

**Report to
Rapport au:**

**Finance and Economic Development Committee / Comité des finances et du
développement économique
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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2017-PIE-EDP-0003

SUBJECT: Report on the Education and the Economy Summit

OBJET: Rapport sur le Sommet sur l'éducation et l'économie

REPORT RECOMMENDATION

**That the Finance and Economic Development Committee receive this report for
information.**

RECOMMANDATION DU RAPPORT

Que le Comité des finances et du développement économique prenne connaissance du présent rapport à titre d'information.

EXECUTIVE SUMMARY

Assumptions and Analysis

With four universities (uOttawa, Carleton University, St. Paul's University, Dominican University College), two colleges (Algonquin College, La Cité), and a number of training institutes (Willis, Herzing, CDI), Ottawa is a hub for postsecondary education. The national capital is also home to four public school boards (Ottawa Carleton District School Board, Ottawa Catholic School Board, Conseil des écoles publiques de l'Est de l'Ontario, Conseil des écoles catholiques du Centre-Est) and numerous elementary and secondary private schools (e.g., Ashbury College, Elwood). Taken together, the student population in Ottawa is close to a quarter of a million, making education a significant economic driver for the city.

The City of Ottawa hosted an Education and the Economy Summit in October 2016. The purpose of the Summit was to provide a forum for stakeholders from across Ottawa to discuss topics such as the ability to better work together to generate more work-integrated learning opportunities for students, how to provide better access to talent for employers, and ultimately how to support long-term prosperity for the city. More specifically, the event was meant to explore how business and public and private organizations can take a more active part in the education process (i.e., by providing more training, internships and employment bridging opportunities, as well as input into the curriculum). It was also intended to highlight how this type of integrated approach can help to meet the evolving needs of the workforce and make Ottawa an attractive place to get an education and pursue a career.

This report summarizes the Summit proceedings and presents the next steps in pursuit of the Summit objectives. The next steps involve Economic Development in the Planning, Infrastructure and Economic Development Department, on behalf of the City, continuing to take a leadership role in the discussions around education and employment, and leveraging the activities of partner organizations who are already working in this area.

Financial Implications

There are no direct financial implications.

Public Consultation/Input

The format of the Summit was designed in consultation with a number of different stakeholder groups including: students, educators (faculty and administrators), economic development partners, other levels of government, private sector employers, and not-for-profit organizations. The topics for discussion at the Summit were selected based on stakeholder input and in accordance with similar events that have been held in other jurisdictions. Details of these consultations are set out in Document 1.

RÉSUMÉ

Hypothèses et analyse

Avec la présence sur son territoire de quatre universités (uOttawa, Université Carleton, Université St. Paul's et Collège universitaire dominicain), de deux collèges (Collège Algonquin et La Cité) et de nombreux établissements de formation (Willis, Herzing, CDI), Ottawa est un carrefour de l'enseignement postsecondaire. On retrouve également dans la capitale nationale quatre conseils scolaires publics (Ottawa Carleton District School Board, Ottawa Catholic School Board, Conseil des écoles publiques de l'Est de l'Ontario, Conseil des écoles catholiques du Centre-Est) et de nombreuses écoles primaires et secondaires privées (Ashbury College, Elwood, etc.). Dans son ensemble, la population étudiante d'Ottawa s'élève à près d'un quart de million d'élèves et d'étudiants, et représente donc un important moteur économique pour la ville.

La Ville d'Ottawa a accueilli à l'automne 2016 un Sommet sur l'éducation et l'économie. Cet événement avait pour objet d'offrir à des parties intéressées de partout à Ottawa une tribune de discussion sur les moyens de mieux collaborer afin de créer à l'intention des étudiants des possibilités d'apprentissage plus intégrées au monde du travail, d'offrir aux employeurs un meilleur accès au talent et, en fin de compte, de soutenir la prospérité à long terme de la ville. Plus précisément, cet événement avait pour objet d'examiner les moyens de faire participer plus activement les entreprises et les organisations publiques ou privées au processus éducatif (c.-à-d. en proposant davantage de formations, de stages et de possibilités de création d'emplois provisoires, et en s'intégrant aux programmes d'études). Il visait également à définir comment ce type d'approche intégrée pouvait aider à répondre aux besoins nouveaux de main-d'œuvre et à faire d'Ottawa un endroit attrayant pour y faire des études et y mener sa carrière.

Le présent rapport résume le déroulement du Sommet et présente les prochaines étapes à suivre pour mener à bien les objectifs du Sommet. Ces prochaines étapes

impliquent que les Services du développement économique, au nom de la Ville, continuent de faire preuve de leadership dans les discussions portant sur l'éducation et l'emploi, et tirent profit des activités des organisations partenaires qui travaillent déjà dans ce domaine.

Répercussions financières

Il n'y a aucune répercussion financière.

Consultation publique et commentaires

Le format du Sommet a été conçu en consultation avec un certain nombre de groupes de parties intéressées, notamment des étudiants, des éducateurs (corps professoral et administrateurs), des groupes consacrés au développement économique ainsi que des représentants du gouvernement, du secteur privé et d'organisations sans but lucratif. De même, les sujets de discussion abordés lors du Sommet ont été choisis sur la base des commentaires des parties intéressées et conformément à des événements similaires organisés dans d'autres collectivités publiques. Les détails entourant ces consultations sont exposés dans le document à l'appui 1.

BACKGROUND

In his 2016 [State of the City](#) address, Mayor Watson announced that the City of Ottawa, in collaboration with its education and industry partners, would host an “Education and the Economy Summit” (hereafter, “the Summit”). By bringing together key stakeholders from the education sector (students, educators and administrators from local school boards and postsecondary institutions), economic development groups, other levels of government, private sector and non-governmental organizations, the Summit would provide a forum for the discussion of how the different players can better work together to create opportunities for students and employers alike. Councillor Riley Brockington (River Ward) was appointed Chair of the Summit.

Given the economic importance of the education sector to Ottawa, Economic Development (ED) Services within the Planning, Infrastructure and Economic Development (PIED) Department was tasked with planning and executing this event. ED consulted and engaged with a number of stakeholders in planning and delivering the Summit, including:

- a Steering Committee comprised of high-level representatives from the education, employment services and economic development sectors (the list of members of this Committee is included in Supporting Document 2); and

- the Ottawa Youth Engagement Committee (OYEC), which is made up of students from each of Ottawa's four postsecondary institutions and a number of secondary school students from the various school boards in Ottawa.

In an effort to gain new insight into employment in Ottawa, ED established a partnership with LinkedIn in advance of the Summit, which provided access to never-before-seen information on the local labour market. In the months leading up to the Summit, ED staff collaborated with LinkedIn's Economic Graph Team to examine the jobs, skills, education and training profiles of the more than 400,000 LinkedIn members in the National Capital Region. The results of this collaboration were presented at the Summit by LinkedIn's Canada Country Manager, the details of which are provided in the Discussion section of this report.

The Summit was held at Ottawa City Hall between 8:30 a.m. and 2:30 p.m. on October 21, 2016. Close to 250 representatives from the education sector (including students, teachers, and administrators), government, and the local business community attended this event. A select number of tickets were made available by request to the general public. The English and French agendas for the Summit are provided in supporting Documents 3 and 4.

DISCUSSION

This section of the report is divided into two parts. Part 1 provides a general summary of the Summit proceedings, along with a list of the main items that were discussed. In Part 2, a "Post-Summit Action Plan" is presented. This Plan identifies a number of initiatives that will be pursued by Economic Development Services, in line with the themes of the Summit.

Part 1: Summary of Summit Proceedings

The Summit, emceed by Bruce Lazenby (Head of Business Development for the Regional Group and former President and CEO of Invest Ottawa), began with opening comments by Mayor Watson and His Excellency the Right Honourable David Johnston, Governor General of Canada.

Mayor Watson highlighted the importance of collaboration between industry, educators and the public sector in the education process, noting that a more integrated approach will help meet the evolving needs of employers and will help make Ottawa not only an attractive city in which to pursue an education, but also to build a career.

His Excellency the Right Honourable David Johnston, Governor General of Canada, focused his remarks on his time as President of the University of Waterloo, offering insight into how efforts to forge connections between communities, employers and students can improve a city's economy over time. He also indicated that these efforts have given the University of Waterloo a competitive edge by creating the "world's largest co-op program of its kind."

The keynote speaker for the Summit was Jonathan Lister, Canada Country Manager for LinkedIn, who delivered a presentation that provided a never-before-seen overview of Ottawa's workforce, the skills that are most in demand by employers, and where our city's graduates are being employed. The data presented revealed the following about the Ottawa-Gatineau labour market:

- Technical skills are in high demand across the region and across occupations;
- Fittingly, the local workforce is one of the most "tech savvy" in Canada;
- The region has one of the most diverse language profiles in the country (i.e., members are nearly twice as likely as the average Canadian to list multiple languages on their profile); and
- Local postsecondary schools are helping to meet the demand for tech-skilled workers in the region; however, they aren't the only source for graduates in the capital's numerous tech-skilled positions.

Mr. Lister concluded his presentation by noting that, while the capital region has a strong tech workforce, creating more early-skilled tech roles would help students transition from school to the workplace and could be leveraged to retain local talent and foster economic growth. The English and French versions of the PowerPoint presentation delivered by Mr. Lister are attached as Documents 5 and 6.

Following the opening comments and the LinkedIn presentation, participants were invited to visit an "Innovation Pod" (set up at the Laurier Street entrance to City Hall) and LinkedIn's "Rock Your Profile Booth" (set up outside of Jean Pigott Place). The Innovation Pod is a mobile showcase of new technologies (e.g., 3D printer, virtual reality) created by MadeMill, the Makerspace and Advanced Digital Media Lab at the Innovation Centre at Bayview Yards, operated by prototypeD. At the "Rock Your Profile Booth", Summit participants were offered the ability to a professional head shot taken and to set up a LinkedIn profile on the spot.

The workshop portion of the Summit was comprised of the following four workshop sessions, which were selected based on the feedback received during the stakeholder consultations:

- 1) **Student / Talent Attraction and Retention:** What is currently being done in Ottawa, as well as what else could be done, to attract students to learn, work, and stay in Ottawa;
- 2) **Pathways to Employment:** What are some new approaches for improving the transition of students to the workplace;
- 3) **Work Integrated Learning (WIL):** How can the Ottawa community come together to ensure that every student has a WIL opportunity before they graduate; and
- 4) **Entrepreneurship:** What is currently being done in Ottawa, as well as what else could be done to instill entrepreneurial skills in students through the curriculum and highlight entrepreneurship as a legitimate career path.

The workshops were held two at a time (one in Andrew Haydon Hall and one in the Champlain Room) in two consecutive sessions with Summit attendees registering their participation in advance, based on their area of interest. Each session began with a brief presentation from a pair of workshop leads who were invited to participate in the Summit based on their expertise and influence in their respective fields:

- Dr. Andrew Barrett, External Education Program Developer, Shopify;
- Scott Bowman, Senior Director, Ontario, Futurpreneur Canada;
- Dr. Malcolm Butler, Dean, Faculty of Science, Carleton University;
- Christine Donoghue, Acting President, Public Service Commission of Canada (PSCC);
- Ritch Dusome, President and CEO, Centre of Excellence in Next Generation Networks (CENGN);
- Dr. Jaswinder Kaur, Director, India and Emerging Markets, Kivuto Solutions Inc.;
- Kathy McKinlay, President and CEO, Ottawa Network for Education (ONFE); and
- David Ritonja, Vice President, Broadband Access Business Unit North America, Nokia Networks, and Chair of the Invest Ottawa Board of Directors.

The workshops aimed to engage participants in open discussion, the results of which were captured in a summary of the workshop proceedings. These summaries have been submitted with this report (Supporting Document 7).

Following the morning workshop sessions, the afternoon of the Summit involved a panel discussion with workshop leads, who also summarized the deliberations from their respective workshops. This was followed by a question and comment period, and closing remarks by Mayor Watson and the Chair of the Summit, Councillor Brockington.

The Mayor enumerated the many reasons why he believes Ottawa is a natural hub for talent and one of the best cities in the world to pursue a career, including:

- Renowned as a friendly, safe, sustainable city;
- One of the most stable economies in the country;
- A hub for technology and innovation;
- A high quality of life coupled with a low cost of living;
- An unsurpassed education system, with more than 200,000 students enrolled in our four school boards, universities, colleges, training institutes, and private schools; and
- The most-educated workforce in North America.

Councillor Brockington closed the day by summarizing what he saw as the main outcome, namely that the Summit had been a successful first step in bringing together the right stakeholders – government, local businesses, NGOs, students and local education partners – to start a conversation about how the community can come together in support of its students and their future career opportunities in Ottawa. Drawing on his experience as a former School Board Trustee, Councillor Brockington stressed the importance of collaboration as a necessary ingredient for the future success of any initiative in this area. He also took the opportunity to recognize the contribution of the volunteers in making the Summit a success.

Part 2: Post-Summit Action Plan

The Summit laid a strong foundation for ongoing collaboration between local school boards, postsecondary institutions, public and private sector partners, NGOs, and students. Based on this foundation, ED Services, in consultation with its partners, has compiled the following list of initiatives to foster continued collaboration and support the

end goals of generating more opportunities for students, better access to talent for employers, and long-term prosperity for the city.

Talent Committee

The most significant initiative to be pursued is the creation of a formalized group of partners from across Ottawa to discuss and encourage collaboration on issues related to education, skills development and employment. This initiative, which was received with keen interest by members of the Summit Steering Committee, would be modeled around similar initiatives that have been undertaken by other cities.

For example, the City of Mississauga and the Region of Peel have established a partner relationship through an agreement with the local satellite campus of the University of Toronto and the Mississauga Sheraton College as a way of “bridging the gap between research and policy-making, promoting innovation, providing internships for students, and offering facilities and programs to benefit the local community.”

As a first step in the creation of a Talent Committee, ED would work to recruit members from the postsecondary institutions and the K-12 system (represented by the Ottawa Network for Education), as well as private sector representatives.

Much of the work undertaken by the Talent Committee would seek to build on the activities currently being undertaken by ED partner organizations, such as the Economic Development Stakeholder Collaboration Group (G33), Invest Ottawa and the Local Employment Planning Council (LEPC).

Work-Integrated Learning (WIL) Pledge

In 2015, ED convened the Economic Development Stakeholder Collaboration Group (G33) in an effort to encourage collaboration in economic development, with an eye to enhancing economic prosperity in Ottawa. Collectively, this group identified the issue of positioning Ottawa as a top choice for talent as one of the main priorities of their collaborative efforts.

In 2016, a G33 “Task Force on Talent” was formed to further examine this priority. Based on the research and the discussions with the Task Force on Talent and the full G33 membership, the G33 adopted the following pledge:

We believe that cities with more of the best talent win. We know that students who engage in a work-integrated learning program are better prepared for their jobs helping our community to develop, recruit and retain talent for today and in

the future. We commit to work together to increase the number of meaningful work-integrated learning opportunities for students in our city.

This pledge provides a window for ED to advance having more defined programs and initiatives developed through the Talent Committee on the implementation of the WIL pledge.

Enhanced Summer Student Employment Program

The City of Ottawa would also contribute to enhancing its work integrated learning opportunities under the umbrella of the G33 and Talent Committee. The City currently hires approximately 1,000 students annually, which accounts for approximately 6 per cent of the City's entire 17,000+ workforce (full and part-time employees). The two main programs for student recruitment are: 1) the [Summer Student Employment Program](#); and 2) the annual hiring campaign by the [Recreation, Cultural and Facility Services Department](#). The City also has agreements with some postsecondary schools for co-op placements.

The Summer Student Employment Program employs students in a variety of areas across the corporation, including:

- Administrative Support/Customer Service;
- Buildings, Roads, Forestry and Maintenance;
- By-Law Services;
- Collections and Archives;
- Community and Social Services;
- Environmental Sciences;
- Finance and Accounting;
- Information Technology Services;
- Library Services;
- Marketing and Communications;
- Recreation, Cultural and Facility Services;
- Public Health Services;

- Technologists/Technicians; and
- Traffic, Parking and Transportation Services.

Likewise, the Recreation, Cultural and Facility Services Department recruits for a wide range of job opportunities in support of community programs and activities, such as swimming, skating, performing and visual arts, fitness, sports, after school programs and summer camps. Co-op placements are specifically defined and are being utilized throughout the City in a variety of departments as well.

Given the variety in work opportunities across the city for students, there exists an opening to provide more meaningful student engagement. While co-op placements relate directly to a student's field of study, having more weight given to eligibility criteria that are tailored to an area of study would allow students to gain the pertinent skills and experience required when seeking employment after graduation.

To advance work-integrated learning opportunities within the City, ED will look to further explore with the City's Human Resources staff opportunities to align student placements with positions related to their field of study and acquiring work experiences that will assist in seeking post-graduation employment.

Work in Ottawa Initiative

At the end of 2016, Invest Ottawa, the City's arms-length economic development agency, launched a new marketing campaign meant to attract talent by promoting Ottawa's work-life balance. As part of this campaign, Invest Ottawa created www.workinottawa.ca, an online job board that allows knowledge-based organizations in Ottawa looking for talent to post job opportunities at no cost. This talent recruitment campaign was approved by Invest Ottawa's Marketing Advisory Committee.

ED has been invited to join Invest Ottawa's Marketing Advisory Committee, which will oversee the next phases of the Work in Ottawa initiative and all other talent-related marketing campaigns being undertaken in 2017. This will be an important initiative for the Talent Committee to support.

Local Employment Planning Council (LEPC)

The LEPC is provincially funded through Algonquin College as a "workforce planning partnership that is a catalyst for economic and labour market development, building solutions and engaging multi-stakeholder alliances." Several initiatives currently being

developed by the Ottawa LEPC pilot, currently funded to September 30, 2018, relate to the talent issues discussed during the Summit, including:

- the development of a career pathway tool, showing pathways from school to work, and how best to capture transferable skills along the way;
- an online inventory of Ottawa mentorship programs to share with employers and service providers working with students and job seekers;
- a secure, centralized online database where service providers can share up-to-date job postings;
- a common job board/matching structure to connect Ottawa employers with job seekers and students; the Magnet job matching network is currently being rolled out, in partnership with the Ottawa Chamber of Commerce.

As a founding and current member of the Executive Steering Group for the Ottawa LEPC, ED will continue to support this organization and pursue opportunities through the Talent Committee to utilize some of the initiatives, programs and tools being developed.

RURAL IMPLICATIONS

There are no rural implications associated with receiving this report for information.

CONSULTATION

Public consultations include discussions with close to 250 stakeholders and residents that participated in the Education and the Economy Summit.

COMMENTS BY THE WARD COUNCILLORS

City-wide – not applicable.

LEGAL IMPLICATIONS

There are no legal impediments to receiving the information in this report.

RISK MANAGEMENT IMPLICATIONS

There are no risks associated with receiving this report for information.

FINANCIAL IMPLICATIONS

There are no direct financial implications.

ACCESSIBILITY IMPACTS

There are no accessibility implications associated with receiving this report for information.

TERM OF COUNCIL PRIORITIES

The Education and the Economy Summit is connected to the 2014-2018 Term of Council Economic Prosperity Priority: Use Ottawa's unique combination of recreational, social, cultural and business assets, and natural environment and physical infrastructure to attract enterprises, visitors and new residents, while at the same time developing and retaining local firms and talent.

SUPPORTING DOCUMENTATION

Document 1 Consultation Details

Document 2 Steering Committee Membership

Document 3 Summit Program (English)

Document 4 Summit Program (French)

Document 5 LinkedIN (English)

Document 6 LinkedIN (French)

Document 7 Workshop Summaries

DISPOSITION

The Economic Development Branch will continue to work collaboratively with its economic development stakeholders to explore the action items listed in this report.

Document 1 – Consultation Details

Consultations

A number of consultations were conducted in relation to the Summit.

Pre-Summit Consultation with Stakeholders

In May 2016, ED invited more than 50 stakeholders from a broad variety of sectors to participate in an online survey about a potential Summit. Stakeholders who responded to the survey came from industry, community organizations, postsecondary institutions, career colleges, and government.

When asked to list the top priorities for the education sector, several common themes emerged. At the top of the list was the notion of making sure that those who graduate from our institutions are ready to participate in the workforce: *“Graduates that are skilled and prepared enter the workforce.”* Tied closely to this priority was the idea that there should be a greater emphasis on making sure that students gain work experience before graduating through enhanced co-op programs, internships, experiential learning. The third main area that emerged as a priority for the education sector in Ottawa was that of being able to attract and retain students: *“Be student focused so that students enjoy studying in Ottawa and therefore might want to stay.”*

When asked about the perceived challenges currently facing the education sector in Ottawa, respondents indicated that a lack of alignment and collaboration across sectors (e.g., government, schools, industry) was the main issue. This was reiterated by a common perception that “more needs to be done to connect students to employers”.

This consultation also surveyed respondents about their interest in attending a Summit on Education and the Economy, to which most replied that they would attend this type of event. It also served as a recruitment tool for participation in the Summit Steering Committee.

Pre-Summit Consultation with the Ottawa Youth Engagement Committee (OYEC)

In the lead up to the Summit, ED attended a meeting of the OYEC to request the Committee’s input into the workshop topics selected for the Summit. Specifically, members of OYEC were asked to provide specific questions that they would like to see discussed during the workshops.

The questions provided by members of OYEC were shared with the Workshop Leads and raised for consideration during the discussion portion of the workshop sessions.

Post-Summit Consultation

On November 30, 2016, ED sent an email to the Summit participants, inviting them to complete a short online bilingual evaluation of the event.

A total of 23 participants provided their feedback on the Summit through the online evaluation. Generally speaking, these individuals seemed pleased with the event, indicating satisfaction with the length of the event, the featured speakers, the workshops and the networking opportunities. When asked about the “most valuable thing they learned at the event”, two main themes stood out: 1) the willingness of different stakeholders to work together, and 2) the importance of providing work-integrated learning opportunities.

Those who responded to the evaluation were also given the opportunity to provide other comments about the event. Respondents were most likely to provide feedback on the format and content of event (e.g., desire for longer workshops and more opportunities for discussion). A number of individuals also spoke to the need for continued engagement: “It would be helpful to offer some type of a follow up forum, or some means of sharing any concrete action plans that arise from this Summit” and “Keep having these events. As cities and clusters become more important than countries, Ottawa needs to increase and improve its value proposition.”

Document 2 – Steering Committee Membership

List of Members

Name	Title	Organization / Institution
Doug Wotherspoon	Vice President, International and Strategic Planning	Algonquin College
John ApSimon	Special Advisor to Deans of Engineering and Science	Carleton University
Tony Bailetti	Director, Technology Innovation Management (TIM) Program	Carleton University
Réjean Sirois	Directeur de l'éducation	Conseil des écoles catholiques du Centre-Est (CECCE)
Christian-Charle Bouchard	Surintendant de l'éducation	Conseil des écoles publiques de l'Est de l'Ontario (CEPEO)
Katie Miller	Managing Director	Impact Hub Ottawa
Pascale Montminy	Gestionnaire, Communications et relations publiques	La Cité
Jennifer Adams	Chief Education Officer and CEO	Ottawa-Carleton District School Board (OCDSB)
Tom D'Amico	Associate Director of Education	Ottawa Catholic School Board (OCSB)
Kathy McKinlay	President and CEO	Ottawa Network for Education (ONFE)
Gary Slater	Associate Vice-President, Student and International Affairs	uOttawa
Rima Aristocrat	President and CEO	Willis College - Est. 1866
Fred Nesrallah	Talent Specialist	Willis College - Est. 1866

Document 7 – Workshop Summaries

Workshop Summaries

1. Student / Talent Attraction and Retention Workshop

Description: In the knowledge economy, the ability to attract the top talent from around the world is essential to the continued success and economic growth. This workshop will examine what is currently being done in Ottawa, as well as what else could be done, to attract students to learn, work, and stay.

Workshop Leads: Dr. Malcolm Butler, Dean, Faculty of Science, Carleton University and Dr. Jaswinder Kaur, Director, India and Emerging Markets, Kivuto Solutions Inc.

Summary: Dr. Butler began the presentation discussing how Ottawa is an education hub and how there are many experiential learning opportunities for students. To attract students, Dr. Butler mentioned listening to what students need and taking concrete actions to foster a diverse, interconnected community. He referred to Waterloo as a good example of a community that fosters such interconnectedness. In addition, Dr. Butler mentioned how having and maintaining experiential learning opportunities in the city like co-op programs, paid internships, support networks are also crucial in attracting student.

Dr. Kaur stressed that young people are attracted to Kivuto because the company is global and diverse. She mentions how their team is made of talented of people from all around the world. They are socially responsible (i.e., give back to the community) and respect cultural values such as collaboration, reliability, and innovation. In addition, Dr. Kaur spoke of the concept of creating ‘sticky cities’, where a city goes beyond providing employment to fostering intellectual capital, innovation, and livability.

During the discussion portion of the workshop, the audience was split into approximately 10 groups of five-six people. A handout with the following questions (*) for discussion was provided to each group:

- How can Ottawa provide challenging opportunities to attract talent, and continue to provide talent with interesting opportunities in an economically realistic way?
- How can Ottawa find local talent and provide talented locals with rewarding opportunities in the city?
- Could attracted talent be used to help attract more talent, and discover local talent?

- Attracting students outside of Ottawa is great, but what are some ways that we can help keep our currently talented population of students?
- Are there any internal promotional ways that we can do this?

In response to these questions, workshop participants had much to share and the following themes emerged from the discussions:

- **Student Needs** – One of the most common themes was that of the importance of meeting student needs and letting their voices be heard. Educators, employers, and institutions should cater to what students want in their life. Some groups felt that it was not just about selling jobs within the city but providing opportunity and happiness.
- **Collaboration/Partnerships** – Many brought up the notion that there should be closer collaboration between the work and education sector. Closer employer-worker-student relationships were encouraged in order to bridge the gap between universities and the employment sector. One of the frequently discussed suggestions was the strengthening of Co-op programs so “students will not get stuck in the bubble of studying.”
- **Branding and Marketing** – The notion of branding the city and “being out there” was also a common theme. Participants suggested “attracting people from outside by using community resources, work internships, and focusing on other schools not just locals...” and “improving the “livability” of Ottawa by promoting a higher sense of belonging”.

In summary, workshop participants had the following recommendations with respect to the issue of student and talent attraction and retention in Ottawa:

- strengthen co-op programs;
- create social networks by having community building projects;
- administer job fairs to connect businesses with students; and
- better articulate the benefits of living in Ottawa.

Summary prepared by Workshop Reporter, Mashaal Alfaiz, Masters of Education candidate, University of Ottawa.

Pathways to Employment Workshop

Description: Partnerships between industry and educators are increasingly being forged to create employment pathways that are aligned with employer needs. The workshop will examine opportunities for improving pathways for students to employment.

Presenters: Christine Donoghue, Acting President, Public Service Commission of Canada (PSCC) and Ritch Dusome, President and CEO, Centre of Excellence in Next Generation Networks (CENGN).

Summary: The focus of the workshop was to explore the ways in which channels can be established to aid students in the transition from academia to the working sector.

The speakers presented two unique perspectives from which to launch the conversation. Ritch Dusome, President and CEO of the Centre of Excellence in Next Generation Networks (CENGN) provided a private industry viewpoint by sharing the collaborative origins and current objectives of CENGN. Christine Donoghue represented the voice of the public sector, expressing the diverse range of opportunities available within the Government of Canada for students and new graduates.

CENGN is a not-for-profit organization that aims to bring together government, industry and academia in the area of Next Generation Technology. CENGN emerged through a desire of Mr. Dusome, and other like-minded individuals in the technology industry, to come together in collaboration, despite being competitors in the global markets.

Mr. Dusome spoke of Canada's present struggles on the Global Information and Communications Technologies (ICT) Market, wherein the country has slid from a ranking of 11 to 14 (**), and how one of CENGN's missions is to work on new technologies that will help to improve these standings.

CENGN currently collaborates with government and large multi-national companies, as well as small to medium companies to place students within the industry to get training, practical knowledge and experience in the development of "Smart Infrastructure". Presently, the company takes on about 16 students a semester and would like to grow the number of spaces available, with the hopes that, in addition to the educational benefits, these partnerships will provide students with viable employment pathways within Ottawa as they enter the workforce.

Moving to the second speaker, Christine Donoghue believes that the "people asset" is the Government's strongest asset and that the recruitment process should be the

government's strongest policy and strategy. Ms. Donoghue spoke with the intent of encouraging students to pursue careers in the public service. Admittedly, she believes the Government has a long way to go in terms of its recruitment processes and policies. However, she also considers the Government to be an exceptional workplace within which people can pursue lifelong career journeys.

With opportunities in all sectors (e.g., science, technology, management), people are able to "pursue their passions" in an environment that promotes work-life balance and provides ample opportunity to grow in one's career. She also spoke of the aging demographic of the government and the need for young people to bring fresh perspectives to the workplace. The need for government to modernize the hiring process was also stressed. Ms. Donoghue believes present policies are archaic and the government is actively looking to private sector examples to aid in this pursuit. Merit-based perspectives and ease-of-use job applications are currently being pursued.

The discussion that followed the presentations took a simple question and answer format. Time permitted only six questions. These questions were asked by individuals from both academia (professionals and a student) and industry (***) and focused on the following issues:

- the obstacles graduates face when entering the workforce (e.g., lack of experience);
- the obstacles school administrators face in finding co-op placements and funding;
- helping students find a career path that suits their interests; and
- how to build bridges upon which students can cross from school to the workforce.

A common theme to emerge was that, when exiting University or College, although they now possess the skills, many students are frequently being told they lack the experience to fill the roles to which they are applying. The experience gap has generated a demand for Workplace Learning opportunities within university and secondary school programs. The Ontario Government's recent Highly Skilled Workforce Panel report was brought up by a few of the participants. This report includes a recommendation that every student have a workplace learning opportunity before graduating high school and another opportunity before completing postsecondary studies. The expressed challenge of this was in finding placements for students and ensuring adequate funding for the extensive administration required for the programs. A question that arose from this stream was how secondary schools, postsecondary institutions, government and industry can work together to make this a reality. It was

proposed by one participant to set a goal for Ottawa employers to create co-op and/or paid internship placements for students and to develop an “Experiential Learning Job Bank” through which these opportunities can be discovered.

Another key point was that of creating opportunities of relevance to students. One student expressed the desire for students to find professional jobs that did not require “sitting at a desk” all day. A representative at the secondary school level expressed the need for experiential learning opportunities to benefit the diverse paths being pursued by students after graduation (e.g., apprenticeships, community living, college). This brought to light another gap wherein there needs to be a better understanding of the diversity of career paths available and subsequent placements needed to be meaningful for the future goals of students.

In summary, workshop participants had the following recommendations with respect to creating pathways to employment for students in Ottawa:

- continue the dialogue between schools, students, industry and government;
- deepen the understanding of student needs; and
- improve engagement of and support for community partners.

Summary prepared by Workshop Reporter, Sara Fowler, Masters of Education candidate, University of Ottawa

2. Work Integrated Learning Workshop

Description: According to the Higher Education Quality Council of Ontario, work-integrated learning (WIL) is “a range of educational activities that integrate learning with an academic institution with practical application in a workplace setting relevant to each student’s program of study or career goals.” This workshop will examine how the Ottawa community can come together to make sure that every student has a WIL opportunity before they graduate.

Workshop Leads: Kathy McKinlay, President and CEO, Ottawa Network for Education (ONFE) and Andrew Barrett, External Education Program Developer, Shopify

Summary: The speakers started with brief introductions of the organizations they represent. ONFE ensures transition of students from the K-12 system into the postsecondary education removing barriers for learning through various programs, such as: Breakfast Program and [Junior Achievement Program](#). Shopify provides an online platform for small and medium business start-ups.

Presenters then defined work integrated learning (WIL) as a work-based opportunity to apply and gain new knowledge and skills in a field or industry. Types of WIL that currently exist in Ottawa, as mentioned by the speakers, are: workplace tours, traditional co-op, long-term research projects assigned by the employers, short projects co-developed by the teachers and employers, structured co-op assignments, apprenticeships, competitions with cash prizes, educational context programs (e.g. Junior Achievement Program allowing students in schools to launch a working business), and direct cooperation with universities (e.g., Shopify working Carleton University to create a degree).

Some benefits of WIL mentioned are: students are more likely to make informed postsecondary decisions and take science and math courses. WIL is an integral part of the experiential learning and creates opportunities for the practical application of skills.

The discussion of WIL was facilitated by the presenters. A list of questions (****) was distributed, and workshop participants were asked to discuss these questions in small groups. After a 15-minute discussion, each group then shared their thoughts, which tended to focus on one of the following areas:

- Connecting students and employees – It was pointed out that there is no unified student-employer matching database or an organization that could take this role. It was suggested that coordinated cooperation between schools, universities, and employers is needed to create and support WIL all through the junior to higher education levels.
- Elimination of unpaid placements – Different types of paid and unpaid WIL opportunities were also discussed. As the speakers mentioned, most WIL for high school students are volunteer based, while at the postsecondary student level it is paid for more often. There were suggestions to provide provincial funding to increase the paid WIL opportunities to engage more youth and enterprises.
- Matching co-ops to the student interests – WIL options are seen as currently limited in Ottawa and should be broadened to cater to a wider variety of students, especially international students. It was pointed out that sometimes a co-op does not match the interest of a student and the lack of opportunities limits students' future choices. The Visit the Workplace Day held every year at schools does not give enough opportunities to go to a variety of workplaces (apart from the students' parent's place of work). Another suggestion was for WIL to promote soft skills to make students adaptable to the fast changing labour market.

In summary, workshop participants had the following recommendations with respect to WIL opportunities in Ottawa:

- improve WIL opportunities for high school students;
- make co-op mandatory for every university program;
- look for ways to replace unpaid WIL with paid WIL;
- create a learning continuum (personal impact and on-site learning);
- invest in setting up connections between multiple stakeholders (students, employers, industry, and community);
- better meet employers' needs by making sure students are able to make a meaningful contribution to the employer; and
- encourage both science and social learning through WIL.

Summary prepared by Workshop Reporter, Evgeniya Bobrovnik, Masters of Education candidate, University of Ottawa

3. Entrepreneurship Workshop

Description: Entrepreneurs and small businesses are increasingly been recognized as the engine of sustainable economic growth. This workshop will examine what is currently being done in Ottawa, as well as what else could be done, to instill entrepreneurial skills in students through the curriculum.

Workshop Leads: David Ritonja, Vice President, Broadband Access Business Unit North America, Nokia Networks and Scott Bowman, Senior Director, Ontario, Futurpreneur Canada

Summary: Mr. Ritonja kicked off the discussion with a presentation on the importance and relevance of entrepreneurship in Ottawa. Specifically, he spoke of encouraging young people to learn about entrepreneurship, and about the benefits of being an entrepreneur. He also introduced the “start-up ecosystem for students in Ottawa” and highlighted several programs available in Ottawa including:

- Invest Ottawa’s Summer Program
- The Province of Ontario’s Campus-Linked Accelerators

- Carleton University's student-led HATCH program and Lead to Win
- University of Ottawa's Start up Garage
- Algonquin College's SUMMIT Program
- The Ottawa Network for Education's Junior Achievement Program
- The L-Spark Accelerator

Mr. Bowman then spoke about the growing interest in entrepreneurship across Canada. He mentioned that stimulating the economy is “really about the stores in the Glebe, the Sandy Hill variety stores, dry cleaners, bake shops, massage therapist, etc.,” and that “these are what keep local communities”. He also presented the following statistics about entrepreneurship in Canada:

- 98% of companies are considered small (≤ 15 employees).
 - These represent 50% of Canada's GDP.
 - They are responsible for 70% of all private sector job creation.
 - 12% of these small businesses are led by people under the age of 39.
- 50% of small business owners have the desire to retire in the next eight-10 years.
 - 40% of these entrepreneurs have no succession plan.
 - “If 50% of them retire and close down, what happens to small communities?”

According to Mr. Bowman, these statistics reveal the importance of encouraging youth to consider entrepreneurship as a career. Mr. Bowman also mentioned that his organization – Futurpreneur Canada – provides free online resources, education, funding, and mentorship opportunities to assist youth in this area.

Following the presentations, workshop participants were asked to discuss the following questions: 1) How can we set up more entrepreneurship opportunities for all students and workers; and 2) How do we get information about entrepreneurship opportunities to them?

With respect to the first question about creating entrepreneurship opportunities, participants had the following comments:

- “Students are trying to build the entrepreneurial spirit to start projects based on their interests and find that it is giving them a voice. However this is not that easy to build the competencies with the entrepreneurship skills.... Students need to know how to collaborate with others, communicate, and be creative... These students are used to the “tell me what I need to do, and I will do it” mentality. We want them to build on their ideas and find their ways of doing it.”
- Schools in Ottawa should leverage things like Junior Achievers Canada.
- Encourage greater self direction.

With respect to the second question about distributing information on entrepreneurship, workshop participants had the following comments:

- “What is lacking is that no one is teaching the skills to transition. Also, co-op should do their part in facilitating students to find a conventional job or to take the opportunity to learn to build a business. They would like to be an entrepreneur throughout their studies but don’t have the time.”
- According to a participant from the Community Foundation of Ottawa, rather than focusing on “for-profit” entrepreneurship, we need more social entrepreneurship. Lots of youth have the entrepreneurial spirit as well as the commitment to a larger good. Ottawa should work to foster this type of entrepreneurial spirit.

In summary, workshop participants had the following recommendations with respect to entrepreneurship in Ottawa:

- Collaborate with experts outside of schools (e.g., Junior Achievers Program) to help students learn and experience the entrepreneurial side of employment;
- Foster grassroots education about entrepreneurship;
- Encourage entrepreneurs to visit schools to educate not only students, but also teachers about starting a business and about the resources that are available in Ottawa to support this process;
- Governments of all levels and communities should work together with local schools and parent councils to encourage students to participate in these using a self-directed learning approach;
- Leverage an organization like the Ottawa Network for Education to reach out to students and young people to teach them about entrepreneurship;

- Work with co-op programs to encourage youth to consider working for themselves (as an entrepreneur) rather than working for a traditional company;
- Host start-up career fairs that offer opportunities for students to run their own businesses for a period of time (i.e., a summer).

Summary prepared by Workshop Reporter, Baies Haqani, Human Kinetics student at the University of Ottawa and a representative of the City of Ottawa's Ottawa Youth Engagement Committee (OYEC)

- * These questions were provided by members of the City of Ottawa's youth stakeholder group, the Ottawa Youth Engagement Committee.
- ** As noted in the World Economic Forum Report.
- *** Ottawa Carleton School Board; Ottawa Catholic School Board; IBM – Centre for Advanced Studies; Carleton University –Teaching and Learning Centre; University of Ottawa.
- **** Questions generated through consultation with the Ottawa Youth Engagement Committee.