program with their employees that have similar job duties in other offices (either across the country or internationally). In this way, both employees gain new skills and understanding of the organization and Canada can attract more foreign talent.
	1 year, ongoing	<p>Recruit ex-patriate Canadians to board positions to strengthen reach</p> <p>Arrange a "Team Canada" recruiting mission to top academic institutions outside Canada</p>
	2-3 years	Develop immigrant mentorship/coaching programs (could be in collaboration with professional or industry organizations)
Government	1-2 years	Increase funding available to universities

6. National Issues: Top 3 issues that need to be addressed at the national level.

In addition, see section 2: Major Challenges for more information on the following issues.

1. Recruiting foreign talent and recognition of foreign credentials

Perspective:

- The government needs to address job market exit due to an aging population through an immigration policy that recognizes foreign credentials, and consider providing incentives to change the way people retire.

Recommendations:

- Establish standards for skill recognition. National professional associations, academic institutions and the government could all cooperate in establishing an international standard for skills and a system of evaluating foreign credentials in relation to Canadian credentials.
- Create a talent-driven equivalent to the Team Canada trade missions may help in promoting Canada to foreign talent. Representatives from HRDC, CIC, and Canadian employers and universities could conduct recruiting missions in foreign countries. The team would visit foreign university campuses and select job fairs to recruit top talent and sell Canadian cities as a place for bright people to immigrate.
- Speed up processing of all permanent residence applications so that time is less than the typical 'independent class' application.
- Formalize alumni networks of expatriate Canadians, both to facilitate networking, but also to provide a network of skilled Canadians with international experience.

2. Branding Canada

Perspectives:

- Building a risk-taking culture, supported by entrepreneurs who are prepared to take risks and innovate, is crucial. Selling Canada as a place to work and live is also an issue that needs to be addressed at the national level.
- "Brand-building" exercise must not be just one of advertisements or propaganda, but must be developed and supported by population

Recommendation:

- Consider promoting more strongly the career and lifestyle opportunities in Canada for highly skilled, ambitious people around the world. Canada needs to actively promote itself worldwide as more than a wilderness tourist destination, but as a great place to live and make a career. For CIC, this additional mandate would require a fundamental mind-shift, since it has traditionally been more of a gatekeeper than a talent scout.

3. Encouraging Lifelong Learning Among Canadians

Perspectives:

- Innovation requires the continual upgrading of skills throughout one's lifetime and the teaching of particular skills, such as the management class skill set, can only be taught successfully once Canadians have entered the workforce. Canada25's members have been discouraged by the lack of employer support for the high cost associated with continuing education programs.

Recommendation:

- Consider increased tax concessions to private and voluntary-sector employers who provide ongoing learning/education opportunities to their employees.

Issue #3 – Setting the Right Business and Regulatory Environment

Government has a strong role in making excellence the Canadian “brand” worldwide. Ensuring that we are known worldwide as a nation of innovation.

Innovation Environment Targets :

- Ensure Canada's business taxation regime continues to be competitive with those of other G-7 countries.
- By 2004, fully implement the Council of Science and Technology Advisors' guidelines to ensure the effective use of science and technology in government decision-making.
- By 2005, substantially improve Canada's profile with international investors.
- By 2010, complete systematic review of Canada's business and regulatory policies to ensure that they support an innovative economy, while protecting our quality of life.

Deleted:

Discussion questions

- 1. Targets:** Are the targets appropriate to support the required environment for Canadians, businesses and communities to maximize the potential for innovation?
- 2. Major Challenges:** What are the main challenges preventing Canadians and businesses to being more innovative?
- 3. Government of Canada Priorities:** Do you think the proposed Government of Canada priorities (page 11, Executive Summary) create a more innovative environment?
- 4. Innovation Vision:** How could your organization take advantage of an improved innovation environment?
- 5. Commitments, Actions, Timelines:** What action should be taken over the next year? The next five years? Who should lead (federal government, provincial government, etc)?
- 6. National Issues:** What innovation environment issues must be dealt with at a national level?

1. *Targets:* Are the targets appropriate to support the required environment for Canadians, businesses and communities to maximize the potential for innovation?

In general, Canada25 believes that the targets are appropriate, however, several concerns were noted:

“By 2010, complete systematic expert reviews of Canada's most important business and regulatory regimes.”

Perspective:

- There was concern that a 2010 deadline for completion of our business and regulatory regimes was too long
- The government should use a 3rd party organization, or group of organizations, to undertake the review to ensure an unbiased evaluation

Recommendations:

- Encourage a more rapid execution of this target, perhaps moving the target date to 2007.
- Ensure a truly independent, third-party organization (or group of organizations) undertakes this systematic review to free the process and findings of any political bias. This group should then ensure that the results are released to the public.

“Ensure Canada's business taxation regime continues to be competitive with those of other G-7 countries.”

Perspective:

- While it is important to monitor our business taxation regime in light of policies in other G7 nations, as outlined in the second target, it is felt that benchmarking should not be restricted to G7 nations
- The corporate capital tax, by raising the cost of capital, could have an unduly adverse impact on our ability to attract investment (in fact, few OECD countries employ it)
- While taxation is not generally a primary motivator for young Canadians, there is a recognition of its effect on creating a dynamic business environment, particularly if it means head offices and senior business and academic leaders do not chose Canada for tax reasons
- People living outside Canada perceive Canada as a high-tax jurisdiction. Although Canada's personal taxes will likely always be higher than those in the US, there are two points that need to be made clear. The first is that our tax regime has changed significantly in recent years, and the second is a clear

articulation of the trade-offs involved with various tax regimes, and what benefits result from a higher tax bill.

Recommendations:

- Do not limit benchmarking to G7 countries only, particularly in industries where Canada's primary competitors may not be G7 nations.
- Closely monitor personal tax differentials (in particular, between Canada and the US) and more importantly, strongly promote and explain the trade-offs so that Canadians understand that their difference in take-home pay has a commensurate benefit in other areas.
- Reevaluate use of corporate capital tax (in jurisdictions that employ it)

2. Major Challenges: What are the main challenges preventing Canadians and business to being more innovative?

Perspectives:

- Many of the challenges mentioned by Canada25 team members in this area were similar to those addressed in Issue #1 (such as creating a culture of innovation in Canadian citizens, uniting under a shared vision and supporting smaller companies).
- Canada25 believes that the largest challenge identified in this section related to our ability to increase knowledge of Canada and Canadian opportunities/strengths abroad, particularly in light of comparisons to the United States.

Recommendation:

- Leverage the reputations of current investors in Canada (whether they be executives from our Canadian companies, foreign banks or other private investors) as well as Canadians living outside of the country to develop and sell the story of the opportunity in Canada.
- Utilize Sector Councils over larger Team Canada missions
- Facilitate and encourage international exchange to help Canadians develop relationships with citizens in other countries, and in doing so, facilitate the contribution of a network of informal ambassadors to the country's image

3. Government of Canada Priorities: Do you think the proposed Government of Canada priorities (page 11, Executive Summary) create a more innovative environment?

- Respondents felt that the three priorities in this section would help create a more innovative environment. The concerns addressed were similar to those

outlined in the above sections, particularly with respect to the development of the Canadian "brand."

4. Innovation Vision: How could your organization take advantage of an improved innovation environment?

See Appendix B

5. Commitments, Actions, Timelines

Who	Time Frame	Action
Federal Government, in collaboration with Provincial Governments	1 year	Outline framework and timeline for taxation/regulatory review
	5 years	Conduct reviews of regulatory regimes given changing national or international dynamics
Municipal Governments and key private sector industries	1 year	Outline key regulatory barriers impeding their communities/industries
Independent Body	1 years	Undertake formal review of business and regulatory regimes
	5 years	Report findings of review to public
Canada25	1 year	Leverage Canada25's network of young Canadians worldwide to explore the perceptions of the Canadian regulatory environment Provide input into the development of the Canadian "brand" or story
	5 years	Continue to provide feedback on Canada's image as a place to work and invest abroad, and continue to contribute to the development of Canada's profile
Federal Government (with input from key sectors and industries)	1-2 years	Set benchmarking framework and targets

	Ongoing	Evaluate and compare Canada's performance
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6. National Issues: What innovation environment issues must be dealt with at a national level?

The following issues were those cited as the most important ones to deal with at a national level:

1. Facilitating the integration and collaboration of various stakeholders.

Perspective:

- While the report is right in articulating that innovation is the business of all Canadians, the federal government and provincial partners must clearly articulate an overall consistent vision, and invest in and support the development of networks that will encourage and keep stakeholders working together (and even at times when government is not directly involved).

Recommendation:

- Several ideas on how to do this are presented in Issue #1.

2. Integrating feedback from industry as a matter of course.

Perspective:

- Ensuring the successful roll-out of the strategy will require ongoing consultation with industry in policy circles and an ability to respond to change.

Recommendations:

- Institutionalize consultations. Regular meetings and check-in points are one way to do this, but longer-term, it is worth creating permanent consultations and advisory bodies.
- Consider creative ways to bring industry experts into the public service, if even for short bursts, to help facilitate seamless feedback. Private sector companies, for example, could facilitate exchanges between their institutions and the public service, or encourage employees to take sabbaticals to increase understanding between the two sectors.

3. Supporting the exploration of opportunities in new markets.

Perspectives:

- Although strong economic ties with the US are an inevitable result of geographic proximity, supporting companies looking to diversify market opportunities is something that should be supported at the national level so Canadian businesses, particularly smaller ones, can find opportunities elsewhere if desired.

Recommendation:

- While this invariably involves developing and executing an image development strategy, it could also include easy provision of economic and market data from other countries to small business.

Issue #4: Strengthening Communities

A paradox of the global, knowledge-based economy is that sources of competitive advantage tend to be localized. Communities and regions across Canada use their knowledge resources to create economic value, and only there do the elements of the national innovation system come together.

In the past, Canada's economy was primarily dependent on natural resources and manufacturing, giving an advantage to communities close to natural resources or to major markets. In the global knowledge-based economy, key assets are less geographically dependent. Knowledge and expertise can be developed and exploited anywhere. Communities can become magnets for investment and growth by creating a critical mass of entrepreneurship and innovative capabilities.

Innovation thrives in industrial clusters — internationally competitive growth centres. A common feature of clusters is the presence of institutions devoted to R&D -- universities, technical institutes, research hospitals, government laboratories or private sector facilities. Such clusters already exist – financial services in Toronto, information and communications technology in Ottawa and aerospace in Montreal. Successful clusters have a strong and vibrant entrepreneurial base of networked and interdependent firms, which ultimately accelerate the pace of innovation, attract investment, stimulate job creation and generate wealth.

Strengthening communities' targets:

- By 2010, develop at least 10 internationally recognized clusters.
- By 2010, improve the innovation performance of communities across Canada to bring the benefits of innovation to every part of the country, rural and urban.
- By 2005, ensure that high-speed broadband access is widely available to Canadian communities.

Discussion questions:

- 1. Targets:** Are the targets appropriate to ensure Canadian communities attract investment and remain great places to live?
- 2. Major Challenges:** What are the major challenges in developing Canadian communities into clusters for innovation?
- 3. Government of Canada Priorities:** Do you think the proposed Government of Canada priorities (page 13, Executive Summary) help you to address these challenges?
- 4. Innovation Vision:** What can your community do to become a cluster of innovation? What is required? What must others (government, business, community leaders) do?

- 5. Commitments, Actions, Timelines:** What are can you do over the next year? The next five years? What should others (federal government, provincial government, etc)?
- 6. National Issues:** What innovation issues must be dealt with at a national level?

1. Targets: Are the targets appropriate to ensure Canadian communities attract investment and remain great places to live?

Yes No

The majority of Canada25 respondents agreed that the targets are appropriate. The following comments were made:

Target: By 2010, develop at least 10 internationally recognized clusters.

Perspectives:

- Respondents were unclear as to the intention of the goal and the timeline. 10 years is likely enough time for some areas to grow, but likely not for others. Other clusters are already well on their way to being internationally recognized, some are there already.
- It was widely held that internationally competitive clusters could not be built, but have to emerge on their own given the resources and talent available to a given region. This implies that the focus should be on creating the right atmosphere for cluster development.
- There was discomfort with the idea of “picking winners.”

Recommendations:

- Dedicate resources (government, university, industry) to ensuring that the “ingredients” for successful cluster development are in place, and developing multi-sector strategies on how the gaps will be filled
- Consider targets such as: “Better promote and support secondary support infrastructure in already-recognized clusters X,Y, ; provide infrastructure support for emerging industrial strength in A,B,C” or similar targets that acknowledge the varying stages of cluster development in Canada

Target: By 2010, improve the innovation performance of communities across Canada to bring the benefits of innovation to every part of the country, rural and urban.

Perspectives:

- Again, a high degree of confusion over the intention of the target, and how it would be achieved in discrete, measurable terms.
- It is important that the relationship between innovation and economic development is explained, particularly for smaller cities or communities
- Infrastructure requirements will be important in many of these locations

Recommendations:

- Ensure co-ordination with local economic development offices, and build targets around the areas where the federal government's support is most needed (e.g. infrastructure, joint marketing, networking)
- Build a network of communities (i.e mayors, town councilors, elected innovation representatives, etc.) across Canada so that local innovations that smaller towns have used to better their community can be shared with other towns and celebrated.

2. Major Challenges: What are the major challenges in developing Canadian communities into clusters for innovation?

Top 3 challenges:

1st Challenge: Making sure that the cluster framework is understood and applied for the good of individual communities.

Perspectives:

- It is not always clear how clusters apply to all communities; it is often seen to apply to massive, internationally competitive regions of self-reinforcing businesses, networks and institutions, and not necessarily as a relevant development model for all Canadian communities.
- There was also concern that a specialized model may mean an over-dependence on one industry for growth. Several respondents noted the devastation that occurred in regions dependent on fishing and mining, and warned against an "all eggs in one basket" approach for smaller communities.

Recommendations:

- Commission academic and industry study on cluster theory in the Canadian context to determine guidelines and frameworks for when clusters should be considered for a Canadian community. It is felt that our country is unique from other countries in terms of our outlook, perspectives and geography and that cluster theory should be applied with reference to our unique situation.
- In communications, ensure clarity about what is intended by a "cluster." It must be understood by Canadians that not everywhere is going to be a cluster, but that the framework can be a useful tool. One delegate offers the following commentary that illustrates this point:

"From my conversations with economic development (ED) people in Regina, I know that the ED authorities in Regina, Edmonton and Winnipeg all operate with a cluster strategy at present. This is not necessarily because these cities believe that they will establish

world-class centres of excellence in the clusters they identify. Rather, and more simply, because some economic opportunity or concentration exists that could be an important growth opportunity for the local economy. A 'cluster strategy' is really a way of saying "let's get all the stakeholders in, e.g., Regina's film and multimedia industry together on a team to tackle, jointly, the barriers and opportunities for growth. "Cluster" is a planning framework that makes it easier to focus and prioritize economic development efforts – and *all cities can benefit* from that kind of focus.

A 'cluster strategy' also allows us to be more strategic about which businesses/industries it targets to attract to the city. The Regina authority calls this "value chain gap analysis." Back to the film/multimedia example: Regina has a new, state-of-the-art sound stage for producing professional TV/film works. It also has a growing set of related arts and training programs at the university and technical colleges. But suppose Regina lacks post-production editing services. Thinking in cluster terms helps the ED authority to recognize this gap and build an attractive business case that it can present to post-production studios: "We have a growing concentration of film and multimedia development in Regina, but no one locally who provides post-production services. An opportunity exists for a studio like yours to set up shop and serve this need in the local industry."

2nd Challenge: Expand the definition of innovation in terms of grants and tax incentives for R&D.

Perspectives:

- The current government rewards for innovation are too narrow, as they only reward technological innovations and ignore other innovations that are equally as important to creating globally competitive Canadian companies and cities.
- For example, IRAP, TPC, SHRED and other grant or tax incentive programs operate under a narrow definition of innovation that often excludes innovative projects from eligibility for support. It is felt that innovations including new, complicated debt or equity instruments for financing early-stage companies or new statistical tools/databases that give Canadian companies managerial advantages should also qualify for R&D credits under these programs.

Recommendations:

- Widen the definition of innovation used in government tax incentive programs to aid those who are helping meet the innovation challenge, and

impacting the global competitiveness of our companies with non-technical innovations.

3rd Challenge: Benchmark the potential of emerging clusters.

Perspectives:

- After we better understand the requirements of a cluster and the applicability of its framework in the context of Canada's various industries and geographic areas, we should monitor and benchmark the progress of these clusters to make sure the environment continues to be supportive.

Recommendations:

- Develop a benchmarking assessment tool so that Canadian communities can be compared with their counterparts and competitors.

3. Government of Canada Priorities: Do you think the proposed Government of Canada priorities (page 13, Executive Summary) help you to address these challenges?

Yes No

Canada25 respondents were in agreement that the first two priorities will help address the challenges. However, the last priority concerning the deployment of broadband was often outlined as an ineffective driver of community innovation strategies in of itself; the feeling was that the priority felt out-of-place in the larger paper. The Internet is felt to be a tool of education, and of disseminating innovation, but it must be tied into a larger community development strategy. Many respondents felt that supporting businesses and business infrastructure would go much further towards aiding innovation than publicly subsidized Internet access in many communities.

4. Innovation Vision: What can your community do to become a cluster of innovation?

See Appendix B, and the overview memo that describes Canada25's commitment moving forward.

5. Commitments, Actions, Timelines

Who	Time Frame	Action
Canada25	1 year	Investigate the specific characteristics of successful innovative communities within the Canada25 network and continue to solicit meaningful feedback.
	Ongoing	Continue to develop our chapters across the country, and through our innovation policy team, continue to develop and implement ideas on how to develop more innovative communities
Government	2-3 years	Identify top three cluster/community innovation inhibitors and establish concrete mitigation strategies Evaluate tax concessions and examine areas to support non-technical innovation
Government/ Universities	2-3 years	Identify what is required to make a successful Canadian cluster. Identify other communities with the potential to become one of these success stories, based on the proven criteria.
Universities	2-3 years	Study the dynamics of cluster theory and how to apply it in the Canadian context and develop tools for tracking and benchmarking the strength of our clusters
Government + Industry	5 years	Continue to implement and support cluster and community development with financial aid and guidance, and promote the strategic regions internationally.
Government	5 years	Continue to monitor active, globally competitive clusters and determine changing requirements.
Government	5 years	Make efforts to support innovation in non-technical disciplines that help Canada meet the goals laid out in the innovation strategy.
Industry	5 years	Find ways to de-risk or alter the existing risk-averse corporate culture in Canada and embrace a more productive perspective of risk/reward balance. (e.g. host speaker series to assist in education element)

6. National Issues: What innovation issues must be dealt with at a national level?

1. Mobilizing Canadians to actively participate in the innovation strategy.

Perspectives:

- Given the ambitious and necessary scope of the innovation strategy, it will be challenging to draw Canadians into the process and ensure they see its relevance
- Resources should be committed to developing community networks, networks of innovative expatriate Canadians (e.g. in Houston, Austin, San Francisco and North Carolina as a start), and networks of people practicing innovation in Canada

Recommendations:

- Ensure the innovation strategy is couched in broad terms, and that the relationship between clusters and economic development is described in a way that makes sense to all communities
- Commit money and time to network-building activity and opportunities for diverse Canadians to come together to share ideas and work together on issues of common importance
- Build a co-ordinate network of Canadian professionals living abroad that has the experiences to contribute to the innovation agenda. Although informal, localized networks exist in many urban centers (e.g. Canadian Clubs, university alumni branches, the Digital Moose Lounge in Silicon Valley), these independent networks should be leveraged and connected together to create a worldwide network of Canadian ex-pats, and provide them with a channel to Canadian contacts and opportunities. Such a network could also be used to help solve one of Canada's bigger challenges in building a more dynamic economy: the lack of veteran entrepreneurs in Canada.

2. Integrating the efforts of stakeholders in cluster and community development.

Perspectives:

- It is imperative to get those responsible for providing the ingredients for cluster or community development to work together to develop a coherent method of exploring development options
- Many local economic development offices have comprehensive strategies in place; it must be clear how the federal government is working to support and connect these efforts

Recommendations:

- Facilitate study into the requirements of cluster development in the Canadian context
- Work with local economic development authorities to prepare cluster profiles, and identify a clear and agreed-to role for the federal government (e.g. joint marketing, infrastructure support, international assistance, network development)

Appendix A: What is Canada25?

Canada25 is a non-partisan organization with the vision of promoting a new definition of citizenship and the role of young Canadians in the development of Canada. We work to engage young Canadians living around the world in Canada's public policy debates. We hope to become an even stronger voice that encourages young people to share their concerns and propose solutions, and one that sparks new ideas and debate among Canada's leaders, business people, academics and citizens.

In the spring and summer of 2001, Canada25 convened a group of young Canadians to develop perspectives on how Canada can attract and retain young talent. The results of the delegates' work, published in July 2001 in a report entitled "*A New Magnetic North: How Canada can Attract and Retain Young Talent*," address the issue from a variety of sectors, including research and academia, arts, entrepreneurs, health, business, teaching and the public and voluntary sectors. The primary recommendations in this report surrounded the need for Canada to develop a culture of innovation that transcends all facets of our lives.

The interest generated from this report, both among young Canadians and other stakeholders, has enabled Canada25 to engage in a number of activities, four of which contributed to the completion of this submission. The first was an attitude and opinion survey aimed at young Canadians to better understand their perspectives on Canada, its cities and their innovation potential; the second was a series of regional roundtables held across Canada and the US on how our cities can be better economic development engines and more vibrant places to live; the third was a national forum, held in Victoria, BC in late July, which summarized the roundtable work; and finally, Canada25's innovation policy team, which provided specific reactions and conducted more targeted research into Industry Canada's draft Innovation Paper.

Canada25 was incorporated in 2001, and is supported by the generous donations of a number of organizations, including McKinsey & Company, the RBC Financial Group, the Government of Canada, CN, Aventis Pasteur, Aliant Inc., Petro-Canada, Enbridge, the Canada Lands Company, the Province of Manitoba and the City of Winnipeg and APEX Public Relations. For more information on Canada25, please visit our website at www.canada25.com, or contact our office by phone at 416.313.3884 or by email at info@canada25.com.

Appendix B: What is our vision and definition of innovation?

Throughout the duration of our research, we have worked to build on the following vision for and definition of innovation, which is taken from our July 2001 report "A New Magnetic North: How Canada can Attract and Retain Talent."

In this report, we defined innovation as a culture that begets challenging opportunities, celebrates successes, and empowers individuals to fully utilize their skills and ideas. More specifically, we defined it as:

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

We all stressed the importance of thinking about innovation as something that crosses all sectors of society, and encouraged all to think about developing and nurturing the abilities in all Canadians to create and contribute to this vision. Specifically, we stated:

"More than ever, we need innovative solutions in all facets of our lives: social innovation to build a fair and equitable society; economic innovation to foster investment; policy innovation to solve the challenges of our demographic profile; and cultural innovation to strengthen our national pride. Innovation is at a premium – and the fuel for innovation is talent."

Although individual team members responded with various comments on their innovation visions under each section, we as an organization have continued to work with the above definition. If any member of the Innovation Secretariat, or any other reader of this document, is interested in seeing the team's responses, please contact Canada25.