FORUM DE VICTORIA FORUM

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Canada@150: Promoting Diversity & Inclusion

Report of the inaugural Victoria Forum

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Editors

Adel Guitouni

Saul Klein

Sébastien Beaulieu

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Ideas for a Better Future

by Ann-Bernice Thomas

The future is gay,
very gay.

The moon is closer,
the stars are farther away,
global warming is fixed
and there's an overpopulation of polar bears.
Teleportation is accessible everywhere.

Education is free,
and time traveled proved dinosaurs did, in fact, have feathers.

In the future,
Everyone is rich,
Jay-Z — I mean Beyonce rich
gender equality is achieved,
minimum wage is maximum wage,
every child has a home,
all guns are destroyed,
and Michael Jackson never died.

In the future,
We master the junction
between science and spirituality,
between feminism and intersectionality—
shed every —ism
til each organism
is in an intersectional feminist space coven.

The future is bright
as in
slowly expanding sun
as in
the smile of my future self-identified son
as in
safety
as in
safety
as in
safety in black body
as in,
In the future
Accountability is for everyone.

In the future
Accessibility is for everyone.

In the future
I wouldn't be saying the future,
I'd say
when I was young,
Or back in the day,
Or yesterday,
Depending on how far in the future we are

(gasp of realization)

In the future,
I'd be dead.
And you'd be dead.
And you'd be dead!

But our children would live
and their children
and their children's children
and their children's children's grandchildren
and they'd remember you,
the Fighter,
the Loud Mouth
The Poet,
Who marched, hands in air.
Who screamed oxygen into air.
Who healed, in embers
when the world burned fires,
of self wrought reckoning.

In the future,
they will study us,
And the revolutions
Churning
in the minds,
in action
of everyday life.
They will watch progress on a timeline.
Watch the years turn bitterness
into bitterness
into well-being

for all,
The future
will be well for all,
and this land
will be returned to those who it was stolen from.

Missing Indigenous Women and Girls would come home,
Will come home,
The Pipelines will be revoked,
the system will be gutted and stoked,
Dissected
and recreated in a way that makes sense.

For this future,
A lot has to change.
But I see it ahead of me,
Waving,
Like an old friend who saw you through your grunge phase
And loves you anyway.

The future,
Loves us,
anyway.

And I've heard compassion is revolution,
So we must be on the right path.

Table of Contents

Acknowledgements

The idea for the Victoria Forum grew out of initial discussions between Dr. Adel Guitouni and Mr. Sébastien Beaulieu as a way to both mark Canada's 150th anniversary and combine perspectives from government and academia. It soon became apparent that there was an opportunity and a need to facilitate a broader dialogue between Canadians and others about the big questions facing our country and our world. This broader dialogue would, it was hoped, help to develop a stronger Canadian narrative to counter the growing voices of parochialism, populism and protectionism being expressed around the world. As the idea took shape, it gathered momentum, and a variety of partners came together to make the Forum a reality.

The Forum was not just another gathering; it was and is about joining a constructive discussion to make the world a better place for all and create the conditions for all to thrive. The inaugural Victoria Forum was an ambitious project and could not have happened without the vision and leadership of many individuals and organizations. I would like to thank Adel and Sébastien for their visionary leadership and for serving as conference co-chairs, marshalling support, stimulating interest and putting together an incredible program. To make that happen, they effectively established the Forum as a joint undertaking between Global Affairs Canada and the University of Victoria. I am grateful for the support from both of our parent organizations and their willingness to take a risk on an ambitious new project.

The co-chairs for each of the six themes recruited an amazing group of contributors and brought the Forum alive through their efforts. I would like to thank Miles Richardson and John Borrows (Economics of Indigenous Inclusiveness), Bessma Momani and Jillian Stirk (Diversity and Economic Prosperity), Guiliana Natale and Oliver Schmidtke (Geopolitics of Diversity), Peter Robinson and Sybil Seitzinger (Defining Climate Justice), Hilary Pearson and Roy Suddaby (Private Philanthropy, Civil Society and Inclusive Development), and Daniel Muzyka and Andrew Marton (Global Trade and the Economics of Diversity) for their leadership and contribution.

The Forum was also built on a unique structure with partner organizations supporting and contributing to the different themes. In this regard, I would like to thank Hugh Stephens, Chris Brown, David Miller, Jennifer Petrella, Mark Tschirgi, Dom Spragg and our various partner organizations (WWF Canada, Canadian International Council, Global Centre for Pluralism, Pierre Elliott Trudeau Foundation, Philanthropic Foundations Canada, The Conference Board of Canada and Haida Enterprise Corporation) for all of their support.

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I am very grateful to our sponsors for providing much needed financial support for the Forum, to the Gustavson School of Business (our Platinum Sponsor), the University of Victoria (our Gold Sponsor), TELUS (our Silver Sponsor) and Vancity and Pratt & Whitney Canada (our Bronze Sponsors). Our colleagues at Pearson College joined us in co-hosting the opening reception and their students provided an excellent performance. Media support from the Times Colonist and Corporate Knights is very much appreciated

I am also very grateful to the Lieutenant Governor of British Columbia, the Honourable Judith Guichon,

for opening the Forum and hosting our closing reception at Government House. Her Worship the Mayor of Victoria, Lisa Helps, was a strong supporter of the Forum from the beginning and immediately saw the opportunity that it presented to Victoria and our broader society.

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And finally, to the large number of speakers and all of the delegates who came together to create such a powerful conversation, I greatly appreciate your contributions, your insights and your enthusiasm for making the world a better place.

Saul Klein, Chair of the Victoria Forum and Dean of the
Gustavson School of Business at the University of Victoria

Foreword

Canadians are notoriously self-critical and apologetic. They know when things are not working out as well as they could or even should, and they try hard to make our world a better place. So perhaps it takes an outsider to state with clarity what is manifestly the case; that the rest of the world admires Canadians and looks to you for global leadership in these difficult and dangerous times. As our world becomes more polarized we see in Canada a country where two different European cultural and linguistic communities have successfully developed and moulded a country they can share, accepting the discomforts of their difficult historic relationship and working to move from the enmity of past division to an enriching social diversity. The Victoria Forum sought to go beyond Anglophone and Francophone to celebrate 150 years of Canada by addressing the wider and much more complex diversity of the country, and particularly the relationships with the people of the First Nations. I found this engagement enormously enriching and was particularly impressed by the appreciation that inclusivity does not merely mean bringing the excluded people into the wider society, but enabling the whole community to change so as to create a welcoming home for all the peoples of Canada, with every community playing their part in weaving the rich tapestry of national life. The Victoria Forum was not about opening a door and saying, 'You are welcome in my house', but rather walking together through a new doorway and committing that 'We will make a shared home, together'.

Professor, the Lord Alderdice
House of Lords, LONDON

9

Summary of Recommendations

Diversity and Economic Prosperity

Economics of Indigenous Inclusiveness

Geopolitics of Diversity

Defining Climate Justice

Private Philanthropy, Civil Society and Inclusive Development

Global Trade and the Economics of Diversity

The inaugural Victoria Forum was an opportunity for many people to join the conversation on diversity and inclusion. "If we are all cut from the same genetic cloth, then by definition all cultures share essentially the same mental acuity, the same raw genius. Whether this intellectual capacity and potential is exercised in stunning works of technological innovation, as has been the great achievement of the West, or through the untangling of the complex threads of memory inherent in a myth — a primary concern, for example, of the Aborigines of Australia — is simply a matter of choice and orientation, adaptive insights and cultural priorities."[1]

Canada as a country is built on diversity. All Canadians share this land's endowments, and collectively are responsible for the complex challenges that confront our world. Diversity is not simply a fact; it is what makes us human. It is a necessary condition for survival, well-being, innovation and growth. Therefore, the Victoria Forum's participants recognized the need to depart from traditional concepts such as tolerance, understanding, making a place or yielding for others. Inclusion is a journey to create socio-economic systems that care for everyone and everything. It is about learning from each other, and making the world a better place for all. Inclusion is neither a power struggle nor an end state.

The Forum brought together business leaders, policymakers, academics, civil society and Indigenous communities to discuss diversity, inclusion and sustainable prosperity. It helped to craft a Canadian narrative that showcases how we prosper by being open to trade, to migration and to investment.

A pluralistic society requires inclusive socio-economic institutions where power and benefits are widely held[2]. The success of Canada will be determined by the ability of its inhabitants to create, maintain and perfect these inclusive institutions during this time of populism and protectionism. Diverse societies will naturally and inevitably experience tensions, as differences and disagreements are expressed and groups push for competing interests. What characterizes a pluralistic society is how such tensions and conflicts are managed, and how disagreements are channeled into healthy, non-violent and non-exclusionary ways. Strong and broadly trusted institutions, both formal and informal, are required to ensure that mechanisms exist through which groups and individuals can direct their tensions and try to reconcile their disagreements. Transparent and accessible processes are needed to ensure that those institutions remain trusted, even when the outcomes are not what were sought by all.

Inclusion is about building and maintaining mutually beneficial relationships. Canada should continue to embrace its differences while making more space for Indigenous identities, both through legislative and institutional reforms and through changes to the normative and cultural values of the society. There should be a dedicated and continuous effort made to broadening the social support for inclusiveness. There should be a focus on using traditional and social media to responsibly tell nuanced, complex and accurate stories that explain how and why inclusion represents a benefit to all, and how different communities, groups and

individuals contribute to society at large. It is our deeply internalized beliefs that drive the way we see the world; we cannot see one another as if we are all homogenous.

The Victoria Forum recognized that Canada is an unfinished product. We still have many challenges to address, and as our country and society changes, new problems will emerge. We should always adopt an open posture to learning from each other and from other's experiences. Discussing issues around pluralism, diversity, identity and inclusion are extremely sensitive and can be controversial. They must be approached carefully and respectfully, but these conversations need to happen.

After 150 years, Canada must commit to building a nation-to-nation relationships with Indigenous peoples. The future of the country depends on it. Over our history, many Indigenous nations witnessed the destruction of their nationhood, culture, economies and institutions. Effective education on the foundational, constitutional nature of the relationship between Canada and Indigenous peoples is necessary. Inclusion requires building understanding of Indigenous knowledge and ways of knowing.

The socio-economic development of this country will depend on its ability to invest in Indigenous prosperity. Indigenous peoples should benefit fairly from and have decision-making power with regard to economic development initiatives in their homelands. Closing the gap between Indigenous populations and the rest of the country requires substantial investments in education, child welfare, healthcare and other core programs.

Sustainable socio-economic development must reflect issues of climate justice, and requires an urgent mobilization at all levels of government, society and business to address the impacts of climate change on people and ecosystems. The impacts are real, and proven. Our leaders must commit to a vision of an economy that meets reduction targets and does so intentionally. While it is important to highlight the fact that investments aimed at reducing greenhouse gas emissions generate efficiencies, cost-savings and profits, it is also important to remember that the priority should be impacts rather than returns. Canada should learn from Indigenous values, knowledge and know-how in addressing climate change, which include, in some countries, recognizing the rights of nature and other beings.

Human rights obligations should be incorporated as a foundational requirement for policy in order to combat discrimination, inequality, and barriers to fair immigration practices. Public policy geared to endorsing diversity and creating inclusive society must be backed by appropriate social practices and diversity-sensitive political discourse. Community-based approaches to fighting prejudice, fear and xenophobia at every level of society are warranted. Diversity can improve cultural fluency in Canada, and enhance cultural connectivity with the rest of the world. Accommodation of cultural diversity is directly linked to social equality, harmony, and justice. Inclusion is also key to addressing many of today's global geo-political challenges.

The global refugee crisis demands a global response. Canada should be part of building a more robust and coordinated international response to this crisis. Domestically, Canada should build an effective system of refugee settlement and integration. The labour market must not allow discrimination or barriers to entry based on ethnicity, religion or culture.

Global trade must be more inclusive. At a time of challenges to the modern global trading system, Canada provides a good model in strongly supporting an open rules-based system, while defending national policies to regulate and ensure an adequate social safety net. Micro, small and medium-sized enterprises are the best tool to promote more gender equality, environmental sustainability and inclusive trade, both within Canada and in most emerging economies, and spread the benefits of globalization.

Equipping young Canadians to succeed at home and abroad requires a strategy for global education and bold leadership. Building capacity for international engagement involves the active participation of key stakeholders in all communities, and gaining experience in countries/cultures that will matter most to Canada's future. We need to significantly expand outbound student mobility to Asia and enhance intercultural competencies and a global mindset. This includes introducing relevant curriculum as early as possible in children's education and a more proactive use of social media and other platforms to enhance awareness of international opportunities.

Impact investing could provide Canada with financial instruments to progress the diversity and inclusion agenda at home and abroad. Investors' demands for more sustainable investment products is very encouraging and bodes well. It will promote and enable more social innovation to help tackle the biggest challenges facing our society, whether in healthcare, housing, education, sustainable transportation and smart cities, clean energy, climate change, and other areas.

Foundations have moved beyond simple fundraising and charity and are developing sophisticated mechanisms for sparking and facilitating systemic social change in Canada and beyond. There is a need to better educate Canadian citizenry on the critically important role of philanthropic foundations in processes of social innovation and institutional change. Philanthropic foundations are but one entity in an evolving ecosystem of institutions that are engaged in processes of positive social change.

Governments, the business sector and civil society actors should share their tools to understand challenges, create economic resilience and inclusion, and address sustainability of the natural environment, even as the built environment continues to expand. Smart cities should be based on participatory decision-making processes to allow a stronger voice for all constituencies, and, most importantly, the most vulnerable. Smart cities should be about "human flourishing" and provide constructive spaces for citizenship, and should contribute to the design, development and perfection of inclusive institutions. Smart cities should also engage residents in ways that: recognize differences, rights and backgrounds; encourage transparency, evidence-based conversations and outcome-driven actions; and recognize the rights of First Nations, nature and future generations.

Finally, the Victoria Forum contributed to advancing the conversation on diversity and inclusion from different, but complementary, perspectives. The evidence-based recommendations summarized above are discussed in more detail in each chapter.

Introduction

Adel Guitouni; Saul Klein

Protectionism and isolationism are growing challenges around the globe, as are the economic inequalities resulting from the effects of climate change and poor governance. Destructive conflicts are brewing, or frozen along sectarian lines, fuelled and stoked by populism, fear of the "other" and xenophobia. The resurgence of populist agendas is a manifestation of the instability and the erosion of trust in our core institutions. A common thread to these 21st-century challenges is inclusion; or rather the lack thereof. Exclusion from the benefits of development — or from the economic growth resulting from globalization — generates individual and collective alienation, and fosters a sense of injustice.

The harmful effects of exclusion and discrimination play out for many Canadians, from coast to coast to coast every day. As Canada's Prime Minister Justin Trudeau pointed out in September 2017, in his annual address to the United Nations in New York, we have challenges at home in Canada, particularly when it comes to Indigenous peoples. The country is ageing, our Indigenous population is growing, the labour force is shrinking, disparities are increasing, and the number of immigrants is on the rise; "Approximately three Canadians in 10 (between 29 per cent and 32 per cent) could be a member of a visible minority group in 2031, regardless of the projection scenario. Canada would then have between 11.4 million and 14.4 million visible minority persons,"[3] and this rate may climb to 60 per cent in Vancouver and Toronto. At the same time, diversity and inclusion are not necessarily shared values in Canada. In its 2017 global survey, Ipsos found that 38 per cent of Canadians have a favourable opinion about immigration, while 35 per cent express a contrary opinion[4]. Furthermore, cities are at the forefront of these dynamics.

There is a need to harness diversity and foster inclusion. Celebrating diversity as a source of strength requires an evidence-based conversation to reap the dividends for all. There is no room for complacency, and challenging issues ought to be publicly discussed and debated. Better organized civil societies, social networking, conscientious investors, citizen consumers, impactful businesses and purposeful new technologies are examples of novel ideas to be harnessed in this conversation to make Canada and the world a better place.

The Forum

Two years ago, the University of Victoria and Global Affairs Canada started working on the idea to provide a space for evidence-based and solution-driven conversations to address contemporary global issues. Canada's 2017 sesquicentennial provided the platform to build bridges and stimulate creative and innovative thinking to tackle new, inter-dependent challenges. The inaugural Victoria Forum marked the country's 150th anniversary by addressing the broad theme of diversity and inclusion. Participants and guest speakers explored these issues candidly, across six themes, suggesting directions for the future, and building on their diversity of experience, insights and standpoints:

- Diversity and economic prosperity,
- Economics of indigenous inclusiveness,
- Geopolitics of diversity,
- Defining climate justice,
- Private philanthropy, civil society and inclusive development, and
- Global trade and the economics of diversity.

The forum included three other initiatives:
- an art and culture program,
- a plenary conversation on smart cities and inclusiveness, and
- an impact investing visioning workshop.

A prominent place was given to arts and culture as a driver of social and economic change. Selected displays reflected on the issues raised in the Forum. Visitors to the photographic and digital presentations were introduced to work being done by faculty and students in different academic units within the University. Also featured at the Forum was *Together:* An exhibition on global development, an innovative, interactive and multi-sensory experience designed to spark conversations about the role that Canadians can play in reducing global poverty. Presented by the Aga Khan Foundation Canada with financial support from Global Affairs Canada, *Together* features the work of 21 Canadian organizations that are helping to improve quality of life in the developing world.

The Forum's goal was to create an open and inclusive space where individuals and organizations from a wide spectrum of backgrounds and perspectives could come together to discuss ideas about diversity and inclusion in the 21st century, to break down silos and encourage different perspectives. There were over 90 nationally and internationally recognized speakers. Participants recognized that "doing well" by "doing good" is not a zero-sum game, and that we are moving away from a "short-term shareholder" to a "long-term stakeholder"economy. This shift increases the need for collaboration, integration and innovation based on an economic, societal and sustainable triple bottom line approach.

Our aspirations were very high — to tackle some of the most intimidating and inter-connected problems facing our world today — ranging from climate justice to trade and development, from developing a nation-to-nation dialogue with Indigenous peoples to global migration, from trade and development to philanthropy, from smart cities to impact investing. Underlying all of these issues were questions of diversity and inclusion. The former is a reality; the latter is a function of the actions we take, and the ones that we cannot afford not to take.

A compelling and provocative panel moderated by CBC radio host Anna Maria Tremonti set the stage for Forum discussions. It was followed by a networking event and an inspirational presentation by Pearson College students. The following two days included six plenary panel discussions, 17 think tank sessions, a smart cities dialogue and an impact investing workshop.

l-r: Anna Maria Tremonti, David Suzuki, Jamie Cassels

Student from Pearson College

Saul Klein

Opening panel:
The next 150: Mindful of our past for a better future

CBC radio host Anna Maria Tremonti, Ms. Roberta Jamieson, President and CEO Indspire, Canadian Prime Minister the Right Honourable Kim Campbell, Assembly of First Nations National Chief Perry Bellegarde, and overhead via video Canadian Prime Minister the Right Honourable Paul Martin

Members of the Victoria Forum opening panel provided a brief perspective on our history, noting past successes and failures, with much of the focus on Canada's practises and policies relating to its Indigenous peoples. Panelists, former Canadian Prime Ministers the Right Honourable Kim Campbell and the Right Honourable Paul Martin, Assembly of First Nations National Chief Perry Bellegarde, and Ms. Roberta Jamieson, President and CEO Indspire, presented some hard truths and raised thought-provoking issues relating to reforming legal and social justice, education and economic frameworks.

Do we want sustainable indigenous communities in the future? If the answer is yes, then we must consider capacity and how to invest in sustained development that will allow First Nations communities to develop while also maintaining a strong sense of self. Creating a happy future will take vision, hard work, and a reality check. Corporate board composition in Canada is not inclusive, for example 20 per cent of women, and only 0.6 per cent of Aboriginal people sit on corporate boards.

We have not allocated resources correctly to enable Indigenous youth to participate in the growth of the Canadian economy. There are currently more people in Canada over the age of 65 than are under the age of 15, and the fastest growing segment of this population is Indigenous youth. We need to step up investment to give this population the best chance at success and the ability to contribute to the economy as strongly as possible. We need to invest in Indigenous education and healthcare in more substantial and compelling ways than we have in the past. Bureaucracy has to change. The Prime Minister shows great vision, but it is not reflected yet within ministries; they are still doing things the same old way. Provincial governments also have a role to play. Since a large portion of Canada's GDP comes from the extraction of resources, and these are

primarily owned/overseen by First Nations, or on traditional lands — First Nation communities should be receiving a portion of the benefit as well.

Canada's fastest growing section under the age are 15 are Indigenous Canadians. Simulations have shown that within the next 20-25 years, if this population is given the same educational and health opportunities as the rest of the population then, based on ageing population statistics, the Indigenous population would make up 20 per cent of the workforce. We need to work locally, regionally, nationally and internationally to close the gap between Canada's 6th place ranking on the Human Development Index (HDI) overall, while Indigenous Canadians would rank 63rd. There is a need to close the gap in development and also in the disproportional representation of Indigenous peoples in jails, suicides, and youth-in-care. Invest in First Nation human capital; include in the immigration process to welcome new Canadians; incorporate Indigenous teachings in laws and policies surrounding the environment. Make investments in Indigenous people and immigrants coming in to grow the Canadian economy.

There should be space within Canada to allow First Nations structures to fit in with existing institutions. Indigenous communities can be nations within a nation, with-governance systems that are distinct from federal and provincial systems, with their own set of laws and jurisdiction over enforcing those laws, and with parallel education institutions that include both modern and traditional teachings. There is space within Canada for coexistence and mutual respect for these different systems. There is a role for everyone to play.

Solutions include teaching children about the history of Canada, validating the identity of each child and letting them be themselves and embrace their own cultures and traditions. The kindergarten to grade 12 education system should make sure that every Indigenous student graduates high school. Post-secondary institutions should offer more courses on Canadian and First Nations history and incorporate traditional teachings to allow students to retain their sense of self. To be inclusive in our future, we need to be inclusive of our past, and acknowledge and give place to those who are a part of our history. Many Canadians do not know Canada's history (of Indigenous peoples and other minority groups). We also need to be thinking of how future generations will look back on us. We need to work together to solve global issues such as climate change. The ability of democratic institutions to address these issues will be a critical test for our democracy.

Cities are at the forefront of this debate and critical partners for solving such issues. Mayors in some cities are very eager and open to working with Indigenous communities. First Nations and cities need to become allies and build relationships to start implementing solutions at a local and regional level. Nations will have to decide for themselves how they want to fit into the existing institutional framework. There are ways to set up better partnerships that can accelerate growth.

Recognizing the science of climate change is a defining feature of our democracy. We need to embrace Indigenous knowledge and teachings and recognize that Indigenous people have been living off these lands for thousands of years. We need to recognize waters and lands as living entities with rights (as has happened in New Zealand). We have to preserve knowledge and incorporate indigenous teachings of wellbeing.

Canada is going to play a significant role internationally, especially with helping the massive numbers of refugees including climate refugees. As a nation, we need to work extremely hard to strengthen international instruments like the United Nations and its Universal Declaration of Human Rights and tribunal courts, and isolate the people that won't participate.

Forum Engagement

The Victoria Forum was attended by 476 delegates who participated in one or all sessions, with 71 per cent rating their overall experience as excellent or very good. The following quotes are a sample collected from the delegates survey:

"I thought the event was exceptional and long overdue in our community."

"Every conference will have a few sessions that are not ideal, but overall, this conference was fantastic and I believe it has made a real impact on how people think about some issues."

"I felt the conference did an EXCELLENT job with including Indigenous topics throughout D&I the entire day. This was important and the first I've seen in my over 20 years of experience."

"I came to the Forum to learn about diversity and inclusion from leaders and the conference did just that."

"Conference provided unique insights into various challenges. I think it will affect my thinking going forward, but there needs to be more dialogue to fully shift the mindset."

"The subjects were highly pertinent. I will be forced to re-consider certain assumptions."

"I have already integrated some of what I learned and new thoughts into my own diversity and inclusion work."

"It certainly highlighted the many aspects of inclusion and diversity that need our attention. I'm more aware of the breadth and depth of the issues, and that I have so much more to learn."

"There were some very eye-opening moments and learning opportunities that we will definitely use to influence our future work. Specifically discussions about First Nations, and global demographic and migration trends, and how they relate to Canada. As well as the voices of caution about being overly confident and conformable in the current situation and Canada's good image on the world scene."

"The single most important element was that the forum created an atmosphere which encouraged different opinions in an open and transparent manner."

"Defining Nation to Nation Paradigm. The networking and conversations with folks and Q&A were both great."

"Nation to Nation think tank was stirring and I found my voice."

"The wide breadth of representative groups – this wasn't just for policymakers, academics, government or those in the "cultural" industry. It was the unique combination of perspectives that made it impactful."

"Think tank sessions felt more intimate and I felt more part of the discussion even though I didn't contribute."

"The think tank sessions definitely contribute the most in finding solutions for the future."

The Forum stimulated significant social media and internet traffic with hundreds of posts and thousands of site visits. It included multiple cultural and artistic exhibits that benefitted from the generous involvement of the University of Victoria Department of Art History and Visual Studies, the Aga Khan Foundation Canada and Victoria's Inter–Cultural Association, Yeomyung School in Seoul, South Korea as well as UVic Office of Global Engagement, and students from the UVic Co-op Department and the Gustavson School of Business

This Report

The Forum highlighted the importance of acknowledging and embracing our history, but also the need to move beyond our past and to create a better future. There is a role for everyone — people, government, businesses, philanthropists and First Nations — in driving the change.

This report is a compilation of the conversations that took place at the Victoria Forum and may not reflect the views of any one person or organization. While there were conflicting views on many of the issues that were discussed, there was also a willingness to engage and to listen. The Forum contributed to a better understanding, a more astute and nuanced appreciation of the big issues facing us all.

Perry Bellegarde, National Chief, Assembly of First Nations

l-r front: Sybil Seitzinger, Her Honour Judith Guichon, Basma Majerbi; back: Mayor Nils Jenson, Saul Klein

Diversity and Economic Prosperity

Bessma Momani; Mark Tschirgi; Adel Guitouni

By supporting the Forum, the Pierre Elliott Trudeau Foundation and the Global Centre for Pluralism were essential partners in shaping the program and objectives of the theme on diversity and economic prosperity. This conversation builds on other initiatives, such as the Pierre Elliott Trudeau Foundation's report on the diversity dividend[5].

Pluralism involves the development of positive responses to the presence of difference. Pluralism does not imply the absence of tension or disagreement within a society, nor does it require perfect societal harmony. Rather, pluralism requires the development and enhancement of both mechanisms and mindsets that can peacefully and effectively provide outlets for the tensions that inevitably arise within a diverse society. This is neither an easy nor a quick process.

It takes time for pluralism to take root and involves a commitment across many levels of society to build an inclusive and participatory approach to the relationship between the State and its citizens, and between citizens themselves. For pluralism to be sustainable, it requires constant effort to ensure all members of a society are given the opportunity to be included politically, socially, and economically. Crucially, just as the concept of diversity differs within each society, so too will each society's response — and their path forward in working to achieve pluralism. What works in one context may not be effective in another — it is thus useful to examine different cases and different contexts from around the world in identifying best practices.

Questions Addressed

Diversity and Economic Prosperity

1. Does Canada have the tools and resources to ensure that our celebrated pluralism is resilient enough to resist the global tide of xenophobia and populist parties?

2. How can we celebrate pluralism and social cohesion while Canada has not come to terms with how it has treated and continues to treat its indigenous communities?

3. Is Canada's celebration of pluralism just empty rhetoric?

4. How can the Canadian experience contribute to strengthening pluralism in other countries?

5. What are the limitations of the Canadian experience?

6. What lessons can be learned from how other societies have tried to address their diversity and worked to strengthen pluralism?

Rita Parikh, Vancity Board of Directors

Theme Discussions

This theme opened with a plenary panel on inclusive socio-economic progress. Inclusion is not an end goal but rather a continuous process. Economic inclusion is about people, with people having to work together to start businesses, earn profit, and retain customers. Economic democracy looks to how financial firms can drive digital change, such as how to create social impact and community investment programs that contribute to society — with citizens deciding how to allocate funds and invest in communities. A variety of different points were made by the speakers and in the ensuing discussion. The following summarizes these points.

Defining inclusivity. One in three immigrants lives below the poverty line in Canada. The moment when we ensure minorities are able to live up to their full potential is when we can conclude that we have created a fully-inclusive society. Unfortunately, immigration has become a major way to funnel inexpensive labour into Canada, with talent and brain power being wasted, due to accreditation delays and other factors.

Inclusivity is also about power distribution and participation in making major decisions in society and the economy. It is about visibility and decision making. Earlier immigrants from Europe in the 20th century were able to improve their social mobility based on stable jobs. The majority of immigrants in Canada currently, however, struggle with precarious employment and cannot easily transition. We need to create an environment where everyone can thrive rather than creating an underclass of workers.

Inclusion needs to involve more than just economics and progress needs to be assessed. We need to do things differently. Indigenous peoples' relationship with the land is a legal one, and the intention is that Indigenous worldviews should be relevant. The formation of Canada was based on the "Indian" question or problem. Indigenous people, however, are powerful — despite being considered largely invisible for the past 150 years. There is a fiscal relation between these people and government, and our ability to interpret this current framework and understand this relationship is socially based.

Diversity of economic opportunities. While diversity is economically sound, it is a moral failure to consider diversity and immigration from a purely economic perspective. We need to increase immigration, and policies should acknowledge the rich history and value that immigrants have brought and continue to bring to Canada. It cannot be a partnership if we are not equal economically and socially. At the same time, however, we must recognise that when we are inviting immigrants to Canada, we are draining doctors and teachers and nurses from developing nations. We have a moral responsibility towards those countries they are leaving.

Economic inclusivity is something we have to look at in the context of marginalization. Indigenous people in Canada, for instance, see the highest incarceration rates in the country. We have to go beyond raw data to understand the deep issues regarding how we relate to each other, especially considering Canada's global reputation for inclusivity. Inclusive economic growth is a key aspect to consider as we identify where we experience shortcomings and decide how best to address the opportunities to improve inclusivity within Canada.

Both gross domestic product and life experiences need to be looked at when considering these issues. Infrastructure funding should be better targeted as a result and contribute to better quality of life. Employment and workplace diversity is just one factor that must be considered. Meaningful employment is important, and people from different backgrounds and perspectives need to be involved in decision-making processes.

Inclusion makes economic sense. In a recent study, we found a positive correlation between revenue and productivity. It is about fostering innovation, job creation, generating new products and services, and opening new markets in Canada and abroad. Though there are barriers to achieving these goals, it was found that a one per cent increase in ethno-cultural workplace diversity led to one per cent increase in productivity and 2.4 per cent increase in revenue. We cannot look at inclusion in isolation. Diversity and demographics offer the opportunity to explore untapped potential in terms of immigration. Canada's diversity is an advantage for its firms — allowing us to connect to the world.

We are missing an enormous opportunity when we fail to improve the inclusion of Indigenous people in Canada. There is a business case as to why they need to be included, beyond the moral right. Diversity in decision making is important, and business outcomes resulting from these decisions would be improved if a more diverse group of people were involved in the process. We should focus on equal partnership and trust — building an arsenal of tools and work on the development of a common philosophy.

Can Canada export the idea of "pluralism"? Which policies and mechanisms help to build Canadian society? Immigration is a factor that helps to improve diversity, and many look at Canada as a model. There are, however, differences between the Canadian experience and that of other nations. The multiculturalism of the '70s and '80s in Canada has evolved asymmetrically, with most Canadians viewing multiculturalism as a good thing unlike sentiments expressed in many other countries around the world. Multiculturalism is encouraged by political engagement, and 85 per cent of permanent residents in Canada acquire Canadian citizenship.

Multiculturalism is not a synonym for pluralism. It is about cultures — a normative visual that conveys more than just policies. We can contribute to other nations due to our history of diversity, and invite the development of immigrant-friendly policies. This is not to say that Canada has a perfect system, but, rather, that we are managing immigration policies much more effectively compared to some other societies. Multiculturalism is a set of policies and approaches; it is not an end, but rather a continuous process.

Canada has an important role to play for other societies seeking a model for their own immigration policies. Indeed, many other countries have learned from Canada in terms of constitutional reforms, providing support to minority groups, enhancing pluralism, and engaging in negotiations regarding water or land. The economic benefits of pluralism are important, as a pluralist society is a magnet for talent and employment, which in turn promotes diversity. The private sector is ahead of the public sector in this regard. They know a productivity gap exists and that there is a need to bridge the gap. Diversity is a huge asset, and we need to develop inclusive policies so that we can benefit from it.

It is important for both private and public sectors to share their own visions for a more inclusive future, facilitating a better understanding of different societal dynamics and approaches to diversity. Promoting and sharing pluralism is an important component. It is also possible for a society to have varying degrees of pluralism. Keeping the peace and living in a prosperous environment are both essential and mutually reinforcing.

Pluralism is an ethic of respect for human differences, demonstrated through policies and practices which serve to strengthen recognition and belonging in a society. At its heart, a commitment to pluralism is a commitment to enhancing and expanding the terms of societal membership and to widening the conception of who belongs. The values that societies prioritize, and the stories that they tell themselves about who they are and what they consider important, right and ethical, are just as important..

A critical component to understanding and explaining pluralism is the relationship between what can be termed the "hardware" and "software" of pluralism. Hardware refers to the formal institutions that define the legal and political space within which members of society act. Software encompasses the habits and mindsets that shape our perceptions of who belongs and who contributes, and that influence how we interact on an everyday basis with others. Both dimensions are critical and interdependent; they continually interact and condition each other.

Democracy is a necessary aspect of promoting diversity and inclusion, but it is insufficient on its own. Habits of the mind are prevalent in all societies. Diversity and its concepts exist in authoritarian societies too, and they deserve support and solidarity. Canada should lead in creating a space for discussing pluralism and the role of democratic institutions. Experiences and learnings from one country can be applied to other societies, and the Canadian government, along with Canadian businesses and philanthropic organizations, should contribute to funding this conversation as an exchange of best practices and lessons learned.

Canada is well positioned, in terms of our colonial history compared to other countries, to facilitate debates around diversity and inclusion. At the same time, public shifting attitudes in other countries support having these kinds of dicussions there too, and countries such as Uganda, Tunisia, Kenya and Zimbabwe are now ready to make progress on this front.

Is Canadian diversity a myth or reality? How legitimate is the claim about diversity in Canada? Canadian diversity is established on demographic and historical facts. However, diversity is a myth because it is not fully achieved as far as the story we tell ourselves. It can sometimes be a dream that obscures reality. In our Canadian history, we often obscure realities such as the exclusion of First Nations, residential schools, Japanese internment camps, enemy aliens' camps, and the full removal of restrictions on immigration to Canada (which only happened in 1967).

The downside of this myth is that organizations think that diversity is a reality while, in fact, they are monocultures. Within many organizations, there are individuals from different cultures, but their cultures are subsumed; e.g., Arabic women have had to adopt the prevailing identity of the organization in order to be accepted into the police force.

One alternative to outsourcing work is to import labour. Many immigrants to Canada are never able to work in their desired career fields (one of four immigrants face this reality), or they take a long time to reach their career goals. Work that is not well-paid tends to be picked up by immigrants, and businesses may be pro-immigration simply to access less expensive labour. We also need to question the psychological and emotional price of a lost dream for an entire generation — bringing people from another country for inexpensive labour is not necessarily a good reason. Many immigrants express dissatisfaction with working cultures in Canada (private, public and civil society) where they feel different types of discrimination are manifested. In some cases, immigrants are considered 'alien'. For all of us to work and live together in harmony, we need to acknowledge the contributions that all of us can bring.

There is a fragile sense of pluralism, and negative attitudes will surface in times of uncertainty or scarcity. Economic challenges may foster ethnic tensions and violence, and the multicultural project in Canada is still very fragile, even if we have not suffered an economic crisis to the same extent as other countries — and have not experienced any modern economic depression. We should be wary of complacency as there is a danger.

It appears that Canadians support multiculturalism, in theory, but the index of support drops drastically in practice. There is a stable block of people who are opposed to multiculturalism. As a result, backlashes occur when sudden and uncontrolled demographic changes create fear. Multiculturalism in the classroom does not reflect who is in Canada. We say we are multicultural and that this is a good thing, but this message comes from the government and is not necessarily what people living in Canada think. The media does not reflect the reality of how Canadians feel toward one another and may become the great enemy of multiculturalism. Different media perspectives are needed in Canada as existing outlets may be biased, even if unintentionally, For example, "no one asks a white person where he or she is from, but if you are a person of colour, everyone asks where you are from."

Many policies about multiculturalism assume that cultural identity is fixed, and that cultural identity does not evolve. One study found that later generations do better than the first generation; "the first generation suffers, the second flourishes." The biggest driver for earning in the workplace, however, is based on the language the person speaks. The person who speaks the language gets a better salary. Culture is a very small part of who we are, but a very important part of the country and its organizations.

How to make Canada a more welcoming place? Canada will increase its immigration levels and the number of refugees resettled to Canada each year, although more should be done as recommended by the Government's Advisory Council on Economic Growth.

Canada should also create more space for religion in public conversation. A majority of Canadians identify as religious, and many newcomers become active with religious groups to facilitate their integration. How should Canada include religious communities in its integration policies? Exclusion is experienced by all, and we have all felt excluded in some way or another. We all remember someone who went out of their way to create space to include others. It is in these interactions that the way we interact with the world is changed.

How to create communities where people feel like they belong? Organizations need to change policies and systems; software versus hardware. Diversity can be painful, but most organizations are looking for practical solutions. Technology may provide the basis to develop innovative solutions.

What is the difference between inclusion and belonging? Inclusion is being invited to a dance, while belonging is being asked to dance. A true sense of belonging involves active and reciprocal engagement — enabling an environment not only to be included but to also affect change. People have good intentions most of the time, but unpredicted things happen and people sometimes feel that they should exclude themselves. Change is going to take time for each of us.

Does everybody want diversity? Diversity can be painful. We should adapt to the situation. Sometimes immigrants from non-diverse places end up creating their own space and make Canadians feel excluded. In one high school, Japanese students asked Canadians whether they thought diversity was a good thing — to which Canadians responded , "yes, of course". In contrast, however, Japanese society is homogenous and values harmony, and it is felt that a society without differences works better.

Fear is often at the root of opposition to inclusiveness, the fear of the unknown. People who respond negatively towards Sikhs and Muslims must ask themselves what they actually know about these religions. Are they talking about "ISIS," or are they talking about Islam? People don't have all the information.

Diversity is much broader than ethno-cultural inclusion. There is no taking away diversity, and it is important to try to find opportunities to have these discussions. Do we have the ability to start a conversation with someone that we meet anywhere to start talking about diversity? Would you feel comfortable to say "as a Muslim"? People have to become more comfortable with starting this kind of conversation.

Together Exhibit

Mary Ann Thomas, Roberta Jamieson, David Suzuki

Kamal Al-Solaylee, Carol Anne Hilton, Jillian Stirk, Jennifer Petrela and Christian Kittleson (overhead)

Recommendations for future actions

1. *Embracing different identities.* Embracing different identities, both through legislative and institutional reforms (hardware of pluralism) and through changes to the normative and cultural values of society (software of pluralism) has been one of Canada's successes. How these areas (the hardware and software of pluralism) interact and influence each other needs to be better understood, in order to learn how to best advance and protect pluralism, both in Canada and in other countries.

2. *Perfecting Canada.* Canada is an unfinished product. We still have many problems to address, and as our country and society changes, new problems will emerge. Taking care of our own "backyard" is important. In that regard, while we have a role to play in sharing some of our success (as well as what we've learned from our own failures and shortcomings), it is also important to recognize that we too have much to learn from other societies. We should always adopt an open posture to learning from other experiences and seek to adapt other innovations that may be relevant to the Canadian context.

3. *Promoting pluralism.* Discussing issues around pluralism, diversity, identity and inclusion are extremely sensitive and can be controversial. They must be approached carefully and respectfully, but these conversations need to happen. Simply assuming that questions like these are settled due to the current social and political narrative or contemporary media discourse, is complacent and risks missing emerging national trends or international influences. Actors that support pluralism, across all spheres of society, need to actively explain why and engage with not only those who share their worldview, but crucially those who are unsure. Being complacent and resting on past achievements, risks creating a rhetorical or political vacuum into which blatantly anti-pluralistic forces can enter and make rapid gains.

4. *Strengthening inclusive institutions.* There should be a clear recognition that pluralism does not in any way imply the complete absence of tension or conflict. On the contrary, diverse societies will naturally and inevitably have tensions that arise, as differences and disagreements are expressed and groups are able to push for competing interests. What characterizes a pluralistic society is how such tensions and conflicts are managed, and disagreements channeled into healthy and non-violent or non-exclusionary ways. Strong and broadly trusted institutions, both formal and informal, are required to ensure that mechanisms exist through which groups and individuals can direct their tensions and try to reconcile their disagreements. Additionally, transparent and accessible processes are needed to ensure that those institutions remain trusted, even when the outcomes are not what was sought.

5. *Broadening the social support for inclusiveness.* There should be a focus on using traditional and social media to responsibly tell nuanced, complex and accurate stories that explain how and why pluralism represents a benefit to all, and how different communities, groups and individuals contribute to society at large.

6. *Learning inclusiveness.* It is the deeply internalized beliefs that drive the way we see the world (way of being in the world; they are the challenges and the benefits of diversity. We cannot see one another as if we are a homogenous team. One of the benefits of multiculturalism is that together, we have better-thinking skills and creativity (complex thinking) and that social networks are enhanced (multicultural networks are way more interconnected than are monoculture networks). These factors (amongst many others) make multiculturalism valuable.
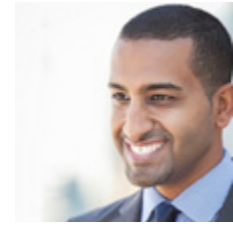
Speakers

Dr. Kamal Al-Solaylee

Associate Professor of
Journalism, Ryerson University

Ms. Erin Aylward

Doctoral Candidate, University of
Toronto, and Pierre Elliott Trudeau
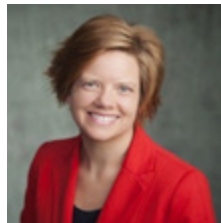Foundation Scholar

Mr. Wyle Baoween

CEO, HRx Technology Inc.

Mr. Geoffrey Cameron

Doctoral Candidate, University
of Toronto and Pierre Elliott
Trudeau Foundation Scholar

Dr. Stacey Fitzsimmons

Assistant Professor, Gustavson School
of Business, University
of Victoria

Ms. Carol Anne Hilton

Chief Executive Officer of Transformation,
and Senior Advisor to the
Federal Finance Minister

Mr. Christian Kittleson

Associate Partner,
Ernst & Young

Dr. Bessma Momani

Professor of Political Science, University of Waterloo
and the Balsillie School of International Affairs;
and Senior Fellow, Centre for International
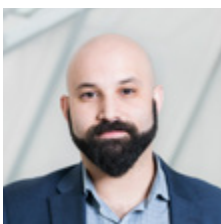Governance and Innovation

Ms. Jennifer Petrela

Director of Content and Strategic
Engagement, Pierre Elliott
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Ms. Jillian Stirk

Pierre Elliott Trudeau
Foundation Mentor and
Associate Centre for Dialogue,
Simon Fraser University

Mr. Mark Tschirgi

Program Officer, Global Centre
for Pluralism

l-r: Ricardo Flores and participant

Stacey Fitzsimmons, Kamal Al-Solaylee

l-r: David Lau, Giuliana Natale, Pamela Divinsky

Economics of Indigenous Inclusivness

Miles Richardson; Adel Guitouni

The Economics of Indigenous Inclusiveness theme focused on building a nation-to-nation relationship between Canada and Indigenous peoples as the foundation for building our shared prosperity within Indigenous nations and across the country. Through expert input from Canada and abroad, speakers, panelists and delegates discussed how to build a nation-to-nation relationship, strategies for supporting Indigenous peoples rebuilding their nationhood, and developing shared prosperity together in the spirit intended during the initial phase of the relationship, when the Crown undertook to build nation-to-nation / treaty relationships with Indigenous peoples.

The plenary opened with a panel conversation focused on three themes:
1)   Indigenous nationhood and leadership,
2)   building nation-to-nation relationships, and
3)   action initiatives in Indigenous law and economic development.

The discussions included a number of Indigenous economic success stories, led and carried out by Indigenous people grounded in their cultures, working to build livelihoods while stewarding their territories, and strengthening who they are as peoples, as nations with their own ancient stories. Indigenous peoples have struggled against the forces of colonialism since Confederation (1867), which unilaterally accorded jurisdiction over "Indians" and their lands to the federal government. These forces of colonialism were fueled by Canada's official policies of denial and assimilation, as articulated in Canada's *Indian Act*. As this struggle unfolded, Indigenous nations have worked to build models of economic development that maintain the right relationship with their lands, languages, resources, and well-being. Indigenous nations have an inherent right of jurisdiction over their territories. As they build and strengthen their nationhood and self-governance, they are developing laws, policies, and land- and marine-use plans, and are setting their own conditions for engagement in the area of economic development, which will produce new challenges and opportunities to creating shared prosperity in Indigenous nations and across Canada.

Overview of the theme

Economics of Indigenous Inclusiveness

This theme focused on contemporary attempts by Indigenous peoples to participate in economic development while maintaining and strengthening their values and identity. Indigenous peoples have struggled against assimilation throughout Canadian history, and they are committed to ensuring that future development does not further erode relationships with their lands, languages, resources, and social standing. These conditions for engagement in economic development produce challenges and opportunities for Indigenous peoples and others in creating prosperity across Canada.

The opening panel posed a series of questions to frame the discussions, including:

1. What are some of the key ways Indigenous nations are building their prosperity?

2. What are some key examples of support for building Indigenous economic development capacity?

3. How do Indigenous nations balance their economic development plans and objectives with their stewardship responsibilities toward their lands, waters, language, culture and nationhood?

4. What are the key methods by which Indigenous nations can build the capacity to manage and grow their economies?

5. How can we close the persistent socio-economic gaps between Indigenous and non-Indigenous people?

6. What is the potential for Indigenous nations to be a driving force in the Canadian economy?

7. What are some of the key opportunities for Indigenous economic development in the next 10 years?

Sophie Pierre

Theme Discussions

Canada's colonial policies have created deep and persistent gaps in socio-economic outcomes between Indigenous and non-Indigenous populations. Closing these gaps and building sustaining and sustainable prosperity in Indigenous nations, will require Canada, the provinces and territories, industry, and other civil society organizations to invest in and support Indigenous nations building their capacity. The nation-to-nation relationship involves recognition and support of Indigenous nations' ability to harness the wealth in their territories. Whether in social policy or economic development, Indigenous nations know what is best for themselves and their communities. They just need Canada and other actors to invest in closing these socio-economic gaps and building capacity for economic development and innovation in Indigenous nations. Indigenous nations are due a greater degree of participation in resource revenue sharing agreements. Other players, like cities, can become allies and build relationships to start implementing these changes on the ground. Indigenous nations need to lead this change themselves, supported in funding and resources by Canada, the provinces and territories, industry, universities, and other civil society groups.

Canada must also invest in teaching Canadians about the history and nature of this foundational, constitutional relationship. Indigenous youth should have the opportunities to grow up proud and knowledgeable in their cultures and traditions.

Canada's political and economic institutions have evolved without respect or regard for the continued existence of Indigenous nations in their territories. We must make space within Canada for properly including Indigenous peoples within these institutions while at the same time building effective interfaces between Indigenous nations and Canadian political and economic institutions. We can make and re-establish the space for Canada and Indigenous nations to coexist in mutual respect and prosperity. Educating Canadians about the foundational, constitutional relationship between Indigenous nations and Canada is a key way to make this space.

Indigenous knowledge, cultivated and passed down over millennia, has a vital role to play in managing our resources and environment. Indigenous peoples have been living off these lands and waters for tens of thousands of years. They have been endowed with the rights and responsibilities to care for their territories and resources by the Creator and continue to bear and exercise those rights and responsibilities. Science and Indigenous knowledge can both work to ensure the best ability to steward those lands, waters and resources. However, after 150 years of colonization, elevating the role of Indigenous knowledge within key Canadian decision-making and policy processes will require educating Canadians, ranging from elected officials, civil servants, institutions of education, industry, and other civil society groups, on Indigenous ways of being and knowing as part of their learing about the foundational, constitutional nature of the relationship between Canada and Indigenous peoples.

Defining the nation-to-nation paradigm. The relationship between the Crown and Indigenous peoples began on a constitutional foundation of respect with Britain's King George the Third's commitment to a nation-to-nation relationship with Indigenous nations in the Royal Proclamation, 1763, and the wave of treaty making that began with the Treaty of Niagara in 1764. This relationship changed dramatically with Confederation and the *British North America Act* in 1867, which was negotiated without Indigenous representation present and which unilaterally ascribed jurisdiction for "Indians" and their lands to the federal government, respectively, and with the *Indian Act*, which was first adopted by Parliament in 1876. These colonial laws and policies set out

to deny the nationhood and self-governance rights of Indigenous peoples and assimilate them into Canadian society, and end their distinct ways of being, knowing and governing.

Indigenous nations have struggled and worked to retain and rebuild their nationhood, governance, languages, cultures and economic capacity. Elders are passing this knowledge and skill on to younger generations. Canada, the provinces and territories, industry, and other civil society groups have a role to play in providing funds and resources to support Indigenous nationhood rebuilding.

The *Indian Act*, a colonial policy, remains in operation today, in 2018, 142 years after it was first adopted by Parliament. The path beyond the *Indian Ac*t is one of supporting the rebuilding of Indigenous nations and rebuilding a genuine nation-to-nation relationship between the Crown and Indigenous nations. The wealth of these lands and waters, and jurisdiction and decision making over them, must be shared fairly to balance the scales and build a genuine nation-to-nation relationship between Indigenous nations and Canada. Indigenous nations must be supported to take control of their destinies through being able to govern effectively and generate strong livelihoods for their people.

Rebuilding a nation-to-nation relationship requires changing the story Canada and Canadians tell and understand about their place with respect to Indigenous peoples on these lands and waters. This story centres on building family relationships and cultivating care and respect for our relatives.

How can civil societies follow up from this discussion to persuade the nation-to-nation relationship policy? Civil society organizations like universities, other post-secondary institutions, non-governmental organizations, philanthropic organizations, faith-based organizations, media, and industry all have a major role to play in educating Canadians of all ages and backgrounds, including newcomers, on the foundational, constitutional nature of the relationship between Indigenous people. A genuine nation-to-nation relationship is built at both the level of official accords and agreements, and at the level of grassroots understanding and relationships amongst neighbours. This country will not prosper in any sustained or sustainable way until we recognize and respect Indigenous peoples as foundational, constitutional partners and, thus, as pillars of our economy and shared prosperity.

First Nations leadership and governance. After 150 years of colonization, assimilation and denial of Indigenous rights, Indigenous peoples experience more barriers and lower socio-economic outcomes than non-Indigenous populations. As the foundational peoples whose inherent rights are recognized by the Supreme Court of Canada, Indigenous people are due a much larger piece of the economic pie shared with Canada than they are currently getting or have had access to for generations.

To move beyond reliance on federal government programs, Indigenous nations will need to develop strategies for their own prosperity and Canada, the provinces and territories, industry and other civil society groups to support the development and implementation of these strategies with funds and resources.

The Royal Commission on Aboriginal Peoples (1996) estimated there were approximately 60 to 80 Indigenous nations in the lands now called Canada at contact. Today, these nations have been divided into 633 bands or administrative units that deliver federal programs to Indigenous communities and implement the *Indian Act* on behalf of the federal government, rather than Indigenous jurisdiction as an inherent right, which stems from their relationship with the Creator who put them on these lands long before contact, to steward the resources and make livelihoods for their peoples. Section 35 of the Canadian Constitution and United

Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) also recognize the inherent nature of Indigenous jurisdiction. It is essential to honour existing treaties and, where they do not exist, to achieve treaties that are fairly negotiated and implemented.

The process of moving from the bands or administrative structures imposed by Canada on Indigenous peoples to rebuild, strong Indigenous nations, cultures and economies is a very complex process. It must be led by Indigenous peoples themselves, creating their own visions and taking the initiative to rebuild their internal processes and relationships, supported with funding and resources by Canada, the provinces and territories, industry and other civil society groups.

The research on Indigenous economic development and prosperity shows that well-governed nations do well. While Indigenous laws and legal orders have been in place, adapting and passed down over generations, many Indigenous nations are going through the process of rebuilding their nationhood and governance by bringing those ancient laws and traditions into the written format of modern constitutions, laws and policies to assist interjurisdictional understanding, negotiations and partnerships.

What can Indigenous nations do to build capacity within their communities and among their people, to support moving away from the *Indian Act* towards self-governance? Indigenous leadership and Indigenous civil servants develop plans for building capacity within their communities and among their people. In addition to planning and the data to require to support planning, Indigenous nations need a fair distribution of land and other resources that supply the wealth in this country to support their people. The federal government must also close the significant gaps in funding for education, healthcare, and other social programs designed for Indigenous people in comparison to those for non-Indigenous people. Indigenous nations face unique funding challenges deriving from their unique geographies, with many remote communities underserved by infrastructure many other populations can count on.

What are some of the critical barriers to Indigenous nation re-building? There is a feeling among many Indigenous people that the whole idea of reconciliation is a buzzword and feel a lack of trust, asking if, after 150 years of devastation they are to say, "ok, we are good now"? Restoring this trust will require the federal government to deliver tangible evidence of, and results from, its commitment to the nation-to-nation relationship immediately, as we pass the halfway mark of this government's current tenure in office. In addition to providing funds and resources to support nationhood rebuilding, it is essential the federal government make their commitment to recognition of Indigenous rights and the nation-to-nation relationship explicit and lasting in legislation within these timelines as well.

Defining the nation-to-nation relationship. The nation-to-nation relationship is the relationship between Indigenous nations and Canada, including Canadians, and between Indigenous nations. It recognizes Indigenous nations' rights to self-determination, self-governance, and jurisdiction over their lands, waters, peoples, cultures, and languages. It is a framework for equitable partnership between Indigenous peoples and Canada, including Canadian business and economic organizations and other civil society institutions. This relationship requires understanding each other's ways of being and knowing that guide decision-making processes and criteria. The process of building this relationship will open up many opportunities to build on what we share in common and help us better respect our differences. Creating these relationships is a key step in the 21st century to rebuilding our common human family and meeting unique contemporary challenges, such as climate change, together.

The federal government is working to move past the *Indian Act* through creating legislation to enable Indigenous governments and institutions to pursue investment and economic development opportunities, investing in providing programs and services to Indigenous communities, and developing Crown–Inuit and Crown–Metis relationships in addition to the nation-to-nation relationships it is building with First Nations across the country.

Indigenous peoples and the Canadian economy stand to benefit massively from the development of strong Indigenous economies (estimated to be at least $100 billion in potential additional GDP). Indigenous peoples are creative and innovative, and investing to support their full participation in our shared prosperity is key to fueling both their success and Canada's. It also requires recognizing Indigenous peoples as both having an ancient lineage and heritage while remaining rooted and positioned in our modern economy.

Indigenous peoples are not prepared to rely on federal government programs, but are instead pushing for the recognition, the funding and the resources to support their economic self-sufficiency and prosperity.

What is the process by which the Indigenous nations and the federal government can move beyond the Indian Act? The original relationship was a respectful relationship among nations negotiating treaties with one another to clarify how these nations would share resources. Then, over the last 150 years, one party in that relationship, Canada, followed a colonial policy of assimilation and denial of Indigenous rights. Fairly negotiating and implementing contemporary treaties is one key way for Canada and the provinces and territories to manifest the commitment to a nation-to-nation relationship.

Indigenous nations are doing the work of creating their own laws and land- and marine-use plans to carry out their inherent rights and responsibilities to steward the lands, waters, people, culture and languages under their jurisdiction. This process of strengthening their nationhood and self-governance capacity is key to moving them beyond the *Indian Act* into their own empowered future as Indigenous nations.

Are Indigenous nations coming together to plan their economic development and prosperity? The option for a joint national Indigenous economic framework, designed by Indigenous nations together, was presented. This framework can be built not just to replace the poverty entrenched by the *Indian Act*, but to also plan a vision for what is possible through the spirit of appreciative inquiry and in accordance with Indigenous knowledge, laws and teachings.

Action initiatives. We must build understanding of and respect for Indigenous ways of being and knowing within Canadian society, from the highest levels of decision-making authority to the grassroots neighbours reshaping their communities and lifeworld together. Support is needed to develop Indigenous economic development capacity, opportunities and entrepreneurship, to help create conditions for prosperity in Indigenous nations.

Recommendations for future actions

7. *Canada must continue its commitment and work to build nation-to-nation relationships with Indigenous peoples.* After 150 years of colonization under the *Indian Act*, Canada must commit to doing the work it needs to do with respect to building understanding of the constitutional relationship between Canada and Indigenous peoples among all sectors of Canadian society, including through communication initiatives to educate the Canadian public, from elected officials, academics, students, industry, civil society groups, to the general public in their neighbourhoods. As Senator Murray Sinclair has said, "Education is what got us into this mess — the use of education at least in terms of residential schools — but education is the key to reconciliation."

8. *Canada must support Indigenous peoples rebuilding their nationhood, governance, and economic development capacity, as led and decided by Indigenous peoples themselves.* In doing the work it needs to do internally to build understanding of the constitutional relationship between Canada and Indigenous peoples and of the nature of the nation-to-nation relationship, Canada must also develop an effective plan for educating newcomers to the country on the foundational, constitutional nature of the relationship between Canada and Indigenous peoples. Indigenous nations themselves must be supported to play a strong role in this process of education, to ensure their voices and perspectives are represented in the welcoming process to newcomers to this country.

9. *Canada, provinces, territories, industry, and other civil society organizations must commit to investing in Indigenous prosperity.* This includes supporting the rebuilding and strengthening of Indigenous governance capacity and supporting Indigenous governments' intiatives to assert their jurisdiction over key resources within their rights and title. Allocating a percentage of GDP to Indigenous peoples would recognize their foundational role in the constitution of Canada and reflect the original spirit of sharing and respect that characterized the relationship between Crown and Indigenous peoples in the Royal Proclamation, Two Row Wampum, and wave of treaty making beginning with the Treaty of Niagara in 1764. Indigenous peoples should benefit fairly from and have decision-making power with regard to economic development initiatives in their homelands.

10. *Close persistent socio-economic gap.* Increase investment in Indigenous nations and communities to close the persistent socio-economic gaps between Indigenous peoples and national averages. The funding gap between Indigenous and non-Indigenous peoples must be closed. This requires moving beyond the two per cent per year increased funding cap to First Nations, funding Indigenous education, child welfare, healthcare and other core programs equitably with regard to those in non-Indigenous communities. It requires significant historic investment in Indigenous nations and communities along the lines of the *Kelowna Accord*, to close the gaps and to jump-start hope in Indigenous nations and communites and provide the foundation for ongoing social and economic development.

11. *Recognize indigenous knowledge and ways of knowing.* Building a nation-to-nation relationship also involves building understanding of Indigenous knowledge/ways of knowing within Canadian decision-making institutions and amongst the public. A true nation-to-nation relationship gives equitable recognition to Indigenous cultures and knowledge systems relative to those of the dominant Western society, which, after 150 years of colonization, requires meaningful commitment by Crown governments, industry, academia, and civil society to achieve. Building this understanding across our cultures and within institutions of decision making is a core foundation of a successful nation-to-nation relationship.

Speakers

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Dr. John Borrows

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Rt. Hon. Kim Campbell

19th Prime Minister of Canada

Mr. Mohan Denetto

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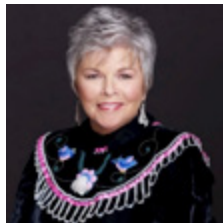and Northern Affairs Canada

Mr. Lee Francoeur,
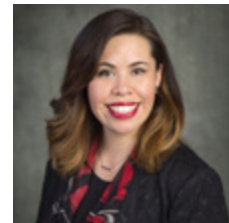
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Lee Francoeur, Brian MacDonald, Tim Raybould, Kory Wilson

Patrick Kelly

Chapter Three

Geopolitics of Diversity

Guiliana Natale; Oliver Schmidtke; Adel Guitouni

The discussions on the geopolitics of diversity created opportunities for the University of Victoria's Center for Global Studies, the Global Affairs Canada Office of Human Rights, Freedom and Inclusion, and the Canadian International Council. The conversation demonstrated awareness of the issue of diversity in Canada and abroad, the obstacles encountered, and finally a spirited push to find solutions. Many of the contributions were candid and even self-critical.

Diversity and inclusiveness are increasingly at the heart of the Canadian national and international agendas. Promoting the values of pluralism is essential for the achievement of prosperity, sustainability, fairness, and social cohesion. Attainment of social and economic inclusion at home can help achieve peaceful and prosperous globalization.

Overview of the theme

Geopolitics of Diversity

Cross-border mobility of goods, services and people has reached unprecedented levels, particularly in the Global North. At the same time, security concerns in the wake of terrorist attacks have led to a fortification of borders around the world. Moreover, fear of the ethnic, cultural or religious "other" has rapidly led to a rise in xenophobic sentiments around the world.

These developments pose a particular challenge to the 65.3 million forcibly displaced people globally. The current refugee crisis poses a structural and increasingly pressing challenge for the world community. Liberal democracies will have to develop effective and morally valid responses given their political and legal commitment to protecting the right to political asylum and human rights. Similarly, liberal democracies are tested in their resolve to withstand ideologies that exclude the non-national "other" or depict migrants as incompatible with national identity.

To focus on these issues, the following questions were addressed:

1. How can liberal democracies balance their security concerns with their commitment to open borders, a diverse and inclusive society and a compassionate approach to refugees?

2. What could and should be Canada's contribution to an international human rights regime that protects the fundamental rights of the most vulnerable regardless of their citizenship status?

3. How can the legacy of Canada-style multiculturalism be an antidote to the rise of anti-immigrant populism and its underlying exclusionary nationalism?

l-r: Oliver Schmidtke, John Alderdice, Lori Beaman, Ede Ijjasz-Vasquez, Guiliana Natale

Theme Discussions

Immigration, multiculturalism and refugees. Dealing with the concerns of an expanding multicultural society, absorbing large number of immigrants each year from increasingly non-European roots, as well as the attempts to cope with the demands and needs of a large refugee pool, and the plight of the native population, are testing the limits of Canada's presumed tolerance and accommodation. Addressing issues of racism and exclusion are at the heart of transforming rigid attitudes and achieving a more cohesive, fair, prosperous and peaceful society.

In order to cope with a deficient — some say dysfunctional — immigration policy, the shortcomings must be identified prior to proposing solutions. The post-Second World War successful absorption of millions of European migrants and refugees is not as successful in dealing with the majority of non-European arrivals over the last half century.

Diversity and integration problems. Many Canadians may not believe that immigrants add value to the society. The "reality check," which is beginning to make itself felt, is that accepting immigrants and refugees does not translate to their full inclusion in society due to historical and current complex obstacles.

There is fear of the ethnic, cultural, and religious "other," leading to xenophobia. Exclusion and alienation are enhanced by existing and prejudicial social drivers. Discrimination at the group and individual levels develops into systemic and harmful conditions for society.

Diversity faces open and disguised resistance, creating backlash in the political system. The increased visibility and presence of ethnic and religious minorities multiply the "fear-of-the-other" and the "us-versus-them" anxieties among the established majority.

Failure of meaningful absorption of newcomers. Fully one-third of immigrants are languishing below the poverty line. Canada has a pool of "cheap labour," with an underclass of workers struggling to survive. Canadian business is a main beneficiary of such inequity, and is, as a result, supportive of the government's immigration policy.

This situation prevents migrants and refugees from living up to their professional and social potential. Highly qualified individuals are experiencing a waste of their talents, reducing overall skills capacity in Canada. Three-quarters of professional immigrants face resistance in getting their professional accreditations recognised in Canada. They also represent a serious loss to their societies of origin.

This growing segment of society is facing stagnation in lower- and lower middle-class positions, and experiences increasing income disparity. Lack of class mobility and advancement, as a consequence, prevent meaningful and harmonious integration.

The painful existence of a "lost generation" for a large number of immigrants has shattered dreams of inclusion and prosperity. The inability — or reluctance — to facilitate inclusion has created large pockets of exclusion and resentment. Discriminatory practices force immigrants to remain attached to their cultural and religious communities, intensifying societal alienation and divisions in the process.

Canadian diversity may be a myth, given that immigration policy is based on a top-down, unidirectional approach without sufficient input from affected constituencies. Multiculturalism is seen by some as a tool to prevent immigrants from joining the Canadian mainstream.

It is important to expose the sometimes deceptive language of inclusion which may actually hide serious discriminatory attitudes. Many segments of civil society consider Canada's immigration policy as a moral failure. The Canadian media may also distort Canada's self-image, as it is unrepresentative of the diverse components of Canadian society.

l-r in foreground: Oliver Schmidtke, Senator Jim Munson and overhead via video Jean-Nicolas Beuze, UNHCR representative in Canada

Presenters and delegates in think tank session: Governing refugees, diversity and inclusion in a globalizing world.

Recommendations for future actions

12. *Integration of human rights obligations in policies.* Human rights obligations should be incorporated as a foundational requirement for policy in order to combat discrimination, inequality, and barriers to fair immigration practices.

13. *Education.* Education is essential to increase awareness of and reduce intolerance and other obstacles to inclusion. There is a need to intensify awareness of cultural diversity and for cultural integration in order to learn to embrace similarities, but also to accept differences.

14. *Government championship.* Diversity and inclusion require governmental leadership in sponsoring constitutional and cultural frameworks supportive of inclusion, and conducive to creating broad public support.

15. *Expand social engagement.* Public policy geared to endorsing diversity and creating inclusive society must be backed by appropriate social practices and diversity-sensitive political discourse. Engaging cultural diversity skeptics is essential. So is addressing their concerns and fears through awareness campaigns and a continuous public consultation process. Without a negotiated agreement and understanding of diversity, opposing views will continue to reflect contested and disharmonious solitudes. Community-based approaches to fighting prejudice, fear and xenophobia at every level of society are warranted. Diversity can improve cultural fluency in Canada, and enhance cultural connectivity with the rest of the world.

16. *Inclusiveness of refugees.* Refugees should be treated as an important asset and opportunity, not as a threat or risk to society. Policies of inclusion increase social cohesiveness, self-respect and a sense of dignity to excluded groups, thereby enhancing national unity. The global refugee crisis demands a global response. Canada should be part of building a more robust and coordinated international response to the crisis. Domestically, Canada should build an effective system of refugee settlement and integration.

17. *Spaces for cultural differences.* Accommodation of cultural diversity is directly linked to social equality, harmony, and justice. Access to equitable opportunities leading to a broader distribution of benefits, can only strengthen society and reduce reasons for social discord. Outward signs or latent attitude of social exclusion must be combatted; including all groups in society is mutually beneficial and reinforcing.

18. *Labour market inclusion.* The labour market must not allow discrimination or barriers to entry based on ethnicity, religion or culture. Policies for poverty reduction should be instituted.

Speakers

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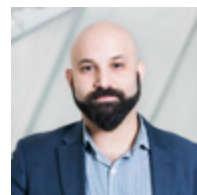
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Defining Climate Justice

Peter Robinson; Sybil Seitzinger; Adel Guitouni

Addressing the theme of "climate justice" in the broader context of a forum on diversity and inclusion is based on the observation that climate change is already harming people around the world. If we want to ensure that there is fairness and equity in how we transition away from a fossil fuel economy, while simultaneously dealing with the damages that are occurring, then the concept of justice as a response to climate change arises. Only with the recognition that we have an obligation to be just and fair in addressing the impacts will we realize that this is a global challenge that includes all people and ecosystems. The plenary and think tank sessions that comprised this theme looked at solutions to addressing justice issues in the context of climate change.

Overview of the theme

Defining Climate Justice

Participants were asked to engage in a discussion around the following questions:

1. Who tells the story about climate justice and what are the different perspectives?

2. How do different cultural values (e.g. First Nations) change solution pathways?

3. What are some solutions to address climate change that can address multiple perspectives?

4. What are some socially just solutions for dealing with these changes?

5. Who should take responsibility for dealing with the economic and social impacts of climate change where it seriously threatens livelihoods?

6. Should climate justice be expanded to include other species and ecosystems?

7. Should we consider other species when we make our decisions about how to mitigate and adapt to future climate regimes? And if we do include all life on the planet how does this shift the debate about climate justice to include all life on the planet?

l-r Paul Kershaw, Siku Allooloo, Steve Cornish

Theme Discussions

The plenary for this theme set the stage for a discussion about climate justice by defining what the term means. In the first instance, the impacts of a changing climate have and will cause enormous disruptions, and devastate entire communities of people and ecosystems as it accelerates. Failure to act on the understanding that it is causing harm, and take the actions necessary to halt it, are essentially justice issues.

In the second instance, the burdens of climate change are disproportionately felt by the poor, the disempowered, and the marginalized, and Indigenous people. They suffer the greatest consequences, and are often the least able to respond and adapt. This, too, is a justice issue — the burden of addressing climate change should be borne by those who are responsible for the problem.

The panelists discussed the need to develop a range of actions now, from government regulations, transitioning to a low carbon economy, and community-led solutions — to protecting and restoring ecosystems. These solutions need to happen together, they are interconnected, and require a global awareness of the problem, sharing of knowledge on innovative solutions to reducing emissions and adapting to a changing climate, and a sense of urgency in order to resolve the challenge. Climate change knows no borders.

However, the panel also noted that we should not look only to politicians to solve the problem, but also seek redress through the courts. Climate litigation is one way for compensation and restitution to be achieved. Professor Michael Byers noted that the climate science is now well documented, so that it is possible to quantify how much carbon has been put into the atmosphere from burning fossil fuels — and by extension, the proportion emitted by fossil fuel that was sold by various companies. Using legislation and historical precedent from cases where compensation was obtained from tobacco companies, Byers suggests that there is a rationale to recover damages from the companies who have directly contributed to the challenge we all face. In the process, Byers suggested, compensation could assist in paying for climate change mitigation and adaptation measures to those least able to pay themselves. Furthermore, the costs to the industry would help level the field for alternative energy sources that are much lower carbon emitters. It also needs to be recognized that everyone who uses fossil fuels, and not just companies that supply such fuels, contributes to climate change.

Who tells the story about climate change can shape the actions that we take to address climate change. What are the perspectives around climate justice, for example, of youth who will be faced with increasing impacts of climate change throughout their lives? As younger Canadians begin careers, look for homes and start families, they are squeezed from all directions by stagnant incomes, high costs, less time, mounting debts, and a deteriorating environment, leaving little time to think about or act on climate change. At the same time our economy produces more wealth than ever before. Policy changes in government are needed to support generational equity so that the younger generation can pay off student debt, find good jobs, afford a home and family, and save for retirement, and by extension have the time to contribute to climate solutions.

We should look at empowering and providing hope for our youth by building on Indigenous values to address climate change. One example is land-based education experience. Located off the grid in a remote location, surrounded by nature, gaining hands on experience about ecosystem management, collecting medicinal plants, and learning regional history from expert elders for example can be a transformative

educational experience helping youth to lead and achieve. There is amazing passion in the Indigenous voices of Canada and around the world, voicing the connection between land and people and culture.

Climate justice for communities recognizes the threat posed to communities by climate change impacts from extreme precipitation, flooding, drought, wildfires, and sea level rise as well as changes to natural resources such as forests and fisheries, and that socially just solutions are needed, particularly for the most vulnerable. Addressing the complexity of climate issues requires both integrated and interdisciplinary approaches and action and cooperation at all levels of government and society. Much of the momentum is taking place at sub-national levels, including provincial. For example in British Columbia, structures and processes are being developed to facilitate ongoing climate action and dialogue across ministries. Leadership and support from the federal level remains important, however.

There are also opportunities to address climate justice for communities through legal action. Jocelyn Stacey brought forward the concept that law is a lens. Environmental policy cannot directly translate into enforceable solutions, so we need to understand how law refracts. One example is that in Canada the powers of government are formally allocated between federal, provincial, municipal and Indigenous governments, but this does not always reflect the reality on the ground. During the 2017 B.C. wildfires, there was confusion over who was in charge of the response on behalf of Indigenous communities. While formally falling to the federal government, it is the provincial government which has the capacity to respond. Indigenous governments may or may not also have the capacity but may have different ideas of how the response should unfold. Another example is the challenge posed by litigation being a mechanism for individual justice rather than collective justice, and the potential need for legislation to repackage collective harms in way that courts can resolve issues using principles of individual justice. This built on the example from the legal action taken against the tobacco industry discussed in the Climate Justice plenary.

Climate justice for ecosystems recognizes that nature does not exist just to serve people and that other living species — both plants and animals — are impacted by climate change in ways that threaten their very existence. In terms of species loss, the current rate is up to 1,000 times the average across history. The World Bank has warned that biodiversity losses from climate change, habitat destruction, and other actions are driving us to a state unknown in human experience, with serious impacts on human and natural systems. We can improve climate justice for ecosystems through investments, regulations and legal action.

While it is important to make the case to impact investors and others that massive investment into climate change mitigation generates efficiencies, cost savings and profits, the priority should be placed on impacts rather than returns. Investments should focus on enhancing the integrity, health and functioning of the natural world.

More can be done to improve endangered species laws, by taking a broader approach than recovery programs for single species and speedier action. Enshrining "the right to a healthy environment" into law can provide legal mechanisms to help address the impact of climate change on people. Over 100 nations around the world have already done so, which allows communities to use the courts to address damages to human health and livelihood as a result of harming the environment. Enshrining the rights of nature in constitutions has also been done. Ecuador's constitution specifically states that nature has the right to exist, persist, maintain itself and regenerate. New Zealand has recognized a river and its tributaries as a legal entity, with rights to exist and flourish as an integrated, living whole.

Recommendations for future actions

19. *Climate justice requires interdisciplinary approach.* All levels of government, society and business, from the local to the global level, must work urgently, cooperatively and in an interdisciplinary fashion to address climate change and climate justice for people and ecosystems.

20. *Honest conversation about climate impact.* Governments should have honest conversations with their publics about various climate action scenarios, and their relation not just to the economy but also how these decisions will enhance the integrity, health and functioning of the natural world. They should lay out a vision of an economy that meets reduction targets and does so intentionally.

21. *Responsibility for outcomes.* The communities most affected by climate change tend to be the most vulnerable and marginalized. Those most responsible for greenhouse gas emissions should bear the greatest responsibility in terms of compensation for adaptation and mitigation costs, which would also help level the field for alternative energy sources that are much lower carbon emitters. The courts may offer opportunities for such redress. While it is important to highlight the fact that investments aimed at reducing greenhouse gas emissions generate efficiencies, cost-savings and profits, it is also important to remember that the priority should be impacts rather than returns.

22. *Learn from Indigenous culture.* We should put greater emphasis on Indigenous values and youth engagement and empowerment in addressing climate change.

23. *Recognize the right of nature.* In view of the urgent threat of habitat destruction and biodiversity loss, the right to a healthy environment and the rights of nature are increasingly enshrined in legislation and constitutions; legal mechanisms such as these can help communities use the courts to address the impact of climate change.

l-r: Hon. George Heyman, Jocelyn Stacey, Sybil Seitzinger

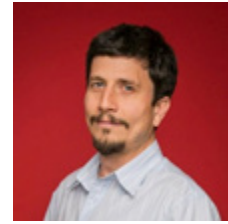*l-r: Emily Giles, Linda Sheehan, Peter Robinson*

Speakers

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Mr. Stephen Cornish

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Ms. Emily Giles

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Minister of Environment and Climate Change Strategy, B.C.

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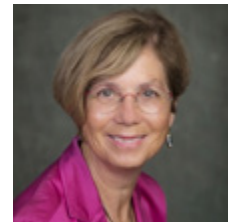
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Ms. Linda Sheehan

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Peter Allard School of Law, University of British Columbia

Chapter Five

Private Philanthropy, Civil Society and Inclusive Development

Hilary Pearson; Roy Suddaby

This theme focused on exploring the role of private philanthropy and civil society in promoting social inclusion and innovation. At the international level, foundations are emerging as a potent force in systemic social change as demonstrated by the Bill and Melinda Gates Foundation, the Aga Khan Foundation, the MasterCard Foundation and George Soros' Open Society Network. Less well known is the work that philanthropy does to promote social inclusion and innovation within communities in Canada, or examples of philanthropy working in partnership with other institutions, including government, social enterprises and corporate funders. Critics express concerns about the lack of transparency and accountability of private philanthropy. Proponents argue that private philanthropy offers creative and entrepreneurial solutions to persistent social issues that traditional institutions have failed to resolve.

Overview of the theme

Private Philanthropy, Civil Society and Inclusive Development

This theme was motivated to explore the primary question of the appropriate and potential role of private philanthropy in inclusive local and global development. Questions addressed:

1. What role should private philanthropy play in inclusive development, both domestically and internationally?

2. Does philanthropy have a distinct strategic role in sustainable development in Canada? How can philanthropy contribute to Canada's pursuit of the United Nations' Sustainable Development Goals (SDGs)?

3. What is private philanthropy's role in strengthening community capacity for social innovation in the face of complex challenges including worsening economic inequalities, threats posed by climate change and the challenges of including and integrating immigrants and refugees, and reconciling with indigenous communities?

4. How does the current populist political environment affect the role of private philanthropy?

5. How does philanthropy contribute to new models of partnership or governance in cross-sectoral collaborations?

from l-r: Roy Suddaby, Peter Elson, James Stauch, Sandra Hucaluk, Charles Harvey, Robin McLay

Theme Discussions

Participants engaged in a series of wide-ranging and vigorous discussions, the focus of which centred on three recurring themes; the changing nature of modern philanthropy as change not charity, the critical importance of *relationships,* and the emerging values of *philanthropic empowerment*. We briefly elaborate on the discussions that took place in each of these themes.

Change not charity. Older notions of philanthropy adopted the logic of philanthropy as charity. However, years of experience and considerable empirical research have demonstrated that the notion of "haves" giving to "have-nots" simply does not work. In fact, traditional models of charity may actually serve to perpetuate inequality. A clear conclusion of the participants in each of the sub-themes of this track was that philanthropic foundations can best achieve their goals by acting as agents of systemic social and institutional change. Philanthropic foundations in Canada are actors that achieve social innovation by focusing on how to change systems, how to coordinate other actors interested in charitable giving and in addressing imbalances in power that exist both in Canadian society and globally. While foundations are still very interested in addressing problems of poverty and inequality, there is a growing awareness that this is best achieved by restructuring the social institutions that perpetuate inequality.

Relationships. The best pragmatic strategy for achieving the goal of social change through restructuring and reinventing social institutions is for philanthropic foundations to use their legitimacy and centrality to develop and elaborate strategic relationships between dominant societal institutions such as government, the corporate sector and local communities. Philanthropic foundations have the capacity to create an ecology of collaborative partnerships between powerful sectors of Canadian society. An excellent illustration of this was offered by Doug Horswill's description of the multi-partner collaboration focused on Zinc and Health. The Canadian component of that initiative created a partnership ecology that connected Health Canada, the Red Dog Mine (Corporate and First Nation partners) and Philanthropic Foundations focused on reviewing environmental legislation in Canada. A similar, international partnership between Teck (corporate), the Government of Canada and the Clinton Foundation launched a five million-dollar program to address health issues in four sub-Saharan African countries affecting 100,000 children. On a more local level, the ATB initiated an innovative program called "Four Directions" that created a network between the bank, new biometric technology and local community foundations to make banking available to vulnerable populations in the Boyle Street district of Edmonton. (ATB is a financial institution and Crown corporation owned by the province of Alberta.) Ultimately, social innovation is based on building new social relationships between dominant and powerful organizations in an effort to restructure the social fabric of communities and reconnect vulnerable individuals to social institutions.

Philanthropic empowerment. As we broaden the meaning of philanthropy away from simple notions of charity and toward broader mechanisms of social change, we begin to uncover a new range of core values that serve to better characterize the meaning of philanthropy. These values include the following:

- *Inclusion:* The next paradigm of social development and philanthropy will be based on changing taken-for-granted assumptions about diversity and inclusiveness in civil society. This ambitious agenda for change has been captured by normative declarations by, for example, the United Nations. However, philanthropic foundations are the organizational agents that translate and implement these values of inclusive governance into local practice.

- *Equality:* Similarly, there is an increasing awareness of growing income inequality both in Canada and globally. Income inequality is a systemic institutional issue that is translated, locally, into social problems of poverty, gender and race discrimination and social vulnerability. Foundations have a critical role to play in addressing poverty, power asymmetry in society and social vulnerability through the promotion of programs that address empowerment, human rights and human dignity. While these are admittedly ambitious agendas that extend the mandate of foundations well beyond traditional notions of charity, they are consistent with expert evidence that suggests that solving issues of inequality will also help solve issues of poverty.

- *Transparency:* Building multi-institutional partnerships designed to collaborate on programs of social change will not work without a clear understanding that the various partners act, at least partially, in self-interest. As a result, it is critically important to develop standards of transparency in terms of the overarching goals of the partnership and how each institutional partner's goals fit into that agenda. As Sandra Hucaluk noted in her discussion of the ATB's program to make banking more welcome to vulnerable populations, in order for the program to work, the ATB had to be transparent to all levels of customers and to clearly communicate how making banking available to lower income people would benefit the entire customer community.

Daniel Muzyka and Shelley Whiting

Recommendations for future actions

24. *Education:* There is a growing consensus around the importance of examining and promoting the roles that philanthropic foundations play in improving contemporary civil society. Foundations have moved beyond simple fundraising and charity and are developing sophisticated mechanisms for catalyzing and facilitating systemic social change in Canada and beyond. Yet much of this work is relatively invisible — it occurs behind the scenes without the public fanfare of government change efforts and often outside the consciousness of citizens who benefit directly or indirectly from these efforts. There is an awareness gap in communicating the positive work of philanthropic foundations in contemporary society. Similarly, while considerable academic effort is devoted to understanding the role of other actors — corporations and government most particularly — in effecting social change, there is relatively scant research effort devoted to better understanding the role of philanthropic foundations as institutional entrepreneurs and agents of social change. Canadians need to be better educated about the changing role of philanthropy. Based on this observation we make the following recommendation:

    There is a need to better educate Canadian citizenry on the critically important role of philanthropic foundations in processes of social innovation and institutional change. Such education can be enhanced by more academic research and teaching on organized philanthropy in Canada, through the expansion of established centres at Carleton University in Ottawa and UQAM in Montreal, as well as the development of new centres (possibly at Mount Royal University in Alberta and/or the University of Victoria). More specifically, we see considerable opportunity in incorporating specific courses and tracks on philanthropy in business school programs (both graduate and undergraduate) and in training in economics and law.

25. *Expertise:* One critical consequence of the lack of public awareness of the important role that foundations play in social change and civil society is that highly trained professionals and experts may not view work in foundations as a viable career path. Yet, to achieve their ambitious goals, foundations will need to attract and retain a high level of professionally trained experts. Moreover, the work required to successfully manage large foundations requires some training that is unique to the specialized work performed by these organizations. Currently there are very few university programs designed to train young professionals for employment in philanthropic organizations. This is the case in spite of obvious evidence that the philanthropic foundation sector is growing rapidly. Based on this observation we make the following recommendation:

    There is a need to offer specific expertise and training for Canadian youth interested in a career in philanthropy and philanthropic foundations. Such training might be connected to the creation or expansion of University centred institutes described above.

26. *Effecting ecosystem change:* A final key insight from our deliberations is the observation that philanthropic foundations are but one entity in an evolving ecosystem of institutions that are engaged in processes of positive social change. While foundations play a central role in coordinating efforts to promote change, they are clearly not the only agent of change. We note, for example, the powerful role occupied by Vancouver Island University in coordinating occupational training and advanced education for indigenous youth. We therefore need to expand our understanding of different approaches to modelling philanthropic behaviour and the role that different actors (foundations, universities and corporations) occupy in this ecosystem. More specifically we see an opportunity for organizing regional summits that

bring these actors together that would serve the dual purpose of raising public awareness of philanthropy and explore alternative ways in which different models of philanthropic behavior can be better integrated and expanded, both in Canada and globally.

There is an opportunity for Philanthropic Foundations Canada and Community Foundations Canada to take a leadership role in organizing regional summits designed to raise the profile of Canadian philanthropy and to explore different approaches to modelling philanthropic behavior in the context of creating a broader ecosystem of social change.

Hilary Pearson

Sara Elias

Speakers

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Mr. Robert Greenhill

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Assistant Professor,
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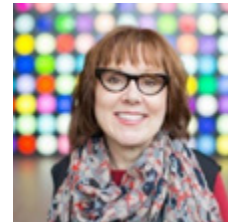University of Calgary

Dr. Charles Harvey

Professor of Business History and
Management and Director of the
Centre for Research on Entrepreneurship,
Wealth and Philanthropy, Newcastle
University Business School, UK

Mr. Doug Horswill

Former Sr. VP, Teck Resources, Asia
Pacific Foundation

Ms. Sandra Hucaluk

Managing Director, CSR and
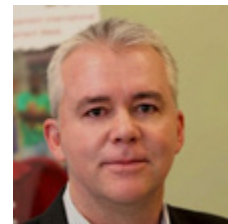Community Development, ATB

Mr. Paul Lacerte

Former Vice-Chair, Vancouver
Foundation and Founder,
Moosehide Campaign

Mr. Kevin McCort

CEO, Vancouver Foundation

Robin McLay

Senior Advisor to the President, Social
Innovation and Strategic Partnerships,
Vancouver Island University

Dr. Ralph Nilson

President and Vice-Chancellor,
Vancouver Island University

Ms. Hilary Pearson

President & CEO, Philanthropic
Foundations Canada

Ms. Sandra Richardson

CEO, Victoria Foundation

Ms. Mary Rozsa de Coquet

Board President, The Rozsa Foundation

Dr. Elissar Sarrouh

Professor of Practice on Governance and
Sustainability, McGill University, Institute for the
Study of International Development

Mr. James Stauch

Director, Institute for Community
Prosperity, Mount Royal University

Dr. Roy Suddaby

Professor, Gustavson School
of Business, University of Victoria

Ms. June Webber

CEO, Coady Institute, St Francis
Xavier University

Global Trade
and the Economics
of Diversity

Andrew M. Marton; Daniel Muzyka; Adel Guitouni

Against the backdrop of the North American Free Trade Agreement (NAFTA) negotiations, this theme set out to explore whether Canada possesses genuine alternatives in our international outlook and global partnerships and whether we have the willingness, strategic vision and capacity to effectively balance global trade and economic integration with the sustainability of local communities and the environment.

As globalization has fostered economic integration through substantial growth of international trade and the free movement of capital, some perceive a "race to the bottom" in which social and environmental standards are compromised to attract investment. Many blame income inequality and lack of fairness on globalization. The recent rise of isolationist, protectionist and popular nationalist sentiments in developed and developing countries coincides with real and perceived degradation of living standards. For many, globalization is associated with the maximization of profits and little if any consideration for the circumstances of local communities. Failures in the financial sector and increased banking risks and currency crises are blamed on the destabilizing effects of the increased volume and volatility of global capital flows.

Conversely, others see globalization as a driver for openness, innovation, connectedness and new opportunities. Globalization of trade is credited with lifting many countries and many people out of poverty and increased global life expectancy.

Overview of the theme

Global Trade and the Economics of Diversity

As we critically reflected on the past 150 years in terms of diversity and inclusiveness, this theme took stock of the positive and negative consequences of globalization for Canada and the world, addressing such questions as:

1. Does Canada possess an environment of genuine diversity that can be leveraged in concrete ways to effectively enhance global trade and other partnerships, particularly with Asia?

2. What are the international perspectives on Canadian diversity in terms of development assistance, capacity building, governance, international trade, and the global talent pool and international connectedness?

3. Where are the gaps in Canadian perceptions, willingness and capacity that constrain more effective engagement with international partners, especially in Asia?

4. What practical strategies can be implemented to effectively leverage existing diversity in Canada, and enhance diverse perspectives and understanding by more Canadians to facilitate mutually beneficial international partnerships?

l-r: Erin Williams, Brian Leacock, Alden Habacon, Nadia Turki

The sessions examined new ideas and solutions for sustainable and responsible growth of global trade and economic integration. What practical strategies can be implemented to effectively leverage existing diversity in Canada, and enhance diverse perspectives and understanding by more Canadians to facilitate mutually beneficial international partnerships?

Participants explored alternative measures for economic growth that combine social progress and environmental protection (triple bottom lines).

Theme Discussions

Inclusive global trade. The plenary took as a starting point that more global trade is good, but that growth must be more inclusive and is no panacea for inclusiveness. According to a recent World Economic Forum study[6], international trade must explicitly aim to achieve inclusiveness and sustainability as core objectives. The cornerstone of international trade policies must shift from an emphasis on growth to a focus on deliberate inclusiveness of women, blue-collar male workers, the young, etc.

Encourage investment in micro, small and medium sized enterprises. One approach is to develop policies to facilitate investment in, and enhance international market access for micro, small and medium sized enterprises (MSMEs), where there are untapped opportunities to significantly enhance diversity and inclusion, both within Canada and in most emerging economies. This should be accompanied by vigorous implementation of the provisions of the World Trade Organization Trade Facilitation Agreement[7], which came into force in February 2017. These provisions seek to improve the integration of emerging markets and MSMEs into the international trade arena, including addressing the many "hidden costs" of trade within countries. Recognizing that trade and investment are two sides of the development coin, it is also important to support ongoing WTO efforts to develop an international Investment Facilitation Agreement[8].

Inclusiveness of what, and inclusiveness for whom? Given the range of possible answers to this question, it was accepted that policy prescriptions for diversity and inclusion will necessarily differ depending on the stakeholder group. Some recommendations included the clever and creative use of technologies to enhance diversity and inclusion, including support for e-commerce platforms for trading and communications. Others suggested the development of policies to better leverage Canada's diverse diaspora communities to enhance awareness and take advantage of opportunities for international trade, and to better support and promote small business opportunities for new Canadians. It was noted that more could be done to support and promote the development of economic partnerships between Canadian Indigenous businesses and Asia with a particular focus on cultural- and eco-tourism and the clean energy sector.

More engagement in Asia. While there is evidence that Canadians have recently become more open to the idea of trade, particularly with Asia, it is clear that more needs to be done to educate Canadians about the benefits of international trade. It is therefore important to consult more widely, and build partnerships with "non-traditional" stakeholders such as labour organizations, MSMEs, women, Indigenous peoples, and youth to consider how to bring the benefits of international trade to a broader range of Canadians, and report out to Canadians on the findings of such consultations.

Inclusive trade agreements. Noting that Canada — with its progressive trade agenda — is first among the G-20 to incorporate specific progressive elements into our international trade agreements, including NAFTA, more needs to be done to address how to bring more and better progressive elements into international trade agreements, including gender, environmental sustainability, MSMEs, etc.

A broader inclusivity question to consider is how countries that were not part of the making of the modern global trading system, either assert themselves into or challenge current rules of global governance. Canada is uniquely well positioned to demonstrate strong support for an open rules-based international trading system, and to defend national policies to regulate and ensure an adequate social safety net — a pathbreaker in thinking deeply about and reconciling the Washington Consensus and the *Beijing Consensus*.

Global trade and economic growth. While there is overwhelming evidence that global trade has significantly reduced poverty worldwide, many regions have not fully benefited and intra-regional inequality has increased. It was suggested that training (re-training) of workers in response to shifting patterns of global production does not tend to work as intended. The complexity of the policy challenge requires greater coordination and collaboration across sectors, at multiples levels and at multiple scales in public, private and civil society sectors.

Modest investments by multinational corporations in workplace diversity and inclusion, and in projects which emphasize environmental sustainability, bring tangible bottom line benefits. Canada and Canadian multinationals provide some excellent examples of the benefits of regional coordination and integration, and the benefits of up front investments in communities to reap long-term benefits — both for the corporate bottom line, but also for sustainability, diversity and inclusion.

Developing policies to better integrate Canadian SMEs into international trade will go a long way in enhancing diversity and inclusion in the workplace and spreading the benefits of globalization. Spreading the positive impacts of international trade requires more and better policy coordination across multiple stakeholder communities. It is important to identify and engage with a broader array of stakeholders to develop and implement relevant approaches to trade and trade policy. At the same time, further research is needed to track the full array of contributions to the global value chain, to re-evaluate how trade is happening in Canada, and on the impact of removing barriers to enhance, balanced and inclusive international trade.

Local economics of diversity and inclusion. How to develop strategies for more inclusive regional development? It was noted that merely promoting the economic advantages of cities and regions is not enough to enhance diversity and inclusion. Success will come when diverse stakeholders, across communities, social groups, business, government, Indigenous peoples and civil society, collaborate in partnership to develop and work towards shared objectives.

Processes which promote respectful and equal partnerships are the key to developing and sustaining institutional and individual governance capacity at the local and regional levels. In the case of Victoria and Vancouver, successful regional development strategies [measured in terms of attracting investment and talent] will focus on better leveraging local diversity to highlight intrinsic qualities which will carry this place into the future. One possibility is to adopt an "eco-system" approach to local and regional development which leverages the array of traditional and non-traditional forms of "capital" for local and region-wide benefit. We should avoid trying to duplicate the success of other places [Silicon Valley North]. Instead, we should focus on the "ecology" of local and regional circumstances, including a diverse talent pool.

We also know that diversity breeds innovation. Canada has five tech Unicorns ($1billion start-ups; known as Narwhals in Canada) — three are in Vancouver and three were started by University of Victoria graduates. Now is the time to develop policies to promote and enhance the involvement of more women in the technology sector in Victoria and Vancouver. We should also consider partnering with the Global Platform for Sustainable Cities[9] to establish a Victoria-based capacity building centre to share experiences on specific issues with other countries/cities to help further the diversity agenda with long-term impact on promoting economic linkages and growth.

Further research is also needed to identify how to create better and more creative partnerships with the private sector to address local and regional development. While local governments can and should play a positive

and proactive role in facilitating and empowering diverse and inclusive participation in policy formation for economic development, they must avoid designing and directing local and regional development strategies.

Capacity building for diversity and inclusion. How to enhance Canada's global trade and international partnerships? The panel issued a wake-up call that Canadian successes and strengths in multiculturalism are simply not enough and that we have to be more pro-active in building capacity for international engagement. Strategic vision and bold leadership are needed to articulate clear and ambitious targets for global education to equip young Canadians to succeed at home and abroad.

We need to better understand and measure what we mean by intercultural competencies and a global mindset; going beyond language acquisition alone and involving intercultural understanding, knowledge and sensitivity. There are many examples of successful capacity building efforts for international engagement across Canada. How these can be scaled-up to reach a much greater number of young Canadians is a key challenge. Evidence shows that success in developing international engagement among young Canadians occurs when key stakeholders become proactively involved — parents, school principals, teachers, businesses and local mayors, among others. There is also evidence to suggest that opportunities to develop international engagement are not limited to large, more diverse multicultural metropolitan areas. Smaller centres should also be encouraged to undertake capacity building for diversity and inclusion.

Building capacity for international engagement also means getting experience in countries/cultures that will matter most to Canada's future. The focus must be on policies to significantly expand outbound student mobility to China, India, Southeast Asia, Japan and elsewhere in Asia. Victoria is particularly well placed, institutionally and geographically, to adopt strategies which enhance Asia-focused competencies[10].
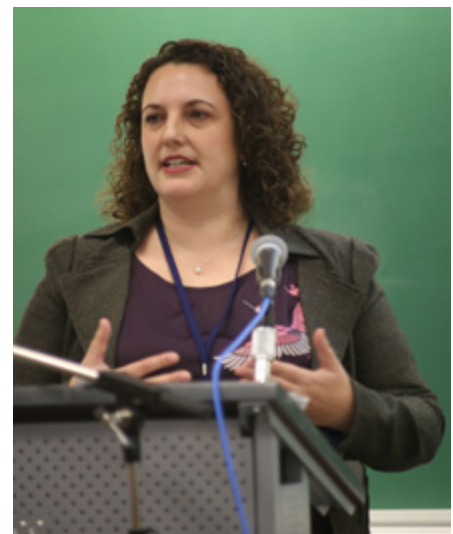
Specific actions could include working with provinces to develop and implement relevant curriculum as early as possible in children's education. More support could also be provided for university instructors in teaching classes in which the proportion of international students can sometimes average well over 50 per cent. There could be more proactive use of social media and other media platforms to empower and mobilize youth to enhance international awareness and take advantage of international opportunities. It would also be important to promote and support recommendations in the *Report of the Study Group on Global Education*[11] published in November 2017.

Eva Busza   *Senator Yuen Pau Woo*   *Jacqueline Palladini*

Recommendations for future actions

27. *International trade must explicitly achieve inclusiveness and sustainability.* Global trade has provided enormous benefits, but these have been unevenly distributed and must be more inclusive. International trade must explicitly aim to achieve inclusiveness and sustainability as core objectives. At a time of challenges to the modern global trading system, and its broad inclusivity, Canada provides a good model in strongly supporting an open rules-based international trading system, and defending national policies to regulate and ensure an adequate social safety net. We need to continue to address how to bring more and better progressive elements into international trade agreements.

    More needs to be done to explain the benefits of international trade, to consult more widely and build partnerships with "non-traditional" stakeholders, and promote trade policies that take advantage of diversity and achieve greater inclusion.

28. *Improve market access for MSMEs.* Facilitating investment in and enhancing market access for micro, small and medium-sized enterprises will promote more inclusive trade, both within Canada and in most emerging economies, and spread the benefits of globalization. Implementing the provisions of the WTO Trade Facilitation Agreement and supporting WTO efforts to develop an international Investment Facilitation Agreement would aid in this regard.

29. *Leverage technology.* Other approaches include making use of technologies, such as e-commerce platforms, that open up trade opportunities for a more diverse group of entrepreneurs, better leveraging Canada's diverse diaspora communities in developing international trade and better supporting small business opportunities for new Canadians.

30. *Canada must develop new partnerships.* More could also be done to facilitate economic partnerships between Canadian Indigenous businesses and Asia, with a particular focus on cultural- and eco-tourism and the clean energy sector. Investments by companies in workplace diversity and inclusion, and in projects which emphasize environmental sustainability, bring tangible bottom line benefits. These benefits need to be highlighted.

    Local and regional development strategies succeed when diverse stakeholders across business, government, Indigenous peoples and civil society collaborate respectfully in inclusive partnerships to develop and work towards shared objectives. Rather than trying to duplicate the success of other jurisdictions this region should leverage its own local diversity and intrinsic qualities. Victoria should consider partnering with the *Global Platform for Sustainable Cities.*

31. *Promote global education.* Equipping young Canadians to succeed at home and abroad requires a strategy for global education and bold leadership. Building capacity for international engagement involves the active participation of key stakeholders in all communities, and getting experience in countries/cultures that will matter most to Canada's future. We need to significantly expand outbound student mobility to Asia and enhance intercultural competencies and a global mindset. This includes introducing relevant curriculum as early as possible in children's education and a more proactive use of social media and other platforms to enhance awareness of international opportunities. We should promote and support recommendations in the recently-released *Report of the Study Group on Global Education.*

Speakers
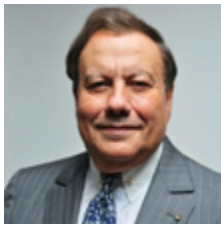
Mr. Jaloul Ayed

President, MED Confederation and Vice President, Euromed Capital Forum

Mr. Brent Bergeron

Executive Vice President, Corporate Affairs and Sustainability, Goldcorp

Dr. James Brander

Asia Pacific Professor in International Business and Public Policy, Sauder School of Business, University of British Columbia

Dr. Eva Busza

Vice President Research and Programs, Asia Pacific Foundation (and APF Youth Council representative)

Dr. Juan-Jose Daboub

Chairman and CEO, the Daboub Partnership

Ms. Joan Elangovan

Director, Asia Pacific Centre, Vancouver Economic Commission

Mr. Alden Habicon

Diversity & Inclusion Strategist and Senior Advisor Intercultural Understanding, University of British Columbia

Mr. Brian Leacock

Assistant Teaching Professor and Associate Director of International Programs, Gustavson School of Business, University of Victoria
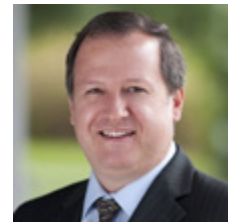
Dr. Andrew Marton

Director, Centre for Asia-Pacific Initiatives, University of Victoria

Dr. Daniel Muzyka

President and CEO, The Conference Board of Canada

Ms. Jacqueline Palladini

Principal Economist, Global Commerce Centre, The Conference Board of Canada

Ms. Emilie de Rosenroll

CEO, South Island Prosperity Initiative

Ms. Nadia Turki

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Mr. David Usher

Director General, Trade
Negotiations, Global Affairs Canada

Ms. Erin Williams

Program Manager, Skills and
Competencies, Asia Pacific
Foundation

Hon. Yuen Pau Woo

Senator, Senate of Canada

Dr. Ming Zhang

Sector Manager, Urban and water,
South Asia region, World Bank

Special discussion: Are Smart Cities for All?

Adel Guitouni; Patricia Misutka

Cities around the world are labelling themselves, "smart," but what does it take to be a smart city? How can we innovate towards making Canadian cities better places to live? How does technology help create community? How can a smart city be a more inclusive city? Cities tend to attribute smartness when they implement something that is per se smart. However, a city is smart when it engages in cross-sectional accumulation of smart services that create improvements in the life of its citizens; i.e., improving their well-being and their welfare.

As part of the Canada 150 celebrations, the Government of Canada is sponsoring a Smart Cities Challenge, and Victoria is being challenged to come up with ideas about using technology and data as a way to improve livability and opportunities for its citizens. When thinking about this challenge, we are invited to envision ways that smart cities can improve community life:

> *"how people move around, how they live and play, how they earn a living, how they learn and are empowered to participate in society, how they interact with the natural environment, and how they create safe and secure public spaces."* [12]

> *"Through the Smart Cities Challenge, the Government will work in collaboration with cities and communities that are ready to innovate and take risks – providing financial and in-kind support for their smart cities transformation."* [13]

Overview of the theme

Smart Cities inspired a special plenary discussion as part of the broader Victoria Forum themes of diversity and inclusion. This conversation was motivated by the importance of cities as places where key challenges and opportunities cross all conference themes. Victoria and several partner municipalities are working on these issues through the South Island Prosperity Project which is advancing ideas about how technology and big data can help make cities better places to live. Participants in the forums considered the following key focus areas for conversation:

1. Inclusive/people first approaches to smart city planning

2. Smart city as economic development vehicle

3. International best practices – what can being smart solve?

4. Common objectives in smart city planning?

5. What is the smart South Island Approach? What not to do?

6. What can fail or go wrong in smart city planning?

7. Models for Integrating Community into smart city planning?

8. Building a sustainable eco-system around the smart city?

According to the South Island Prosperity Project, *"technology, data and evidence-based innovation to improve livability and opportunities for its communities and its people. Smart cities have potential to improve every aspect of community life — how people move around, how they live and play, how they earn a living, how they learn and are empowered to participate in society, how they interact with the natural environment, and how they create safe and secure public spaces."* [14]

l-r: Mayor Lisa Helps, Dan Pontefract, Eric Swanson, John Longbottom, Emilie de Rosenroll

Theme Discussions

Session moderator, Dr. Daniel Muzyka asked panellists for their perspectives on two key questions:

1. What do we mean by smart cities?

2. How can smart cities include diversity and inclusion?

These questions were then addressed by a diverse team of experts, politicians and visionaries, with a range of perspectives from politics, technology & communications, planning and social innovation. The panel presented ideas to bridge data's role in the creation of smart cities in a manner which inspires social innovation and citizen engagement.

What do we mean by smart cities? Smart Cities start with people. The people-centred nature of a smart city was at the foundation of the entire discussion, making it clear that while big data and technology are key tools, the focus remains on people, their quality of life, and how we create well-being for urban citizens. Across all levels of government and in the organic, groundswell being advocated by the South Island Prosperity Project, the focus is on people and how cities can use technology and big data to make life better, and through the better use of limited resources. Cooperation and integration across orders of government, for example through shared data, can help to better target priorities and assign resources. Smart cities use their tools to understand challenges, create economic resilience and inclusion, and address the sustainability of the natural environment, even as the built environment continues to expand. However, they start, always, with the most important thing — their citizens.

Smart cities should be ambitious in their intent, and inclusive in their scope. The goal is to create an expansive democracy of "human flourishing" made possible in the digital agora. There is growing potential for the digital marketplace as a place for citizens to gather to discuss local political, cultural or economic affairs. The agora is essential a forum for citizen participation. In the current context, the array of digital platforms allows citizens to share knowledge with their governments, closing the gap between citizens and politics [15].

The idea of smart cities as democratic and inclusive is not without challenges. Some of the very structures of the city are built in ways that appear counter to the goals of smart cities, where bureaucratic structures build processes that limit opportunities for participation — rather than empowering their processes to help design, shape and decide what's needed. Municipal policies may be too rigid, rather than open to being created and recreated from the outside-in.

There are issues as well regarding the democratization of data and the need to create the platforms and processes for making data widely available, rather than being held in the hands of a few. The B.C. data project, which facilitates access to data from across government was suggested as a model to emulate.

Opportunities and potential priorities for smart cities. Smart cities should evolve engagement programs and decision-making processes to allow a stronger voice from citizens, including the First Nations with whom we share our cities.

The housing crisis is leaving young people, in particular, vulnerable. There is an opportunity to use smart data to help redesign the economy of a city, wherein rights to housing are prioritized over the idea of housing as an investment opportunity. An expansive, citizen and data-driven process would help to give this shape.

Even beyond the ambitious goal of housing, technology can help communities take incremental steps. There is a tool being created in Victoria right now that helps to address issues in housing by linking those with a surplus of housing (even a spare room) with those in need. Such platforms can be built for both economic exchange and community creation, where residents find, get to know, and help others in their community.

The planning and construction of the urban environment, from making the best decisions about where to locate key infrastructure, to ensuring that efforts to build a city do not cast aside the natural environment is another vital priority. The health of citizens depends on sustaining the natural environment, on preserving natural spaces, even in cities that are expanding as rapidly as Victoria. More must be done to plan cities in a way that documents and preserves natural features.

Procurement policies can be enhanced by integration with data sharing and social networking — creating a broader range of citizens who may offer ideas, shape processes and gain access to economic opportunities.

How can smart cities include diversity and inclusion? The key to building smart cities as fundamentally democratic and inclusive requires engagement processes to be more fulsome, flexible and inclusive of all ages, cultural and demographic groups.

The challenges of diversity and inclusion are seen most prominently in processes that are not open; where barriers to participation are defined by culture, lack of ability to communicate in a common language, and by structures that make it hard for young people and working people to attend within time-limited opportunities.

Every engagement department within the South Island Regional municipalities needs to consider its structural barriers and undertake to overcome these by using innovative tools that provide more opportunity for diverse and inclusive engagement processes.

Opportunities and principles for engagement. Engage across generations — use online tools to collect data from people who can choose their most convenient times to participate, rather than setting up meetings that are hard for many to attend. Engage in a way that recognizes the rights and historic association with the land of our First Nations people. Engage in a way that allows citizens to fully shape processes — make it clear how their impact will be felt, and provide the proof by following their guidance. Engage in a way that makes the results available to all in a format that is easily accessible.

Engagement effort should focus on relationships with individuals, and with organizations who have already built trust with their communities. It is especially true for cultural communities and immigrant organizations that can help to ensure processes overcome cultural and language barriers that sometimes make it hard for their members to engage.

Recommendations for future actions

The conversation on smart cities from the perspective of diversity and inclusiveness provided a unique opportunity to build bridges between different perspectives and craft innovative ideas.

33. *Smart cities strategies should be built for and with people; a people-centred approach is necessary.* Governments, the business sector and civil society actors should share their tools to understand challenges, create economic resilience and inclusion, and address sustainability of the natural environment, even as the built environment continues to expand. Smart cities should be based on participatory decision-making processes to allow a stronger voice for all constituencies, and, most importantly, the most vulnerable.

34. *Smart cities should be ambitious in their intent, and inclusive in their scope.* Smart cities should be about "human flourishing" and provide constructive spaces for citizenship. Smart cities should contribute to the design, development and perfection of inclusive institutions.

35. *Smart cities to engage across generations and nations.* Smart cities should engage residents in ways that: recognize differences, rights and backgrounds; encourage transparency, evidence-based conversations and outcome-driven actions; and recognize the rights of First Nations, nature and future generations. Engagement effort should focus on inclusive relationship building.

Dan Pontefract, TELUS

Forum Participants

Speakers

Ms. Lisa Helps

Mayor, City of Victoria

Mr. John Longbottom

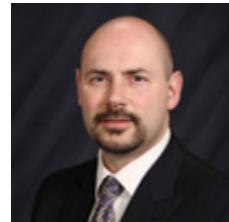Canadian Smarter Cities Strategy Leader,
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Thinker and Chief Envisioner,
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Ms. Emilie de Rosenroll

Chief Executive Officer,
South Island Prosperity Project

Mr. Dan Ruscheinski

Director, ESRI Canada

Mr. Eric Swanson

Executive Director,
Generation Squeeze

Workshop on Impact Investing

David Dunne; Basma Majerbi

The Gustavson School of Business, in collaboration with the City of Victoria, and supported by the Capital Regional District, the South Island Prosperity Project, and the Centre for Social and Sustainable Innovation, organized a full day workshop on Impact Investing. Impact investments are investments into companies, organizations, and funds with the intention to generate social and/or environmental impact alongside a financial return. The workshop tasked the group of participants with the ambitious goal of *generating an innovative strategy for Victoria to become an Impact Investing Hub (Hub) and create value in the space of impact investing which is expected to grow in B.C., Canada and the world.*

The timing of this initiative could not be more perfect. A recent study published by McKinsey & Co. estimates that at the start of 2016, more than US$22 trillion (26 per cent) of assets under management globally are invested according to environmental, social, and governance (ESG) principles. While two-thirds of sustainable investment strategies seem to focus on negative screening of companies and sectors, positive screenings, including ESG integration and impact investing, seem to be on a steep rising trajectory. In particular, impact investing is emerging as one of the fastest growing sectors, estimated to reach US$2 trillion globally by 2025, with the Canadian market projected to reach C$30 billion by 2023 according to a report by RBC (2016). Moreover, the UN Sustainable Development Goals (SDGS) 2030, offer 17 areas of impact that will require the allocation of huge amounts of capital from both the private and the public sectors. Major players in the financial sector are already integrating the SDGs into their lending objectives and investment portfolios. Developing a competitive eco-system for impact investing in Victoria will take advantage of these trends to boost the regional economic development.

Building on the Forum's theme of "diversity and inclusion," the workshop purpose was to offer a collaborative space for diverse stakeholders to reflect together on what it would take for their region to become an impact investing hub and how to get there. Every member and every organization represented in the group of about 30 participants[16] brings a unique set of experiences, skills, contribution, and, most importantly, passion for responsible and impact investing.

Overview of the theme

The workshop was designed to be very interactive allowing all participants to actively engage in the discussion and contribute ideas. Participants were notified at the opening of the workshop that we would follow the Chatham House rule: "anyone who attends is free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed". Other rules followed include: challenge concepts not people, openness, inclusiveness and no ownership.

Below is a summary of the questions and topics discussed during the day:

- The World of Impact Investing
    - Brief presentation followed by plenary discussion

- Victoria as an Impact Investing hub:
    - Advantages and challenges – Small group discussions followed by debrief in plenary

- Where do we play? (Part 1) – Small group discussions
    - Existing models of Impact Investing
    - Opportunity and fit with Victoria

- Gaps and green fields
    - Brief presentation followed by discussion

- Where do we play? (Part 2) – Small group discussions
    - Victoria's unique value proposition
    - What needs to happen to enact this value?

- The path to the future

Participants in the workshop on impact investing

Theme Discussions

Victoria: Strengths and Challenges. Workshop participants discussed the strengths Victoria would bring to impact investing, and the challenges it would face. While there was general belief in the idea of a Hub in Victoria, participants were also aware that it needed elaboration and would face some challenges.

Victoria was seen as a unique place with several important assets it could bring to the project:

People: Victoria was thought to have a particularly qualified talent pool within the participants in the session, the university and the city at large. There was a very high level of awareness of philanthropy, and a desire to show leadership on how philanthropic activities are directed: *"People are ready for a conversation (about Impact Investing)".*

Political leanings: It was felt that political commitment to the idea was high; one group cited the presence of the mayor at the workshop as evidence of this. Victoria was considered a place of openness, liberal thinking and concern with social impact: *"Lots of different players are concentrated in Victoria. People come here because they share values: more collectivism than individualism".*

Institutions: Participants believed in the ability of different stakeholders to collaborate in ways not often found elsewhere. As both the provincial capital and a small community, it had a history of institutional collaboration involving local government, business, the university and First Nations: *"The community is mature enough to advance such an undertaking. Indeed, the different institutions already have collaborative relationships. They have been working together for long enough, want to collaborate and are mature enough to speed the project".*

Scale: Victoria was seen as just the right size for an initiative of this type: *"small enough to be agile … and deploy effectively, as opposed to a large competing city".*

Location: Some participants wanted to emphasize the location advantage: *"Victoria is a desirable place to live and attract talent".*

Wealth: Victoria was considered to be a wealthy community with the resources to support an Impact Investing Hub: *it has a "phenomenal amount of wealth."*

Participants also saw significant barriers to be overcome if Victoria was to build and support a Hub.

Education: Participants felt that the concept, and benefits, of impact investing were not well understood by all stakeholders in Victoria. While the climate favored impact investing in principle, there was *"[A] lot of different terminology; people don't know how to make impact investing real!" "We need to demystify impact investing".* It was felt that substantial education would be needed to close this knowledge gap.

Lack of measurement/metrics: Several teams considered the absence of clear, quantitative measures, a barrier to impact investing, in Victoria and elsewhere. More research and education are needed here: *"If you can't measure it, you don't know if it's a success."*

Lack of infrastructure: There was a view that, in some respects, Victoria needed to develop both supply (of projects) and infrastructure. The city does not have an efficient system yet to be harnessing the capital and (investment) products and connect investors with social entrepreneurs: *"There is a lack of infrastructure, platform, to connect investors to impact projects."*

Lack of supply of viable projects: Some investors in the room shared their experiences of not being able to find enough viable investment opportunities. Others mentioned that projects sometimes lack scale to be attractive to large institutional investors.

Risk tolerance: Victoria was thought to be averse to change and risk. Some of this may be due to the inertia that comes with relative privilege: *"Privilege is a challenge. That we all have a privilege means that we don't have stake in change.". "The community loves to talk, but less to act (more talks than action)."*

Small scale: While small size was seen as an advantage, it also represents a challenge. Because of Victoria's small size, *"it would be difficult to provide an adequate range of services for impact investors."*

High cost of land: the cost of land and property was cited as a potential barrier.

Existing hubs and platforms for impact investing. The workshop facilitators started the discussion with a short presentation and brief videos showing examples of existing impact investing hubs. Clusters and hubs as innovation vehicles have gained in popularity recently, not only in the technology and communication sectors, but also in the minds of fund managers and investors. In the broadest sense, an Impact Investing HUB is the centre of activity, region, or network, which facilitates impact investments. In practice, HUBs take many shapes and forms, with characteristics determined by key stakeholders and partners, scope and size of intended impact, capacity of available resources, and contextual outlook of the implementing organization. After the presentation, the workshop participants were again divided into small groups to discuss some examples from the current World Impact HUB Spectrum and evaluate the opportunity and fit with the Greater Victoria Region. A more detailed summary of these discussions will be included in a paper currently under preparation to be shared with the workshop group and other local stakeholders.

Where do we play and how do we "win" on the top idea? After debriefs from the various groups on the previous questions in a plenary session, each table was asked to select one top idea among those suggested and develop a value proposition for Victoria then think about what needs to happen to enact this value. Five ideas were discussed in this context:

- How do we go about identifying social impact opportunities and developing partnerships for impact investments?

- How might we financially support social entrepreneurs in Greater Victoria?

- How might we provide direct assistance to social entrepreneurs to help address the issue related to lack of impact projects?

- How do we go about addressing the knowledge gap and who can do it?

- What is the best strategy to develop government action/regulation to support social enterprises and impact investing?

Recommendations for future actions

The current local and global environments characterized by a positive impact narrative driving investors' demand for more sustainable investment products is very encouraging to promote and enable more social innovation to help tackle the biggest challenges facing our society whether in healthcare, housing, education, sustainable transportation and smart cities, clean energy, climate change, etc. In Victoria, home to a very large number of wealth managers, high net worth individuals, and some of the largest institutional investors in Canada, there have been many inquiries of both impact investing and local living economies over the past several years. As this workshop confirmed, it is becoming increasingly apparent that everyone is now in the conversation and ready to move towards action.
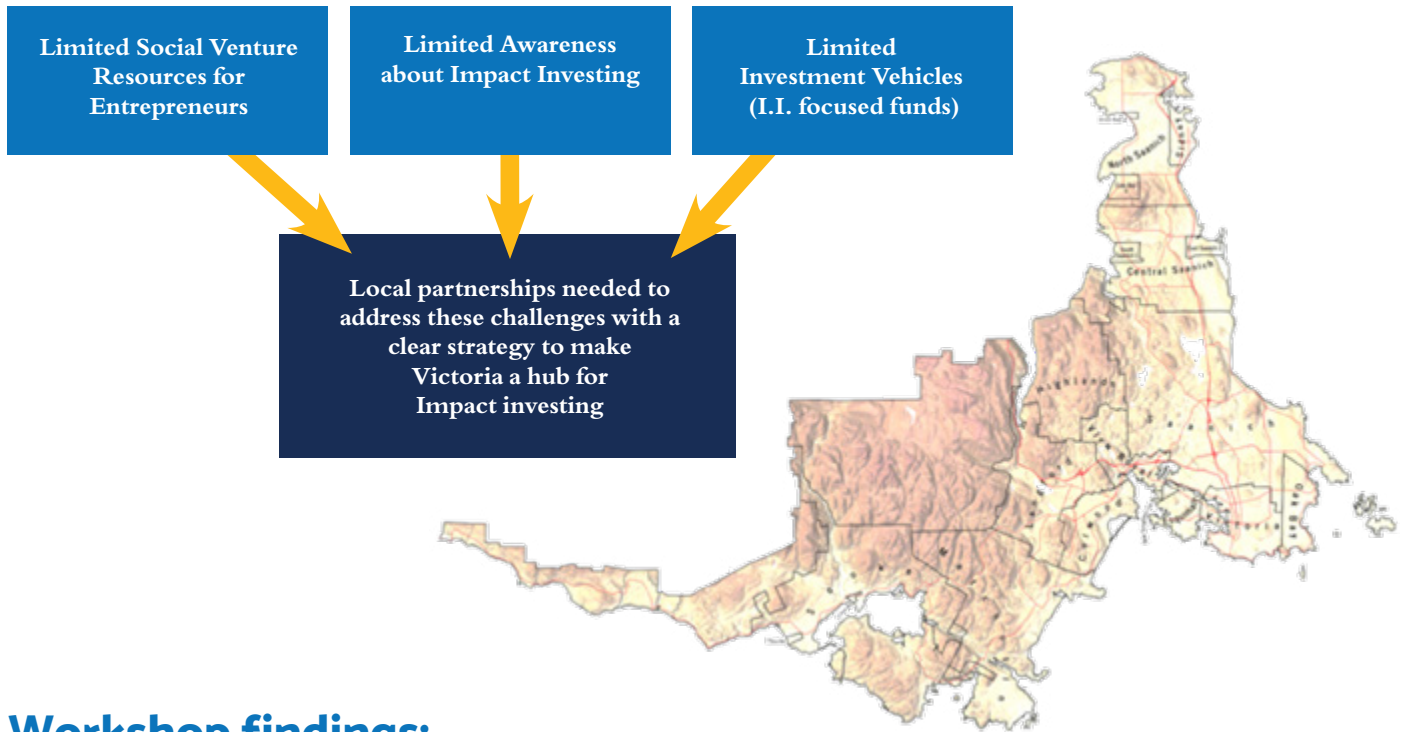
Victoria has many strengths and advantages that could turn the region into a key player and a unique hub for impact investing in B.C. and Canada, but many challenges remain. Creating the right infrastructure to facilitate and accelerate a more efficient allocation of capital for the pursuit of greater social and environmental progress is crucial to achieve this vision. While small initiatives are already taking shape in the private sector, more strategic partnerships with the government (at all levels), civil society, educational institutions and philanthropic foundations would offer more creative solutions for Greater Victoria to deliver better value in impact investing for all stakeholders. Such partnerships are not only essential but are seen as a very desirable ingredient of success according to all participants in the workshop, regardless of their affiliations. Victoria is well positioned to create such partnerships given the strong collaborative culture and shared values in the community.

Based on this initial discussion, three main themes emerged as areas that need to be addressed if we want to create a competitive eco-system for impact investing in Greater Victoria.
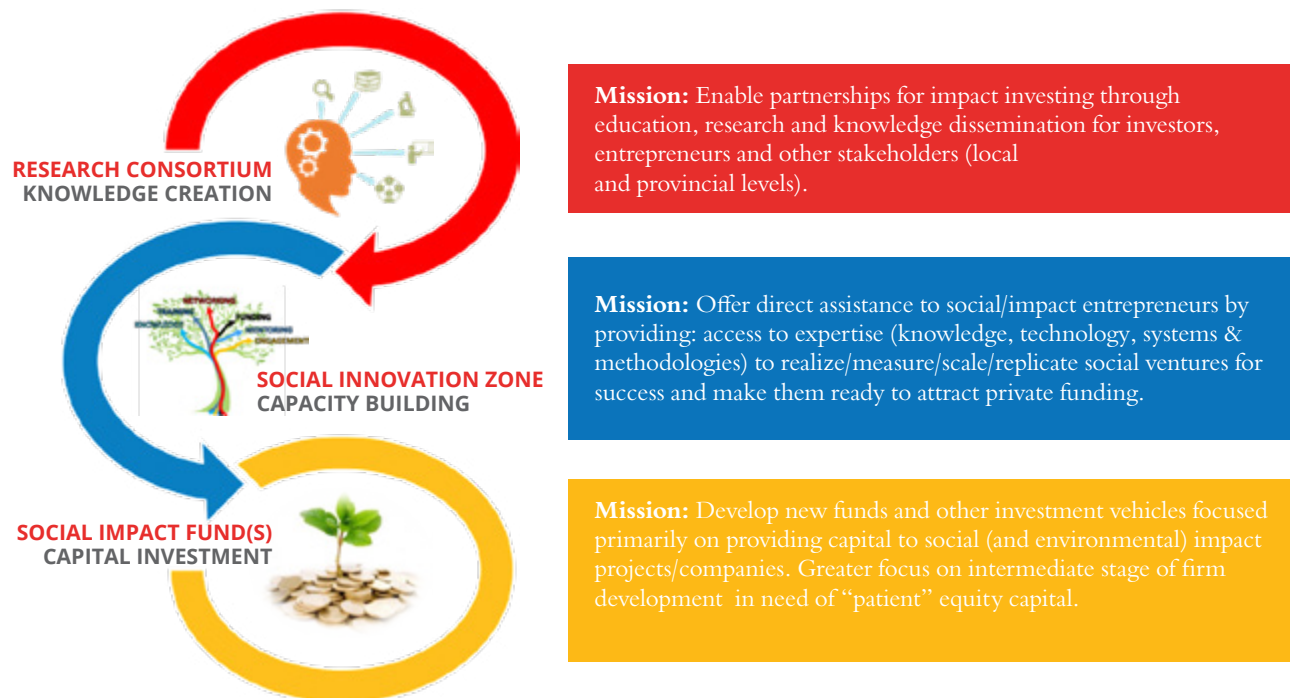

Yassin Guitouni, Basma Majerbi

Workshop findings:
Main Challenges and Limitations in Greater Victoria

Limited Social Venture Resources for Entrepreneurs

Limited Awareness about Impact Investing

Limited Investment Vehicles (I.I. focused funds)

Local partnerships needed to address these challenges with a clear strategy to make Victoria a hub for Impact investing

Workshop findings:
Opportunities for Greater Victoria

RESEARCH CONSORTIUM
KNOWLEDGE CREATION

Mission: Enable partnerships for impact investing through education, research and knowledge dissemination for investors, entrepreneurs and other stakeholders (local and provincial levels).

SOCIAL INNOVATION ZONE
CAPACITY BUILDING

Mission: Offer direct assistance to social/impact entrepreneurs by providing: access to expertise (knowledge, technology, systems & methodologies) to realize/measure/scale/replicate social ventures for success and make them ready to attract private funding.

SOCIAL IMPACT FUND(S)
CAPITAL INVESTMENT

Mission: Develop new funds and other investment vehicles focused primarily on providing capital to social (and environmental) impact projects/companies. Greater focus on intermediate stage of firm development in need of "patient" equity capital.

PARTNERSHIPS & COLLBORATION: ESSENTIAL IN ALL 3 AREAS

36. *Limited knowledge and expertise about impact investing*. While most people are interested in impact investing, they all pointed to the significant knowledge gap. Some of the questions or concerns raised are: What qualifies as impact investing? How to identify opportunities for impact investing? What metrics exist (or must be developed) to measure impact? What governance mechanisms should be in place to ensure that the capital invested delivers the desired impact? How to deal with regulatory constraints and the current policy framework?

    Create a Victoria-based research consortium on impact investing. A local "partnership network" working together to promote and facilitate impact investing is needed in Greater Victoria. Many participants suggested that UVic should play a leading role in this area, together with other local partners from the private and government/non-profit sector. The consortium will fill a gap both in terms of education and research, and to serve local communities' needs and assist investors, entrepreneurs, and policy makers in developing a stronger impact investing eco-system in Greater Victoria and beyond. It can also provide a meeting point to connect investors with projects by working with other partners to maintain a database of existing resources, project opportunities, and impact investors or funds.

37. *Limited social venture resources for entrepreneurs.* Given the lack of viable projects identified by many participants, many expressed the need for a "social enterprise accelerator" to help, train, mentor and assist social entrepreneurs. This should move beyond just providing information to providing access to expertise (business, technical, legal, etc.) to accompany social entrepreneurs from the idea stage to the final stage of realizing their impact projects/ventures and making them ready to get funding from private investors or meet the requirements for inclusion in an Impact Fund portfolio.

    Create a social venture innovation centre/zone whose mission is to offer direct assistance to social entrepreneurs and create a favorable environment to access social venture knowledge and expertise. Some participants suggested exploring the possibility of restructuring the Vancouver Island Social Innovation Zone by finding new partners and ensuring a viable funding model.

38. *Limited investment vehicles or funds specifically focused on social/environmental impact.* Many participants raised the issue of lack of investment vehicles that are focused on impact investing. This is not specific to Victoria, but it becomes even more challenging if we want to direct capital investments to local projects in Greater Victoria. It is hard for wealthy individuals and investors to find investment opportunities focused on social and/or environmental impact through conventional wealth management companies (especially in the current policy framework). There is also an issue of scalability of some local projects that might qualify as impact investments.

    Create new Social Impact Fund(s). Identify partners interested in creating a capital investment entity (e.g. a company) specialized in developing and structuring new funds and other investment vehicles focused primarily on providing capital to social (and environmental) impact projects/companies. Participants suggested having a greater focus on intermediate stage of firm development in need of "patient" equity capital.

    We are currently working with the workshop partners and other stakeholders to discuss the best way to continue working on this project. In particular, we plan on holding at least another workshop

at the Gustavson School of Business to further discuss how to move forward with some of the recommendations and identify key partners who may be interested in taking a leadership role to enact some of the proposed solutions.

Forum participants

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End notes

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[16] As shown by the list of participants in Appendix 1, the group included representatives from local and provincial governments, foundations, community actors, wealth managers, pension fund managers, and financial institutions, in addition to academic scholars from entrepreneurship, finance, sustainability, and business ethics. Two international guests, including a former managing director of the World Bank and a former finance minister, were also present to share their experiences with impact investing.

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