



# ACTION CANADA

DÉVELOPPER LE LEADERSHIP POUR L'AVENIR DU CANADA

BUILDING LEADERSHIP FOR THE FUTURE

actioncanada.ca



FELLOWSHIP YEAR IN REVIEW 2011/2012

Minister of Canadian Heritage  
and Official Languages



Ministre du Patrimoine canadien  
et des Langues officielles

Ottawa, Canada K1A 0M5



I am pleased to extend my warmest greetings to readers of the Action Canada 2011/2012 Fellowship Year in Review.

The national non-partisan fellowship program created by Action Canada, in partnership with the Government of Canada and the private sector, is building a network of exceptional leaders from all sectors—leaders who will help shape our country's future.

As we approach Canada's 150<sup>th</sup> birthday in 2017, our Government is proud to invest in a program that enhances young Canadians' leadership skills, while broadening their perspectives and inspiring their dedication to this great country.

On behalf of Prime Minister Stephen Harper and the Government of Canada, I commend all those involved with Action Canada for their commitment to building this leadership network. I would also like to thank this year's Fellows for their contributions to Canadian public policy. The experiences gained through this exceptional program will serve them well as they continue to work on behalf of all Canadians.

The Honourable James Moore

## ■ Co-Chairs' Message

In founding and supporting Action Canada, our goal was to build and nurture a network of exceptional young Canadian leaders who would support each other in contributing to a strong and prosperous Canada.

This growing network, fostered over eight fellowship years and now 136 strong, affirms our goal as we proudly watch Fellows take the lead in developing concrete policy ideas and implementing creative initiatives for Canadians.

The Fellows' significant contributions to date include *Teach for Canada*, a 2011 project to address educational inequalities across Canada, and *DreamCatcher Mentoring*, a 2004 project that has already helped hundreds of northern Canadian students complete high school. Similarly, over the past two years Fellows from the healthcare sector have helped form the *Action Canada Healthcare Network* to improve Canadians' knowledge of healthcare issues, and to generate innovative healthcare policies.

Please take a moment to read further and be inspired by the work of these outstanding young Canadians and the promise they hold for our future.

We are pleased to be associated with our Fellows, the Department of Canadian Heritage, the Action Canada executive and its advisory teams.

**Sam Belzberg and David Aisenstat**

## ■ Founding CEO's Message

Canada has a new symbol to identify Canadians who are passionate about contributing to our country, and who have the knowledge and skills to do so.

It's the Action Canada fellowship lapel pin, pictured below. Designed by '03 Fellow **Diana Juricevic**, a lawyer and artist, the gold pin features the red Canadian maple leaf encircled by a celestial ring. "It represents the 'universe of possibilities' that Action Canada fosters," says Juricevic.

The colours of this report reflect the gold and red of our lapel pin. On the report cover, '03 Fellow **Gabriel Jean-Simon** presents a pin to '11 Fellow **Anouk Dey** during the annual end-of-fellowship "pinning" ceremony.

We have presented fewer than 150 of these pins. We want this number to grow, and recognition of the pin to flourish, as more outstanding young leaders join the Action Canada Network over the coming decades.

Our Fellows receive and wear the pin with pride. I encourage readers of this report and friends of Action Canada to look out for it and acknowledge the wearer. Each Fellow is helping to fulfill our dreams for Canada, creating a country of which we can all be proud.

**Cathy Beehan**



*"When you built Action Canada, what you were creating was a hothouse for big ideas, a springboard for change, and a spider's web of remarkable people...Getting caught in that web has been, for us, a self-replenishing source of inspiration. We are setting ambitious goals for helping Canadians because you showed us that we could. We will exceed them because you showed us how. For that, we are forever in your debt."*

**—ADAM GOLDENBERG '10 AND KYLE HILL '10**



Fellows and advisors gather during a break at the Kananaskis conference.



*“The fellowship program has lived up to its reputation as the quintessential development platform for Canada’s promising future leaders.”*

**—KAL SUURKASK '11**

## **■ The Goal:** **Building a national network of leaders from all sectors**

Action Canada’s national leadership program is building a network of emerging Canadian leaders from all sectors who understand Canada and its policy choices. Through their participation in our program, Fellows enhance their leadership skills and learn how to initiate and implement creative policy initiatives. Through the close bonds nurtured in the network, they’re working together to foster positive change for Canada.

Each year, we select up to 20 promising young Canadians to join our fellowship program. They are the top candidates from a nationwide call for nominations. The 136 Fellows who make up the Action Canada Network to date reflect Canada’s diversity of gender, ethnicity, language and geography.

The 2011/2012 Fellows include journalists, lawyers, an international trade litigator, a Rhodes scholar and a filmmaker. They share a demonstrated engagement with public policy and a dedication to serving Canada. They also exemplify a commitment to excellence.

In eight short fellowship years, Action Canada has become Canada’s foremost leadership program. In addition to leadership-skills development, the program features five cross-country working conferences that enhance the Fellows’ understanding of Canada and its public policy choices for our future.



Fellows thank media experts Angele Beausoleil (second from l), Kenyon Wallace (fifth from l), Rae Hull (c), Andrew Cohen (fourth from r) and Stephen Hume (r).

## ■ The Leadership Skills Toolkit

### DIALOGUE

Leading and participating in dialogue; emphasizing questioning and listening skills that enhance interactions with guests and Fellows.

### OP-ED WRITING

Writing and publishing compelling opinions on public policy issues, with lessons from top Canadian authors and journalists such as **Andrew Cohen**, **Alain Dubuc** and **Stephen Hume**.

### POWER OF THE QUESTION

Using questions as an effective leadership tool to advance national and international initiatives.

### TRADITIONAL AND SOCIAL MEDIA TRAINING

Using media to advance public policy initiatives, with advice from media experts such as broadcaster **Mary Lou Finlay**, web editor **Kenyon Wallace** and social media strategist **Angele Beausoleil**.

### PUBLIC SPEAKING

Coaching and practising the art of public speaking for prepared presentations and thinking-on-your feet scenarios.

### NORTHERN POLICY TEAMS EXERCISE

Exploring three northern policy issues with regional government officials, politicians, experts and community and Aboriginal leaders, and hosting a community dialogue to further probe those public policy challenges and opportunities.

### HOW OTTAWA AND THE PROVINCIAL AND TERRITORIAL CAPITALS WORK

Introducing Canada's federal, provincial and territorial government systems, through case-study exercises and meetings with current and former senior officials.



*“A graduate of the Action Canada program knows exactly what it takes to deliver a high-impact speech, to craft a meaningful policy or to publish an op-ed that can help shift the national conversation on Canada's most urgent issues.”*

**—JOANNA WONG '11**

## ■ The Task Force Projects

*“The task force policy project is a near-perfect rehearsal of the intellectual give-and-take that characterizes the policymaking process more generally, and gave us a unique glimpse into that world.”*

—IAN PHILP '11

Each year, Action Canada Fellows ‘take Canada to task.’

Working in task forces, Fellows research and analyze a significant Canadian issue. They confer with national experts, establish partnerships with stakeholders, and publish op-eds on their project recommendations. At the end of the fellowship, they present written reports in a public dialogue attended by government officials, stakeholders, the media, and other interested individuals.

These task force projects develop and showcase the Fellows’ leadership skills while inspiring public policy ideas.

The 2011/2012 task force topics focused on the fellowship theme Advancing Canada’s National Interests in Economic and Business Policy.



### **PROSPERING TOGETHER: ADDRESSING INEQUALITY AND POVERTY TO SUCCEED IN THE KNOWLEDGE-BASED ECONOMY**

#### **TASK FORCE:**

Front row l-r: Paul Yeung, Sadia Rafiquddin

Back row l-r: Eric Tribe, Michael Marin,  
Phillippe-Olivier Giroux, Anouk Dey

**ADVISOR:** Rae Hull (front: centre)

This task force focused on the impact that inequality and poverty delivers to Canada’s supply of human capital and ultimately, to the nation’s capacity to be innovative and productive. The task force report recommends addressing inequality and poverty to improve Canada’s prospects for long-term economic prosperity by increasing the number of educated citizens contributing to the workforce. It also proposes creating a Royal Commission to engage every level of government in developing economic and social policy recommendations that will better suit the requirements of a knowledge-based economy.

**VIEW REPORT:** <http://www.actioncanada.ca/en/fellows/projects/2011-2012-prospering-together-task-force/>



## LAUNCHING CLEANTECH: ENSURING CANADA'S PLACE IN THE NEW GLOBAL MARKET

### TASK FORCE:

Front l-r: Remzi Cej, Jordan Isenberg

Back l-r: Ian Philp, Jean-Frédéric Légaré-Tremblay

**ADVISOR:** Antonia Maioni (front: right)

Many national economies are beginning to focus on clean technologies. This task force proposed that Canada develop a policy framework for reaching its full potential in what will be a \$3-trillion global cleantech market by 2020.

The task force report presents three policy recommendations, one of which proposes federal procurement as a means of building domestic demand for cleantech. The recommendations aim to help Canada set a goal for capturing two per cent, or \$60 billion, of this global market by 2020.

**VIEW REPORT:** <http://www.actioncanada.ca/en/fellows/projects/2011-2012-launching-cleantech-task-force/>



## CREATIVITY UNLEASHED: TAKING INNOVATION OUT OF THE LABORATORY AND INTO THE LABOUR FORCE

### TASK FORCE:

Front l-r: Louise Kent, Kal Suurkask, Patrick Boily

Back l-r: Natalie Chapdelaine, Joanna Wong, Michael Hartley

**ADVISORS:** Malcolm Rowe (not pictured),

Bob Foulkes (back: second from left)

This task force noted that Canada lags behind the US in productivity and trails many OECD (Organisation for Economic Co-operation and Development) countries in innovation. To help realize Canada's economic potential more fully, the task force recommends a series of measures to promote innovation, focusing on our greatest resource—our people. These measures included establishing a Canadian Council for Creativity that brings together the efforts of business leaders, academics and artists to foster a more creative and, thus, more competitive workforce.

**VIEW REPORT:** <http://www.actioncanada.ca/en/fellows/projects/2011-2012-creativity-unleashed-task-force/>



Fellows and advisor Antonia Maioni (third from r) attend the Manito Ahbee Festival International Competition Powwow in Winnipeg.

## ■ The Fellowship Experience

Travel throughout Canada is an essential part of the Action Canada experience. This fellowship year took place in Kananaskis, Vancouver, Goose Bay, Nain, Winnipeg, Montreal and Ottawa. Excerpts from **Sadia Rafiquddin's** end-of-fellowship letter tell the story of the fellowship experience.

*The Action Canada fellowship has been the opportunity of a lifetime—one that has and will continue to shape my professional and personal growth. It was the ideal program through which to learn about Canada and Canadian public policy issues, gain a toolbox of leadership and personal development skills, form lifelong friendships with a talented network of peers from varied backgrounds and discover the diversity in geography and people that make up our remarkable country.*

*Each conference afforded us a chance to understand regional issues and to explore their connection to the country as a whole. Visiting big cities and small towns, and First Nations, Inuit and Métis communities, challenged us to think deeply and holistically about Canada's policy options and their impact on future generations.*

*At the Kananaskis conference, we met former federal clerk of the Privy Council Mel Cappe, and learned that effective leaders understand the power of asking good questions—ones that delve into a person's story, experiences and expertise.*

*In Vancouver, we learned how past policy choices, such as the tram system, led to the city's current transportation development. We arrived the day*





**Fellows and Fran Belzberg (fourth from l) explore historic sites in Nain, Newfoundland and Labrador.**

*of the Stanley Cup riot and were moved to explore our collective values as Canadians. Fellow Joanna Wong introduced us to her uncle's historic Chinatown tailor shop, an example of her family's commitment to building a life in Canada while honouring their Chinese heritage.*

*In Labrador, we were profoundly influenced by conversations with people from all walks of life, and touched by their hospitality. In Happy Valley-Goose Bay our public dialogue highlighted the importance of diverse perspectives in the public policy process. In Nain, we were challenged with an Inuktitut language lesson, and listened to Inuit perspectives on stewarding the land. We met Innu elder and activist Elizabeth Penashue who shared her story, beginning with her birth in the Mealy Mountains, living off the land with her family and the dramatic changes to the Innu's way of life during her lifetime.*

*In Winnipeg, leading journalists and media experts such as Mary Lou Finlay, Andrew Cohen and Alain Dubuc worked with us to strengthen our interview skills and ability to write about public policy issues. As a human-rights advocate and activist, a highlight was meeting Gail Asper of The Asper Foundation and the team behind the Canadian Museum for Human Rights, and touring the construction site.*

*In Montreal we learned about Quebec's identity, historical challenges, and current economic and fiscal policies. The significance of the French language and the opportunity to speak it was a constant throughout this conference. We visited Hydro-Quebec and Power Corporation's headquarters. We marveled at Power Corp's private art collection. And we were challenged, through a uniquely designed session, to develop 'thinking-on-your feet' skills.*

*The Ottawa conference was the culmination of all the experiences and skills we had gained over 11 months. The signature Ambassadors' Dialogue Dinner in the Pearson building, a tour of the Canadian parliament, our task force public presentations, and the end-of-fellowship "pinning" ceremony at the Rideau Club concluded an unforgettable year.*

*I am confident in saying that all Fellows acquired a strong understanding of many national and regional issues facing Canada. Even more, Fellows had the chance to see and connect to parts of Canada, many for the first time, an experience that is inaccessible for most Canadians. This was one of the greatest gifts of the fellowship. Through this experience, Fellows know we can leverage the extraordinary Action Canada Network and use our enhanced skills to create a better, more prosperous Canada for all.*



2011 NSC front row, l-r: Andrea Rose, Roxanne Joyal '04, Fran Belzberg, Jodi White, Lisa Belzberg, Suzanne Fortier, Cathy Beehan, Julie Payette, David Aisenstat  
 Back row l-r: Marcel Coté, Ann Cowan, Jack Blaney, Malcolm Rowe, Janet Smith, Rebekah Young '06, Antonia Maioni, Kris Frederickson '04  
 (not pictured: Sam Belzberg and Clay Horner)

## ■ The Team

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.

### BOARD OF DIRECTORS

**Sam Belzberg**, OC, OBC, Co-Chair;

President and CEO, Gibralt Capital Corp.

**David Aisenstat**, Co-Chair; President and CEO, Keg Restaurants Ltd.

**Clay Horner**, Past Chair; Chair, Osler, Hoskin & Harcourt LLP

**Jodi White**, Secretary Treasurer;

Distinguished Senior Fellow, Carleton University

**Marcel Coté**, Director; Founding Partner, SECOR Consulting

### ADVISORY COUNCIL

**Frances Belzberg**, CM, Co-Chair

**Ann Cowan**, Co-Chair; former Executive Director,  
 Simon Fraser University Vancouver

**Lisa Belzberg**, Member; Founder and Chair Emerita, PENCIL  
 (Public Education Needs Civic Involvement in Learning)

**Doris Daughney**, Member; Trustee, Board of Trustees,  
 American University of Paris

### EXECUTIVE

**Cathy Beehan**, Founding CEO

### ADVISORS

**Andrew Cohen**, Professor, 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

### 2011 NATIONAL SELECTION COMMITTEE

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

The 2011 NSC included **Suzanne Fortier**, **Marcel Coté**, and Fellows **Kris Frederickson '04**, **Roxanne Joyal '04**, and **Rebekah Young '06**. They joined Board members and advisors **David Aisenstat**, **Sam Belzberg**, **Fran Belzberg**, **Lisa Belzberg**, **Jack Blaney**, **Ann Cowan**, **Clay Horner**, **Antonia Maioni**, **Malcolm Rowe** and **Jodi White** for three days of candidate interviews and NSC meetings in Ottawa. **Julie Payette**, **Andrea Rose** and **Janet Smith** served as advisors to the committee.



Fellows from four fellowship years join *Teach for Canada* co-founders Adam Goldenberg '10 (I) and Kyle Hill '10 (third from I) for a public dialogue on educational inequality.

## ■ The Action Canada Network: An investment for our future

Freddy Abnoui '04	Rebecca Comley '07	Michael Hartley '11	Oliver Madison '07	Ian Philp '11	Léonie Tchatat '03
Alia Ali '03	Severn Cullis-Suzuki '04	Jason Hein '04	Flavie Major '03	Andrew Pilliar '12	Samira Thomas '12
Jane Ambachtsheer '06	Sheelagh Davis '05	David Helliwell '03	Michael Marin '11	Tina Piper '05	Eric Tribe '11
Wade AuCoin '05	Matt Decourcey '12	Kyle Hill '10	Cheryl Matthew '05	Lyndsay Poaps '04	Clifton van der Linden '12
Sharlene Azam '03	Sébastien Després '12	Richard Hoshino '03	Karel Mayrand '05	Mark Podlasly '10	Janet Vertesi '03
Chiara Barazzuol '05	Anouk Dey '11	Geordie Hungerford '10	Ann McCann '03	Sadia Rafiquddin '11	François Vincent '10
Vasiliki (Vass) Bednar '12	Brenna Donoghue '10	Jordan Isenberg '11	Jane McDonald '07	Tom Rand '07	Suzanne von der Porten '10
Terry Beech '10	Derek Dunfield '10	Gabriel Jean-Simon '03	Jake McEwan '06	Gino Reeves '07	Zenia Wadhvani '03
Patrick Boily '11	David Eaves '05	Roxanne Joyal '04	Jason Mitschele '06	Emmanuelle Richez '06	Shannon Wells '10
Alex Boston '05	Sara Ehrhardt '04	Diana Juricevic '03	Jesse Moore '05	Scott Robertson '10	Alexis Wise '06
Félix-Antoine Boudreault '12	Justin Ferbey '07	Bart Kasowski '06	Jean-Frédéric Morin '04	Jamie Ross '03	Joanna Wong '11
Neil Bouwer '03	Ben Fine '07	Ahmed Kayssi '04	Shauna Mullally '07	George Roter '04	Stéphanie Yates '06
David Brock '05	Marc Fournier '07	David Kelton '06	Pauline Ngirumpatse '12	Annie Sabourin '12	Paul Yeung '11
Hugo Cameron '05	Kris Frederickson '04	Louise Kent '11	Rick Nielsen '06	Benjamin Scott '12	Rebekah Young '06
Craig Cameron '04	Erin Freeland Ballantyne '12	Craig Kielburger '05	Ali Okhowat '10	Beverly Sembsmoen '04	
Karen Caputo '03	Darren Fung '06	Steven Kuhn '12	Phillippe Ouellette '10	Benjamin Shinewald '06	
Nadine Caron '04	Nicholas Gafuik '07	Alexandra Kuperman '12	Taylor Owen '07	Josh Silvertown '04	
Remzi Cej '11	Kulvir Singh Gill '10	Pascale Labbé '05	Emily Paddon '07	Samir Sinha '10	
Nicholas Chadi '12	Philippe-Olivier Giroux '11	Guillaume Lavoie '05	Marie-Josée Parent '12	Andrew Sniderman '07	
Kevin Chan '04	Adam Goldenberg '10	Martin Lavoie '03	Anil Patel '04	Erin Spink '10	
Natalie Chapdelaine '11	Ginger Gosnell '04	Jean-Frédéric Légaré- Tremblay '11	Annamie Paul '03	Jan Stefan Eperjesi '03	
Caroline Charest '06	Susanna Haas Lyons '05	Tiara Létourneau '10	Ben Paylor '12	Irvin Studin '07	
Yan Cimon '05	James Haga '12	Cynthia Mackenzie '04	Aaron Pereira '06	Matthew Sullivan '03	
Tim Coates '07	Sana Halwani '06	Peter MacLeod '03	Benjamin Perrin '07	Kal Suurkask '11	
			Ben Peterson '04	Denise Taschereau '03	



*“I leave Action Canada encouraged to help find solutions to our biggest challenges and inspired by the people I have met who will help tackle them.”*

**—MICHAEL HARTLEY '11**



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