



Curriculum Vitae
Don Lenihan PhD

September 2022

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Curriculum Vitae



Don Lenihan PhD

1. OVERVIEW

BIO

Dr. Don Lenihan is President and CEO of Middle Ground Policy Research (www.middlegroundengagement.com), based in Ottawa, Canada. Don is an expert in governance and public engagement who is internationally recognized for: (1) his **skills as a writer and analyst**; and (2) his innovative use of engagement processes to address complex collaborative tasks, especially in **strategic planning, governance and accountability, and organizational change**.

Don has over 30 years' experience as a project leader, researcher, writer, commentator, speaker, senior government advisor, trainer, and facilitator. Throughout his career, he has developed and led many research and consultation projects involving senior public servants, academics, elected officials, journalists, and members of the private and third sectors from across the country.

He is the author of numerous articles, studies, and books, and for several years wrote a widely read, weekly column on policy and politics for [National Newswatch](#), Canada's preeminent political news aggregator. Don earned his PhD in political theory from the University of Ottawa and is bilingual (English/French).

ACADEMIC ACHIEVEMENTS

- PhD, Political Theory, University of Ottawa, 1992
- Master of Arts, Philosophy, Brock University, 1984
- Bachelor of Arts, Philosophy and Psychology, University of Victoria, 1982

LANGUAGE PROFICIENCY

- English and French

2. PROFESSIONAL SKILLS

PROJECT PLANNING AND PROCESS DESIGN

Don has extensive hands-on experience planning, designing, and delivering research and engagement processes of all sizes and forms. **His expertise and experience extend to every aspect of such projects**, from setting a project's objectives to evaluating its results. The Milestone Publications section below consolidates the learning from three decades of experimenting with projects of all types.

FACILITATION AND INTERVIEWS

Don **regularly serves as the lead facilitator** in his projects and is equally at home leading large or small groups, helping participants tell their stories, and guiding them as they reconcile difficult conflicts over interests or values. He also uses one-on-one interviews for a variety of purposes, such as exploring the space around an issue or looking for openings for solutions.

RESEARCH SKILLS

Don has highly developed conceptual and analytical skills. He is a quick learner who **leverages the experience and expertise of the subject matter experts, stakeholders, and citizens around him**, as he works with participants to explore, frame, and resolve issues. He also often uses **more conventional forms of research**, such reviewing relevant documents and internet searches.

WRITING

Don is a highly accomplished writer whose publications range from **short accessible pieces** on policy and politics **to lengthy and highly technical works** on the methodology of public deliberation.

EXPERIENCE AND EXPERTISE IN POLICY AREAS

Over the years, his projects have covered a **wide range of policy topics**, but he is especially comfortable working on **governance, social policy, and public service delivery**.

A TRAINER AND EDUCATOR

Over the years, Don's writing, teaching, and public speaking have made a significant contribution to governance and the theory and practice of public engagement. For example, Don has **given over 150 seminars and workshops on public engagement to over 2000 participants** across Canada, Australia, New Zealand, Trinidad and Tobago, and Singapore.

WORKING WITH OTHERS

Don's projects often use project teams, large and small and, as a team leader, he understands the importance of clearly defined roles and tasks. As a team member, he knows the value of **working collaboratively with others to achieve shared goals**.

MEETING OBJECTIVES AND DEADLINES

Setting clear objectives and meeting deadlines are essential for effective processes. As a project leader and a team member, Don is **methodical and highly organized**. He **meets deadlines** and focuses on tasks in a way that assures that the output achieves the objectives.

3. PREAPPROVED CONTRACTING ARRANGEMENTS

Middle Ground Policy Research has been preapproved for contracting with the Governments of Canada and Ontario, through the following tools:

- Government of Canada **ProServices Supply Arrangement (SA)** in the Business Consulting / Change Management stream, which permits any federal department or agency to invite Middle Ground and two other pre-qualified suppliers to submit a bid for projects under \$100,000 in any of four categories:
 - Business Consultant
 - Change Management
 - Needs Analysis and Research Consultant
 - Facilitator Consultant
- Government of Canada **Task and Solutions Professional Services (TSPS)**, which permits any federal department or agency to invite Middle Ground and two other pre-qualified suppliers to submit a bid for projects over \$100,000 in the same four categories as the ProServices agreement above.
- Government of Ontario **Vendor of Record Agreement** in the Management Consulting Services stream, which permits any provincial ministry, agency, or municipal body to invite Middle Ground and two other pre-qualified suppliers to submit a bid for projects in the following two categories:
 - Strategic Advisor
 - Strategic Public Engagement Advisor

4. RESEARCH AND THOUGHT LEADERSHIP – MILESTONE PUBLICATIONS

Over three decades, Don has been the principal writer and thought leader behind a stream of publications that tracks the evolution of **Informed Participation**, which is Don's approach to the design and delivery of public deliberation processes. The following books and papers are at the centre of this work.

THE OGP PRACTICE GROUP ON DIALOGUE AND DELIBERATION (SEPTEMBER 2017 – MAY 2021)

The [Open Government Partnership](#) (OGP) is an international organization of 78 national governments (including Canada) that are working together to promote open government. **Don co-founded and co-chaired the OGP’s Practice Group on Dialogue and Deliberation**, along with a representative of the Australian government (see <https://www.opengovpartnership.org/ogp-practice-group-on-dialogue-and-deliberation/#content>). This international team of eight practitioners has produced four major research papers on public deliberation:



- Volume I, *Public Deliberation: Getting Policy-Making Out from Behind Closed Doors*, frames several key challenges facing policymakers in today’s environment and shows how public deliberation can solve them.
- Volume II, *Informed Participation: A Guide to Designing Public Deliberation Processes*, is a step-by-step guide to designing deliberative processes.
- Volume III, *Informed Participation: Workshop on Designing Public Deliberation Processes*, contains a toolkit for a two-day training course and workshop on public deliberation.
- Volume IV, *The Role of Narrative Building in Public Deliberation*, uses three case studies to illustrate key techniques and challenges in building “shared narratives,” that is, stories that opponents in a debate can create together to help them reframe divisive issues and find common ground.

Don was the principal writer and conceptual architect for these papers. Over three years, the Group held virtual monthly meetings to discuss and develop their views on deliberation. Together with his co-chair, **Don led, planned, and facilitated the ongoing dialogue.**

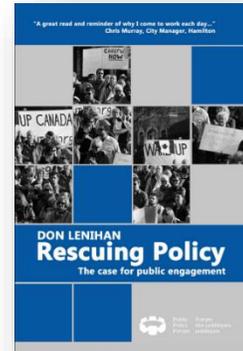
References

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Damian Carmichael
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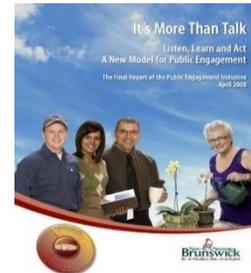
RESCUING POLICY: THE CASE FOR PUBLIC ENGAGEMENT (2008 – 2012)

Between 2008 and 2012, **Don** led several ground-breaking public engagement projects and, in addition, **conducted over 50 workshops** on public engagement across Canada, Australia and in other parts of the world. The learning from this work was then captured in his book, *Rescuing Policy: The Case for Public Engagement*, which is an informed and accessible introduction to the field of public engagement, as well as a methodology for public engagement, and a sustained argument for the need to rethink the public policy process. Since its release in February 2012, **over 10,000 copies** have been distributed across Canada and abroad.



IT'S MORE THAN TALK: NEW BRUNSWICK PUBLIC ENGAGEMENT INITIATIVE (APRIL 2007 – MARCH 2008)

At the request of Premier Shawn Graham, **Don** spent a year as New Brunswick's Advisor on Public Engagement, where he designed and **ran five pilot projects** to develop a model and policy on engagement for the government of the day. (See the section below on 'The New Brunswick Public Engagement Initiative' for details.) *It's More than Talk* contains the distilled learning from this work and sets out the key elements of a deliberative approach to public engagement, which Don later expanded and refined in *Rescuing Policy*.



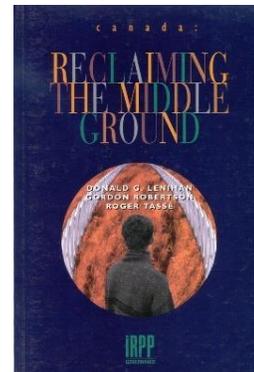
PROGRESSIVE GOVERNANCE FOR CANADIANS: CROSSING BOUNDARIES FINAL REPORT (1997 – 2005)

Progressive Governance: What You Need to Know was written by Don with the assistance of an expert working group. The book is the product of almost a decade of work through the Crossing Boundaries project (see 'Crossing Boundaries' section below for details), which engaged all 14 federal, provincial, and territorial governments in a searching discussion about the impact of information technology and the internet on Canadians in the first decade of the millennium. Over eight years, the Crossing Boundaries project **engaged thousands of people across the country in scores of events, from small roundtables to national conferences**. Over **forty papers were published** on topics ranging from citizen-centred service delivery to e-democracy (Many CB publications are available by clicking [here](#) and [here](#).) *Progressive Governance* serves as the final report from the project and consolidates and synthesizes the insights it generated.



[THE NETWORK ON THE CONSTITUTION \(1991 – 1994\)](#)

After the collapse of the Meech Lake Accord in June 1990, a group of former senior public servants, elected officials and academics came together to form The Network on the Constitution. Don was hired as The Network’s Director of Research. In that position he quickly assembled a Canada-wide network of over 150 national unity experts, and founded The Network/Le Réseau, a **bilingual national publication with a distribution of 10,000** that featured short articles on constitutional reform. During the “Canada Round” of constitutional negotiations, The Network/Le Réseau was widely recognized as one of the most authoritative, accessible, and balanced publications on national unity in the country. Following the failure of the Charlottetown Accord, Don drew on his experience as The Network’s Research Director to co-write *Canada; Reclaiming the Middle Ground*, with Gordon Robertson, former Clerk of the Privy Council, and Roger Tassé, former federal Deputy Minister of Justice. The book consolidates the lessons of the Canada Round for federalism and national unity.



5. PUBLIC ENGAGEMENT IN PRACTICE – THREE DECADES OF PROJECTS AND REPORTS

The projects and reports below provide a chronology of Don’s work over the past three decades. While the list is not exhaustive, it provides a good overview of the range and type of projects Don has designed and led during his career. The list is subdivided into two periods: 2007 – 2022 and 1992 – 2007. Where possible, links to reports and papers have been provided.

[PROJECTS FROM 2007 - 2022](#)

[*The Pan-Canadian Health Data Engagement Strategy \(May 2021 – ongoing\)*](#)

The Public Health Agency of Canada (PHAC) is leading federal and provincial governments and health data partners in a **collaborative effort to develop a pan-Canadian health data strategy**. The strategy will support the creation, exchange, and use of health data for the benefit of Canadians and the health systems that serve them. Stakeholder and community engagement are fundamental to this initiative and aim gathering views to help shape the strategy. Ultimately, the **engagement process will help ensure that the strategy promotes patient-centred care** through:

- Digitalization of health records
- Setting pan-Canadian standards for interoperability
- Effective sharing of health data, including electronic health records
- Establishing new accountability frameworks based on stewardship to support greater sharing of patient data
- Improving digital literacy

The process includes **20 virtual (bilingual) roundtables** (each with 25 – 30 stakeholders), and **six community engagement sessions** (each with 40 participants). Each event concludes with a written summary of the findings; in addition, there are three synthesis reports and two final reports (one for the stakeholder roundtables and one for the community engagement sessions). Middle Ground is part of the IPS Joint Venture that is conducting this engagement for PHAC. **Don serves as the project’s strategic advisor, lead facilitator, and the principal writer for the summaries and reports.**

Reference:

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Automated Sequestering of Criminal Records (November 2021 – August 2022)

Public Safety Canada (PSC) plans to establish a **fully digitalized, automated system for the sequestering of criminal records**. The new system will automatically remove criminal records that meet certain criteria, even without an application from the offender. Before proceeding, however, PSC felt that it needed a better understanding of its stakeholders’ views on several key issues, including:

1. **Suspension Criteria:** Which criteria are appropriate for automated suspensions?
2. **Interoperability:** The digital infrastructure must be able to find and share information and criminal records from justice systems across the country. What policy issues does this raise?
3. **Privacy:** Such a system involves the use of highly sensitive information. Are there risks to personal privacy and, if so, how can they be mitigated?
4. **Outreach:** How can government best inform people with criminal records about the new system?

This engagement process involved a critical examination of the issues through **an online engagement platform and 10 virtual stakeholder roundtables**. Don served as the strategic advisor for the roundtables, the lead facilitator, and the principal writer for all session summaries and the project’s final report.

Reference:

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Re-Thinking Engagement for the Ottawa Police Services Board (June 2021 – January 2022)

The Ottawa Police Services Board (OPSB) engaged Middle Ground Policy Research and PACE Public Affairs & Community Engagement (as a joint venture) to **propose ways to engage Ottawa’s racialized communities in an ongoing dialogue on community issues**. Such a dialogue must ensure that the members of these communities feel heard, respected, supported, and accepted, irrespective of their racial identity or status. **Don was part of a two-person team that engaged over 30 leaders from racialized communities and relevant service agencies in a series of searching discussions to explore issues**, ideas, perspectives, and concerns and to assess the community’s expectations and aspirations on voice and participation in the Ottawa Police Services Board’s planning. **Don co-wrote the final report, *Rethinking Engagement: Supporting the Shift from Police Force to Police Service***, which proposed the creation of the Public Deliberation Roundtable, a permanent body of 5 – 7 members who will lead an ongoing series of community dialogues on key issues. **The OPSB members strongly endorsed the proposal and voted unanimously to act on the recommendation, which is now being reviewed in detail by an OPSB subcommittee.**

Reference:

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krista.ferraro@ottawa.ca
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Ottawa, ON, K1P 1J1
www.ottawapoliceboard.ca

Driving Dialogue and Debate (April 2020 - July 2020)

The [Institute on Governance](http://iog.ca) launched a **series of workshops to explore options for responding to polarization and fragmentation in Canada’s public dialogues and debates**. The project included **four two-part, web-based events**. Each event included about **40 participants** from government and civil society and focused on a different topic, including:

- Immigration (session #1)
- Climate change (session #2)
- Western Alienation (session #3)
- A Polarized Electorate (session #4)

Don served as the strategic advisor and principal subject-matter expert on the project team. He was also the **principal writer and public debater and a co-facilitator for the sessions**. In advance of each of the four sessions, Don prepared a four-page discussion paper that analyzed how the session topic was currently being discussed in the public arena. The discussion papers were circulated to the participants in advance of the meeting. Part 1 of the event featured a 90-minute debate between Don and another subject-matter expert, based on the discussion paper. In Part 2 of the session, **Don co-facilitated a plenary session** based on the paper and the debate. The final report, written by Don and the two other members of the project team, can be found by clicking here: [Driving Dialogue and Debate - Institute on Governance \(iog.ca\)](http://iog.ca)

Reference:

Brad Graham
Vice President, Toronto
Institute on Governance

60 George Street
Ottawa, Ontario, Canada
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Developing and Testing a Deliberation Training Kit for Australia (June 2019 – March 2020)

The Government of Australia's Department of Industry, Innovation and Science engaged Middle Ground (**Don**) to develop and deliver a training kit for a two-day training course on public engagement (deliberation). The kit is based on Volume II of the Deliberation Series (see project below on *Developing an Engagement Framework/Roadmap for Australia*), which is a step-by-step guide to designing deliberative processes. The training kit included a 40-page guide for the trainer, a workbook with exercises for participants during the breakout sessions, summaries of key learning points for the participants, and PowerPoint slides for the two-day session. Once the package was complete, **Don travelled to Australia for a week to train departmental staff on the use of the materials and to deliver the course** to a group of 30 officials from across the Australian Public Service. In Canada, he has since delivered the course six times to public servants from Canadian provincial and federal governments.

Reference:

Damian Carmichael
Lead, APS Engage
Department of Industry, Science, Energy and Resources
Government of Australia
National office: Industry House, 10 Binara Street, Canberra (in the CBD).
Postal address: Department of Industry, Science, Energy and Resources, GPO Box 2013, Canberra, ACT, 2601.
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The Civil Society Dialogues (March 2019 to August 2019)

The *Institute on Governance* launched this project to identify ways to strengthen the relationship between government and civil society. The project included four half-day dialogue sessions. Each event included about 40 representatives from the two sectors, who listened to a panel of experts speak on different aspects of the relationship, then engaged in facilitated, breakout discussions of the topics. **Don was a key advisor on the design of these sessions.**

The process also included the creation of a **working group** of nine representatives from government and civil society, **led by Don**. Following each of the half-day dialogue sessions, Don convened a half-day meeting of the working group, whose members then reviewed and discussed what they had heard in the last dialogue session to draw out the lessons for social cohesion. **Don facilitated these working group discussions, then used the findings to produce a rolling draft of the final report. The process was as follows:**

- Each working group meeting opened with a half-hour discussion of the most recent version of the rolling draft, then turned to a discussion of the last dialogue session.
- After the meeting, Don drew on these discussions to revise the rolling draft, then circulated the new version to the working group for discussion at the next meeting.

Over the course of five meetings, the rolling draft was expanded and refined until the working group members felt it adequately consolidated the learning from the four dialogue sessions, as well as the working group discussions. The report is available at: <https://www.middlegroundengagement.com/wp-content/uploads/2019/09/Rebuilding-Cohesion-and-Trust.pdf>

Reference:

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A Planning Narrative for the City of Ottawa’s Official Plan: (May 2019 – May 2020)

The City of Ottawa recently developed a new *Official Plan* (OP), which is a policy framework to guide the City’s physical development up to the year 2031. Middle Ground (Don Lenihan) and PACE Public Affairs & Community Engagement were engaged (as a joint venture) as **principal advisors to the city on community engagement to support development of a “narrative” for the OP**. This narrative aimed at providing an accessible story of the City’s vision for growth and development, **as seen through an equity and inclusion lens**. As one part of the two-person team that carried out the exercise, **Don co-planned the project, and co-wrote drafts of the narrative. He also co-facilitated a series of six 90-minute discussions** with the City of Ottawa’s Ambassador’s Group to canvass ideas for the narrative and test drafts of it. The Ambassador’s Group includes about 40 representatives from marginalized groups within the City of Ottawa, including persons with disabilities. **These sessions included up to 10 people with disabilities**, including hearing and sight impairments, mobility issues, mental health issues, and more. **To ensure their full participation, all sessions (and communications) conformed to ADO procedures for accessible meetings.**

Reference:

Elizabeth Whyte
Community Consultation Specialist (A) | Spécialiste des consultations communautaires (A)
Business and Technical Support Services | Services de soutien techniques et aux activités
Planning, Infrastructure and Economic Development Department
Services de la planification, de l’infrastructure et du développement économique
110 Laurier Ave, Ottawa ON K1P 1J1
City of Ottawa | Ville d’Ottawa
Phone: (613) 580-2424 ext. 28313
Elizabeth.Whyte@Ottawa.ca

Alberta’s SuperNet: Connectivity in a High-Speed World (May 2018 – September 2018)

In the early 2000s, the Canadian Province of Alberta undertook one of the most ambitious and innovative digital infrastructure projects of its time: SuperNet. Some 12,000 kilometres of fiber optic and wireless infrastructure were installed across every region of the province, yet in 2018 memory of the process was disappearing. Dan Bader, the Alberta Official who oversaw this project, and one of the key business executives involved in the process, wanted to provide a reliable record of what happened. They

engaged Middle Ground (Don) to produce an impartial case study of the project, which would serve as a record of the work and its accomplishments. In producing the paper, Don conducted telephone interviews with many individuals who had been involved, then traveled to Calgary and Edmonton, where he and Dan Bader met with two groups of businesspeople and government officials who had worked on the project. **Don planned and facilitated two 2.5-hour sessions with these groups, one in each of the two cities.** The final version of the paper provides an accessible analysis and account of the politics and economic pressures that surrounded the creation of SuperNet. **Don was the principal writer of the paper**, which is available at: https://middlegroundengagement.com/wp-content/uploads/2019/06/20190620195811_1-SuperNet-Paper-Final-Version-September-2018-Cover-Design.pdf

Reference:

Dan Bader
(Former) Deputy Minister
Department of Municipal Affairs
Government of Alberta
Edmonton, Alberta
(Current) Independent Management Consulting Professional
Kelowna, British Columbia
780-913-5982
Dan.Bader@shaw.ca

Developing An Engagement Framework/Roadmap for Australia (July 2018 – May 2019)

The Government of Australia’s Department of Industry, Innovation and Science engaged Middle Ground Policy Research (**Don**) to develop an engagement framework to strengthen public participation in the Department’s policy processes and improve policy outcomes. **The framework was accompanied by a “roadmap”** to guide the use of citizen engagement in the development and execution of the Australian Public Service’s Open Government National Action Plan. In developing the framework and roadmap, **Don worked** closely with the Open Government Partnership’s *Practice Group on Open Dialogue and Deliberation*, which he co-chairs with a member of the APS. (See OGP Practice Group in Milestone Publications above).

Reference:

Damian Carmichael
Lead, APS Engage
Department of Industry, Science, Energy and Resources
Government of Australia
National office: Industry House, 10 Binara Street, Canberra (in the CBD).
Postal address: Department of Industry, Science, Energy and Resources, GPO Box 2013, Canberra, ACT, 2601.
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Community Engagement on the New Ottawa Hospital: Part I (March 2017 – September 2017)

The Ottawa Hospital (TOH) received approval to build a new campus on 50 acres of highly prized Ottawa greenspace. The site borders on several heritage sites, including the Rideau Canal and the Experimental

Farm. There are deep community concerns about the possible impact of development on these sites and on the surrounding communities.

TOH engaged Middle Ground (Don) and PACE Public Affairs & Community Engagement (as a joint venture) to develop a community engagement strategy that would allow its administrators to work closely with the community as they designed the new hospital. Don and his colleague co-designed and co-facilitated numerous types of sessions for different purposes, including brainstorming sessions, roundtable discussions, and strategic planning sessions with community stakeholders, officials from TOH, and officials from other governments and bodies with an official interest in the project.

These discussions centred on the design of a **“campus engagement group” comprised of various internal and external stakeholders** and representing the main areas of interest associated with the new campus. The idea was that this group would provide a mechanism for a sustained and representative discussion with the community during the design stage for the new facility.

The final stage of the project included two half-day workshops with about 40 key stakeholders to review and validate the proposal for the Campus Engagement Group (CEG). The recommendations from this are contained and explained in the project’s **final report**, [Setting the Stage, Turning the Page](#).

Part II (February 2018 – September 2020)

In February 2018, TOH engaged Middle Ground (Don) and PACE again, this time to act on the recommendations to create the Campus Engagement Group (CEG) and to design **an engagement process for it that would allow TOH administrators to work closely with this body to develop a vision of the new hospital’s place in the community, and to then draw on the vision to plan and design the new campus.**

Don and his partner worked together to conceive, recruit members for, and establish the CEG, which included 24 representatives from key stakeholder organizations across Ottawa. Over the two and a half years of this project, **the CEG met at least 20 times to forge a vision of the Hospital’s future role in the community, to discuss key issues related to its design**, and finally to make recommendations to the Hospital’s Board of Governors.

The methodology, goals, and results of these sessions are recorded in several project reports (available at: <http://greatertogether.ca/reports/>). In particular, Middle Ground/PACE’s last report - [A Healthy Ottawa Planning Partnership](#) - defines a vision for the new campus that recognized the importance of integrating it with the surrounding community and then using the new facility as a “hub” for a new network of community organizations that would work together to help build a healthier Ottawa. **The report was warmly received and endorsed by The Ottawa Hospital’s Board of Governors.** Don was the principal writer on this series of reports.

Reference:

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613-295-1494

Public Deliberation: A Workshop for Municipal Officials (March 2017 – January 2020)

Middle Ground (**Don**) was engaged by the Regional Municipality of Waterloo (in Waterloo, Ontario) to **design and deliver a one-day workshop on public deliberation** for employees of the Regional and local governments. Don designed the course to be delivered as an exercise in deliberation. Participants were engaged by Don, who facilitated the sessions in ways aimed at getting them to discuss, consider and evaluate key aspects of a deliberative approach to engagement. **Don delivered this course six times over three years to groups of 30 – 40 public servants** from local governments across the Waterloo region.

Reference:

Melanie Garbarz

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Accessibility for Ontarians with Disabilities: Defining Standards for Education (November 2017 – March 2018)

In 2017, the Accessibility Directorate of Ontario (ADO), the Ministry of Education, and the Ministry of Advanced Education and Skills Development joined together to establish **two Standards Development Committees (SDCs) to address barriers to accessibility**, one for the K-12 sector, and one for post-secondary institutions (colleges and universities). These two SDCs were responsible for identifying priority areas where new accessibility standards would have the greatest impact on removing barriers to education for students with disabilities. **Each SDC had about 25 members, over half of which were people with disabilities.**

ADO engaged Middle Ground Policy Research (Don Lenihan) as a strategic public engagement specialist to provide advice on the design and delivery of the SDC process and to facilitate **a series of eight, day-long meetings of the SDCs** (four for each committee), **between November 2017 and March 2018** to review available evidence, identify priorities for discussion, and work toward consensus on recommendations.

Don was required to facilitate the sessions in a manner that respected the diverse interests and needs of participants, while tapping into the **lived experience of those with disabilities** to help the SDCs identify important standards for accessibility and build consensus around them. To ensure this, **all sessions – and exchanges with SDC members between sessions – met ADO requirements for accessible meetings.** For example, all session materials were provided in accessible formats for persons with sight and/or hearing impairments; sign language interpreters were present; and the meetings provided appropriate supports for persons with mobility issues and learning disabilities.

Don was also responsible to help ensure alignment between the two SDCs. In this capacity, he worked closely with the Chairs of the two SDCs, and the Accessibility Directorate and partner Ministries. His duties included:

- Ensuring consistency in the format, dialogue, and expectations of the two sets of SDC meetings.
- Assisting the SDC Chairs in setting clear goals, leading complex and diverse discussions, and summarizing members' interventions.
- Helping the SDCs consolidate their findings in clear and simple language and framing them as recommendations, as the meetings progressed.

Reference:

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Stronger Voices, Better Care in Nunavut (August 2017 – November 2017)

The Ottawa Hospital (TOH) serves a large Inuit community in Ottawa and an even larger one from the Territory of Nunavut. In 2017, the Hospital wanted to learn more about how it could advance **patient-centred care** by responding more effectively to the community's distinctive cultural needs to improve treatment and healing. **Don was engaged to reach out to the Inuit community – both in Ottawa and Nunavut – to engage representatives from and members of these communities on two themes:**

1. **Patient-Centred Governance:** Identify practical ways to engage the Inuit community in the discussion around patient-centred care and to strengthen patients' voices on the medical care they receive from the Hospital; and
2. **Patient-Centred Service:** propose ways to ensure that TOH's services are more responsive to the community's cultural needs.

The project had four main phases:

- **Phase I:** Don conferred with TOH staff who have strong relationships with Indigenous communities in Nunavut and the Champlain region.
- **Phase II: Don conducted interviews and facilitated group meetings** with community representatives and other parties in the Ottawa region.
- **Phase III:** Don **travelled to Iqaluit to conduct three days of interviews and group meetings** with patients and their families, community spokespersons, appropriate health-care stakeholders, and TOH officials.
- **Phase IV: Don prepared a final report from these investigations, *Stronger Voices, Better Care*,** which provides TOH with strategic guidance on how to engage these Inuit communities on patient-centred care; and which offers a series of practical recommendations to immediately improve patient services.

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Open Government – A Pan-Canadian Perspective (September 2016 – June 2017):

Following the success of the Ontario’s Open Government Engagement Team project (see below), Don secured the support of 10 F-P/T governments to participate in a pan-Canadian dialogue on Open Government. Each government agreed to host a **one-day roundtable meeting in its capital city**. Each session involved about 25 participants, including senior and elected officials, as well as representatives from academia, civil society, and the private sector. **Don planned and facilitated these sessions**. His report from this process, [What Is “Open Dialogue” and Is It the Answer to “Post-Fact” Populism?](#) was published by Canada 2020 (June 2017). It provided a **timely, cross-country snapshot of each government’s plans and achievements on Open Data, Open Information, and Open Dialogue**.

Reference:

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Open 2016 (April 2016)

As a director of the [Canadian Open Dialogue Forum](#), **Don was part of a three-person team that co-planned and co-organized a two-day international conference in Ottawa** to show-case Ontario’s approach to Open Government, based on the Open Dialogue Project (see below) and the Ontario’s Open Government Team project (see below). The event involved some **300 participants** and was co-chaired by Wayne Wouters, the former head of Canada’s public service, and **Ontario Deputy Premier Deb Matthews**. The conference included a series of **dialogue sessions** with conference participants. Over two days, these engagement sessions, **co-planned and facilitated by Don**, produced [The Principles of Open Dialogue](#), a comprehensive statement of 15 basic principles to ensure that interaction between government and citizens conforms to appropriate standards, whether in a policy process or client services.

Reference:

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A Stakeholder Engagement Framework for the Bank of Canada (November 2016 - May 2017)

The Bank of Canada reached out to Nanos Communications to develop a stakeholder engagement framework (and implementation strategy) for its Currency department. The Bank wanted to manage its stakeholders in a more principled, systematic, and effective way. Nanos engaged Don to lead the project. **Over seven months, Don combined his own experience and expertise with a series of brainstorming sessions, roundtable discussions, and small groups sessions with Currency’s staff and stakeholders to define an engagement approach that met its needs.** The final report set out a detailed framework, strategy, and roadmap for stakeholder engagement.

Reference:

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Renewing New Brunswick’s Recreation and Sport Policy (May 2016 - September 2016)

Don was engaged by a provincial work group tasked with renewing New Brunswick’s Recreation and Sport Policy to serve as its principal advisor, facilitator, and writer for a process to modernize its sport policy. **Don designed and led a series of roundtable discussions with key stakeholders** from New Brunswick’s health, education, crime prevention, social inclusion, and business sectors. The project considered how the province’s sport and recreation policy could be repositioned as a multi-purpose tool that could be accessed and leveraged by these other stakeholders to help them achieve goals in their respective fields. **Don’s report from the process provided the foundation for a new policy.** Based on the report, **Don assisted the work group in drafting a new sport policy**, which fundamentally changed how the provincial government, system partners and stakeholders view recreation and sport.

Reference:

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The Ontario Open Dialogue Project (July 2015 – April 2016)

A key recommendation of the Ontario Open Government Engagement Team (see below) was for the government to develop a made-in-Ontario “public engagement framework” that would make public engagement in the Ontario Public Service far more rigorous, principled, and systematic. The Open Government Office in the Treasury Board Secretariat of the Government of Ontario engaged Middle Ground (**Don**) **to act as its principal advisor, researcher, and writer on this project.** First, **Don worked with Open Government Office to identify five “demonstration projects”** from five partner ministries. These projects served as “living laboratories” in which **to test and apply new methods of public engagement.** Based on the findings from these projects, **Don then developed the Ontario Public Engagement Framework**, which was subsequently adopted by the government to be applied across the OPS. The framework can be found on the government’s website at:

<https://www.ontario.ca/page/public-engagement> The project contained three main phases over 10 months:

Phase I – Planning and Preparation

Don worked closely with the Project Team in the Open Government Office to:

- Develop a work plan for the project
- Review and assess the team’s early ideas around options for a framework
- Develop criteria for the five demonstration projects
- Extend invitations to all ministries to submit ideas for possible demonstration projects

Phase II – Delivery of Demonstration Projects

Don worked with the Project Team to:

- Select five demonstration projects from some 30 ministerial submissions
- Help the five project teams design their projects, including:
 - Identification of key stakeholders
 - Engagement strategies and tactics
 - Timelines, milestones, and success indicators
 - Identification of resources needed
 - Identification of outreach and/or communications needs
- Develop a methodology to harvest learning from the demonstration projects and to use it to evolve the Framework
- Capture and systematize lessons learned and best practices from the projects for the OPS through a series of case studies, process templates, etc.

Phase III – Consolidation of the Results

Don worked with the Project Team to bring the project to a conclusion by:

- Helping demonstration project teams consolidate learning from their projects
- Producing a series of learning tools, such as case studies and engagement templates
- Developing the Public Engagement Framework
- Writing the final report

Over 10 months, Don was at the centre for an energetic and lively interdepartmental dialogue involving many government officials and stakeholders. Don interacted with them, individually and in groups, in a range of ways, **including interviews, brainstorming, planning, and organizational sessions.** **The ideas were harvested and then tested through the five pilot projects.** Don’s final report incorporated the learning from this rich research and dialogue process.

Reference:

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The Accessibility Certification Project (Oct 2014 – September 2015)

The Accessibility Certification Project was a multi-stakeholder, public engagement process sponsored by the Accessibility Directorate of Ontario (ADO) to explore the prospects for creating a voluntary, third-party certification program for accessibility. **Don Lenihan was engaged** by the Principal Contractor (Deloitte) as Senior Advisor and Lead **Facilitator to help design and deliver a process that would produce an appropriate design for such a program and secure a commitment from the two groups to work together to realize it.** The process included people with disabilities, disability organizations and advocates, and members of the business community. The process included three main phases:

- Phase 1 focused on identifying barriers, challenges, and opportunities related to accessibility.
- Phase 2 created five smaller working groups (with a total of 60 members) who met several times to explore issues around one of five themes that had been identified in Phase 1: governance and leadership, model design and scope, incentives for business, self-sustainability, and marketing and branding.
- Phase 3 involved an open invitation for interested organizations or coalitions of individuals to outline their model of a certification program. Seven groups submitted prototypes, which included a wide range of ideas within the community for improving accessibility.

The work in these three phases informed the final report, written by Deloitte for the ADO, which provided comprehensive and publicly validated information on the type and scope of certification that would result in the most community support and uptake by business.

Reference:

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Citizen Engagement and the UN 2015 Development Agenda (May 2014 – October 2014)

In the summer of 2014, **Don led an Expert Group process for the UN** Department of Education and Social Affairs and the OECD on public engagement models to support the post-2015 UN agenda on sustainable development. **The two-day meeting in Paris** involved an international delegation of 25 experts on public engagement. **Don prepared the background paper, facilitated the session and wrote the final report on the proceedings.**

Reference

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2014: the Connecting Communities Initiative (April – October 2014)

Community planning tables are collaborative bodies that are built and jointly owned by **networks of community organizations in cities across Ontario**. They seek to align their activities in ways that will maximize their collective impact on community issues and contribute to the achievement of shared goals.

While **these tables have made real progress on improving employment services** for social assistance clients (Ontario Disability Support Program and Ontario Works), the Ontario Ministry of Community and Social Services (CSS) wanted to test a more personal approach to bringing social assistance clients and employers together. Rather than inviting employers and clients to become permanent members of a planning table, the **Connecting Communities Initiative**, launched in April 2014, **invited these tables to host a series of short, highly focused discussions – “micro-projects” – to establish a personal relationship between employers, stakeholders, and social assistance clients**, thus overcoming the **awareness and attitude issues** that so often prevent potential employers and social assistance clients from coming together.

Six communities across Ontario undertook micro-projects. Most consisted of an event with short presentations and discussion, usually lasting from 2.5 – 3.5 hours and involving approximately 15 – 30 participants, mainly clients, employers, and service providers. Middle Ground’s Don Lenihan was CSS’s principal advisor on the project, helping to design and deliver the micro-projects, and writing the final report, which defines the approach and sets out the findings from these events.

Reference:

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Communities and Crime Prevention (April 2014 – April 2015)

As a result of Don’s work on Public Safety’s engagement framework (see below), he was engaged by the Department to act as principal advisor and facilitator of a pilot project to test the new framework. The project involved **five aboriginal communities from across the country in a year-long, community dialogue process** to compare their respective experiences and to explore innovative ways to strengthen the federal government’s National Crime Prevention Strategy (NCPS), especially as concerns aboriginal youth. The project **began with a planning session** that included community representatives from each of the five communities to discuss the needs around the process. After the cross-country sessions, **the process culminated in a national meeting involving representatives from all five communities and senior officials from key federal departments** to discuss the findings of the draft report and to seek agreement on policy changes to the NCPS that reflect community priorities. Participants at the meeting agreed with the overall direction of the report and agreed to act on it. Follow-up interviews with community representatives found that they valued the process, felt it strengthened their relationship with Public Safety, and had a high level of satisfaction with the results. **Don acted as the department’s principal advisor on the project**, helping the project team to design and deliver all aspects of the project, **as well as serving as the lead facilitator at all these sessions**.

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Ontario's Open Government Engagement Team (October 2013 – May 2014)

At the invitation of Ontario Premier Kathleen Wynne, Don served as Chair of the Open Government Engagement Team for the Government of Ontario. The nine-member panel was composed of distinguished Ontarians, including several experts in the field. **Under Don's direction**, the Team developed and executed a two-stage plan. In the first phase of the project, the Team worked to develop an **Open Government framework**, based on three key goals: Open Data, Open Information, and Open Dialogue. The Team then held **province-wide consultations**, exploring these three aspects of the framework with experts and citizens. The Team then used the findings to prepared a **final report**, *Open by Default*, which provided a set of recommendations to the Minister of Government Services that were aimed at making Ontario Canada's leader in the field of Open Government, especially on Open Dialogue and collaboration. The government subsequently moved to act on all the report's recommendations.

Reference:

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Report on the National Recreation Roundtable in Fredericton (May 2013)

Through 2012, federal, provincial, and territorial governments worked with stakeholders from the field of Recreation to develop a National Recreation Agenda. In May 2013, some **200 participants** from the field gathered in Fredericton, New Brunswick for **two days** to respond to a discussion paper outlining some of the possible contents of the proposed Agenda. **Don was the principal facilitator** for this session and **his report** provides an overview and analysis of the findings from the discussion in Fredericton.

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Report of Client Discussions on Social Assistance Reform (June 2013 – October 2013)

Over the summer and fall months of 2013, Don conducted **a series of 10 half-day discussion sessions** with clients, on behalf of the Ontario Ministry of Community and Social Services Ministry—particularly regarding employment. These sessions included from **15 – 20 participants and were held in 10 cities across the province**, including Hamilton, London, Kingston, Newmarket, Mississauga, North Bay, Ottawa, Scarborough, Toronto, and Thunder Bay. Two sessions were held in Ottawa: one in English and one in French. In these sessions, clients of the social assistance system—Ontario Works and Ontario Disability Support Program (ODSP)—were encouraged to draw on their personal experiences to identify and propose ways to reform the system. **Don was engaged as the facilitator for these sessions and concluded the process with a 40-page analysis of the findings.** The final report is available here: <https://middlegroundengagement.com/wp-content/uploads/2019/05/2014-Ontario-Report-of-Client-Discussions-on-Social-Assistance-Reform.pdf>

Reference:

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Employment-Focused Roundtables: Summary Report (January 2013 - May 2013)

The Ministry of Community and Social Services held **six roundtable meetings in Toronto with a group of some 30 stakeholders** and clients from across the social assistance and disability communities to hear their perspectives on employment services and to discuss with them the options for reform. **Don facilitated these roundtables and wrote the final report** for the project, which provides an overview of the process and a summary of key points and ideas discussed. The report is available at: <https://middlegroundengagement.com/wp-content/uploads/2019/05/2013-ComSoc-Employment-Roundtables-Report.pdf>

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Aligning Employment and Training Services in Ontario (November 2012 – May 2013)

Essential Skills Ontario, ONESTEP and First Work are three key umbrella organizations for employment and training services in Ontario. Their hundreds of member organizations across the province focus on literacy, community-based training, and Youth, respectively. The three organizations agreed to work together to identify opportunities for greater collaboration that would help ensure their members provide better services to their clients. The project involved **12 town-hall-type meetings in**

locations across Ontario with employment and training service providers, as well as other relevant community stakeholders. **Don Lenihan was engaged to facilitate all 12 sessions, as well as to act as a key advisor on the project.**

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Open Government in Transition (June 2012 – June 2013)

Open Government is a new movement whereby governments around the world are making their vast data holdings available to the public to use in the development of new knowledge products, to support more evidence-based decision-making, and to make government more transparent. Geomatics is the discipline of gathering, storing, processing, and delivering geographic information. **Don was engaged to plan and facilitate a series of six daylong dialogue sessions with about 30 officials and stakeholders on how to advance this file.** The process led to the creation of the [Canadian Geomatics Community Roundtable](#), a multi-stakeholder body whose members come from across the geomatics community and whose goal was to define a future vision, common goals and objectives for the Canadian geographic information sector – basically, to develop a [pan-Canadian geomatics strategy](#).

Open Government in Transition – The Case Study (December 2014 – July 2015)

In a second phase of this project, Don produced [Open Government in Transition](#), a case study that documents the evolution of the Roundtable, its innovative nature, and the role it is expected to play in the evolution of the Canadian geomatics community.

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Saskatchewan Student Engagement Project (May 2012 – October 2012)

Don was engaged by Saskatchewan’s Department of Education and the Saskatchewan Teachers Federation **to advise a group of education organizations on the development and planning of a public engagement project in education**, focusing on aboriginal students. Over the summer of 2012, **Don traveled to Saskatoon five times to meet with a working group** of eight representatives from these organizations to develop a project proposal. Don **facilitated the discussions and advised the group on design options** for the proposed project. In addition, the Teachers Federation engaged Don to lead and facilitate three workshops with about 60 members of the federation.

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Renewal of the Ontario Condominium Act (May 2012 – January 2014)

The Ontario Ministry of Consumer and Corporate Services engaged Don to design, lead, manage and facilitate an **18-month public engagement process to renew Ontario's Condominium Act**. The process included three main stages, **engaged several thousand people**, and produced some **200 recommendations**, which were then **drafted into legislation** and passed into law in the fall of 2015.

- **Stage One** included four separate dialogue streams: (1) provincial town halls; (2) engagement of condo owners; (3) engagement of key stakeholders; (4) open online engagement. The main task was to **identify key issues, propose possible solutions and explain the rationale for them**. The findings were consolidated in the Stage One Findings Report, which was widely circulated and read across Ontario.
- **Stage Two** was launched on March 21, 2013. In the kick-off event, some 40 experts gathered in Toronto for a one-day orientation session, facilitated by Don. At this session, the group was divided into **five working groups**. Each group was assigned a list of issues drawn from the *Stage One Findings Report* and given three months to **arrive at solutions** to them. The reports from the five working groups then became the basis of six one-day meetings of an Expert Panel, made up of a cross-section of 20 key stakeholders from across the condo community. Their deliberations on the five reports were facilitated by Don, and provided the basis for the *Stage Two Solutions Report*, which contained some 200 recommendations on reforming the Condo Act. Don also wrote this report.
- **Stage Three validated the findings** of the *Solutions Report* through five roundtables in cities around the province. These events were facilitated by Don and gave residents, stakeholders, and decision-makers an opportunity to examine and validate the solutions and recommendations in the *Stage Two Solutions Report*.

The recommendations from the process were then drafted into a government bill that was tabled in the legislature in May of 2015 and was given Royal Assent in the Fall of 2015. Don's two main reports from this project were: the [Stage One Findings Report](#) and the [Stage Two Solutions Report](#). Don also

produced [A Case Study of Ontario's Condominium Act Review](#), describing the process and the lessons learned, which was published by the Public Policy Forum in the fall of 2014.

The process demonstrates the power of public deliberation for rallying diverse interests around shared goals (transforming condo corporations into functional communities) and using dialogue and deliberation to define a plan (new Condo regulations) to achieve them. Many of the issues in the *Stage One Findings Report* were complex, both legally and practically, and stakeholders were deeply divided over them. The Stage Two working groups often spent many hours deliberating to find solutions. Yet, in the end, they **reached agreement on all but two of the issues in the Findings Report**. As a result, the process built a remarkable degree of legitimacy and buy-in for these solutions within the condo community.

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Public Safety – Canada's Public Engagement Framework (September 2012 – September 2013)

The Department of Public Safety wanted to make its approach to public engagement more principled and consistent. It examined Don's work in the area, then engaged to develop a citizen engagement framework for the Department. The project involved an ongoing series of meetings and discussions with departmental officials, who reviewed and reacted to drafts of the framework as Don developed it. In the course of this work, Don also led and facilitated two major workshops with Department officials. The first was a one-day workshop involving some 30 officials. Don presented them with some of the ideas around the emerging framework and facilitated a discussion of how they could change the way officials worked. A second, half-day learning event was held in early September included another 15 officials from Public Safety. Don used it to showcase and explain the final version of the framework, which was then adopted by the Department as its official approach to engagement.

Reference:

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Poverty Reduction in Nunavut (February 2011 – October 2012)

When the Territorial government decided to develop a poverty reduction strategy, it **engaged Don as their strategic advisor to design a process that would give the Inuit population a clear voice in shaping the strategy**, while ensuring coherent and workable solutions. The three-stage process drew heavily on Don's expertise and advice in public engagement; Don also served as a facilitator and writer on the project. Stage One included dialogues in 26 of Nunavut's 28 communities. In Stage 2, policy experts met at six regional roundtables to review the findings and develop policy proposals from them. Stage 3 culminated in a two-day summit in Iqaluit, led by Premier Eva Aariak, with over 60 representatives and observers from all sectors and regions of the territory. Together, the summit participants produced *The Makimaniq Plan: A Shared Approach to Poverty Reduction*. Don's final report on the project, *Healing Through Collaboration: A Case Study of the Nunavut Poverty Reduction Process*, provides an overview of the entire process and the learning from it and assess the strengths and weaknesses and lessons for the future.

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The Asia-Pacific Gateway (December 2011 to February 2012)

Transport Canada engaged Don to develop a public engagement strategy for the Asia-Pacific Gateway. The goal was to unite the Gateway partners through a shared approach to engaging communities in the BC Lower Mainland on the long-term benefits of the Gateway. **Don facilitated a series of series of four half-day discussions** to develop a public engagement strategy that would engage municipalities and residents from the region in a dialogue on the contribution of the Gateway to the region's future. **The strategy was set out and explained in a report by Don.** It was then approved by the group and adopted as the basis of the partners' approach to communicating with communities and stakeholders. The partners in the Gateway project included the federal government, through Transport Canada and Western Economic Diversification Canada, the Government of British Columbia, and eight private sector organizations in the transportation sector.

Reference

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Community Engagement in Australia (January 2011 – February 2012)

This project explored how the Australian Government Department of Human Services could collaborate with other levels of government and non-governmental organisations **to integrate services in ways that would lead to better delivery at the community level.** The project involved the federal Department of Human Services, the State of Victoria, the Municipal Association of Victoria, and nine municipalities in

Victoria, as well as community service providers and residents in each of these communities. Human Services engaged Don to help design and deliver the project.

As the senior project advisor, **Don travelled to Australia four times during the project. In the early stages, he worked with officials to plan and design the project.** Each of the nine communities was to launch its own dialogue, which would include residents, community organisations and local governments, as well as representatives from federal and state government agencies. Dialogue tables in the communities included up to 30 participants, who met at least four times to identify and discuss ways to align and improve services in a key service area, such as transportation or health. In many cases, this was the first time that officials from state and national levels had sat down together with community service providers to discuss ways to align services. **Don also provided a one-day training course for the facilitators from the nine communities.**

As the process unfolded, **Don twice travelled across the state to the various communities involved, where he led and facilitated sessions.** The results were very promising. By the end of the discussions, **all nine communities had produced impressive action plans** that identified and proposed steps to remove barriers to alignment in their designated service area.

Once the dialogues were completed, Don conducted interviews with many of the participants and officials involved and wrote [Building a Strategic Design Capacity with Community](#), which provided a final evaluation of the project. A follow-up survey of the participants found overwhelming agreement that having all three levels of government meeting face to face, along with community service providers, greatly accelerated progress on service alignment in the nine communities.

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[The MAV Public Engagement Workshops in Australia and New Zealand \(July 2010\)](#)

in July 2010, the Municipal Association of Victoria in Melbourne, Australia engaged **Don to facilitate a cross-country series of seven, one-day workshops on public engagement** with national, state, and local officials. The events were held in Melbourne, Perth, Adelaide, Hobart, and Canberra, and then in Auckland and Wellington in New Zealand. Don introduced participants to the work he was doing on public engagement in Canada and facilitated a discussion of how it might be applied to their own

governments. **Over 300 officials participated** in the seminars. In their evaluations, participants reported that they were highly receptive to the proposed approach and regarded the sessions as promising and very timely. **This cross-country tour paved the way for the Community Engagement in Australia project (above).**

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Developing the Canadian Sport Policy 2012 (October 2009 – October 2011)

In April 2012, federal, provincial, and territorial ministers met in Iqaluit to endorse the Canadian Sport Policy. The process leading up to this event included a complex set of engagement processes across the country, involving all three orders of government, sport organizations, and other stakeholders. Early on, the federal-provincial/territorial steering committee for the process engaged Don as its principal advisor on community and stakeholder engagement. In effect, the committee wanted to explore ways to make **community-building** a key objective of the new policy. Over two years, **Don met regularly with officials to advise them on strategy and to help them design a range of events and processes to advance the discussion on community-building.**

In the spring of 2011, the Steering Committee asked Don to design and lead **a series of 10 one-day roundtables** in five provinces, with two events in each province. The goal was to consolidate views on community-building. In the first swing across the country, Don engaged municipal officials and stakeholders on the community-building question. A draft report was prepared and circulated to all the participants from this first round, as well as to provincial officials who would be participating in the next round. The goal was to ensure the process was transparent and that different viewpoints were well understood. This, in turn, was supposed to build trust and goodwill among the participants and allow the consultations needs of different levels of government to be integrated. **Don then conducted a series of telephone interviews/conversations with provincial and municipal officials** to identify points of convergence and divergence between them.

The second set of five cross-country roundtables was then launched, this time to engage the provincial governments, identify alternative views of community-building, and see if points of agreement could be expanded. **Don led and facilitated these discussions**, using the findings from the telephone interviews to explore options for agreement. **A rolling draft of the discussions was made available to the participants as Don crossed the country.** As a result, there was a sense of momentum and a feeling that agreement around community-building was growing. Don's final report, **Community-Building Through Sport**, was released in August 2011.

In October of 2011, the Steering Committee asked Don to complete the work of the roundtables **by organizing and facilitating a two-day national forum in Toronto.** The goal was to arrive at a consensus view on community-building, using the findings in Don's report. **The event included 125 representatives** from municipalities, sport organizations and all 14 federal, provincial, and territorial governments. A series of breakout and plenary sessions were planned around the findings from Don's cross-country process. By the end of the forum, participants had agreed on a working definition of "community-

building,” and the concept was incorporated into the new Canadian Sport Policy as one of five key objectives. Don’s book (above) *Rescuing Policy* contains a chapter on this process.

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Citizen-Centred Service Delivery in Hamilton (September 2009 – February 2010)

The City of Hamilton, Ontario engaged Don to assess the City’s approach to service delivery and to propose options for change, both at organizational and cultural level. The project involved a series of interviews and roundtable discussions with senior managers from the city, led by Don. The dialogue process was developed around a series of questions in five key areas:

- Analytics/Measurement/Insight
- Channel Management/Alignment/Preferences/Costs
- Governance/Ownership
- Leadership and Change Management
- Future Trends

The project culminated in a 25-page report written by Don that which provided options and recommendations to improve the management and delivery of the City’s services in all five areas. The dialogue also considered how developments such as Web 2.0 may affect future trends and how that should affect the current plans for change.

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The New Brunswick Public Engagement Initiative (April 2007 – April 2008)

In March of 2007, Don released *Progressive Governance for Canadians: What you need to know*, which is the final report from the Crossing Boundaries project (below) and develops some of the key ideas that have become basic to his approach to public engagement. In April 2007, after reading the book, New Brunswick Premier Shawn Graham invited Don to serve as the province’s advisor on public engagement.

In his role, Don developed and led **five pilot projects on public engagement** to help the government build engagement capacity. Each project involved a series of in-person events with officials, stakeholders, and/or members of the public events where **Don facilitated deliberative discussions,**

ranging from Town Hall exchanges to strategic planning sessions. One of the projects also used and online dialogue – a major innovation for the times. The five projects included.

- 1) **Skills Development - Reckoning with the New Economy:** This project drew together stakeholders to work more closely with government on preparing New Brunswick's workforce for the future. The process took 18 months. It involved 35 stakeholder groups in five deliberative roundtables, an online dialogue, one-on-one interviews, and meetings with the planning committee. It concluded in a Skills Development Summit involving the 35 stakeholders along with an additional 30 representatives from other groups. The entire project was conceived, designed and managed by Don. (April 2007 – October 2009)
- 2) **The Climate Change Action Plan Initiative:** Premier Shawn Graham led the Opinion Leaders Forum on Climate Change. The group included some 25 provincial opinion leaders in a dialogue about the public's role in reducing greenhouse gases. Don planned and oversaw the process and served as its facilitator. (April 2007 – September 2008)
- 3) **Sustainable Communities in a Self-Sufficient Province: Planning Our Future Together:** This project engaged a group of 40 stakeholders from the Greater Saint John Region in a dialogue to consider how the region could build on an earlier cooperative effort between the five communities in the region to transform it into a single sustainable community. The aim was to consolidate the lessons learned during the earlier discussions and reach recommendations on how the provincial government could support this grassroots movement. Don worked with provincial officials to plan the project and facilitated discussions between the province and municipal governments and stakeholders in the region. (April 2007 – September 2008)
- 4) **Imagining Miramichi 10 Years Out:** In the spring of 2007, the City of Miramichi, New Brunswick lost 750 high-paying jobs when the last remaining pulp mills in the region suddenly closed. The closures had a traumatic effect on the region, which only a short time before had dealt with the closing of several mines and a Canadian Forces base. Don met with community leaders and residents on behalf of the government and proposed to work with them to design a public engagement process that would lead to a more productive dialogue. In the following months, he convened and facilitated several town hall meetings with 60-70 community members and joined a smaller discussion group made up of community leaders. Together, they explored options for a more collaborative, community-based approach to planning the region's future. These discussions culminated in a proposal for a dialogue process to bring the community together to discuss its long-term future and develop an action plan for moving forward. The proposed process included four community meetings around the region, which were held over several months. Residents were thus given an opportunity to learn about economic trends in other places and how other communities had coped with change. The project was carried out over about 10 months and was overseen by a small group of community leaders, who attended the various sessions and, at the end of the four dialogue sessions, were tasked with drafting an action plan for the Miramichi to begin exploring options for long-term economic transformation. The action plan was then presented to citizens at an open house, where it was discussed, modified and adopted. (April 2007 – September 2008)
- 5) **Wellness:** The wellness project engaged ordinary residents and community stakeholders in a dialogue about their readiness to take a more active role in promoting wellness activities within their families and communities. The Select Committee on Wellness hosted three meetings each

in Boiestown/Doaktown and in Bathurst over the course of the year. About 25 people participated in each community. The goal was threefold: to promote a better understanding of wellness; to explain how wellness contributes to a community's development; and to gauge the readiness of individuals and communities to work with the provincial government to develop a community action plan to promote wellness. (April 2007 – April 2008)

Don's final report from the Public Engagement Initiative, *It's More than Talk: Listen, Learn and Act*, contained 12 recommendations to advance public engagement in the Province of New Brunswick, all of which were implemented by the government. The report also develops the public engagement framework that forms the basis for the government's official policy and provides the foundation of Don's approach to public engagement. The report was released at a national conference in Fredericton in April 2008, which was sponsored by the Government of New Brunswick and planned by Don.

Reference:

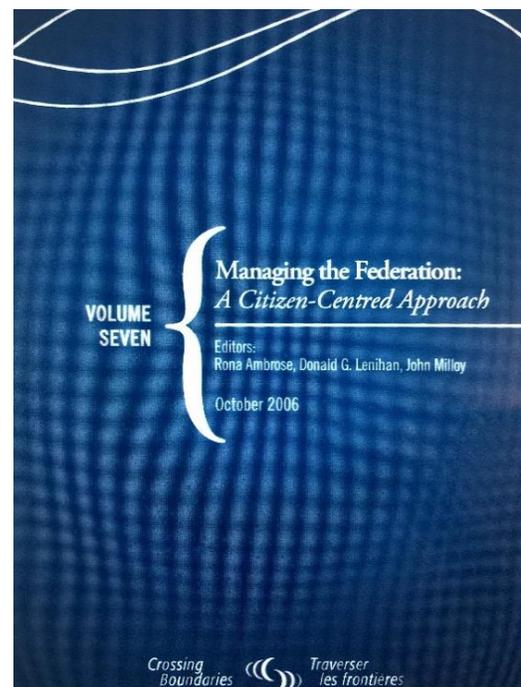
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PROJECTS FROM 1992 - 2007

Crossing Boundaries (July 1999 - March 2007)

Crossing Boundaries (CB) was a Canada-wide, multi-stakeholder research initiative that lasted eight years and went through four major iterations. In that time, CB involved many hundreds of elected and public officials, Indigenous organizations, stakeholders, journalists, and academics from across the country in a national dialogue on **e-government**. Using a variety of engagement processes, CB generated over **40 studies and reports** on issues ranging from e-democracy to online service delivery to privacy in the information economy. (To view many CB publications, click [here](#) and [here](#).)

Don co-founded and co-led CB, first as a co-chair, then as CEO. In these roles, he planned and facilitated many of the events and projects, oversaw the preparation of materials for them, and was the principal writer of many of the published reports



- **Crossing Boundaries (July 1999 – December 1999):** The project began as a series of roundtables held in the Parliament of Canada and co-chaired by Don and Reg Alcock, a Member of Parliament. The goal was to examine the impact of information and communications technologies on government and democracy in Canada and to consider what would be included in a viable model of “e-government.” About 30 MPs attended the sessions and, as is clear from the final report, [Crossing Boundaries: Privacy, Policy and Information Technology](#), the discussions were lively and the prospects promising.
- **Crossing Boundaries II (April 2000 – April 2001):** In the spring of 2000, a second series of roundtables was held on Parliament Hill to build on the findings from the first round. While the project was co-chaired by Alcock and Don, this time the participants were not only MPs, but senior public servants, journalists, academics, and representatives of public-interest organizations. There was general agreement that the new technologies were fundamentally changing governance. With the support of a number of federal departments, Alcock and Don used the summer to visit all 10 provincial capitals to report on the “e-government” sessions in Ottawa, and to discuss ways that Ottawa could cooperate with the provinces on the issues. They met with over 250 senior provincial and municipal officials and elected members of the legislatures. The co-chairs then published their findings in [Opening the E-Government File](#), a widely circulated discussion paper on e-government, which then became the impetus for a national conference on e-government in Ottawa from March 28-30, 2001. Over 400 people attended. This was the concluding event for CB II.
- **Crossing Boundaries III (May 2001 – December 2003):** Following the conference, a growing group of federal departments agreed to fund a third round of Crossing Boundaries, co-chaired by Alcock and Don. The process began with a second cross-country trip, this time to invite other governments to join CB III. Eight provincial and territorial governments agreed, along with an impressive list of private sector sponsors. As a result, the two co-chairs went on to conduct a series of international consultations, host several parliamentary working sessions, organize over a dozen Ottawa-based and regional forums, and concluded the project with a second national conference in Ottawa in 2003. This phase of CB also included the development of a CB website, two national surveys, and five major publications. In the summer of 2003, Reg Alcock left CB and was replaced by the Hon. Tony Valeri, House Leader in the Paul Martin Government.
- **Crossing Boundaries IV – The National Council (2004 – 2007):** At the conclusion of CB III, Don worked with the CB Governance Working Group to draft a proposal to make Crossing Boundaries a permanent intergovernmental institution – a “National Council” that would provide ongoing leadership on e-government issues. The document was circulated to federal departments and governments across the country. Within a few months, eight federal departments and all 13 P/T governments had agreed to join the new organization. The Crossing Boundaries National Council was incorporated in January 2004 with some 40 members, including senior public servants and elected representatives from each of the provinces and territories and the federal government, as well as representatives from territorial and municipal governments and Indigenous peoples (*see Appendix 1 for a list of CBNC Members*). The Council was co-chaired by a federal minister – Tony Valeri – and a provincial deputy minister - Dan Bader, Deputy Minister of Municipal Affairs from the Government of Alberta.

Don was named President and CEO of the Council. Along with his existing responsibilities, his new duties included **planning meetings of the National Council, overseeing the development**

and implementation of its projects, updating its members on the Council’s work, and soliciting feedback on its progress.

During fiscal years 2004–05 and 2005–06, the National Council’s **budget was nearly \$2 million**. At the end of this period, the Council had **completed 11 major projects**, which included over **40 roundtable sessions** across the country and directly **engaged some 1200** members of the public policy community on e-government issues. The new Council also released about 20 publications. (To view many CB publications, click [here](#).)

Unfortunately, the momentum was cut short by events. Following the defeat of Paul Martin’s Liberal



government in January 2006, Minister Valeri resigned as co-chair and was replaced by the Hon. Rona Ambrose, the new Conservative Minister of the Environment. Shortly after, however, the new Conservative government introduced changes to the rules on federal contributions that effectively prevented the Council from accessing the funds that federal departments had committed to it. The following summer, a decision was made to dissolve the Council. Between October 2006 and March 2007, Don formed a small working group to help him write [Progressive Governance: What You Need to Know](#), a book-length study of the learning from Crossing Boundaries, which also served as **the project’s final report**. The document was released at a national conference in Ottawa in April 2007, jointly sponsored by Crossing Boundaries and Canada

2020. This was the concluding event for Crossing Boundaries.

Reference:

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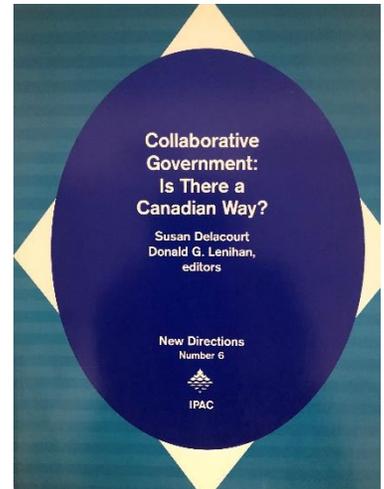
Institute of Public Administration of Canada (January 1995 – June 1999)

For almost 5 years, **Don was the Director of Research** at the [Institute of Public Administration of Canada](#). IPAC is a national membership organization, whose members include governments, government officials, and academics with an interest in public administration/management. Although the organization’s national office is in Toronto, many Canadian cities have their own regional groups. They plan and host events, and carry out research projects, often in collaboration with municipal, provincial, and federal governments.

Don’s role involved **close working relationships with the regional groups**, helping **coordinate their activities** across the country, **developing national research projects** that would allow groups to collaborate with one another, and overseeing a national research agenda that reflected the interests and needs of the membership.

In support of these goals, Don **developed and pioneered a new approach to the research director's job, which became known as *action research***. His idea was to identify a group of public servants from different governments who were working on leading-edge issues in key areas, such as Organizational Change, Alternative Service Delivery, and Results-Based Management and Reporting, then bring them together for a one- or two-day roundtable discussion to explore and exchange ideas on their work. Most found this kind of sharing of experiences enormously helpful.

Academics also had a role. Don included them to help develop a research lens on these new trends. Basically, they drew on the practitioners' discussions to develop concept papers, discussion papers, and so on, some of which were then published in IPAC's new publication series, ***New Directions***, which had been developed by Don to disseminate new ideas generated by action research projects.



During his time at IPAC, Don planned and organized scores of such projects, raised funds to support them, oversaw development of the reports and papers, **and often served as the principal writer and facilitator for the roundtables**. Notably, these efforts also included the **first iteration of the Crossing Boundaries project**, which Don co-founded and led in his capacity as Research Director at IPAC (see above).

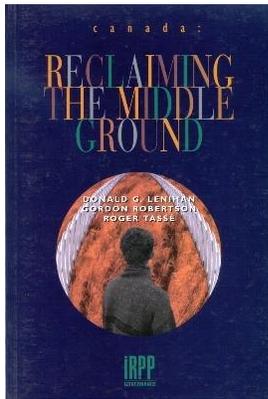
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The Network on the Constitution (June 1991 – June 1994)

After the collapse of the Meech Lake Accord in June 1990, a group of former senior public servants, elected officials and academics came together to form the Network on the Constitution. The Network's mission was to provide a non-partisan forum for informed discussion on national unity issues. **Don** was hired as the Network's Director of Research and, in that position, quickly **assembled a Canada-wide network of over 150 academics and experts on constitutional and national unity issues**. Using email, telephone, and roundtable events, **Don facilitated a three-year exchange of ideas between the members of The Network**. His key tool, however, was *The Network/Le Réseau*, a **monthly, bilingual publication** that featured short op-ed style articles on constitutional reform.

Having recognized the timeliness and value of the dialogue between The Network's members, Don sought to expand its reach by creating *The Network/Le Réseau*. **As its editor** (and a regular contributor), Don solicited timely, informed, and accessible contributions from members of The Network across the



country. Within a few months, **10,000 people across the country had subscribed and were receiving the publication monthly by mail**. Eighteen issues were published in all and, in the intense environment of the "Canada Round" of constitutional negotiations, *The Network/Le Réseau* quickly became one of the most authoritative, accessible, timely, and balanced publications on national unity in the country.

As Research Director, **Don also organized and facilitated over 20 roundtable sessions across the country** with members of The Network to promote discussion of the issues. Based on these sessions, The Network **published a series of four major reports**, all written by Don. Following the negative result of the referendum on the Charlottetown Accord, The Network began to wind down. Don decided to draw on his experience to **co-write a book** (with Gordon Robertson, former Clerk of the Privy Council, and Roger Tassé, former federal Deputy Minister of Justice), *Canada: Reclaiming the Middle Ground*. This study consolidated the lessons about federalism and national unity that had been gathered through three years of dialogue by The Network.

Reference

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APPENDIX

MEMBERS OF THE CROSSING BOUNDARIES NATIONAL COUNCIL

MUNICIPAL GOVERNMENT

Name	Title/ Organization
Ann MacLean	Mayor, New Glasgow, NS and President of the Federation of Canadian Municipalities
Jae Eadie	Councillor, City of Winnipeg
James Knight	Chief Executive Officer, Federation of Canadian Municipalities

PROVINCE OF BRITISH COLUMBIA

Name	Title/ Organization
Jeff Bray	MLA for Victoria-Beacon Hill
Cairine MacDonald	Deputy Minister, Ministry of Management Services

PROVINCE OF ALBERTA

Name	Title/ Organization
Dan Bader	Deputy Minister, Municipal Affairs
Ian McClelland	MLA for Edmonton/Rutherford

PROVINCE OF SASKATCHEWAN

Name	Title/ Organization
Don Wincherauk	Chief Information Officer
Doreen Hamilton	MLA, Regina Wascana Plains

PROVINCE OF MANITOBA

Name	Title/ Organization
John Clarkson	Deputy Minister, Energy, Science, and Technology
Rob Altemeyer	MLA, Wolseley

PROVINCE OF ONTARIO

Name	Title/ Organization
Richard Patten	MPP for Ottawa Centre
Caroline Dicocco	MPP for Sarnia Lambton
Paavo Kivisto	Deputy Minister of Labour
John Milloy	MPP for Kitchener Centre and PA to the Minister of Intergovernmental Affairs

PROVINCE OF QUEBEC

Name	Title/ Organization
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Henri-Francois Gauthrin	MNA for Verdun
Robert Desbiens	Dirigeant principal de l'information et des technologies

PROVINCE OF NEWFOUNDLAND AND LABRADOR

Name	Title/ Organization
Charlene Johnson	MLA for Trinity-Bay de Verde
Bruce Hollett	Deputy Minister, Youth Services and Post-Secondary Education

PROVINCE OF NEW BRUNSWICK

Name	Title/ Organization
David McLaughlin	Deputy Minister, Commission on Legislative Democracy
Jody Carr	MLA for Ormocto-Gagetown

PROVINCE OF NOVA SCOTIA

Name	Title/ Organization
Mark Parent	MLA for Kings North
Greg Keefe	Acting Deputy Minister of Service Nova Scotia and Municipal Relations

PROVINCE OF PRINCE EDWARD ISLAND

Name	Title/ Organization
John MacQuarrie	Deputy Minister, Department of Agriculture, Fisheries, Aquaculture & Forestry
Wes MacAleer	MLA for Charlottetown – Spring Park

FEDERAL GOVERNMENT

Name	Title/ Organization
Carolyn Bennett	Minister of State (Public Health)
Maryantonett Flumian	Associate Deputy Minister and Vice-Chairperson, Human Resources and Skills Development Canada
Sheila Fraser	Auditor General of Canada
V. Peter Harder	Deputy Minister of Foreign Affairs
Jim Judd	Secretary of the Treasury Board of Canada
David Marshall	Deputy Minister and Deputy Receiver General for Canada, PWGSC
Brian Masse	MP, Windsor West
Alan Nymark	Commissioner, Canada Customs and Revenue Agency
Kathy O'Hara	Deputy Secretary to the Cabinet, Privy Council Office

James Rajotte	MP for Edmonton Southwest
Morris Rosenberg	Deputy Minister, Justice Canada
Andy Scott	Minister of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-Status Indians
Tony Valeri	Leader of the Government in the House of Commons

ABORIGINAL REPRESENTATIVES

Name	Title/ Organization
Tony Belcourt	President, Metis Nation of Ontario
Richard Jock	CEO, Assembly of First Nations
Mary Simon	Consultant
Vera Pawis Tabobondung	President, National Association of Friendship Centres