

***Building Excellence***  
***An Atlantic Canada Strategy***

**Dr. Charles McMillan**  
**Professor of International Business**  
**Schulich School of Business**  
**York University**  
**Toronto, Canada**

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Community Development and Regional Inequality***

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## **1. The Atlantic Canada Study**

### **(i) Background:**

**Timing: Premiers**

**Context: National Agenda**

**Federal Provincial: Money Squeeze**

### **(ii) Study Approach**

**Background Studies**

**Detailed Interviews**

**Steering Committee of Deputies**

### **(iii) Recommendations/Report**

### **(iv) Atlantic Canada Consultations**

## **2. Whither Atlantic Canada?**

### **a) Canadian rule: 10/30**

**Canadians ten Per cent behind USA**

**Atlantic 30 Per Cent Behind Canada**

### **b) Atlantic Canada: Underneath The Bed**

**Urban-Rural Digital Divide: Technology/Education**

**Private Sector: Scale/Integration/Cooperation**

**Public Sector: Four Silos**

### **c) Four Public Silos in the Region/Provinces**

**Community Colleges/Universities**

**Utilities**

**Civil Service**

**Protected Sectors: Dairies As A Case Study**

### **3. Inevitable Consequences:**

#### **(i) Process: Fire Fighting**

**Time management**

**Resource Allocations**

**Political Horizons**

**Acceptance of Old Ways**

#### **(ii) Policy Outcomes**

**Bad Policy – Dairy Case Study**

**Pretend Policy – Quality of Services – e.g. Education, Telecommunications**

**Stupid Policy – Securities Regulation**

**Direction: Triumph of Old Economy over New**

**Bricks/Mortar vs. Knowledge/Skills**

#### **4. Atlantic Canada's Problems/Challenges: Threats/Discontinuities**

**1. Globalization**

**2. Technology**

**3. The Federal Bargain: Ottawa/Provinces**

**4. Politics: Taxes/Living Standards vs. Leveling Down**

**Main Threat – Continued Marginalization**

**Main Opportunity – Flexibility/Agility + Globalization**

**Theme: *Build Excellence – The Bold Alternatives are the Low Risk Alternatives***

## **5. Three Scenarios for Atlantic Canada**

### **1. Status Quo - Rough Times + Energy Model**

- a) Low Productivity**
- b) Limited Wage Improvements**
- c) Megaprojects in Energy**
- d) North America does well**

### **2. Low Productivity Model but Ottawa Helps**

- a) Ottawa pump priming (NS is 43% dependent on Ottawa)**
- b) Provinces in basic agreement**
- c) Health Care Costs can be contained**
- d) Dollar stays around 0.65 cents**

### **3. Bold, Growth Model**

- a) Ottawa is partner (Irish-EU model)**
- b) Region Moves to Intellectual Investment Model**
- c) Only two priorities: Human Capital/Exports-Trade**
- d) Political System moves in tandem with global economic system**

**6. But, downside scenarios:**

**1. Status Quo: Rough Times + Energy Model**

- a) Rural/urban divide**
- b) Young people social problems**
- c) Atlantic Canada Wimbledon problem: let others do it**
- d) Lack of Critical Mass in key Skills/Clusters**

**2. Low Productivity: Ottawa**

- a) Ottawa's New Perspective: Who understands Globalization**
- b) Limited Tolerance for "Political Consumption" Model**
- c) Enormous Pressure to Surrender Tax Points: Health & Education**
- d) Background of Quebec Election/Referendum**
- e) Ontario: Canada's New Separatist Province**

**3. Atlantic Canada: Ireland or Northern Ontario**

## **6. Who Favours Atlantic Cooperation? The Two Cultures**

### **The Sheltered Culture:**

**Public Sector Unions**

**Non-Exporting Private Sector**

**Local and Regional Monopolists: Teachers/Civil Servants**

**Most Academics**

### **The Exposed Culture:**

**Small Business**

**Exporters**

**Professional Community**

**Senior Academic Administrators**

**Healthcare Professionals**

**Mixed: Media, Politicians/Senior DMs**

**Issue: Where do Premiers Stand?**



## **7. Building Excellence: Key Challenges**

- a) Lack of Critical Mass in Knowledge Sector**
- b) High Cost Infrastructure/Duplication**
- c) Jurisdictional Disputes: Energy, Dairy, Hospitals**
- d) Lukewarm Approach to Quality Standards**
- e) Breaking Down the Silos**

**Issue: Missed Chance to Ride the New Wave of Technology**

## **8. Ten Bold Policy Prescriptions for Atlantic Canada**

- 1. Coordinated Back Office University System: Registration, Procurement, Research**
- 2. Integrated Community College System: IT, Exporting, Learning Technologies**
- 3. E-Government Access Model – Interactive**
- 4. Atlantic Canada Energy Framework & Research**
- 5. Atlantic Securities Framework**
- 6. Atlantic Canada Management School**
- 7. Atlantic Canada Export Partnerships**
- 8. Pro-Active Atlantic High Education Commission**
- 9. Atlantic Provinces Health & Technology Commission**
- 10. Atlantic Canada Financial Services initiatives**