A STRATEGIC FRAMEWORK FOR YOUTH LEADERSHIP & INNOVATION IN CANADA

INSIGHTS FROM THE 2016

NATIONAL YOUTH LEADERSHIP

AND INNOVATION STRATEGY

SUMMIT (NYLIS)

MaRS   studio [Y]

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ACKNOWLEDGEMENTS

MaRS Studio Y acknowledges that the land on which the National Youth Leadership and Innovation Strategy Summit was held is the traditional territory of the Haudenosaunee, and most recently, the territory of the Mississaugas of the New Credit First Nation. The territory was the subject of the Dish With One Spoon Wampum Belt Covenant, an agreement between the Iroquois Confederacy and the Ojibwe and allied nations to peaceably share and care for the resources around the Great Lakes.

This territory is also covered by the Upper Canada Treaties.

Today, the meeting place of Toronto (from the Haudenosaunee word Tkaronto) is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work in the community, on this territory.

ACKNOWLEDGEMENTS

MaRS Studio Y thanks the MaRS Solutions Lab, as well as all of the individuals who volunteered their time to the National Youth Leadership and Innovation Strategy Summit.

We are especially grateful to the members of the National Core Leadership Table¹* who helped plan and execute the Summit, and to the NYLIS attendees who helped develop the analysis, writing, and dissemination of this document.

NYLIS NATIONAL CORE LEADERSHIP TABLE

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EXECUTIVE SUMMARY

On April 29th and 30th, 2016, the inaugural National Youth Leadership and Innovation Strategy Summit (NYLIS) took place at the MaRS Discovery District in downtown Toronto.

Spearheaded by MaRS Studio Y, in partnership with over 25 youth leadership and innovation organizations from across Canada, over 200 stakeholders – including young people aged 29 and under – came together to develop a Canadian youth leadership and innovation strategy. The strategy aims to strengthen Canada's economic competitiveness and social well-being by intentionally building a pipeline of youth leaders and innovators in Canada.

Through a facilitated process based on the principles of design thinking, NYLIS attendees identified the key leverage points for further building the capacity of Canada's young leaders and innovators. This was done by:

- mapping the existing ecosystem of youth innovation and leadership in Canada;
- identifying the challenges and supports that Canada's young people face as they develop their leadership and innovation capacity;
- brainstorming key milestones and metrics for understanding how best to support young leaders and innovators to thrive in the knowledge economy; and
- creating a roadmap for further action by stakeholders.

The inaugural Summit took place at a critical time in Canada's history. To date, Canada does not have a national youth strategy, policy, or a ministry with the mandate to address systemic challenges faced by young people. However, the current federal government's creation of a new Parliamentary body for youth issues, as well as a campaign promise of $1.3 billion for youth development, signals that there is a recognition of the need to support and engage the country's youth in a meaningful and sustained way.

In addition, the deep engagement of several government leaders – including the Honourable Navdeep Bains, Federal Minister of Innovation, Science and Economic Development; the Honourable Brian Gallant, Premier of New Brunswick; the Honourable Tracy MacCharles, Ontario Minister of Children and Youth Services and Minister Responsible for Women's Issues; and Peter Scheifke, Parliamentary Secretary to the Prime Minister (Youth) – indicates that there is an appetite for meaningful collaboration at both the provincial and federal level to achieve this goal.

EXECUTIVE SUMMARY

This strategic framework identifies four stakeholder groups who are best positioned to take the insights and actions identified at NYLIS to the next level:

- Canada's young people;
- the private sector;
- the non-profit sector; and
- government (all levels).

All four groups have a role to play in building and implementing a national strategy for youth leadership and innovation based on seven key themes identified at NYLIS. In alphabetical order, the themes are:

- Access to capital and professional services
- Accessible, experiential education and learning
- Culture of risk-taking, resilience
- Geographic location
- Inclusion and diversity
- Knowledge and resource-sharing
- Strategic networks and connections

These themes represent the foundation of this first draft of the national framework. The draft is meant to spark further conversation for youth leadership and innovation in Canada, and to identify any key elements that may be missing. A strategy for obtaining comprehensive feedback will be employed to gather and incorporate additional insights from Canadians, including those who belong to the four stakeholder groups listed above. Over the summer and fall of 2016, this feedback will be collected and compiled. The final framework will be published in the winter of 2017.

By working together, we will drive the development of a comprehensive national strategic framework for youth leadership and innovation with concrete initiatives that will build the necessary policy and program infrastructure to support Canada's young people for decades to come.

INTRODUCTION

Young Canadians have played a significant role in regards to seeding, advocating for and leading social, economic and environmental change. In the twenty-first century, youth will be tasked with addressing profound challenges such as local and global food security, climate change, access to finance, and a persistent gender gap in income and in health.

HOW SHOULD CANADA RESPOND TO THESE TRENDS?

The leadership and innovation needs of the twenty-first century require strong systems leaders and innovators who can grasp, embrace and navigate complexity with courage, empathy and creativity. However, to date, many of these pioneering efforts have occurred in isolation.

In addition, the employment gaps left by retiring Baby Boomers, along with the rapidly changing needs of the global marketplace, mean that in order to remain competitive, Canada requires innovative leaders who can make bold economic and social impact over the course of their lives.

What should be done to better support, adopt and scale these efforts? How can deep and effective investments in Canada's next generation be encouraged, thereby creating a talent pipeline of high calibre leaders and innovators?

The purpose of this document is to outline a strategic framework for how government, non-profit, and private sectors, in collaboration with youth themselves, can work together to foster more youth leadership and innovation in Canada. It reports on the initial insights gained from the NYLIS discussions and activities, and presents preliminary ideas for the collaborative efforts that stakeholders should undertake in order to achieve the aspirational goals identified by NYLIS attendees.

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WHAT IS "YOUTH LEADERSHIP AND INNOVATION"?

MaRS Studio Y recognizes that there are many definitions for these terms, both individually and together. This document considers "innovation and leadership" to be inextricably linked. Together, the terms refer to the transformation of social systems through some combination of behavioural change, culture shifts, public policy changes, and cross-sectoral collective impact (Stauch & Cornelisse, 2016).

WHAT IS NYLIS?

NYLIS is a platform that convenes Canada's top innovative employers, youth leaders, and youth organizations to redefine, shape and increase the impact of youth leadership in Canada.

In today's robust economy, dynamic youth are needed to shape the diverse leadership and innovation landscape in Canada. NYLIS's role in shaping this landscape is to develop and implement a national strategic framework for youth leadership and innovation across Canada, while also creating a national network of stakeholders across Canada dedicated to developing the capacity of Canada's top young leaders and innovators.

NYLIS took place on April 29th and 30th, 2016. Over the two-day event facilitated by the MaRS Solutions Lab, participants worked together to shape the narrative for Canada's youth leadership and innovation agenda.

In table groups organized as either "Innovation" or "Leadership", participants mapped out the Canadian youth leadership and innovation ecosystem, identified the key opportunities and barriers facing Canadian youth across the country, and proposed key milestones and metrics that would demonstrate the success of this strategy.

Throughout the weekend, participants also engaged with various members of provincial and federal governments concerning their roles in shaping and implementing the strategic framework for youth innovation and leadership in Canada.

MEANINGFUL ENGAGEMENT & PARTICIPATION FOR ALL

In order to develop a comprehensive, truly national youth leadership and innovation strategy, it is imperative that the rich diversity of cultures, geographic origins and knowledges of Canada is meaningfully represented. This is particularly important for Indigenous groups and communities who, due to the legacy of colonization, continue to face multiple barriers to political and economic participation.

Studio Y and our partner organizations worked together to ensure that there was a strong contingent of Indigenous youth at NYLIS. In addition, upon request, space was provided during the summit for the youth to share their feelings and thoughts about the inclusion of Indigenous perspectives into the conversation, and into the subsequent development of the strategy.

The youth identified several ways to make sure that the specific context of Indigenous peoples' experiences and histories are taken into account.

Some examples[2] include:

- Having Elders present to acknowledge the traditional territories on which the event is being held; and to provide ongoing connection and support to Indigenous youth

- Inviting Indigenous leaders to speak at the event
- Understanding that there is a wealth of knowledge and experience within Indigenous communities that they are willing to share with non-Indigenous people, for the benefit of all Canadians

Following this, the youth invited everyone at the Summit to participate in a smudging ceremony on the lawn in front of MaRS.

The courage of these young Indigenous leaders offered all NYLIS participants a chance to engage with them in the spirit of reconciliation. Reconciliation is based on respect, understanding, and hope. In the context of a national strategic framework for youth leadership and innovation, it provides Indigenous and non-Indigenous people in Canada with a powerful opportunity for transformation and growth.

[2] These examples were chosen from the notes taken by the facilitator at the table group where the Indigenous youth were sitting. The youth used some of the time allotted for the programmed activities (discussed on pages 15, 19 and 25) to reflect on the specific barriers they often face. They then brainstormed the actions that would address those barriers. Note that these examples are not meant to be representative of all Indigenous experiences and perspectives.

Canada is at an exciting time when it comes to youth leadership and innovation across the country, and the key stakeholders identified in this framework all have important roles to play. The Summit revealed a substantial diversity of needs, barriers, and opportunities across our diverse country, especially for Indigenous youth.

For these reasons and more, the Summit and this document mark only the beginning of an understanding of the issues surrounding the Canadian youth leadership and innovation landscape, not the end. Additional efforts must be made to assess and understand the important roles the different stakeholders can plan in catalyzing the potential of young Canadians, at local, regional, and national levels.

KEY STAKEHOLDERS

To better understand the leadership and innovation needs of the twenty-first century, it is necessary to determine the stakeholders who would be the most responsive to, and / or most impacted by, a national strategy. Four main groups are identified here – youth in Canada; the private sector; the non-profit sector (including hospitals and post-secondary institutions); and government (all levels, including government agencies). Please see Appendix A for the additional resources mentioned in this section.

Young Canadians will interact with each other and all of these organizations at different stages, and it is critical that these groups are able to support their potential. For example, a recent Deloitte report – The 2016 Deloitte Millennial Survey: Winning over the next generation of leaders – which highlights the views

of over 7,000 Millennials from across the globe (of which 300 Canadians participated), noted that 61% of surveyed Canadian Millennials hope to leave their current employer by 2020 due to a number of reasons, including:

- many Millennials feel underutilized within their current organizations
- many have experienced limited supports in developing their leadership skills
- personal values not aligning with organizational priorities

It is reasonable to assume that a significant loss of talent would not only negatively impact organizations, but it could affect the country as a whole. In the words of Alex Haditaghi, the founder and CEO of MoPals, "We [i.e. Canada] are losing significant talent and income potential for this country by not taking care of its startups ...

We have great young talent in this country, lots of smart people who work hard and are very passionate, and we really don't care about them as much" (Lindzon, 2014).

Therefore, all of these stakeholder groups stand to benefit from inter-generational collaboration, where they can foster trust and emphasize the strengths each generation has to offer. It is not enough to look at what stakeholders will miss out on when not engaging today's Canadian youth; we must work with each group to facilitate innovation, collaboration, and connection, all of which will be critical in advancing youth leadership and innovation in the ever-changing Canadian landscape.

YOUTH IN CANADA

Youth in Canada today are in a somewhat contradictory position: they are inheriting difficult societal issues (e.g. precarious employment and growing debt; diminishing access to higher education; increasing environmental unsustainability), while also having access to sophisticated technologies and forms of digital communication that are revolutionizing the world.

They are considered to be a key stakeholder group for a number of reasons. First, they are the group who will be most impacted by the strategic framework built from NYLIS, both individually and collectively. Therefore, their lived experiences and self-knowledge must be kept central to this work.

In addition, for decades, young Canadians have been organizing and advocating on behalf of themselves and their communities, often working across geographic and cultural boundaries to achieve their goals. This means that they are experts in identifying the key issues they face, and coming up with concrete strategies to address those issues.

Finally, Canadian youths' fluency in digital and social technologies has meant that they are extremely comfortable with processing and sharing information at a rapid pace: with themselves, and with others. Therefore, it is critical that they see themselves reflected in this strategy, so that they can amplify it among their peers, thus ensuring broader engagement with young people across the country.

PRIVATE SECTOR

The private sector is a driving force of the Canadian economy and is seen by many as an attractive sector in which to work.

However, the sector still faces challenges in engaging youth, largely because the shifting nature of work has made some companies less able to adapt to the next generation of employees. While large corporations tend to have infrastructure in place to support the school-to-work transition of many young people, smaller business do not typically have enough resources to engage youth early in their careers.

Issues such as succession planning in a precarious labour market, and / or the multi-generational workplace, create additional challenges in terms of creating an organizational culture that supports young people to thrive in the workplace.

That being said, the private sector has been identified as a stakeholder because of its potential for fostering innovation. If, through the recommendations in the strategy, private sector organizations can better engage Canada's youth leaders and innovators, then their overall capacity and longevity will be strengthened.

NON-PROFIT SECTOR

While many youth have a positive perception of the charitable sector, it is not often considered a viable career option (Fish, 2015). This should be of great concern to the sector, where the average age of a non-profit employee is 43.4, slightly higher than the overall labour force at 41.2 (HR Council, n.d.).

The non-profit sector is also affected by an aging volunteer and donor population: 28% of all Canadian volunteers are aged 55 and older, compared with 26% in 2010, 24% in 2007 and 23% in 2004; and 35% of all donors were aged 55 and over, up from 29% in 2004 (CharityVillage).

The non-profit sector is therefore considered a stakeholder because of the pressing need to find ways of encouraging youth participation and engagement in it. If the sector commits to recognizing, learning from, and / or adapting to the ideas and abilities of Canada's young leaders and innovators, it will significantly contribute to the overall sustainability of the services all Canadians rely on.

GOVERNMENT

Government – at all levels – is a primary stakeholder for several reasons, including:

- their leadership role in laying the groundwork for young people to succeed and thrive;
- the resources at their disposal to invest in youth; and
- their responsibility to ensure that all members of the public – including youth – receive the support they need to make positive contributions to their communities throughout their entire lives.

While the public service sector provides many necessary resources to / for youth, the average age of public sector employees is increasing – in 2013, the average age of federal public service employees was 44.8 years (up from 39.3 years in 1983) (Secretariat, n.d.). This suggests two related risks for the government sector:

- the issues that are most important to youth are not visible, due to lack of youth representation; and, therefore
- government is not well-positioned to adequately and meaningfully respond to the key issues, as described in the "Youth in Canada" section above.

Government also plays a critical role in encouraging youth participation, since youth will be the next political leaders in Canada. Over 58% of newly eligible voters participated in the last federal election, an increase of 17.7 percentage points over the 2011 election. This shows that not only has youth engagement in politics increased, they are participating at higher levels than previously recorded.

In addition, there are also many youth – particularly those from vulnerable groups and communities – who organize collectively to politically engage outside of formal systems (such as voting elections). This suggests that these groups of youth do not feel well-served by traditional government parties / bodies.

As Canada becomes a more important player in the realm of global politics, this strategic framework recognizes that Canadian youth are best suited to become leaders due to their diverse backgrounds. This, in turn, makes them the most capable demographic in addressing the complexity of Canadian issues, as well as issues around the world. With the federal government's plan to building an innovation agenda for the country, it is critical that they have a seat at the youth leadership and innovation table.

YOUTH LEADERSHIP & INNOVATION IN CANADA: A REVIEW

This section summarizes the literature review that was conducted on youth leadership and innovation in Canada. Please see Appendix B for an annotated bibliography of all of the documents reviewed.

Recent evidence suggests that Canada needs to do all it can to strengthen its innovation landscape. Innovation is defined by the Conference Board of Canada "as a process through which economic or social value is extracted from knowledge – by creating, diffusing, and transforming ideas – to produce new or improved products, services, and processes". In a 2015 report, the Conference Board revealed that while Canada's innovation ranking is slightly better than it was a few years ago, there is no denying that Canada is still lagging behind in comparison to other developed countries. In assessing Canada's innovation performance using 10 evaluation indicators, the Conference Board concluded that "Canada [currently] ranks 9th of 16 peer countries".

These results beg the question: how can Canada's national innovation and leadership capacity be strengthened? Early exposure to leadership and innovation development is one response, and is the reason that MaRs Studio Y, with the support of their national partners, spearheaded NYLIS. NYLIS was created with the clear understanding that there are already diverse youth leadership and innovation development programs in existence. However, the broad-scale impact of these programs remains largely unknown (Stauch & Cornelisse, 2016).

Furthermore, in review of the literature on youth leadership and innovation in Canada, it is quite apparent that, while these two concepts may be linked in practice, they are still understood differently in different contexts. For example, Aylward, Giles and Abu-Zahra (2013), examined the leadership perspectives of Nunavut Inuit youth and reported that while Western styles of leadership favour individual accomplishments, their study revealed that Inuit leadership styles emphasize collaborative leadership.

Similarly, Zhang and Swanson (2014), who investigated models of success in community-based entrepreneurship in the remote northern regions in Saskatchewan, concluded that:

> The Inuit model of entrepreneurship is considerably different from the typical mainstream entrepreneurship, which focuses on profit and growth. The Inuit are more likely to identify with the land, and share their resources with family, friends, and other members of the community. (p.115)

These different perspectives illustrate that the creation of a national strategic framework for youth leadership and innovation that can equally represent all youth in Canada requires the hard work and commitment of all stakeholders.

For instance, the Government of Ontario's Stepping Up, which is a strategy document that provides guidelines for those who support Ontario's youth to be healthy, successful and thriving, draws our attention to the fact that the following groups face multiple barriers to success, and also have diverse needs:

• racialized youth;
• LGBTTQ youth;
• newcomer youth;
• Indigenous youth;
• youth living in poverty;
• Francophone youth;
• youth with disabilities or special needs;
• youth living in rural and remote communities;
• youth from low-income families;
• youth in conflict with the law; and
• youth in and leaving care.

Consequently, in view of all that has been mentioned so far, it is apparent that an inclusive national strategy must recognize the complexities of young people's lives. In addition, to increase youth leadership and innovation across the country, Canada must be intentional about leveraging our unique asset: diversity.

At NYLIS, participants were asked to generate a list of all of the youth leadership and / or youth innovation organizations they were aware of (including, where applicable, their own). The results of this "mapping the field" activity indicate that Canada's youth leadership and innovation landscape is highly diverse, in terms of geography and in terms of program offerings / services.

If more young people from communities mentioned above are represented in the leadership and innovation landscape, then Canada will be better able to access global markets, adapt leadership capabilities to be more culturally relevant and impactful, and strengthen relationships with stakeholders from multiple sectors and industries around the world.
The preliminary insights from NYLIS discussed in the following sections are an important first step in working towards this collective vision and response.

INSIGHTS:
THE YOUTH LEADERSHIP AND INNOVATION ECOSYSTEM IN CANADA

The first activity the NYLIS participants completed was a "system mapping" exercise to identify the key youth leadership and innovation programs, funders, and supporters in Canada. Individually, each participant catalogued the organizations according to the activities they were most likely to offer, fund, or support in some other way: training, mentorship, networking, and incubation; and according to the audiences they were most likely to target: K-12, post-secondary, emerging leaders, and scaling professionals.

Over 500 groups were identified as being part of the youth leadership and innovation ecosystem, approximately 170 of which were actually present at the Summit. The infographics on the following pages show the types of organizations across the country; the audience(s) they serve; and the activities they offer.

In addition, this link will allow you to search for and filter the complete system map of Canada's youth leadership and innovation actors, as identified by NYLIS participants.
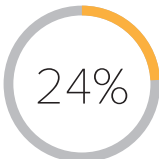
Canada's Youth Leadership and Innovation Ecosystem

What types of organizations are in the ecosystem?

36% — LOCAL
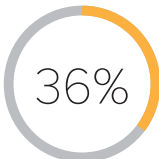
24% — PROVINCIAL

40% — NATIONAL

Who does the ecosystem serve?

39% — K-12
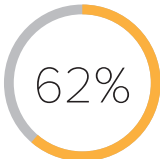
62% — POST-SECONDARY

48% — SCALING LEADERS / INNOVATORS

Where are the players in the ecosystem?
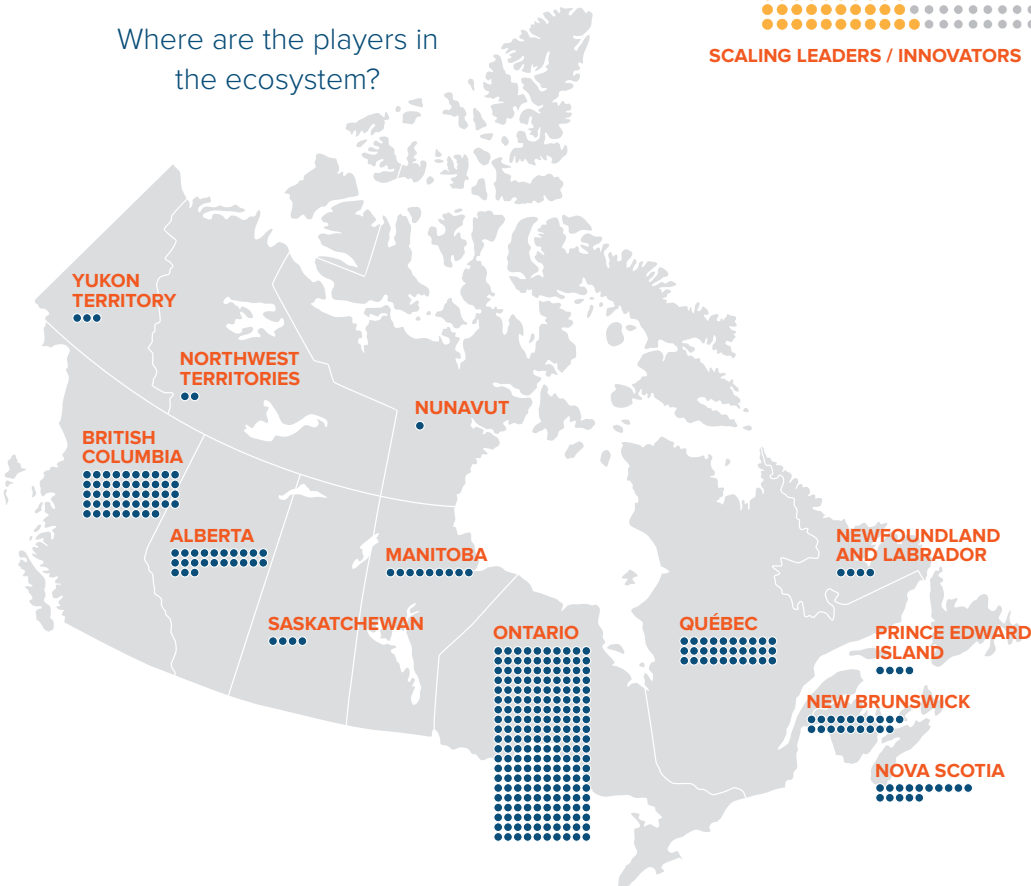
YUKON TERRITORY

NORTHWEST TERRITORIES

NUNAVUT

BRITISH COLUMBIA

ALBERTA

MANITOBA

SASKATCHEWAN

ONTARIO

QUÉBEC

NEWFOUNDLAND AND LABRADOR

PRINCE EDWARD ISLAND

NEW BRUNSWICK

NOVA SCOTIA

Canada's Youth Leadership and Innovation Ecosystem

Who is in the ecosystem and what do they do?

72% TRAINING

73% MENTORSHIP

73% NETWORKING

41% INCUBATOR

Legend:
- Training
- Mentorship
- Networking
- Incubator

Column 1
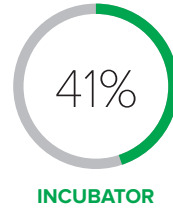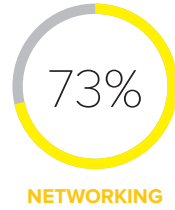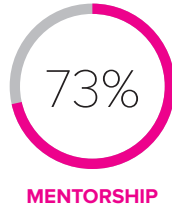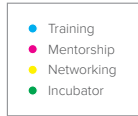
- 10,000 Coffees
- 14 Nations Handgames Society
- 2020 Catalyst
- 21 Inc.
- 4H Canada
- 4Rs Youth Movement
- Aboriginal Youth Internship Program (AYIP)
- ABSI (Alberta Social Innovation) Connect
- Academy 12
- Accelerator Centre
- Access Open Minds
- Action Canada
- Actua Youth
- AIESEC Canada
- Alberta College of Art and Design Residency Program
- Alberta Solar Coop (Alberta Alternate Energy Investment Company)
- Alberta Student's Executive Council
- AmbiSHEous
- Apathy is Boring
- Arts Network for Children - Youth Creative Roots National Youth Arts Week
- ASCent (Project of Communitech)
- Ashoka
- Atlantic Canada Opportunities Agency (ACOA)
- AtosKe
- AUTODESK
- Aboriginal Youth Internship Program (AYIP)
- AYO (Aboriginal Youth Opportunities!)
- Bamiawaaso (project of Anishnanbe Aski Nation)
- Banff Centre
- Banff Residency
- BC Aboriginal Friendship Centres
- BC Aboriginal Youth Internship Program
- BC Assembly of First Nations
- BC Centre of Excellence for Young Indigenous leaders
- BC Government (Public Service) Strategic Initiatives Division
- BC Public Service Aboriginal Youth Internship Program
- BEP Business + Education Partnership
- Big Brothers/Big Sisters
- BMO Capital Markets
- Boom Scientifique
- Boys and Girls Club
- Brampton Entrepreneur Centre
- Brila Youth Projects
- Brock Youth Centre
- Brookfield institute for Innovation & Entrepreneurship
- Building Future Leaders Program (MaRS)
- Business Enterprise Centre
- Ministry of Science Innovation and Economic Development
- Calgary Vietnamese Youth Association
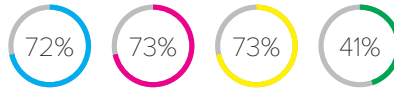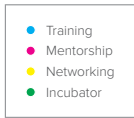- Campus Linked Accelerators

Column 2

- Canada World Youth
- Canadian Alliance of Student Associations
- Canadian Roots Exchange
- Canadian International Council
- Canadian Roots Exchange
- Canadian Wildlife Federation
- Canoe Joint-Canadian Undergraduate Programs Project
- Cape Breton University (CBU)
- CARDE (Centre d'Assomption en recherche et developpement en entrepreneuriut universite de Moncton)
- Career Skills Incubator
- Career Trek (Children Rising Mentorship Program)
- Carleton University
- Cape Breton University MBA in CED & Research
- CDR Acadie
- CEE Centre for Young Black Professionals
- Centre for Best Banting Research + Innovation (U of T)
- Centre for Social Impact, Queen's University, Smith School of Business
- Centre for Social Innovation
- Centre of Excellence for Youth Engagement
- Centre L'Escale (Leadership and resiliency program in high schools with risk teens)
- Canadian Film Centre (ideaBOOST and Network Connect programs)
- CharityVillage
- Chat to the Future
- Choices for Youth
- Cisco Systems
- City Centre Community School
- City of Brampton Economic Development Office
- City of Mississauga
- City Studio
- City Youth Council of Toronto
- CivicAction
- Co-operative Young Leaders Program Ont-Coop Association
- Coady Institute
- Common Good Solutions
- Communitech
- Community Futures Development Corporation
- Community Innovation Lab
- Community Sector Council
- The Govenor General's Canadian Leadership Conference / Conférence du Gouverneur Géneral du Canada
- Connected North
- Conrad @ Waterloo
- Consious Minds Camp
- IMPACT! Cooperators Youth Leadership Program
- Creative Destruction Lab (UofT)
- CSLC Canadian Student Leadership Conference
- Currant
- CUSO
- Dandelion Dance Company

Column 3

- DECA Ontario
- Deloitte Boost Program
- Dene Nahjo
- Design4Change
- DESTA Black Youth Network
- Divercity City Fellows
- ECTO Coworking
- Educo Adventure School
- Emerging Leaders in Solar Energy (Canadian Solar Industries Association)
- Employment and Social Development Canada
- Empowering Indigenous Youth Leadership in Governance
- EMYS (East Metro Youth Services)
- Enactus Canada
- EWB (Engineers Without Borders) Canada
- EPYC (Education. Professionalis. Young Children.)
- Equitas
- EQWIP Hubs
- Eritrean Youth Collective (EYC)
- Evalecole + Universite de Montreal + CNPC (Centre National de Preventian du Crime)
- Eveil PME
- Eventide Art Hub - New Glasgow
- ExeKo
- FedDev Ontario
- Federation des jeunes francophones de l'ontario
- Federation des jeunes Francophones du Nouveau Brunswick
- Federation of BC Youth in Care Networks
- FedNor Industry Canada
- FIRST Robotics
- First Voices
- For Youth Initiative
- Force Avenir
- Forum for Young Canadians
- Foundation Michaelle-Jean Foundation (FMJF)
- Frederation de la jeunesse Canadienne-Francaise
- Fredericton Chamber of Commerce
- Free the Children Me To We
- Frontier College
- FSWEP (Federal Student Work Experience Program)
- Fusion Jeunesse / Youth Fusion
- Future Design School (MaRS)
- Future Leaders of Ontario
- Future Roots (Mulgrave Park)
- Futurpreneur Canada
- Genesis Centre
- Georgian Bay Youth Roots
- GICEL (Gulf Islands Centre for Ecological Learning)
- Girl Guides of Canada
- Girls Action Foundation
- Global Affairs Canada
- Global Inspiration Initiative

Column 4

- Global Lounge at UBC
- Government of Ontario
- Governor General's Canadian Leadership Conference
- Greater Vancouver High School Science Association
- Grey Bruce Labour Council
- Groundswell
- Hamilton HIVE
- Harmony Movements
- Head & Hands
- Head Start In Business Northern ON CFDCS
- Heartwood Centre for Community Youth Development
- HIVE Society - Vancouver
- Hockey 4 Youth
- Hockey Nova Scotia Youth Girl's Hockey Org
- Hook It Up (project of socent collective)
- The Next Big Thing
- ICA Canada
- Idea Junction Calgary
- IMANI (UFT)
- Impact Hub Ottawa
- The Natural Step Canada
- Incubate institute for Community Impact
- Indigen EYES
- Indigenous Circle of Empowerment
- Indspire
- INM (Institut du Nouveau Monde)
- Innovate Calgary
- Innovation Lab U Calgary
- Innovation Science & Economic Development Canada
- Inquiry Hub Secondary School
- INRS Foundation Armand Prappier
- Inspirit Foundation
- Institute for Community Prosperity
- Institute of Innovation & Entrepreneurship MRU
- International Organization of Concious Entrepreneurial Communitary Schools
- Invest Ottawa
- Invigorate Leaders
- Jack Project
- Jane Goodall Roots & Shoots
- Jeanne Sauvé Foundation
- Jeunes Entreprises
- Junior Achievement Canada
- JW McConnell Family Foundation
- Katimavik
- KAYA Vancouver Knowledge Abori. Youth Association
- KEPS Peguis Youth Movement
- L.O.V.E. (Leave Out Violence)
- LAB•B Coworking
- Ladies Learning Code
- Laidlaw Foundation
- Laing House
- LARY Toronto
- Launch YU (York University)

Canada's Youth Leadership and Innovation Ecosystem

Who is in the ecosystem and what do they do?

Legend:
- Training
- Mentorship
- Networking
- Incubator

72% 73% 73% 41%

Organization
LAUNCH PAD Youth Activity and Technology Centre
LEAD Now
Leading Change Canada
LEAP/Toronto Acumen
Lester B Pearson United World College UWC
Let's Talk Science
Lifelong Leadership Institute
LinkedIn
London Youth Advisory Council
Loran Scholars Foundation / Fondation Boursiers Loran
Makerspace
MANIFESTO Community Projects ("Freshest Good Project")
Marda Loop Justice Film Festival
Mayor's Youth Advisory Council Sault Ste Marie
Mayors Youth Advisory Committee Niagara Region
McGill University Entrepreneurship Society
McMaster University
Meal Exchange
Meaford Public Library
MicroSkills
Mind Your Mind
Ministry of Children and Family Development (BC)
Ministry of Health - Office of the Chief Health Innovation Strategist
Mitacs
Model UN (IRSAM, Mcgill University)
Mohawk Students Association
Mowat Centre
Municipality of Meaford
Munk School of Global Affairs (UofT) (Global Ideas Institute)
National Association of Friendship Centres
Native Education College
Navigate
Government of New Brunswick
NB SPRN (Social Policy Research Network)
New Lens Travel
New Mentality
The Next 36
Next Up
Northern Youth Leadership
Npower
NSERC
OCAD U - Master of Design Strategic Foresight & Innovation
Onaman Collective
Ontario Centres of Excellence
Ontario Education Leadership Centre
Ontario Indigenous Youth Partnership
Ontario Ministry of Economic Development, Employment and Infrastructure
Ontario Ministry of Training Colleges + Universities
Ontario Public Service
Ontario Trillium Foundation
Ontario Undergraduate Student Alliance
Open Door Society
OSEntreprendre
Our Voices
OVCN Ontario Volunteer Centre Network
Oxfam Canada
Pacific School of Innovation & Inquiry

Organization
Parks and Recreation Ontario
PARKS Canada
Pathways to Education
Pathy Family Foundation
Pearson Seminar on Youth Leadership
Pecode Collaborate (Centre for Social Impact at Queens)
Peel District School Board
PEI Food Security Network
PERCOLAB
Peter Longheed Leadership College
OPIRG
Place Aux Competences
Planet Hatch
Pond Deshpande Centre
Qanak Collective
Queen's Innovation Connector Summer Initiative
Radhoc Youth Leadership
RADIUS SFU
Raise Your Voice Canada
RBC Foundation
Reach UPNorth (Digital Opportunity Trust)
Rec + Read
RECODE Collaborate
Reconciliation Canada
Redeemer University Student Union
Rediscovery
Region of Peel
Regional Innovation Centres
Regional Multicultural Youth Centre (Thunder Bay)
Regional Municipality of Durham
Remix Project!
Renaissance College B Phil in Interdiciplinary Leadership
Renewal Funds
Representative for Children & Youth
Reseaux de Developpement economiqie cet d'employabilite (RDEE)
Rethinking Economics Waterloo
RIC Centre
Right to Play
Rural Ontario Institute
Ryerson Digital Media Zone
Ryerson Tri-Mentoring Program
Ryerson University's Social Ventures Zone
Ryerson ZeroToStartup
SAIT (Students' Associaiton Southern Alberta Institute of Technology)
Salvation Army
Samara Canada
Santipol Roulant
Sault Ste Marie Innovation Centre (You Launch)
Schulich Leaders Scholarships
Scouts Canada
School District 64 Gulf Islands
Social Entrepreneurship Evolution (SEE)
Seneca College Helix
Shad Valley
Shannen's Dream
Sheridan College
Social Innovation Generation (SiG)
SKETCH
Sobey School of Business Development Centre (SSBDC)
Social Venture Institute + Social Change Institute Hollyhock

Organization
Software Hamilton
SoJo
Spark Centre
Spoke N' Heard
Sport BC
Springboard
Springtide Collective
Sprout Ideas Camp
School for Social Entrepreneurs (SSE)
St. Paul's Greenhouse
St. John's Native Friendship Centre
Startup Canada
Startup Edmonton
Starter Company
Startup Calgary
Startup North
Steam Labs
Stella's Place
Student Energy
Students Offering Support
Students for the Advancement of Global Entrepreneurship (SAGE) Canada
Students on Ice
Studio 89
Studio UBC
Studio Y (MaRS)
Success Beyond Limits
Summer Company
Suncor Energy
TakingITGlobal
TalentEgg
TD Canada Trust
Technology Management and Entrepreneurship Program
TEDx Youth Toronto
The Adventure Group
The Forge
The Institute for Social Innovation
The Nest - Sault Community Career Centre
The Regional Diversity Roundtable of Peel
Thinking Rock Community Arts
Thuderbird Rock
Tides Canada
Tim Hortons Childrens Foundation - Leadership Program
Toronto Public Library
Toronto Youth Cabinet
Trico Foundation
Tsalazra
UBC D studio
UBC University of British Columbia
University of Toronto Impact Centre
UNA-Canada
UNB Engineering Student Society
UNBTME (University of New Brunswick Technology Management & Entrepreneurship)
United Way Bruce Grey
Unity Charity
University Laval Entrepreneurial Laval
University of Manitoba
University of Ontario Institute of Technology
University of Regina
University of Toronto Innovations and Partnership Office
University of Toronto Libraries
University of Toronto Professional Experience Office

Organization
University of Toronto Rotman School of Management
University of Waterloo
University Students' Council @ Western University
Unleash Network
UNYA (Urban Native Youth Association)
University of Toronto ILEAD
Univerisity of Toronto Dept of Computer Science Innovation Lab (DSCIL)
University of Toronto Entrepreneurship Hatchery
Upcycle Vancouver
Vancouver Aboriginal Child & Family Services Society - Culturally Relevant Urban Wellness Program
Vancouver Economic Commission
Vancouver Foundation
Velocity (University Waterloo)
Venn Center
Venture for Canada
VentureLAB
Victoria Native Friendship Centre Youth Dept
Victoria Youth In Care Network
VIDEA
Vision Youth Leadership Program
Volta Labs
Volunteer Toronto
Wanakita (Summer camp leadership program) --> OELC
Waterlution: Future Leaders for Transformative Change
Western Quebec School Board
WETECH ALLIANCE
Wilfred Laurier University
Women in Science and Engineering (WISE)
WoodGreen
Canada World Youth
World University Service of Canada
yconic
YEDI (York Entrepreneurship Development Institute)
Yell Canada Young Entrepreneur Leadership Launchpad
YKNOT Windsor Sussex
YKOT Widnsor Essex
York Region President's Council
York Sustainable Enterprise Consultants
Young Diplomats of Canada
Young Voters of PEI
Youth Advocacy Team (London)
Youth Art Connection
Youth Central (YYC)
Youth Empowering Parents (YEP)
Youth Innovation Connector (Queen's U)
The Youth Project
YouthREX
Youth Science Canada
Youth Social Infrastructure Collaborative (YSI)
YouthfulCities
YouthPolitik
Yukon Government

INSIGHTS:

BARRIERS AND OPPORTUNITIES
ON THE YOUTH LEADERSHIP
AND INNOVATION JOURNEY

The second activity at NYLIS tasked the participants with "mapping out" the youth leadership and innovation journeys, based on their lived experiences and knowledge. This activity was specifically designed to help them identify the barriers and opportunities faced on these journeys. In their table groups, participants were asked to think about their experiences at four key stages:

Aware – the point at which they first became aware of their desire to effect change
Access – the resources they sought to help them begin capitalizing on that potential
Develop – the skills and competencies they developed as they tested their ideas
Impact – the impact generated by their ideas, once launched

Through an iterative information-gathering process that was based on the principles of design thinking, each table identified the top three barriers and opportunities for each stage.

The insights gained from this activity are first discussed in two ways: first, terms of a frequency count (i.e. the number of times each of the top three barriers and opportunities were identified by the table groups); and second, in terms of the key themes, barriers and opportunities that are important for the different stakeholder groups to address.

The frequency counts were undertaken to gain a preliminary understanding of the most common barriers and opportunities experienced by youth. Table 1 organizes the top three identified barriers and opportunities in descending order.

TOP THREE BARRIERS	FREQUENCY (# of times identified)
1. Limited support (e.g. isolation from family, community, institutions, etc.; few resources / environments that support failure; lack of access to culturally and linguistically appropriate development support (e.g. for minority / marginalized youth); focus concentrated in high tech space, even though innovation happens across all sectors)	33
2. Lack of funding (e.g. sustained funding and investment for social entrepreneurs; for pilots and for both pre-start-up and accelerating phases; funding for international projects; difficulty of accessing funds - hard to qualify and matching funds are restrictive)	23
3. Lack of awareness of opportunities, knowledge (e.g. technical skills), supporting data, other players in the ecosystem, etc.	19
TOP THREE OPPORTUNITIES	**FREQUENCY** (# of times identified)
1. Supports / mentorship, particularly authentic, genuine relationships	84
2. Experiential learning that is relevant, hands-on, addresses real-world problems, etc.	38
3. Education (e.g. early leadership opportunities to get their foot in the door; seeing each other as equal partners, working together; early access to opportunities / youth innovation / responsibilities	30

The frequency counts shared in Table 1 represent what was "top of mind" for participants during the Summit. Therefore, they are best used as starting points for thinking strategically about how best to respond to the barriers and opportunities identified by NYLIS participants. Through the dissemination stage / strategy, stakeholders will be encouraged to dig deeper into these ideas; these current data points will help them to build on this important dialogue.

Although prioritizing the barriers and opportunities according to the number of times they were identified is useful, it is also important to consider the rest of the barriers and opportunities that were not mentioned as often. This is because a low frequency count does not necessarily reflect the actual importance of a particular barrier or opportunity. That is why, for this next step, all of the barriers and opportunities were grouped according to how similar they are.

Through this process, it became clear that the "barriers" vs. "opportunities" distinction was not particularly useful, from a strategic point of view: one person's barrier was often another's opportunity. It was more useful to consider the results of the journey mapping activity as spectrums of the participants' experiences, which range from negative (barriers) to positive (opportunities). These spectrums are best understood as key themes, with negative and positive attributes. Seven key themes were identified. Table 2 represents all of them, and includes examples of the negative and positive aspects of each. They are listed alphabetical order.

KEY THEME	OVERVIEW	
ACCESS TO CAPITAL AND / OR PROFESSIONAL SERVICES	This theme addresses the availability and accessibility of specific funding opportunities and in-kind supports for young innovators and entrepreneurs. While funding opportunities for young people to take on youth-led businesses or local projects do exist, they are unevenly distributed across the country. NYLIS participants overwhelmingly recognized the need for a national funding source for youth-led initiatives that would support young people to lead and to innovate.	
	Negative attributes (barriers)	Positive attributes (opportunities)
	Lack of funding / awareness of funding Debt, loans, low-income, lack of security, social economic status, precarious work / poverty Lack of resources / infrastructure (e.g. technology, housing, spaces for innovation, etc.)	Awareness of / access to funding and other types of professional support (e.g. consultants, evaluators, designers)
ACCESSIBLE, EXPERIENTIAL EDUCATION & LEARNING	This theme responds to the fact that there are few opportunities available for experiential learning at a young age. NYLIS participants specifically mentioned that many young people do not have early opportunities to develop and practice their leadership and innovation skills because the opportunities are not a key part of the education system. Outside of formal schooling, the experiential programs that do exist are effective, but need to be scaled up.	
	Negative attributes (barriers)	Positive attributes (opportunities)
	Little or no early access to experiential education and learning Poor development of "soft" skills and technical skills Few meaningful educational experiences	Early meaningful leadership opportunities, diverse internships Early exposure and access to experiential learning, languages, and / or other diverse programming Experiences that support personal development and self-awareness (e.g. discovering / following own passions; domestic and international travel; developing resilience; etc.)
STRATEGIC NETWORKS & CONNECTIONS	This theme recognizes the need for young people to have opportunities to work with and learn from established leaders and innovators, who can provide them with access to markets, expertise, networks, influencers, etc. that will allow them to develop their skills. These opportunities must be created intentionally, so that a robust and stable ecosystem of youth leaders and innovators is built.	
	Negative attributes (barriers)	Positive attributes (opportunities)
	Lack of / limited support due to isolation from community, family, cultural, institutions, genuine mentors, and / or champions No role models	Access to supports such as mentorships, genuine networks and connections, and peers Role models who encourage and inspire

KEY THEME	OVERVIEW
KNOWLEDGE & RESOURCE SHARING	This theme responds to the need for Canada, as a geographically large country, to create a repository of knowledge where our young people can access relevant data and insights on leadership development and entrepreneurial thinking. This will also strengthen the organizations that provide a support system for youth leaders and innovators (e.g. non-profits, business and / or innovation incubators and accelerators, post-secondary education institutions) in two ways: it will create national access to relevant research, data and resources for leadership and innovation initiatives; and it will help to identify best practices and policies across regions.

Negative attributes (barriers)	Positive attributes (opportunities)
Little or no awareness of key opportunities, critical knowledge, supporting data, etc.	Collaboration to avoid duplication, break down silos, etc.
Little / no collaboration (often work in silos or alone)	Centralized platform that serves as a one-stop-shop for online resources
Overwhelmed due to information overload	Transparency between government and community through open data policies and initiatives
Unhealthy competition (e.g. hoarding knowledge from peers)	

KEY THEME	OVERVIEW
CULTURE OF RISK-TAKING & RESILIENCE (OPENNESS TO INNOVATION & CHANGE)	This theme addresses the need to develop a Canadian approach to sustainable innovation and entrepreneurship. At times, Canadian culture can be very traditional and conservative, which may prevent young people from taking the risks that are necessary for them to have impact. For those few young people in the leadership and innovation ecosystem who do take risks, the consequences can be stressful and emotionally taxing. Strategically building-in supports for strategic risk-taking will empower youth leaders and innovators to develop resilience as they work to scale their ideas and strengthen their impact.

Negative attributes (barriers)	Positive attributes (opportunities)
Compromised mental health (e.g. burnout; disengagement / boredom; low self-confidence and awareness)	Taking initiative, problem solving, genuine action, taking risks, challenging the status quo
Little / no support for following one's passion (e.g. linear and unclear paths)	Organizational culture creates a safe space, embraces failure, and encourages innovation
Bureaucracy and red tape	
Band-Aid solutions that impose homogeneity, and maintain the status quo	
Risk aversion (individual, societal, institutional, cultural)	
Fear of or discouraging failure	

KEY THEME	OVERVIEW	
GEOGRAPHIC LOCATION	This theme addresses the fact that Canada has a relatively small population inhabiting a vast geographic space. This makes it difficult to access and leverage diverse regional perspectives when trying to solve problems. NYLIS participants recommended that greater access to inter-regional collaboration and connection could be facilitated by better leveraging technology.	
	Negative attributes (barriers)	
	Travel limitations Urban-rural divide	
INCLUSION AND DIVERSITY	This theme recognizes that Canada's strategic advantage is its diversity: we can engage and impact the world because we have the world living here. NYLIS participants identified the need to remove systemic access barriers and create space for Indigenous communities and other under-represented groups to participate in and influence the innovation and leadership ecosystem, which has often been a privileged space. Better leveraging the untapped potential of Canada's diversity, will allow Canada to thrive socially and economically.	
	Negative attributes (barriers)	Positive attributes (opportunities)
	Mistrusting or disempowering youth Discrimination Lack of diversity / diverse voices Tokenism	Facilitating / supporting / fostering equity Increasing the number of innovators and leaders in Canada who can access internal and external markets and tell the Canadian story
STRATEGIC NETWORKS & CONNECTIONS	This theme recognizes the need for young people to have opportunities to work with and learn from established leaders and innovators, who can provide them with access to markets, expertise, networks, influencers, etc. that will allow them to develop their skills. These opportunities must be created intentionally, so that a robust and stable ecosystem of youth leaders and innovators is built.	
	Negative attributes (barriers)	Positive attributes (opportunities)
	Lack of / limited support due to isolation from community, family, cultural, institutions, genuine mentors, and / or champions No role models	Access to supports such as mentorships, genuine networks and connections, and peers Role models who encourage and inspire

These key themes suggest the core pillars of a national strategic framework on youth leadership and innovation.

A STRATEGIC FRAMEWORK FOR YOUTH LEADERSHIP AND INNOVATION: BIG IDEAS

To have a fully robust and effective national framework for youth leadership and innovation, the goals must be ambitious. One of the best ways to achieve this is to encourage participants to "think big" by focusing on the future they want to see.

Through a visioning activity called "The NYLIS Times", participants were supported in articulating their desires for what the future of youth leadership and innovation should look like, and then identifying key headlines, metrics and milestones that would indicate success. In small groups, they created mock-ups of what the cover page of the "Times" would look like on October 19, 2019. Examples[3] include:

Headlines:
• Powered by Youth Innovation and Leadership Strategy, Canada #1 for Innovation
• Return of the Geeks: Canada Global Leader in the Innovation Economy

Milestones:
• $16/hr living wage empowers youth to innovate
• New Federal Mutually Beneficial Mentorship Program (MBMP) promotes intergenerational knowledge transfer
  • Investment in creative arts leads to highest rate of innovation in science, technology, and education

Metrics:
• Young entrepreneurs help GDP increase 10.5%
• 50% of new Canadian tech start-ups led by women this year

Following this, the final NYLIS activity asked participants to: 1) generate ideas for interventions based on the "Times"; 2) engage in "rapid-prototyping", to expand on their ideas; and 3) use parts of the Business Model Canvas (Systems Change edition) to flesh out their interventions. The interventions should be designed to make a significant economic and / or social impact.

Table 3 below expands the information in Table 2 by connecting the insights gained from the journey mapping activity with some of the participants' interventions. The interventions are presented here as "Big Ideas" to be built upon by the four key stakeholder groups discussed earlier. Since collaboration is central to the success of this framework, Table 3 also identifies which stakeholder groups should work together to turn the Big Idea into reality.

[3] All examples were transcribed verbatim from the raw data.

KEY THEME	OVERVIEW	BIG IDEA
ACCESS TO CAPITAL AND / OR PROFESSIONAL SERVICES	This theme recognizes that Canada's strategic advantage is its diversity: we can engage and impact the world because we have the world living here. NYLIS participants identified the need to remove systemic access barriers and create space for Indigenous communities and other under-represented groups to participate in and influence the innovation and leadership ecosystem, which has often been a privileged space. Better leveraging the untapped potential of Canada's diversity, will allow Canada to thrive socially and economically.	**P / N / G:** Offer youth-led funding models that take into account the unique experiences of applicants (e.g. rural, racialized, Indigenous, low-income youth, etc.), and include the designing and adoption of context-specific and culturally appropriate program development and evaluation methods. A one-size-fits-all approach for all youth is ineffective.

Negative attributes (barriers)	Positive attributes (opportunities)
Lack of funding / awareness of funding Debt, loans, low-income, lack of security, social economic status, precarious work / poverty Lack of resources / infrastructure (e.g. technology, housing, spaces for innovation, etc.)	Awareness of / access to funding and other types of professional support (e.g. consultants, evaluators, designers)

KEY THEME	OVERVIEW	BIG IDEA
ACCESSIBLE, EXPERIENTIAL EDUCATION & LEARNING	This theme responds to the fact that there are few opportunities available for experiential learning at a young age. NYLIS participants specifically mentioned that many young people do not have early opportunities to develop and practice their leadership and innovation skills because the opportunities are not a key part of the education system. Outside of formal schooling, the experiential programs that do exist are effective, but need to be scaled up.	**G / Y:** Re-imagine K-12 education based on a curriculum for curiosity, which includes new evaluations on process, soft skills, innovation and creativity, and entrepreneurial thinking. Schools should also be seen as community-learning centres that focus on intergenerational and cross-sector learning. Providing these learning opportunities at an early age will allow students to become adept at solving complex real-world problems.

Negative attributes (barriers)	Positive attributes (opportunities)
Little or no early access to experiential education and learning Poor development of "soft" skills and technical skills Few meaningful educational experiences	Early meaningful leadership opportunities, diverse internships Early exposure and access to experiential learning, languages, and / or other diverse programming Experiences that support personal development and self-awareness (e.g. discovering / following own passions; domestic and international travel; developing resilience; etc.)

KEY THEME	OVERVIEW	BIG IDEA
STRATEGIC NETWORKS & CONNECTIONS	This theme recognizes the need for young people to have opportunities to work with and learn from established leaders and innovators, who can provide them with access to markets, expertise, networks, influencers, etc. that will allow them to develop their skills. These opportunities must be created intentionally, so that a robust and stable ecosystem of youth leaders and innovators is built.	**G / N / P:** Sponsor the development of an app for Canadian students that helps them to build relationships and networks in their communities by showing them the companies / organizations in their communities that have "open door" spaces where they can do their homework; find a mentor in the company to support their academic and social success; and follow up with / remain connected to their mentors remotely.

	Negative attributes (barriers)	**Positive attributes (opportunities)**
	Lack of / limited support due to isolation from community, family, cultural, institutions, genuine mentors, and / or champions	Access to supports such as mentorships, genuine networks and connections, and peers
	No role models	Role models who encourage and inspire

KEY THEME	OVERVIEW	BIG IDEA
KNOWLEDGE & RESOURCE SHARING	This theme responds to the need for Canada, as a geographically large country, to create a repository of knowledge where our young people can access relevant data and insights on leadership development and entrepreneurial thinking. This will also strengthen the organizations that provide a support system for youth leaders and innovators (e.g. non-profits, business and / or innovation incubators and accelerators, post-secondary education institutions) in two ways: it will create national access to relevant research, data and resources for leadership and innovation initiatives; and it will help to identify best practices and policies across regions.	**G / N:** Build a website and online data-sharing space for young people and their stakeholders to engage.

Create a national Indigenous Youth Leadership and Innovation Summit / Strategy in conjunction with the strategic framework from NYLIS. |

	Negative attributes (barriers)	**Positive attributes (opportunities)**
	Little or no awareness of key opportunities, critical knowledge, supporting data, etc.	Collaboration to avoid duplication, break down silos, etc.
	Little / no collaboration (often work in silos or alone)	Centralized platform that serves as a one-stop-shop for online resources
	Overwhelmed due to information overload	Transparency between government and community through open data policies and initiatives
	Unhealthy competition (e.g. hoarding knowledge from peers)	

KEY THEME	OVERVIEW		BIG IDEA
CULTURE OF RISK-TAKING & RESILIENCE (OPENNESS TO INNOVATION & CHANGE)	This theme addresses the need to develop a Canadian approach to sustainable innovation and entrepreneurship. At times, Canadian culture can be very traditional and conservative, which may prevent young people from taking the risks that are necessary for them to have impact. For those few young people in the leadership and innovation ecosystem who do take risks, the consequences can be stressful and emotionally taxing. Strategically building-in supports for strategic risk-taking will empower youth leaders and innovators to develop resilience as they work to scale their ideas and strengthen their impact.		**Y / N / P:** Develop a model for an organizational culture that supports "positive failure", which can be applied in schools and workplaces.
	Negative attributes (barriers)	Positive attributes (opportunities)	
	Compromised mental health (e.g. burnout; disengagement / boredom; low self-confidence and awareness)	Taking initiative, problem solving, genuine action, taking risks, challenging the status quo	
	Little / no support for following one's passion (e.g. linear and unclear paths)	Organizational culture creates a safe space, embraces failure, and encourages innovation	
	Bureaucracy and red tape		
	Band-Aid solutions that impose homogeneity, and maintain the status quo		
	Risk aversion (individual, societal, institutional, cultural)		
	Fear of or discouraging failure		

KEY THEME	OVERVIEW	BIG IDEA
GEOGRAPHIC LOCATION	This theme addresses the fact that Canada has a relatively small population inhabiting a vast geographic space. This makes it difficult to access and leverage diverse regional perspectives when trying to solve problems. NYLIS participants recommended that greater access to inter-regional collaboration and connection could be facilitated by better leveraging technology.	**N / G:** Conduct a regional assessment to understand the barriers and opportunities for youth living in different regions of Canada. Build regional "Innovation Networks" that recruit young people to join and contribute.
	Negative attributes (barriers)	
	Travel limitations	
	Urban-rural divide	

KEY THEME	OVERVIEW		BIG IDEA
INCLUSION AND DIVERSITY	This theme recognizes that Canada's strategic advantage is its diversity: we can engage and impact the world because we have the world living here. NYLIS participants identified the need to remove systemic access barriers and create space for Indigenous communities and other under-represented groups to participate in and influence the innovation and leadership ecosystem, which has often been a privileged space. Better leveraging the untapped potential of Canada's diversity, will allow Canada to thrive socially and economically.		**Y / N / G:** Design a specific engagement strategy to identify the barriers to youth innovation and leadership experienced by Indigenous youth.
	Negative attributes (barriers)	Positive attributes (opportunities)	Build targeted engagement strategies for youth from under-represented groups who face multiple barriers to success (e.g. racialized youth, youth in care, youth with disabilities, youth living in poverty, etc.).
	Mistrusting or disempowering youth Discrimination Lack of diversity / diverse voices Tokenism	Awareness of / access to funding and other types of professional support (e.g. consultants, evaluators, designers)	

CONCLUSION

These preliminary insights from NYLIS demonstrate that there is incredible leadership and innovation ability and capacity among Canadians. In particular, feedback from the NYLIS exit survey highlighted the power and potential of Canadian youth:

- "The sessions where we were discussing the barriers and opportunities, as well as coming up with a strategy was very helpful. It allowed me to collaborate with other youth and envision a future strategy for Canada."
- "The diverse group of Canadians and ages was fantastic. Really amazing hearing and working with people from all across the country."
- "The summit brought together a number of youth from across the country which was very important to the weight the information gathered will carry."

If Canada does not strategically leverage these abilities and capacities, we risk not being seen as a serious leader in the emerging knowledge economy, and falling behind in global measures of innovation and overall strength. It is in this context that NYLIS exists.

To mitigate this risk, Canada must build an intentional, strategic plan that further supports our young people to adapt to emerging technologies, and to navigate and boldly tackle new challenges. Prioritizing our diversity as our greatest asset, in particular, will create room for all of the different groups of people who call Canada home to help grow our collective economic and social prosperity.

This is why all of the stakeholders identified have a responsibility to share these insights beyond their sectors, communities, and organizations. Getting feedback from as many different people as possible will help to refine the early findings highlighted in this draft framework, and to make recommendations for concrete action.

From there, a national coalition of stakeholders should be formed to develop an implementation strategy based on those recommendations.

By winter 2017, Canada will be able to harness the true leadership and innovation that is taking place all over the country and leverage it into long-term prosperity, cohesion, and success.

30

APPENDIX A:
REFERENCES FOR "KEY STAKEHOLDERS" SECTION

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APPENDIX B:
BIBLIOGRAPHY FOR LITERATURE REVIEW

Note: This bibliography does not summarize the articles, but highlights noteworthy quotes / excerpts that relate to innovation and leadership. Certain phrases are bolded to add emphasis.

LEADERSHIP SCAN

Aylward, E., Giles, A., & Abu-Zahra, N. (2013). Nunavut Inuit youth and leadership: Perspectives from the Northern Youth Abroad Program. Études/Inuit/Studies, 37(2), 161-179.

- "Northern Youth Abroad (NYA) is the first and presently **the only educational travel program** developed specifically to meet the needs of the Canadian North's youth." (p.161)

- "We argue that NYA alumni use both traditional Inuit and Euro-Canadian approaches to leadership development; as a result, these youth have created what Bhabha described as a "**third space**," where the binary dynamic between colonial/neo-colonial and traditional influences is displaced by new structures that weave heterogeneous influences together. These findings suggest that **NYA's Nunavut Inuit alumni possess strong and adaptive leadership abilities**. We conclude that in order to better understand the challenges that face the current generation of Inuit youth, researchers should be well advised to recognise the adaptability, resilience, and leadership that Nunavut Inuit youth such as NYA alumni have developed and use in a wide variety of areas of their lives." (p.161-162)

- "Despite significant gaps in understanding leadership from the perspective of Inuit youth, several studies have illustrated how traditional **Inuit leadership styles differ considerably from mainstream, Euro-Canadian perspectives on leadership**. In particular, the emphasis on individual achievements in Western styles of leadership contrasts with Inuit elders' emphasis on developing strengths and abilities that enhance the group's well-being (Hanson 2003; Minor 1992)"... Preference for collaborative skills rather than individualistic achievement." (p.163)

- "**Nunavut Inuit youth presently encounter a range of serious social challenges**, including high rates of suicide, substance abuse, and crime, among other worrying trends. An understanding of their strengths, assets, and leadership styles could contribute to effective, relevant responses." (p.165)

- "Our findings also emphasise **the importance of cultural identity** in enabling NYA participants to develop as leaders, a finding that is consistent with research that has illustrated how loss of cultural identity or ownership can contribute to low self-esteem, higher rates of suicide, and erosion of familial support networks." (p.173)

APPENDIX B:

BARRIERS TO NYA PARTICIPANTS' LEADERSHIP DEVELOPMENT

- **Participants identified another potential limitation to alumni leadership development: the short-term nature of NYA's leadership programming**. An alumna remarked that leadership development requires continual revision and practice "because, you know, we eventually forget some things." The home environment also restricted or enhanced the capacity to develop as leaders following NYA. While most alumni felt pride and satisfaction in sharing their stories with other youth in their home communities, **certain participants confronted bullying, unsupportive peer groups, and other inhibiting factors that restricted their capacity to lead** (Rebecca Bisson, NYA Program Director, 2011).

- Finally, but perhaps most interestingly, an alumnus remarked that his community perceived **youth as tomorrow's leaders rather than today's**. As a result, youth were neither provided with leadership opportunities nor expected to take on significant leadership tasks in their society." (p.171)

A strategic framework to help Ontario's youth succeed: Stepping up. (2014). Ministry of Children and Youth Services. Retrieved from: *www.ontario.ca/steppingup*

- Youth in this study are referred to those between the ages of 12-25.

- A barrier: There is limited cross-sector collaboration among those serving youth, resulting in ineffective programs and services. (p. 15)

- "Any individual can become a **youth ally**. It is about building trusting relationships with young people and providing space for them to flourish and grow." (p.17)

- 20 evidence-based outcomes that are important for the wellbeing of Ontario's youth. (p. 106)

The 2016 Deloitte millennial survey: Winning over the next generation of leaders. (2016). Deloitte. Retrieved from *https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millenial-survey-2016-exec-summary.pdf*

This survey "collected the views of nearly 7,700 Millennials representing 29 countries around the globe. All participants were born after 1982, have obtained a college or university degree, are employed full-time, and predominantly work in large (100+ employees), private sector organizations." **300 Canadians participated**. (p. 2-3)

- "Millennials feel underutilized and believe they're **not being developed** as leaders." (p. 2)

- "It is encouraging to report relatively small gender differences in consideration for senior roles. However, the absolute figures are disappointing—50 percent of male and 48 percent of female respondents say they are "**being overlooked** for potential leadership positions" (p. 7).

- "**Have purpose beyond profit**" (p. 18): "Millennials who enter the boardroom and those in senior positions have a desire to rebalance business priorities by **putting people before profit**." (p. 14)

- "We have observed that **loyalty to an employer is driven by understanding** and **support** of Millennials' career and life ambitions, as well as **providing opportunities** to progress and become leaders. Having a mentor is incredibly powerful in this regard." (p. 17)

- "While compensation may be the strongest single driver of employer choice, it does not work in isolation. If a candidate is choosing between organizations offering similar financial incentives, other factors come into play. Understanding these factors as a package will help employers attract and retain Millennial talent." (p. 19)

INNOVATION SCAN

Canada moves up in innovation rankings, but weaknesses remain. (2015, September 3). The Conference Board of Canada. Retrieved from *http://www.conferenceboard.ca/press/ newsrelease/15-09-03/canada_moves_up_in_innovation_rankings_ but_weaknesses_remain.aspx*

- "The country has improved on venture capital investment and connectivity, and fares well on entrepreneurial ambition. It **remains weak on ICT investment, patents, business R&D and productivity**".

- "While Canada's overall ranking is slightly better, it **masks downward trends in some key innovation drivers** and highlights the need for the private and public sectors to improve their innovation game in a much more competitive environment," said Muzyka.

Emmett, B. & Emmett, G. (June 2015). Charities in Canada as an economic sector: Discussion paper. Imagine Canada. Retrieved from *http://www.imaginecanada.ca/sites/default/ files/imaginecanada_charities_in_canada_as_an_economic_ sector_2015-06-22.pdf*

- "Funding for innovation is difficult. Both the small business sector and the charitable sector are dominated by small firms — and the availability of resources to spend on research and development (R&D) is tied to the size of businesses." (p. 16)

- Innovation is difficult for charities: "**Funding models are based on avoiding risk** rather than experimenting with new approaches that might increase effectiveness. Fresh ideas emerge through the creation of new organizations, but they **enter a crowded marketplace** and are often unable to demonstrate convincingly their superior efficacy." (p. 17)

Lindzon, J. (2014, September 8). Why is our tech talent leaving the country? The Globe and Mail. Retrieved from *http:// www.theglobeandmail.com/report-on-business/small-business/ sb-money/why-is-our-great-tech-talent-leaving-the-country/ article20368331/*

Morantz, A. (2014). Aboriginal Youth Development: The Social Enterprise Dimension. A discussion paper prepared for Queen's Smith School of Business. Retrieved from *https://smith. queensu.ca/_templates/documents/centres/csi/aboriginal-youth- development.pdf*

- "Entrepreneurship is proving to be very attractive in Aboriginal communities. Although Aboriginal youth (aged 15 to 24) are about half as likely to be entrepreneurs than Canadian youth in general, entrepreneurs under 25 years old made up about 5 percent of all self-employed Aboriginal people, nearly double the figure for the general Canadian population." (p. 14)

- "Education and mentoring, however, will only go so far. **Lack of capital** is often the key barrier to getting an enterprise off the ground, and access to capital for young Aboriginal entrepreneurs is a particular challenge." (p. 14)

- "Many Aboriginal students still perceive secondary education as **an instrument of assimilation**." (p. 4)

- "The mainstream education system places First Nations youth at a disadvantage and forces us to surrender / lose our identity in the process of achieving credits in subject matter that is of no value to us back in our home communities." (p. 9)

- Lack of adequate support: A 2002 study revealed that "despite significant need and a desire by First Nations to partner with the voluntary sector, only a handful of children received any benefits from relevant voluntary sector or philanthropic organizations." (p. 10)

INNOVATION SCAN

Sengupta, U., Vieta, M., & McMurtry, J. J. (2015). Indigenous communities and social enterprise in Canada. Canadian Journal of Nonprofit and Social Economy Research, 6(1), 104-123.

- "The diversity of Indigenous communities has led to the formation of a wide range of social enterprise interactions; this has **substantially influenced** the development of social enterprise and the broader social economy across Canada." (p.105)

- "One explanation for this **strong relationship between social enterprise and Indigenous communities** is that social enterprises serve marginalized populations, and Indigenous populations do face multiple forms of marginalization in Canada." (p.107)

- "The variety of Indigenous people's experiences with colonization has deeply affected the subsequent development of Indigenous social enterprise throughout Canada. This development has been **different for each province and territory**." (p.105)

- "**Women and youth face additional socio-economic disadvantages** within the Indigenous community (Kuokkanen, 2011). Kuokkanen (2011) suggests that the social economy, and specifically the **role of women in the social economy**, is an integral part of revitalizing Indigenous communities. Therefore, a second intersectional framework for understanding Indigenous social enterprise involves understanding the **critical importance of Indigenous women in the development of social enterprise** in Indigenous communities in Canada." (p.111)

- "The factors influencing development of social enterprise in the context of Indigenous communities in Canada include the ability to convert different types of capital—including land, human, social, environmental, cultural, and financial capital—to meet holistic requirements of diverse Indigenous communities." (p.119)

- "The **future development of Indigenous social enterprise in Canada** will ultimately depend on the ability of Indigenous communities to control their own resources, primarily related to land, but also including economic resources to develop businesses, human resources through education rooted in community-led and Indigenous methodologies, and applying cultural resources, including Indigenous knowledge. Moreover, Indigenous social enterprise rooted in Indigenous knowledge we believe will continue to demonstrate alternative organizational forms and alternative futures as positive examples that the broader social enterprise sector in Canada and beyond can learn from." (p.119)

Zhang, D. D., & Swanson, L. A. (2014, Spring). Toward sustainable development in the north: exploring models of success in community-based entrepreneurship. Northern Review, (38), 113+.

- "This article intends to achieve a better understanding of economic and social development in the remote, northern regions in Saskatchewan." (p.113)

- "Aboriginal entrepreneurship can also be conceptualized as a special case of social entrepreneurship because **Aboriginal enterprises typically create employment to benefit community members** and create wealth to fund health, education, housing, and other social concerns of the community. **Aboriginal entrepreneurship is distinct from mainstream entrepreneurship** because it places important emphasis on community, and is seen as a component of sustainable development." (p.115)

- "The Inuit model of entrepreneurship is considerably different from the typical mainstream entrepreneurship, which focuses on profit and growth. The Inuit are more likely to identify with the land, and share their resources with family, friends, and other members of the community. As Dana et al. have reported, young Inuit people often express that they **feel caught between two worlds**, not knowing whether they should maintain their traditional values and cultures, or fully participate in the modern economy through mainstream entrepreneurship. This concern is shared by many members of the Northern Saskatchewan communities." (p.119)

BEST-PRACTICES IN OTHER COUNTRIES

National strategy for young Australians. (2010). Retrieved from *http://www.youthpolicy.org/national/Australia_2010_National_Youth_Strategy.pdf*

- "The National Strategy for Young Australians articulates the Australian Government's aspiration for all young people to grow up safe, healthy, happy and resilient. It **aims to guide future government policy** making to ensure that this **aspiration can become a reality** for all young Australians." (p.2)

- Eight immediate priorities for action (p.12-32):
  - health and wellbeing
  - education
  - families
  - communities
  - online
  - work
  - early intervention
  - safety

Youth Development: Applying a positive approach. (n.d.). Government of South Australia. Retrieved From *http://www.officeforyouth.sa.gov.au/__data/assets/pdf_file/0004/15772/Youth-Development-Applying-a-Positive-Approach.pdf*

- "**Empowerment** is an important outcome of youth participation." (p. 9)

- "Evidence suggests that the **length of programs** have an impact on the outcomes for young people." (p. 19) — They suggest 12 months or a minimum of 6 months.

- Delivery in a diversity of contexts (p. 18).

ADDITIONAL RESOURCES

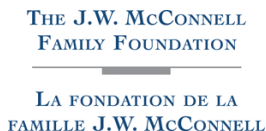How Canada performs > Provincial and territorial Ranking > Innovation

Source: http://www.conferenceboard.ca/hcp/provincial/innovation.aspx

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