

# ACTION CANADA

BUILDING LEADERSHIP FOR CANADA'S FUTURE



## 2010/2011 FELLOWSHIP REPORT



PRIME MINISTER . PREMIER MINISTRE



*I am pleased to extend my warmest greetings to the readers of the Action Canada 2011 Annual Report.*

*Since its founding in 2002, Action Canada has been investing in Canada's future. Its national fellowship program — centred around a series of intensive, cross-country working conferences — offers promising young Canadians the opportunity to embark on an exceptional 11-month journey: one that will enhance their leadership skills, broaden their understanding of our country's diversity and its public policy issues, and inspire them to make Canada the best that it can be.*

*I would like to commend all those involved with Action Canada for their commitment to nurturing and developing our nation's leaders of tomorrow. I would also like to commend all of this year's Fellows for their significant contributions. I am certain that you have come away from this experience with a new-found confidence in your abilities, and I wish you all the best as you each go on to make your unique mark on our great country.*

*On behalf of the Government of Canada, I wish you continued success.*

*The Rt. Hon. Stephen Harper, P.C., M.P.*

OTTAWA  
2011



Sam Belzberg, Minister James Moore, Cathy Beehan and David Aisenstat at the National Selection Committee Dinner, Ottawa

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## Message from the Co-Chairs

It gives us great pleasure to invest in the development of young Canadians who have demonstrated leadership and who seek to become more effective future leaders for our country. This is possible through Action Canada's successful public/private partnership with the federal department of Canadian Heritage. We thank the Government of Canada for its new three-year commitment to Action Canada, beginning in 2010, and especially for the engagement and support of the Honourable James Moore, Minister of Canadian Heritage and Official Languages.

This investment produced noteworthy dividends in 2010/2011, in particular the Fellows' work on three public policy issues: Household Debt, Building a Global Network of Canadians Abroad, and A National Strategy for High-Growth Entrepreneurship. We commend the 2010 Fellows for their task force reports on these issues and for their outstanding success in attracting Canadians' attention to these important challenges and the opportunities they present.

As co-chairs of Action Canada we are proud to be associated with the growing network of Fellows – now 120 strong – our federal government partners, and our executive and advisory teams.

## Sam Belzberg and David Aisenstat

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## Message from the Founding CEO

No person can better describe the importance of Action Canada or the impact it has for all Canadians than our Fellows. Therefore, having presented many Action Canada annual reports, this year, I let the Fellows speak for the program. Readers will note that much of this report is in their words. These quotes are from their end-of-fellowship year letters, and feedback surveys.

The participation and work of the Fellows in this fellowship year were without par. The success the program enjoys would not be possible, however, without the outstanding commitment and contribution of the Action Canada advisors. It is a privilege to work with our Fellows and this extraordinary advisory team.

Finally, I admire the dedication of our private sector partners. I have worked with, and been challenged by, Sam Belzberg for nine years. Over the past year, I've had the privilege of getting to know and work with David Aisenstat. Canada is fortunate that they care so much and work so hard for its future.

## Cathy Beehan

## Partners

Two eminent Canadians – Sam Belzberg, a Vancouver businessman and philanthropist, and Jack Blaney, Simon Fraser University president emeritus – founded Action Canada in 2002. To support the program, they created a unique public/private partnership with the Government of Canada.

In 2009, David Aisenstat, President and CEO, Keg Restaurants Ltd., joined as a new private sector partner and co-chair.

### ACTION CANADA DIRECTORS

Co-Chairs: Co-Founder **Sam Belzberg**, OC, BC, and President and CEO, Gibralt Capital Corp.; and **David Aisenstat**, President and CEO, Keg Restaurants Ltd.

Past Chair: **Clay Horner**, Chair, Osler, Hoskin & Harcourt, LLP.  
Secretary-Treasurer: **Jodi White**, distinguished senior fellow, Carleton University

### ADVISORY COUNCIL

Co-Chairs: **Frances Belzberg**, CM and **Ann Cowan**, former Executive Director, Simon Fraser University Vancouver  
**Lisa Belzberg**, Founder and Chair Emeritus, PENCIL (Public Education Needs Civic Involvement in Learning)

### EXECUTIVE

**Cathy Beehan**, Founding CEO

### ADVISORS

**Andrew Cohen**, Professor of Journalism and International Affairs, Carleton University  
**Bob Foulkes**, Principal, Bob Foulkes Communication  
**Rae Hull**, Vice President, Content Development, Magnify Digital  
**Antonia Maioni**, Associate Professor, McGill University  
**Andrea Rose**, Professor, Memorial University of Newfoundland  
**Malcolm Rowe**, Justice, Court of Appeal, Newfoundland and Labrador  
**Janet Smith**, retired Federal Deputy Minister

## National Selection Committee



**Jack Blaney and Julie Payette**

Action Canada's ability to identify outstanding young Canadians is exceptional and an important strength of the program. This is possible thanks to the support of the prominent Canadians who volunteer their time to sit on our National Selection Committee (NSC).

The 2010 NSC included Astronaut **Julie Payette**, President of the Natural Sciences and Engineering Research Council  
**Suzanne Fortier**, and three Fellows: **Flavie Major '03**, Counselor, Political Affairs, Canadian Embassy, Paris; **Kris Frederickson '04**, Project Manager, Canadian Environmental Assessment Agency; and **Rebekah Young '06**, Chief, Development Institutions, Finance Canada.

They joined Board and Advisory Council members **David Aisenstat**, **Sam Belzberg**, **Fran Belzberg**, **Lisa Belzberg**, **Jack Blaney**, **Clay Horner**, **Jodi White** and Action Canada advisors **Malcolm Rowe** and **Antonia Maioni** for three days of candidate interviews and NSC meetings. As in previous years, **Andrea Rose** and **Janet Smith** served as advisors to the NSC.

*"I was honored to have the chance to contribute a little to the success of the latest recruitment campaign."*

*– Julie Payette, Astronaut*

## Leadership for our Future



Northwest Territories Commissioner George Tuccaro (centre) with David Aisenstat (front row, second from right), Tony Penikett (back row, third from left) and Fellows, Yellowknife

*"Extraordinary experiences in extraordinary company  
– that's Action Canada."*

*– '10 Fellow Adam Goldenberg*

Imagine a network of young Canadians whose talents, experiences and perspectives represent the entire Canadian mosaic. Now imagine them connected through a premiere fellowship that builds leadership for Canada's future.

This is Action Canada – a national fellowship program for promising young Canadians.

Our goals are to enhance the Fellows' leadership skills, broaden their understanding of Canada and its policy choices, and build a network whose members will support each other in making our country the best it can be.

*"I was struck by the absolute value of bringing a range of experiences and professions together to analyze the challenges facing our country and creatively examine the many dimensions of policies to address it," says '10 Fellow Brenna Donoghue. "This isn't happening enough in Canada today."*

## 2010/2011 Fellows



**Front row: Shannon Wells '10, Brenna Donoghue '10, Phillippe Ouellette '10, Ali Okhowat '10, Fran Belzberg, Sam Belzberg, Erin Spink '10, Jack Blaney, Tiara Létourneau '10, Scott Robertson '10, François Vincent '10, Suzanne von der Porten '10, Derek Dunfield '10. Back row: Mark Podlasly '10, Kyle Hill '10, Geordie Hungerford '10, Adam Goldenberg '10, Terry Beech '10, Samir Sinha '10, Kulvir Singh Gill '10 and Cathy Beehan**

Each year, Action Canada selects up to 20 promising young Canadians to join our fellowship program. They are the top candidates from a nationwide call for nominations.

The 120 Fellows who make up the Action Canada Network to date reflect Canada's diversity of gender, ethnicity, language and geography. They exemplify drive, and a commitment to excellence.

The 17 Fellows of 2010/2011 included scientists, lawyers, entrepreneurs, health professionals, business professionals,

public servants, graduate students and a Rhodes scholar. They represented many sectors, including private, public and non-governmental organizations (NGOs). They shared a demonstrated engagement with public policy and a dedication to serving Canada.

*"These are the future leaders of Canada, and the world. Seeing how smart, how poised, how inspiring these young people are gives me great hope for our collective future."*

*– David Jacobson, US Ambassador to Canada*

## The Program



Cathy Beehan, Tiara Létourneau '10, Carol Wilding, Jodi White, Ed Greenspon, David Aisenstat, Lisa Belzberg, Andrea Mandel-Campbell, Terry Beech '10 at the Toronto Conference

*"I believe that no other leadership program in Canada matches the mentoring, on-the-ground experiences and network provided by the Action Canada fellowship."*

*–'10 Fellow Kulvir Singh Gill*

In less than a decade, Action Canada has established itself as Canada's foremost leadership program, offering outstanding young Canadians leadership skills development in addition to cross-country working conferences. These intensive four- to five-day conferences (scheduled around weekends) enhance Fellows' understanding of Canada and its public policy choices for our future. Fellows meet with, and learn from, national and local leaders in government, industry, the media, academia and NGOs, and engage with citizens

during public dialogues. They also participate in Action Canada's signature leadership sessions, including Op-Ed Writing, The Power of the Question, Media Training, Social Media and How Ottawa Works.

During the fellowship year, Fellows work in teams on a public policy project, an exercise that develops skills in teamwork, project management and leadership. Over the years, many Fellows' projects have inspired Canadian policy and touched Canadians' lives.

*"No one in Canada can be told what Action Canada is – you have to experience it for yourself."*

*– '10 Fellow Terry Beech*



## TAKING CANADA TO TASK

Each year, Action Canada Fellows 'take Canada to task.' Working in task forces, they research a pressing Canadian issue and develop policy recommendations, which they present to the federal government and the public. It's a challenge that develops and showcases the Fellows' talents while inspiring new policy ideas to address issues of importance to all Canadians.

This year's task force topics, on the fellowship theme Economic Transformations, were:

- A global network of Canadians abroad
- A national strategy for high-growth entrepreneurship
- Canadians' household debt

The Fellows researched and analyzed these topics in depth. They conferred with leading experts across the country and formed working partnerships with stakeholders. They hosted public dialogues to gain greater insight and bring national attention to these issues. They published op-ed articles on their report recommendations, which were released in Ottawa in February, and were interviewed on leading TV and radio programs. The task force reports are available at [www.actioncanada.ca](http://www.actioncanada.ca).

On the following pages, Fellows describe their task force project experiences.



#### **TASK FORCE ON BUILDING A GLOBAL NETWORK OF CANADIANS ABROAD**

Front row: François Vincent, Adam Goldenberg, Erin Spink. Back row: Kyle Hill, Antonia Maioni (Advisor), Mark Podlasly, Phillippe Ouellette

"In May 2010, I was put in a room with five other Fellows and told to formulate a policy project. Looking around, I saw a political speechwriter, a volunteer-engagement expert, a business analyst, a government bureaucrat and a consultant. I am a physicist. Our hometowns ranged from rural Nova Scotia to urban British Columbia. Our backgrounds were English, French and Aboriginal. Our ages ranged from 23 to 44.

At first, I saw these differences. But as the group started talking, we realized that we all shared a passion for international affairs. Indeed, four of six had spent many years working and studying outside of Canada. We opted to investigate an overlooked policy area along that thread – using Canada's 2.8 million expatriates as an economic resource. Fueled by a combustible mix of passion and

vision, we conceived of a global business network where small- to mid-sized domestic businesses seeking a toehold overseas could be connected to a 'global Canadian' living out of the country. These talented expatriates could help open doors, broker deals and build connections for Canadians at home and abroad.

The results: a published report, an op-ed in *The Globe and Mail*, and meetings with the Prime Minister's Office, the Office of the Leader of the Opposition, the Department of Foreign Affairs and International Trade, and the Canadian Federation of Independent Business, among others. The herculean task of creating, developing, and promoting a policy proposal in less than a year was a resounding success, and all task force members are now regarded as

experts on Canadian expatriate policy. We marvel to one another that this (ongoing) project started at Action Canada, that the program worked, and that bringing together brilliant and ambitious people and letting them share with one another creates connections and projects of incredible beauty and significance.

Action Canada is about connection, and about changing the lives of participants for the better. Our task force learned about Canadian expatriate policy; we learned about Canadian institutions and how to navigate them; we learned how to write succinctly and publish a policy proposal; and we learned that when a group of motivated Canadians put their minds to something, it can happen."

–'10 Fellow Kyle Hill



#### **TASK FORCE ON A NATIONAL STRATEGY FOR HIGH-GROWTH ENTREPRENEURSHIP**

Malcolm Rowe (Advisor), Shannon Wells, Terry Beech, Geordie Hungerford, Brenna Donoghue, Ali Okhowat

"I worked with a highly diverse and intelligent team for the duration of the fellowship to develop a project on high-growth entrepreneurship in Canada. We focused on the challenges that small high-tech firms encounter as they strive to become 'global gazelles.' Our goal was to discover new ideas that could catalyze a national strategy for advancing these businesses internationally, and for the benefit of all Canadians.

The research-to-policy cycle was rigorous and at times laborious in terms of our analytical reasoning. However, it was worth the investment as we arrived at an evidence-based thesis and a set of policy recommendations that proved to be informative and action oriented."

*-'10 Fellow Ali Okhowat*

"Our task force spoke with some of Canada's top entrepreneurs, investors, government strategists and academics, and we gained traction for our issue of lobbying for a national strategy for high-growth entrepreneurship.

We presented this strategy in Ottawa and learned about how to get important policy issues into the cogs of government. We were able to present our report, in person, to both the Clerk of the Privy Council and the Leader of the Opposition."

*-'10 Fellow Terry Beech*



#### TASK FORCE ON HOUSEHOLD DEBT

Suzanne von der Porten , Derek Dunfield, Rae Hull (Advisor), Scott Robertson, Tiara Létourneau, Kulvir Singh Gill, Samir Sinha

“In early 2010, while the media and federal government continued to praise Canada’s fiscal responsibility in a post-crisis world, our task force team was not convinced. Though Canada’s financial system had weathered the storm, the debt loads of individual Canadians were trending toward record highs. We identified Canadian household debt as the most significant issue facing Canada’s potential to succeed as a strong nation.

Forming the Action Canada Task Force on Household Debt, we consulted with chartered banks, academics, credit-counseling associations, credit card issuers, mortgage insurers, and the Government of Canada to create policy

recommendations that would improve consumers’ abilities to manage and repay debt. The recommendations took the form of clever behavioural nudges, changes to mortgage insurance rules, and a full-fledged cultural campaign to help inform the Canadian public of the issue. As our fellowship year progressed, Canadian household debt surpassed \$1.5 trillion dollars and hit the front pages of national and international news organizations. The media quoted our members in *The Globe and Mail*, the *St. John’s Telegram*, and *The Toronto Star*. We were also featured on CBC News, Radio Canada, Radio VOXM, NTV Evening Newshour, and CBC’s *Power and Politics* with Evan Solomon. One of our op-eds, published in *The Vancouver Sun*,

was featured in more than 3,900 blogs and web-posts. In addition, an animated short we produced to highlight the issue played on CBC News and Shaw Cable.

Today we continue to speak with debt advocacy groups and promote our solutions to government. It is only a matter of time before rising interest rates break the debt levy. We see our work with Action Canada as a call to action for all Canadians – an opportunity to create a strong nation, ensuring our prosperity today and in the future.” [www.debtcrunch.ca](http://www.debtcrunch.ca).

–10 Fellow Derek Dunfield

## The Working Conferences – Exploring Canada’s Diversity



Fellows learn a traditional Dene hand game during visit to Dettah community, Northwest Territories

The 2010 working conferences took place in: Vancouver, Montreal, Yellowknife, St. John’s, Toronto, and Ottawa.

*“The geographical location of each conference painted a picture of a multicultural and multidimensional Canada,” says ‘10 Fellow Phillippe Ouellette. “Discovering the Canadian landscape sparked my determination to contribute to Canadian public policy, as it is through this land that we are defined and continue to evolve as a country.”*

‘10 Fellow Kulvir Singh Gill describes the impact of these cross-country experiences:

“As a second-generation Canadian, it has long been my goal to travel across this country and gain a greater understanding about each of its regions. This fellowship provided me with a tremendous opportunity to do exactly that.

In Vancouver, I was able to sit with Vancouver Organizing Committee CEO John Furlong and learn how, through his leadership, the 2010 Olympic and Paralympic Winter Games became Canada’s games and how a national legacy for future generations was created.

In Montreal, for the first time in my life, I got the chance to really learn about Quebecois culture and the complicated history of anglophone/francophone relations.



**Visit to the Art Gallery of Ontario during the Toronto Conference**

Our trip to Yellowknife gave me deep insights into the challenges and opportunities faced by Canadians in the North and particularly those from First Nations communities.

Our time in St. John's was a chance to learn about the rich Newfoundland culture and how shifts in demographics and economics are dramatically changing the province.

At the Toronto conference, I spent time with the management of the Art Gallery of Ontario and explored how Canada's cultural institutions are adapting to the changing face of this country.

Finally, our conference in Ottawa gave me an insider's perspective into how the government machinery translates public policy directions into funded executable programs.

By physically visiting different parts of this country, through the working conferences and meeting with leading individuals and organizations, I have gained a dramatically deeper appreciation and understanding of Canada as a country and a people."

## Leadership Skills Development



Fellows thank Tom Clark (third from left), Jane Clark (second from left) and Mary Lou Finlay for the Media Training session, St. John's

The Action Canada signature leadership skills sessions are a cornerstone of the fellowship year.

*"If you want to make a difference in the country, this is your toolbox. You can have a good mind and a good heart to help your country but if you don't have the skills, you're not effective. This is the toolkit for being effective at creating change."*

– '10 Fellow Tiara Létourneau

### OP-ED WRITING

Under the guidance of some of Canada's top authors and journalists, including Andrew Cohen, Manon Cornellier, John Fraser and Jeffrey Simpson, Fellows learned how to write and publish compelling opinions on public policy issues. Several Fellows' op-eds were published in leading newspapers across the country.

### THE POWER OF THE QUESTION

During interviews with former broadcaster Mary Lou Finlay, International Olympic Committee member Richard Pound and Lieutenant Governor of Newfoundland and Labrador John Crosbie revealed how they have used questions as an effective leadership tool to advance national and international initiatives.

### MEDIA TRAINING

Media experts Tom Clark and Mary Lou Finlay shared insights and first-hand experience for managing print, radio and television interviews.

*"By learning how to get our message out to the media and, thus, on to relevant public servants in Ottawa, our task force team caught the attention of the senior policy makers at the Department of Foreign Affairs and International Trade (DFAIT). Our team has been invited to meet with DFAIT officials after our fellowship year so that we can continue to contribute to the development of a Canadian expatriate network."*

– '10 Fellow Mark Podlasly

### SOCIAL MEDIA

At a new session introduced this year, Fellows learned about harnessing the power of social media for advancing ideas on public policy issues. Bill Fox, senior counsel for The Gandalf Group, reviewed new media strategies for enhancing interaction and advocacy.



Fellows Samir Sinha (l) and Scott Robertson discuss health care delivery in rural communities with Sandy Lee, NT Minister of Health and Social Services

#### THE NORTHERN POLICY TEAMS EXERCISE

At the Yellowknife conference, Fellows formed into three teams to explore one of three policy issues: self-government, health care delivery in the rural North and renewable and non-renewable resource economies. Fellows met with territorial government officials, politicians, community and Aboriginal leaders and policy experts. During a public dialogue each team presented on its issue.

*"The northern policy teams exercise was a watershed in terms of my understanding of Canada and public policy. Meeting with leaders from virtually all sectors and all orders of government and society to explore a challenging policy topic crystallized for me the importance of hearing different points of view and forging consensus."*

– '10 Fellow Shannon Wells

#### PUBLIC SPEAKING

In practice sessions with Andrea Rose, Fellows were challenged to 'think on their feet' while commenting on current public policy issues.

*"My public-speaking skills and the confidence that I have when I stand up to speak in front of an audience have increased immensely. I now find a flood of experiences, statistics, facts and opinions at my fingertips and it's a direct result of the*

*conferences, leadership skills, public speaking and media training sessions. These are the invaluable soft skills that will enable me to contribute effectively not just to public policy on paper, but to communicate this perspective seamlessly."*

– '10 Fellow Ali Okhowat

#### HOW OTTAWA WORKS

'04 Fellow Kevin Chan led Fellows through an interactive case study illustrating the processes and inner workings of Ottawa's central agencies and line departments. '03 Fellow Neil Bouwer moderated a dialogue on how Ottawa works, with assistance from current and former senior federal officials.

*"Despite having two degrees in political science, I learned a tremendous amount about how government functions, both federally and locally, as well as the dynamics of territorial governments and self-governing communities."*

– '10 Fellow Brenna Donoghue

## Public Dialogues – Connecting with Canadians



**Public dialogue at the Morris J Wosk Centre for Dialogue, Simon Fraser University, Vancouver**

Action Canada enhanced the fellowship program this year with a series of public dialogues featuring leading Canadians, current Fellows and alumni. *Globe and Mail* columnist Jeffrey Simpson was the keynote speaker at the first public dialogue in Vancouver. Three alumni joined Ida Goodreau, former President and CEO, Vancouver Coastal Health, to form a respondents' panel and comment on Simpson's address on economic transformations. Highlights of this event are at [www.actioncanada.ca](http://www.actioncanada.ca).

At the second public dialogue, held in Yellowknife, current Fellows and three alumni presented on three policy issues of significance to northern Canada: health care delivery in remote communities, renewable and non-renewable resource economies in the North, and self-government. The dialogue took place in Yellowknife's Great Hall of the Legislative Assembly and attracted a large audience of students, community members and political leaders.

Further public dialogues in St. John's and Toronto focused on 2010 Fellows' task force topics, and featured national and international experts.

## The Network in Action



Fellows of the Action Canada Health Care Network meet with Jeffrey Simpson and Mount Sinai's CEO Joseph Mapa. l-r: Cathy Beehan, Antonia Maioni, Jan Stefan Eperjesi '03, Rebecca Comley '07, Ali Okhowat '10, Nadine Caron '04, Joseph Mapa, Samir Sinha '10, Ben Fine '07, David Kelton '06, Scott Robertson '10, Jeffrey Simpson

*"The Fellowship is now at a critical 'tipping point,'" says '10 Fellow Erin Spink. "It has a dedicated and talented body of 120 young professionals who know they have a safe place to test out new ideas and other innovations. Having a group of talented peers who will support you, either through energy, ideas or hard work, is how Action Canada will support many of the major changes that take place in this country over the next few decades."*

### **BREATHING NEW LIFE INTO HEALTH CARE POLICY**

The network's latest achievement is the Action Canada Health care Network (ACHN). This spring Action Canada partnered with Mount Sinai Hospital, Toronto, to bring 8 Fellows from the health care sector together with other health care leaders and Jeffrey Simpson, whose book on health care in Canada will be published in 2012. Over two days they examined policy ideas for health care programs and delivery. ACHN Fellows were also featured on *The Agenda* with Steve Paikin (<http://tinyurl.com/2r89kk>). Watch for more ACHN initiatives planned for 2011/2012.

### **MAKING DREAMS COME TRUE**

This year was the most successful ever for DreamCatcher Mentoring (DCM), a longstanding '04 task force project that operates an online mentoring program for northern youth. The Canadian Institutes of Health Research announced \$89,000 in funding over three years for DCM to promote careers in health and science. To date, more than 750 Yukon and Iqaluit high school students have participated in the program.

### **BUILDING OPPORTUNITIES**

'04 Fellow Roxanne Joyal credits the knowledge she gained during Action Canada's Yukon conference, where Fellows learned the challenges and opportunities facing Aboriginal youth, for helping her to develop Aboriginal education and leadership initiatives in 2010 for Free the Children.

### **PROMOTING GREEN BONDS**

'07 Fellows Andrew Sniderman and Tom Rand continue to promote their task force team's policy recommendation for creating 'green bonds.' In November 2010, Andrew spoke at TEDxToronto, explaining how green bonds could provide low-cost capital to develop low-cost energy. Tom co-wrote an article on the topic for *The Washington Post* and appeared in an interview on CBC.ca.

### **PROMOTING EDUCATIONAL EQUALITY**

Adam Goldenberg and Kyle Hill, both 2010 Fellows, are working to start Teach For Canada/ Enseigner pour le Canada, an organization that will combat educational inequality. Teach For Canada will place top university graduates as teachers in the country's most challenged schools—particularly in rural and low-income urban communities.

*"I was pleased to meet several Fellows from earlier years and to experience the strong sense of fellowship that permeates the network. Having access to this network will be useful in my professional life and, moreover, to help build a better world."*

– '10 Fellow François Vincent

## The Action Canada Network – An Investment for the Future




Fellows Rick Nielsen '06, Beverly Sembsmoen '04, Josh Silvertown '04 and Justin Ferbey '07 work together on behalf of DreamCatcher Mentoring, an e-mentoring program that started in 2004 as a task force project

Freddy Abnoui '04	Brenna Donoghue '10	Diana Juricevic '03	Jean-Frédéric Morin '04	Josh Silvertown '04
Alia Ali '03	Derek Dunfield '10	Bart Kasowski '06	Shauna Mullally '07	Samir Sinha '10
Jane Ambachtsheer '06	David Eaves '05	Ahmed Kayssi '04	Rick Nielsen '06	Andrew Sniderman '07
Wade AuCoin '05	Sara Ehrhardt '04	Stacia Kean '11	Ali Okhowat '10	Erin Spink '10
Sharlene Azam '03	Justin Ferbey '07	David Kelton '06	Phillippe Ouellette '10	Jan Stefan Eperjesi '03
Chiara Barazzuol '05	Ben Fine '07	Louise Kent '11	Taylor Owen '07	Irvin Studin '07
Terry Beech '10	Marc Fournier '07	Craig Kielburger '05	Emily Paddon '07	Matthew Sullivan '03
Patrick Boily '11	Kris Frederickson '04	Pascale Labbé '05	Anil Patel '04	Kal Suurkask '11
Alex Boston '05	Darren Fung '06	Guillaume Lavoie '05	Annamie Paul '03	Denise Taschereau '03
Neil Bouwer '03	Nicholas Gafuik '07	Martin Lavoie '03	Aaron Pereira '06	Léonie Tchatat '03
David Brock '05	Kulvir Singh Gill '10	Jean-Frédéric Légaré- Tremblay '11	Benjamin Perrin '07	Eric Tribe '11
Hugo Cameron '05	Philippe-Olivier Giroux '11	Tiara Létourneau '10	Ben Peterson '04	Janet Vertesi '03
Craig Cameron '04	Adam Goldenberg '10	Cynthia Mackenzie '04	Ian Philp '11	François Vincent '10
Karen Caputo '03	Ginger Gosnell '04	Peter MacLeod '03	Tina Piper '05	Suzanne von der Porten '10
Nadine Caron '04	Susanna Haas Lyons '05	Oliver Madison '07	Lyndsay Poaps '04	Zenia Wadhvani '03
Remzi Cej '11	Sana Halwani '06	Flavie Major '03	Mark Podlasly '10	Shannon Wells '10
Kevin Chan '04	Michael Hartley '11	Michael Marin '11	Sadia Rafiquddin '11	Alexis Wise '06
Natalie Chapdelaine '11	Jason Hein '04	Cheryl Matthew '05	Tom Rand '07	Joanna Wong '11
Caroline Charest '06	David Helliwell '03	Karel Mayrand '05	Gino Reeves '07	Stéphanie Yates '06
Yan Cimon '05	Kyle Hill '10	Ann McCann '03	Emmanuelle Richez '06	Paul Yeung '11
Tim Coates '07	Richard Hoshino '03	Jane McDonald '07	Scott Robertson '10	Rebekah Young '06
Rebecca Comley '07	Geordie Hungerford '10	Jake McEwan '06	Jamie Ross '03	
Severn Cullis-Suzuki '04	Jordan Isenberg '11	Jason Mitschele '06	George Roter '04	
Sheelagh Davis '05	Gabriel Jean-Simon '03	Jesse Moore '05	Beverly Sembsmoen '04	
Anouk Dey '11	Roxanne Joyal '04		Benjamin Shinewald '06	



Lieutenant Governor John Crosbie (second row, fourth from left) hosts Action Canada at Government House, St. John's, NL



***“Action Canada is the quintessential Canadian learning and leadership experience. The skills we acquired, as Fellows, are immeasurably valuable and will aid us for the rest of our lives.*”**

***We learned the power of the question and how to deal with tough questions. We learned the inner workings of government and we explored the personal inspirations of some of the country’s greatest and most interesting leaders. Intimidating elites were turned into friendly allies and a group of strangers became a family of lifelong friends.”***

***–’10 Fellow Terry Beech***

# ACTION CANADA

**BUILDING LEADERSHIP FOR CANADA’S FUTURE**

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**Cover photo: Quidi Vidi, St. John’s, NL (November, 2010)**

