STRENGTHENING CANADIAN DEMOCRACY

Phase 1 – Research, Development & Design; In-Depth Interviews; Final Report Findings

SFU MORRIS J. WOSK
CENTRE FOR DIALOGUE

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BACKGROUND

The SFU Morris J. Wosk Centre for Dialogue plans to launch a major 5-year national multi-stakeholder collaborative initiative on strengthening Canada's democratic ecosystem. The initiative will build on the Centre's existing work in this space and envisions a significantly larger and expanded collaboration with universities, government, and NGOs across the country. The intention is to build upon (rather than replicate) what is currently being done, to identify strategic interventions that can support existing activities through collaborative efforts, and to identify areas where gaps exist and define the most effective and impactful activities to address them.

In advance of the initiative's intended launch in early 2018, the Centre undertook a 2-phase program of research and consultations to develop and design a Revitalizing our Democracy concept paper (including a "systems map" of Canada's democratic ecosystem), and identify potential partners in the initiative. The concept paper will assist the Centre in its efforts to secure the engagement of partners in the implementation and evaluation phases of the initiative.

The following report presents a summary of the findings from the in-depth interviews with stakeholders during Phase 1.

METHODOLOGY

A total of 52 in-depth interviews were conducted with stakeholders between July 27th and October 13th, 2017. A full list of those interviewed is found in Appendix 1.

Interviewees were asked questions that touched on four broad areas:

- Current & proposed future activities to support/ strengthen democracy
- Perspectives on the assets, gaps, and threats in Canadian democracy
- Potential involvement in Revitalizing our Democracy initiative.
- Suggestions for other contacts & advice on initiative

The full interview guide is found in the Appendix 4.

1.0 ONGOING & PROPOSED ACTIVITIES SUPPORTING CANADA'S DEMOCRACY

Stakeholders (organizations and individuals) are involved in a wide range of ongoing and proposed future activities that support the foundations of Canada's democracy. The activities reported here represent a sample of those undertaken by the organizations and individuals active in the democracy space in Canada interviewed for this report[1]. To obtain a more complete picture of the activities would require a much more exhaustive undertaking than intended in this exercise.

Three overarching observations can be made about stakeholder activities.

- First, they encompass on-the-ground practical actions involving citizens and governments as well as research and knowledge generation, both of which work to strengthen Canadian democracy in different ways.

- Second, there is little evidence of direct, sustained, and engaged collaboration on projects or initiatives between stakeholder organizations working in similar types of activities. This is true despite stakeholders' general knowledge of other organizations and their activities, and the positive views they hold of them.

- Third, there is an identifiable network of stakeholders (organizations and individuals) working in the democracy space in Canada. Many are situated in multiple nodes across this network. Of note, while there are a number of stakeholders who are known across all nodes of activity, knowledge of others outside this core is less robust.

To provide some structure to the wide range of ongoing and proposed activities, they are grouped into three broad categories: academic research, capacity building, and knowledge mobilization. Within each category, there are two notable activity theme areas that have particular resonance for the Revitalizing our Democracy initiative, and have been separated out: civic education/youth, and digital technology/online collaboration. A fourth broad category lists a number of potential projects that

emerged from the interviews as possible opportunities for collaboration within the context of the Revitalizing our Democracy initiative.

NOTE: This is in no way intended to be a comprehensive listing of individuals or organizations working in Canada on issues related to democracy. An in-depth scan of organizations and individuals working in the democracy space would entail a much more comprehensive scan than was intended by the mandate of the Phase 1 – Research & Consultation process. (Please consult Appendix 4 for a preliminary "systems map" of those in the democracy space in Canada.)

1.1 ACADEMIC RESEARCH ACTIVITIES

Academics and practitioners working in various fields related to democracy seek to contribute to a broad knowledge base highlighting particular aspects of democracy overall and of Canadian democracy in particular. Research they are undertaking which is of some importance to the Revitalizing our Democracy initiative includes efforts to understand the impact of deliberative democracy and citizen participation initiatives on policy decision making. The intended outcome of some of this research is two-fold. On the one hand, it seeks to bring an understanding of the degree to which citizen involvement improves the health of democracy (e.g. reinforces faith, builds capacity, improves policy decisions, etc.). On the other hand, it examines the effectiveness of a variety of tools and techniques (e.g. citizen's assembly, citizen juries, deliberative dialogue, etc.) to identify those which work best, why, and in what specific contexts. This latter outcome emerged as an important and determining factor among government and practitioner stakeholders who seek to pursue and/or develop citizen engagement activities.

Below is a sample of academic research projects and interests among a wide range of individuals and organizations. These are separated into two groups: those identified by individuals interviewed during the consultation process, and those identified by a brief scan of institutions and organizations across Canada.

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[1]   Interviewees were guaranteed anonymity for the discussions, and were told that nothing they said would be directly attributed to them in this report. This commitment has been honoured throughout.

1.1.1 Academic Activities/Interests Among Interviewees

Specific academic research projects/interests noted in the interviews include the following examples:

- The **Participedia** initiative, centred at **UBC** (under the direction of **Mark Warren**), is an international university collaboration designed to build a framework and catalogue of participatory democracy innovations and experiments around the world based on a mapping of best practices (including methodologies, operational aspects, and outcomes), and to evaluate their performance.

- **Max Cameron** (UBC) is involved in a number of research projects related to democracy including: how pressures to be competitive in the global economy affect political institutions and decision making; digital threats to democracy; political institutions and practical wisdom.

- **David Zussman** (University of Victoria) is currently working on a research project looking at the role and impact of agents of Parliament.

- **David Kahane** (University of Alberta) was Project Director of Alberta Climate Dialogue (ABCD), a SSHRC-funded community-university research partnership that convened citizens in Alberta to deliberate on climate change policy, and learning from careful evaluation of these processes and their outcomes. His broader research deals with theories and practices of democratic dialogue and deliberation, with particular focus on understanding the impact (or lack of impact) of innovative citizen involvement processes given the complex democratic systems in which they intervene.

- **Nicole Goodman** (Brock University, Munk Centre of Global Affairs, Centre for eDemocracy) has current research on the impact of digital technology on indigenous peoples' participation in governance.

- **Claudia Chwalisz** (Populus UK) has just published a new book – The People's Verdict – an analysis of best practices in citizen engagement, including a look at various methodologies used in case studies in Canada and Australia.

- **Jonathan Rose** (Queen's) is involved in research that examines citizen's assemblies as a way to encourage meaningful citizen engagement.

- **Mary Francoli** (Carleton) is currently conducting research on how digital technology and open government can increase trust in government.

- **Alex Marland** (Memorial) has just published the Democracy Cookbook : Recipes to Renew Governance in Newfoundland and Labrador.

- **Miles Richardson** (University of Victoria - National Consortium for Indigenous Economic Development – NCIED) heads the Consortium which is a collaborative initiative between the University of Victoria Faculty of Law and the Peter B. Gustavson School of Business to support shared knowledge and best practices to foster strong Indigenous economic development across the country. On democracy more specifically, Mr. Richardson promotes the need to develop a policy of nation-to-nation relations between Indigenous nations and Canada, and the methods by which to move forward in this effort.

1.1.2 Academic Activities/Interests Among Other Individuals & Organizations

Academic research projects/interests noted through a brief scan of other organizations and individuals working in the democracy space in Canada include:

- **Genevieve Fuji-Johnson** (SFU) studies and teaches democratic theory. Her recent publication – Democratic Illusion: Deliberative Democracy in Canadian Public Policy (2015) – examines deliberative democratic processes in areas of public policy. including social housing in Toronto, energy options in Nova Scotia, official languages in Nunavut, and nuclear waste management in Canada. Her new research focuses on the implementation of prostitution laws and the governance of sex work in Canadian cities. She is also part of a research network led by John Gastil and Katherine Knobloch that examines Citizens Initiative Review processes in the U.S.

- **Bob McDermid** (York University) research interests include public and democratic administration with a particular focus on Canadian elections, voting, and campaign financing.

- **Françoise Montambeault** (Université de Montréal) research focuses on democratization processes, the building of citizenship, with a particular interest on participatory democracy in Latin America.

- **Luc Bernier** (University of Ottawa) holds the Jarislowsky Chair in Public Management. His research and publications are on crown corporations, governance, international politics of Quebec and reforms in the public sector. The central theme of his research is on the transformation of public administrations, innovation in the public sector, public policy and governance.

- **Dietland Stolle** (McGill University) is Director of McGill's Centre for the Study of Democratic Citizenship whose purpose is to develop inter-disciplinary and multiple methodological perspectives in the study of challenges that democracies face in a rapidly changing world.

- **Donald Savoie** (Université de Moncton) is a renowned Canadian academic and author specializing in research on public administration and governance. His most recent publication – What is Government Good At? (2015) – examines where governments succeed and fail, with implications for representative democracy.

- **Antonia Maioni** (McGill University) is a former Director of the Centre for the Study of Canada, and current Dean of the McGill Faculty of Arts. Her research focuses on the Canadian political process and public policy, notably healthcare reform.

- **Susan Phillips** (Carleton University) is a Professor in Carleton's School of Public Policy & Administration with research interests focused on public policy and the regulation of philanthropy and the non-profit sector, looking at the interface between civil society and government.

- **Kiera Ladner** (University of Manitoba) recently completely her time as the Canada Research Chair in Indigenous Politics and Governance at U of M, and has research interests in indigenous governance, in particular issues related to constitutional law and politics, treaties, sovereignty, and building nation-to-nation relationships.

- **Denis Pilon** (York University) research interests have focused primarily on issues of democratization and democratic reform in western countries in both contemporary and historical contexts. He is presently a member of the National Advisory Board of Fair Vote Canada, and his most recent publication was Wrestling with Democracy: Voting Systems as Politics in the Twentieth Century West (2013).

- **Pamela Palmater** (Ryerson University) holds the Chair in Indigenous Governance at Ryerson. Her research interests relate to Aboriginal Governance matters, specifically how land and natural resources, treaties and Aboriginal rights, jurisdiction and law-making powers and citizenship and identity issues can contribute to stronger Aboriginal families, communities, organisations and Nations. A key part of this research is the ever-changing political structures and relationships within and between Aboriginal communities, their relationships with the state and on the international stage.

- **William Cross** (Carleton University) is the Hon. Dick and Ruth Bell Chair for the Study of Canadian Parliamentary Democracy in the Department of Political Science at Carleton University. His work emphasizes the connections between civil society and political parties and legislatures.

- **Ian Clark** (University of Toronto) is in the UofT School of Public Policy & Governance. A former Deputy Secretary in the Privy Council Office and Secretary of the Treasury Board, Mr. Clark has extensive experience in the civic service. His research interests include best practices in public management, and higher education reform. His recent publications include an article on policy change ("Making reform stick: Political acumen as an element of political capacity for policy change and innovation," in Policy and Society, (2015).

- **Alison Loat** (University of Toronto) is co-founder and former executive director of Samara, and author of a best-selling book – Tragedy in the Commons: Former Members of Parliament Speak Out About Canada's Failing Democracy (2014).

- **David Wolfe** (University of Toronto) is a Professor of Political Science at UTM and Co-Director of the Innovation Policy Lab at the Munk School of Global Affairs. His research interests include: civic governance with special reference to Canada and Ontario, the political

economy of technological change, and regional and local innovation. His most recent publication is: Growing Urban Economies: Innovation, Creativity, and Governance in Canadian City Regions (2016).

- The **Federation for the Humanities & Social Sciences** promotes research and teaching for the advancement of an inclusive, democratic and prosperous society. Notably, its Smart Ideas initiative includes an array of factsheets demonstrate how— through research, teaching and community engagement—Canada's leading thinkers are helping explore profound questions about who we are as Canadians and what kind of future we want for ourselves and our country.

- The **Canadian Institute for Advanced Research** seeks to address difficult challenges facing the world through its global research programs, including the Global Academy, Ideas Exchange, and Successful Societies. It shapes new perspectives and sparks groundbreaking ideas. For example, on democracy, its recent research on the rise of right-wing populism traces the interconnected cultural and economic roots of today's populist right, rejecting the notion that the rise of populism is either an economic or cultural phenomenon. **Rebecca Finlay** leads a team of knowledge mobilization experts who specialize in knowledge exchange, policy, government relations and innovation.

1.2 CAPACITY BUILDING ACTIVITIES

Practitioners from different sectors (non-profit, private sector, academic, government) are involved in a variety of activities designed to build capacity for citizen engagement and consultation exercises. The key objective of these activities is to provide participants with the skills and tools needed improve the public policy decision making process and, in several instances, to enhance citizen involvement in discussions of policies that affect them.

The various capacity building activities can be grouped into three broad categories: those within government for government officials, those within government for their relationship with citizens, and those for civil society for its relationship with government. Below are some examples in each category of ongoing work by those interviewed as well as suggestions made by interviewees.

1.2.1 Capacity Building Within Government for Government Officials

These activities involve building capacity among civil servants, elected officials, and prospective legislators to enhance the integrity of the policy making process. Examples of these activities include:

- The federal **Privy Council** Office (PCO) receives training from practitioners on ways to enable departments and civil servants to use the key drivers of engagement to ensure the public policy process works better. In this regard, they are particularly interested in measuring process integrity.

- **Policy Horizons Canada** (Government of Canada) is an organization within the federal public service that conducts strategic foresight on cross-cutting issues that informs public servants today about the possible public policy implications over the next 10-15 years. Its mandate is to identify emerging policy issues and explore policy challenges and opportunities for Canada, as well as to help build foresight literacy and capacity across the Government of Canada. The nature of its work requires constant engagement within the Public Service and beyond.

- **Samara Canada** is involved in a wide variety activities designed to assist elected officials in the work they do, from exit interviews with MPs (to educate prospective MPs on their role as MPs), to creating a checklist for what a good MP website has.

- **UBC's Summer Institute for Future Legislators**, in its fifth year, offers people interested in running for elected office training in the job of a parliamentarian.

- The **Institute on Governance (IOG)** seeks to advance a better understanding and practice of good governance in Canada with federal, provincial, municipal and Indigenous governments, not-for-profit organizations. Its public governance practice, led by VP, **Sylvain Dubois**, works with public sector professionals on a variety of subjects, including: State capacity (i.e. how centers of government function and issues of democratic and electoral reform), organizational design and mandate reviews, internal and extra-organizational governance structures and processes including decision-making. The IOG also has

an Executive Leadership Program which is designed for promising executives at the EX-1 level or equivalent who are committed to public service excellence and who desire to continue improving their leadership skills and abilities.

- The **Federation of Canadian Municipalities (FCM)** has a Local Democracy & Governance initiative to help local governments build their management and leadership skills while encouraging greater public participation in municipal decision making. It does this through case studies (i.e. learning from municipalities around the world about initiatives they've undertaken to improve local governance and civic participation), toolkits (i.e. to improve local governance and receive practical guidance on implementing best practices in initiatives), and videos (i.e. where municipal experts discuss the importance of good governance and see how their projects are improving civic participation).

Digital and Online Collaboration

- **Open North** is involved in convening, training, and providing guidance to governments on best practices internationally for open data and open government. It has also developed a Do-It-Yourself Tool Kit for municipalities seeking to start an open data project or program. It is also part of a separate GeoConnections project developing a Geospatial Decision Support Platform (GDSP) for municipalities for which a prototype has been developed but not yet beta tested.

- **PubliVate** works inside government with civil servants to build their online collaboration and deliberation skills for problem solving and designing solutions.

- **Code for Canada** has two initiatives. First, it offers courses and workshops for civil servants on digital government, that is, how to use technology to improve government services. Second, it recently launched a new Fellowship Program where digital professionals from the private sector apply to be seconded to government departments (federal and provincial) for 10 months to work with civil servants on building digital tools designed to improve government services. The first cohort of started in the Fall of 2017.

- The **Institute on Governance (IOG)** has a Digital Governance Practice, led by **Michelle Lajeunesse**, offers advisory services to address key challenges in governing in the digital age, such as: governance implications of artificial intelligence (e.g. policy applications, regulatory challenges); blockchain applications in a public sector context (e.g. e-voting); data and information governance (for policy-making, improving service delivery, reporting); closing the regulation gap (e.g. harnessing the sharing economy); and evolving the Westminster system to better meet digital and shared governance needs.

1.2.2 Capacity Building Within Government for its Relationship with Citizens

These activities involve building capacity among civil servants and elected officials in the job of engaging with citizens on policy issues that affect them. The work seeks to develop effective and meaningful citizen engagement and participation tools that enhance the faith citizens have in the policy making process and its outcomes. Examples of these activities include:

- The **Privy Council Office**, through its Impact Canada Initiative, is developing models and capacity building on co-creation and co-development projects which seek to improve federal government's relationship with civil society. This involves working with civil society organizations to co-develop and co-invest in experimental service delivery mechanisms with an outcomes based focus. In addition, and in a separate area, the PCO is developing ways to use the Canadian government's commitment to open government (through the Open Government Partnership) as a mechanism to promote citizen participation, and build trust in government.

- **SFU Civic Engage** seeks to strengthen the democratic process by helping governments and citizens work collaboratively on policy decisions.

- **Samara Canada** has developed a poster for elected representatives that outlines the value and benefits of engaging with youth. It was designed to help elected representatives bring more young people into the political process.

- **Canada 2020** is developing better models of consultation that are designed to bring the "lived experience" of citizens into policy discussions as a means to help interpret, frame, and make better use of existing government data.

- **MASS LBP**, a private sector organization, provide a range of policy services to support government and civic organizations. It uses a range of tools, from planning exercises to long-form public deliberations, to design participatory processes that bring more people to the table and bridge the distance between citizens and their governments.

- The **Canadian Open Dialogue Forum**, a non-profit organization co-founded by **PubliVate**, provides opportunities to share experiences and to support ideas generation and capacity-building on public engagement and open dialogue. It offers a workshops series and a conference on public sector engagement. In the spring of 2018, the conference will have four main themes: moving beyond traditional consultation approaches, open dialogue that supports evidence-based decision making, engaging and educating senior leadership, and emerging approaches to citizen engagement - restoring trust in government.

- **Mary Francoli** at Carleton University currently sits on the methodology task force of the Open Government Partnership which seeks to define how governments should be engaging with citizens on open government, how to define/measure success, and how to move engagement on open government among signatory governments.

- **IAP2 Canada** is an Association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world. It carries out its mission by organizing and conducting activities to: serve the learning needs of members through events, publications, and communication technology; advocate for public participation throughout the world; promote a results-oriented research agenda and use research to support educational and advocacy goals; and provide technical assistance to improve public participation.

- **Social Innovation/Design Thinkers/Labs**. There are a number of social innovation and design organizations/companies in Canada who offer platforms for generating new solutions to complex social and environmental challenges. These labs are intense meetings of diverse groups of people who are searching for breakthrough solutions to serious societal challenges. Examples include: Mars Solutions Lab, Waterloo Institute for Social Innovation and Resilience, SIG (Social Innovation Generation). A collaboration between Mars Solutions and the Waterloo Institute (with involvement from international contributors) produced a Social Innovation Lab Guide (2015), offered as a resource to peers, colleagues, practitioners, leaders from all sectors, and concerned citizens.

Digital and Online Collaboration

- **Open North** has developed an online Citizen's Budget tool designed as a citizenship engagement tool to simulate government budgeting exercises. The tool is being used currently in 80 cities.

Civic Education/Youth

- **CIVIX** uses its Rep Day – a nationwide civic education initiative – to connect elected representatives with high school students to encourage dialogue on current political issues in between elections.

- **Apathy is Boring** seeks to inform adults how to be more effective at engaging with youth. Its Youth-Friendly Program gives civil society and government the concrete tools they need to engage youth in decision-making, through workshops, organizational audits and other 'Youth Friendly' services and resources.

1.2.3 Capacity Building with Civil Society for its Relationship with Government

These activities involve building capacity among citizens and civil society organizations to increase understanding of how government works, how policy making is done, and how citizens can become involved. Examples of these activities include:

- **SFU Public Square** is an initiative of Simon Fraser University designed to spark, nurture and restore community connections, and convene conversations

about issues of public concern. It does this through a variety of activities, including regular Community Conversations on various themes, annual Community Summits addressing key policy issues, a Voices in the Square blog, etc.

- **SFU Civic Engage**, part of the SFU Morris J. Wosk Centre for Dialogue, seeks to strengthen the democratic process by helping governments and citizens work collaboratively on policy decisions.

- The **Maytree Foundation** is looking to revive its Public Policy School, an initiative designed to support policy professionals from the non-profit sector to build skills and resources to enhance their ability to influence public policy and strengthen the policy capacity of their organization. In addition, Maytree runs its civic literacy program – CivicsXchange – that uses a resident-centred approach to civics, community building and advocacy. Participants from community- and issue-based groups working on poverty reduction efforts have access to a variety of learning opportunities, including workshops, site visits, mentorship and community-based activities.

- **Samara Canada** has a variety of citizen-centred activities designed to engage the public in the political process. These include: the Everyday Political Citizen Project, which includes an annual contest that profiles ordinary people who make Canadian democracy stronger, and materials (guide, video) on how to be an Everyday Political Citizen; a Democracy Talks Do-It-Yourself kit for citizens and community groups that guide them through the steps of becoming engaged in the democratic process. Further, they are working on a How-To Consultation Guide.

- The **Tamarack Institute** works with leaders in non-profits, governments, businesses and communities to make the work of advancing positive community change easier and more effective. It does this by teaching and writing about collective impact, community engagement, collaborative leadership, community development, and evaluating community impact. For example, Engage!, its online magazine published monthly, provides the latest thinking in community change through articles, news and resources for community change leaders. Also, its social impact Nesta DIY Toolkit helps communities create social change and innovation.

- The **Institute on Governance (IOG)** seeks to advance better understanding Indigenous governance both within indigenous communities, but also among federal, provincial, and municipal governments across Canada. Its Indigenous Governance practice, led by VP, **Barry Christoff,** works with Indigenous nations and Indigenous institutions to help them formulate their own effective governance structures that meet their needs and help achieve their vision. It also helps educate non-indigenous government employees on Indigenous history, residential school legacy, United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Indigenous-Crown relations.

- The **Public Policy Forum** is developing an Indigenous Policy Institute that will focus research and activities on questions of democracy and governance related to indigenous peoples.

- The **Calgary Calgary Chamber of Voluntary Organizations** is involved in developing capacity among its member organizations for them to be able to make productive and constructive impact on public policy at all levels of government.

- The McConnell Foundation, through its granting and investing, engages in collaborative efforts with its partners to address a range of issues affecting Canadians. One of its key goals is to strengthen Canada's institutions, and to support organizations who actively support democracy (e.g. Apathy is Boring). A particular focus for the Foundation in the coming years is the future of journalism and the media, its role in having an informed and engaged population as well as the role of philanthropy in supporting the emergence of a new media landscape.

- The **Democracy Education Network (DEN)** offers courses/workshops to help Canadians learn key democracy, civics and active citizenship skills. Topics include, among others, citizen advocacy, managing issue campaigns, advocacy skills, Canadian government structures and operations.

- Through its major priorities, **Universities Canada**, seeks to have university leaders work together and collaborate with community organizations, business leaders and governments to reduce barriers to equity, diversity and

inclusivity on campus and in society. Further, as part of its commitment to reconciliation, it recognizes the importance of education and thus seeks to work with its university members to developing unique programs to support Indigenous students' access and success in higher education.

Digital and Online Collaboration

- **Code for Canada** is strengthening the civic tech movement across Canada where technology professionals come together to define ways to bring together technology, data, and design to address social issues in their communities. With its Civic Tech Toolkit, Code for Canada is pulling together a set of resources for local civic tech organizations to get off the ground and grow. Currently, civic tech organizations exist in Toronto, Ottawa, Edmonton, London, and Waterloo.

- **Open North** connects citizens to their elected officials through Represent API, an open source resource that connects individuals with their municipal, provincial and federal representatives and provides information about the electoral district. It is also developing a program for citizen data literacy designed to help the public look at data critically, and to be able to make better decisions.

Civic Education/Youth

- **CIVIX** seeks to build the habits and skills of citizenship of Canadian youth who are under the voting age. Coinciding with general elections at all levels of government, its Student Vote program educates elementary and high school students about government and the electoral process where they research the parties and platforms, discuss relevant issues, and cast ballots for their official election candidates. Further, its Student Budget Consultation program provides students an opportunity to learn about the government's revenues and expenditures, discuss important political issues and suggested policies and offer their insights on the priorities of the upcoming budget. Student opinions are collected through a survey and results are shared with the Department or Ministry of Finance.

- **Apathy is Boring** supports youth in being active citizens through three programs. Get Involved is a civic engagement program designed to encourage youth

to get involved in their communities and democracy through creative projects and partnerships. For example, an upcoming initiative seeks to create local "hubs" of unengaged youth who will define and work on a local project for a six month period. This project is being launched in 7 communities across Canada – Montreal, Kitchener, Edmonton, Toronto, Ottawa, Vancouver, Iqaluit. Further, as part of its Voting program, it will work in the coming months with Elections Alberta and local community organization partners to reach unengaged youth 18-25 who are not pursuing post-secondary education.

- **L'Institut du Nouveau Monde (INM)** works to encourage Quebec youth to become active citizens. Its Programme d'éducation CiviQc includes a summer and winter school program as well as a touring school program that travels to different regions of the province. Through these programs youth learn civic skills and have opportunities to experiment with different forms of citizen participation.

1.3 KNOWLEDGE MOBILIZATION & SHARING ACTIVITIES

Practitioners and organizations in different sectors (non-profit, private sector, academic) are involved in a variety of activities related to the mobilization and sharing of knowledge about democracy. The key objective of these activities is to improve, increase, and deepen knowledge about how democracy functions in Canada, to provide evaluations of various components of democracy in Canada, and to offer reflections on what can be done to improve democratic processes in our country.

1.3.1 Increase, Improve, Deepen Knowledge about Democracy

Knowledge mobilization and sharing of this kind touches a wide variety of subjects on Canadian democracy. Examples include:

- The **Public Policy Forum (PPF)** held a policy innovation conference in early 2017 (co-hosted by the Canadian and BC governments) entitled Open Policy Making in a Digital Age. Invited federal, provincial and territorial clerks and cabinet secretaries brought their diverse perspectives together to the symposium in a dialogue around the

co-creation of ideas and partnerships that create shared value and impact, making the policy process more open and diverse. Further, in 2017, PPF produced an exhaustive study – The Shattered Mirror – examining the decline of the traditional media's business model, under-development of digital-only news providers, consolidation of digital distribution revenues, the rise of fake news, and how these major shifts are affecting the health of Canadian democracy. Upcoming PPF work focuses on financing democracy.

- **Samara Canada** regularly commissions one-off studies on a variety of subjects related to Canadian democracy. It uses them to inform Canadians through online engagement, and encourages them to actively engage in discussions on the issues. Most recently, it completed a study on electoral system options as part of the federal government's recent efforts to reform our electoral system.

- The **National Centre for Truth and Reconciliation** has a mandate to preserve the memory of Canada's Residential School system and legacy. This involves preserving the archives of documents, and ensuring access (under the appropriate guidelines to respect privacy) to survivors and families. The Centre also looks to distribute information for education purposes to educators, journalists, and researchers, and to represent the indigenous voice in Canadian democracy.

- The **Maytree Foundation** commissions research and distributes reports on specific policy issues, most recently on poverty and regional governance.

- The **Tamarack Institute** works with leaders in non-profits, governments, businesses and communities to make the work of advancing positive community change easier and more effective. It does this by teaching and writing about collective impact, community engagement, collaborative leadership, community development, and evaluating community impact. For example, Engage!, its online magazine published monthly, provides the latest thinking in community change through articles, news and resources for community change leaders. Also, its social impact Nesta DIY Toolkit helps communities create social change and innovation.

Digital and Online Collaboration

- The **Centre for eDemocracy** launched its Internet Voting Project in 2014, a research project conducted with Ontario municipalities that use electronic voting designed to examine the impact of internet voting on electoral democracy. Further, the Centre and its university partners (McMaster, U of T, York, Carleton) have been working collaboratively with First Nations in Canada to better understand the impact of internet voting and e-democracy software on participation and governance at the community level.

- **Open North** has conducted a variety of studies related to the use and benefits of open data to further democratic decision making and citizen involvement. Notably, its research has built open data standards and best practices as part of the Smart Cities initiative. Further, with the Open Data Institute in the UK, it has conducted research on the value add of open data for urban resilience issues. And, it was awarded a grant by IDRC for The State of Open Data: Reflecting on Its Role for Sustainable Development, a project to examine the maturity of the global open data movement leading up to the International Open Data Conference 2018.

- **Openparliament.ca** is a website/online portal that provides up-to-date information about the work Canada's elected officials undertake in their roles representing Canadians. It seeks to be an easy access to speeches, debates, votes, and the committee work of MPs.

Civic Education/Youth

- **CIVIX** offers elementary and secondary school teachers a professional learning conference – Democracy Bootcamp – to help them improve their democratic engagement and instructional capacity, and enhance their delivery of the organization's Student Vote program. Further, CIVIX recently launched NewsWise, a news literacy program to provide school-aged Canadians an understanding of the role of journalism in a healthy democracy and the tools to find and filter information online. CIVIX is collaborating with the Canadian Journalism Foundation to develop the project, with support from Google Canada. The program will be a part of the Student Vote campaign, rolling out to coincide with the Ontario provincial election in 2018, and other upcoming local and provincial elections, culminating nationally with the 2019 federal election.

- **L'Institut du Nouveau Monde (INM)** is launching a program in early 2018 – La tribu – that will invite young professional leaders (30 to 45 years of age) from a wide range of sectors to take part in a conference where they will reflect on and discuss the vision for the Quebec of tomorrow.

1.3.2 Evaluations of Components of Canadian Democracy and Suggestions for Improvement

- **Samara Canada** produces a variety of reports that shed light on and evaluate the way Canada's democracy functions – what works and what doesn't. This includes: Bi-Annual Report Card on Democracy, MP Exit Interviews, Democracy Reports (e.g. comparing Canadians' priorities with issues covered in the House of Commons, tone and content of media coverage of Canadian politics, etc.). Through its 50 Ways to Redesign Parliament, Samara provides opportunities for Canadians to propose solutions via blog posts (e.g. on technological changes, procedural changes, ways to improve an MPs job satisfaction, changes to amplify citizen's voices, etc.).

- **Fair Vote Canada** provides critical analysis of the current first-past-the-post electoral system, and outlines the benefits for Canadian democracy of electoral reform and the adoption of proportional representation.

- **Democracy Watch** publishes "democracy audits" that examine government and business policies, programs and activities. Its Canadian Democratic Good Government Audit Project (CDGGAP) is an inclusive and publicly driven research project evaluating the Canadian government, at all levels, on democratic good government. CDGAPP measures whether a government is a democratic good government in 15 categories that have a total of more than 1,000 audit criteria. Its first report will be published by Spring 2018. This is one example of a long list of initiatives Democracy Watch undertakes.

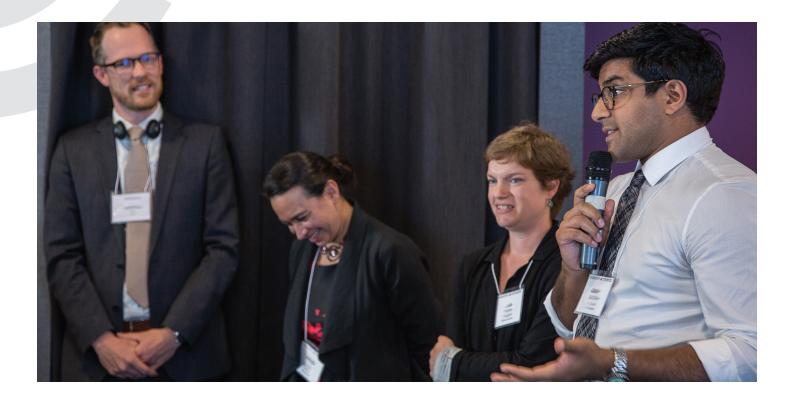**Digital and Online Collaboration**

- **Open North.** In collaboration with Powered by Data, Open North identified opportunities for Canada to take a leadership role in the global open government movement, and to expand the Federal Government's open government policy internationally.

1.4 POTENTIAL PROJECTS FOR REVITALIZING OUR DEMOCRACY INITIATIVE

Through the interviews, participants suggested a number of potential projects that might be developed as part of the Revitalizing our Democracy initiative. These included the following:

- The **Jarisolowsky Foundation** suggested a model for the initiative based on the Canadian Coalition for Good Governance (CCGG). The organization's policy committee studies governance and determines "good principles" and "best principles" to deal with items of corporate business governance. Upon study and formulation of a principle in its policy, the CCGG then sends its proposal to many corporations and also to a "group of wise-men" to consult with them for any improvements or criticism. Then it proceeds to the Board for final scrutiny and approval. The findings are posted on their website. For the SFU democracy initiative, the idea would be to involve people (right from the start) of high reputation and knowledge of democracy worldwide to ensure legitimacy and earn respect. These people would be on the Board of the initiative (and some of its committees) and would be ambassadors to visit nations and make domestic studies and assessments. They would include lawyers and media to assure expertise and wide information to propagate the principles. Thereafter a Nation, Province or Municipality can be measured for their state and development of better governance.

- **Samara Canada** suggested research in a number of areas, including: why some population groups (e.g. Punjabi) are more successful than others in getting into politics and electoral office?; does the decentralization of power produce better policy outcomes?; how can decision making structures in government be reformed to meet the needs and challenges facing democracies in the 21st century?

- **Code for Canada**, **Open North**, **Centre for eDemocracy**, **Samara Canada** all acknowledged a need to explore ways to update government's use of digital technologies.

- The **Privy Council Office** seeks to uncover the key measures/drivers of meaningful engagement and consultation from a data perspective. This would assist in making decisions about the most effective mechanism for a given decision where consultation would be useful.

- The **Privy Council Office** also suggested convening a meeting of federal, provincial, and municipal officials who work on the same issues (around consultation) to discuss and learn from each other about best practices.

- **Open North** and **Mary Francoli** (Carleton) see an opportunity to explore how the Open Government Partnership – and Canada's role in the OGP – could be used as a mechanism to build trust and promote citizen participation.

- **Open North** also offered up the idea of examining how machine learning and artificial intelligence could be used to do better deliberative dialogues. This would be similar to **Don Lenihan's** (Canada 2020) idea of looking for ways to integrate the use of open data and "citizens' lived experiences" as a ways to enhance consultation processes.

- **SFU Public Square** thought it might be interesting to test run a "citizens panel" where a number of randomly selected citizens would be subsidized to sit on a panel that would discuss policy issues, and provide input to government. Membership would be renewed after a fixed period (perhaps a year).

- **Max Cameron** of UBC would like to expand the model of the UBC Summer Institute for Legislators to other institutions across Canada, and to other levels of government.

- **Open North** sees opportunities for using its online Citizen Budget tool within a town hall meeting consultation process where participants would use the tool and then have open discussions on the results.

2.0 PERSPECTIVES ON THE STATE OF CANADIAN DEMOCRACY

Stakeholders offered their perspectives on what they believed to be the key assets and fault lines in Canadian democracy at the present time. Four general observations emerged:

- Firstly, despite the challenges they feel Canadian democracy is facing, there is a general acceptance among most stakeholders that Canadians are privileged to be living in a very strong and stable democratic system, warts and all. Indeed, some felt that there was no crisis; that, in fact, current events demonstrate that democracies are functioning very well.

- Secondly, identifying assets of Canadian democracy proved to be a more difficult challenge for many than singling out existing gaps and threats. Many acknowledged that this likely reflected the fact that Canadians, including themselves, are somewhat complacent about their democracy when, in fact, the assets require regular monitoring and change. Several believed we should therefore not be complacent in the face of the gaps and threats that render our democracy vulnerable to decline.

- Thirdly, some feared that external comparisons of Canadian democratic practices and processes risked ignoring important trends that are cause for concern within Canada.

- Fourthly, there is a common thread of concern that points to a perceived failure of Canadian democracy to adequately account for the diversity of voices in our country through its representative institutional structures and processes.

2.1 ASSETS

A common set of key assets of Canadian democracy emerged across the stakeholder interviews. These were focused in two broad categories: institutions, and political culture.

2.1.1 Institutional Assets

The list of institutions considered key assets of Canada's democratic ecosystem are those one might expect: the Constitution (including the Charter), the rule of law, the judiciary (notably the Supreme Court), Parliament, etc. These are perceived to be assets because they offer Canadians stability and predictability. Moreover, as independent and

non-partisan assets, they offer checks on the power and authority of elected representatives, and positions them well as a bulwark against civil unrest. Further, there is a certain amount of continuity implicit in the position they occupy in Canada's democratic architecture; that is, they are not as vulnerable to change based on the whims of the political winds. Overall, this builds faith and trust in the way government works in Canada.

One particular institutional process – elections – is also seen as a key asset. They are considered robust and fair, and overseen by an independent, non-partisan agency, Elections Canada (and its provincial counterparts). Citizens are given opportunities to participate in a safe, anonymous ballot process where rules are respected, and where there are limits placed on campaign financing that reduce the influence of money on electoral outcomes. Comparisons with elections held in many other countries position Canadian democracy quite favourably.

One particular institution is singled out for special mention – Canada's civil service. It is seen as strong, robust, independent, non-partisan, and professional. Its strength as an asset is its ability to "speak truth to power", to offer unfiltered advice to elected representatives as they seek to make decisions for the collective good. This builds faith in our democracy, because people can trust the system is not corrupted, and works for all rather than a few. Further, some feel that access to information held in the civil service allows citizens to see the inner workings of government decision making, and, while not perfect, this transparency builds trust in Canada's democracy.

Finally, stakeholders mention the media as a key asset largely because it offers an independent and critical voice to public debates, ensures there is an informed public, and is non-partisan in nature. Like the civil service, it "speaks truth to power", but as a free press, is one step removed from the democratic institutional architecture. While recent trends including the concentration of media power in fewer hands and the fragmentation of information sources via social media, raise important questions about the role and impact of the media, stakeholders assert with some confidence that it remains an important asset for Canadian democracy.

2.1.2 Assets in Canada's Political Culture

Stakeholders single out different aspects of Canada's political culture as key assets for our democracy. Largely, it is described as one of accommodation, manifest in a respect for and acceptance of a diversity of views in managing complex issues. Canadians' tendency towards moderation – an implicit characteristic of this political culture – means there is an acceptance of general liberal democratic norms and a recognition of the value of pluralism. This is an asset because it works to mitigate or lessen the tendency towards the polarization of issues.

For some, the inherent values in our political culture filter up to our elites and are reflected in a collaborative orientation within government. Canadians have developed habits of what we expect from government, of what's acceptable and what's unacceptable, which means there is less division than what is seen elsewhere.

Underlying, yet buttressing our political culture is a strong, active, and respected civil society. It is considered an asset because it acts as a monitor on the system through strong networks of community and advocacy organizations that hold governments to account, and push for change. These organizations are supported by a Canadian public willing to engage if they are encouraged to do so. While gaps exist in the degree of engagement and the structures/processes designed to facilitate citizen involvement in Canada's democracy, stakeholders remain convinced Canadians do participate and do contribute to a healthy civil society.

2.2 GAPS

A common set of gaps in Canada's democratic ecosystem also surfaced in the stakeholder interviews. These were focused in five broad categories: government-citizen relationship, representation, quality of political discourse, commitment to reform, and civil society knowledge. It is noteworthy that most stakeholders acknowledged that these various gaps could just as easily be considered threats to the foundations of Canadian democracy.

2.2.1 Government – Citizen Relationship Gap: Engagement of Citizens

Stakeholders feel there has been a deterioration of public engagement in Canada's democratic processes as evidenced by declines in voter turnout, membership in

political parties, trust in government, etc. There's a sense that elected officials and the processes of government have lost touch with everyday citizens. This is partially due to inadequate or outdated engagement mechanisms that do not permit a deeper connection with citizens, or where they are included only as "add-ons" in the policy process rather than as an integral part of decisions made. It is also the result of a growing trend towards centralization in the PMO (and equivalent provincial leader's offices) where decisions are increasingly "designed" by unelected advisors rather than through the appropriate democratic processes. This has led to a more insular and disconnected government.

The gap here is government not connecting well enough with citizens in meaningful ways for them to feel they have influence or can act as a credible feedback loop through regular opportunities for conversations. Responsive solutions would be to develop better and more innovative tools and to leverage technology to drive engagement. Key is to conduct meaningful engagement where citizens contribute to discussions and see their views reflected in policy decisions, but also to see citizens themselves taking responsibility for reaching out to government, and to demonstrate their willingness to participate in and contribute to the debates as part of a broader and inclusive democratic process.

2.2.2 Representation Gap: Capturing Diversity of Voices

There is a strong sense among stakeholders that Canadian democracy is failing to adequately represent the diversity of voices in Canadian society. Some fault the representative structures themselves, notably the first-past-the-post electoral system which does not accurately represent the public's choices on election day (i.e. percentage of vote to percentage of seats in legislatures). Others signal an exclusion of voices where certain groups (e.g. women, indigenous, youth, ethnic, etc.) face systemic barriers to access to democratic processes (e.g. elected official, party nominations, appointments, etc.) such that their voices often don't even get heard, undermining the "justice of democracy".

The gap here is that democratic structures and processes are not doing an effective job capturing or including the multiplicity of perspectives on issues. It is suggested

that this means policy outcomes cannot adequately represent the needs and desires of the broad range of concerned publics.

2.2.3 Quality of Political Discourse Gap

Some stakeholders express concern about the lack of quality and informed public debate as a significant gap in Canadian democracy. Complex issues are often turned into a simplistic "us vs. them" polarization non-dialogue which prevents compromise or concrete action from taking shape. In its place is negative toned partisanship that thrives on personal attacks and scoring political points rather than promoting substantive policy dialogue.

For some, the gap is a result of ineffective techniques or processes to address complex issues without political discourse descending into simplification, jargonization, and shouting matches that serve no useful purpose. This is compounded by the lack of training of elected officials prior to coming to office who may have unfounded expectations and an incomplete understanding of their role. It is also true for some that Canadians themselves need to be taught how they, as citizens, can engage with their governments in productive ways.

2.2.4 Commitment to Reform Gap

Stakeholders identify a commitment gap among the political elites to reforming elements of Canada's democratic ecosystem. Examples include: inadequate funding for transparency and open data which limits accountability, and failed attempts and broken promises to reform Canada's electoral system. There's a belief that Canada has no shortage of good ideas to improve Canadian democracy, it's really a question of getting better at their implementation. This requires commitment.

2.2.5 Civil Society Information Gap

There is a perceived gap among stakeholders in the types of information Canadians obtain from news media that shapes their ability to make judgements and come to decisions on the many issues facing Canadian society. The gap is really one of confidence and trust in the media itself, given the growing targeted misinformation to specific population groups with a clear intent to manipulate and sow division. Moreover, the lack of adequate civic education or a serious commitment to providing Canadians

– particularly youth – a fundamental understanding of the rights and responsibilities of citizenship is perceived as a serious gap in information in civil society with immediate consequences for Canadian democracy.

2.3 THREATS

Stakeholders singled out a number of threats to Canada's democracy, many of which are extensions of the gaps they believe exist. The underlying common basis of these threats is the potential risk they pose to citizen's belief in the integrity and legitimacy of democratic institutions and processes. Without this belief, the entire foundation upon which liberal democracies are built begins to weaken.

2.3.1 Socio-economic Inequality Fosters Resentment

There is a fairly strong sense among stakeholders interviewed that growing income and social inequality is a top threat to Canada's democracy, because it can cause citizens to stop believing in the promises of opportunity and fairness of liberal democracy, and they begin to question

its legitimacy. In the end, citizens opt out because they think the system is rigged which can lead to resentment, frustration, and disengagement. The risk, and hence threat, is that these resentments are mobilized in dangerous ways where civil unrest gains ground as the chosen avenue for change amidst unaddressed or slow progress on issues through existing democratic processes.

2.3.2 Power of Social Media Drives Polarization & Misinformation

Stakeholders identify a confluence of threats emerging from the rapidly changing media landscape, notably the significant impact of social media to shape and frame the way citizens obtain and use information. Social media giants, it is felt, have unprecedented access to knowledge from big data and from citizens themselves that they use to control events/debates, predict the future, and shape the public's understanding of issues. For example, the increasing tendency of social media to "silo" individuals into like-minded groups weakens citizen's ability to have meaningful discussions where a diversity of perspectives is

available, and where compromise is possible. This "silo-ization" can contribute to a greater polarization of issues and a disrespect of viewpoints different from one's own and, in particular, makes it difficult to consider the interests of the broader community as a whole.

Further, these information "silos" generate opportunities to create misinformation and fake news that reinforce views among those in the silos. The threat here is that there is no longer any real "truth" upon which citizens can base their understanding of issues; there's no evidence-based questioning of facts and, ultimately, there is no authority. This makes it very difficult to make good collective decisions if no one can agree on a common set of facts or distinguish between what's valid or inaccurate information. What results is a growing polarization of issues where "us vs. them" camps threaten social order, and where heretofore unacceptable political hatred based on race, gender, ethnicity, etc. is allowed to take root and thrive.

Further, there's a strong perception that governments have not yet "caught up" to be able to regulate effectively the changing media landscape in a way that is consistent with democratic purposes, or at minimum that protects against misuse. The threat is that as government struggles to develop the necessary sophisticated regulatory tools, the effects of social media compound the erosion of confidence and faith in our democratic system to address issues of common concern.

2.3.3 Citizen Complacency Weakens Accountability & Transparency

While stakeholders believe the inability of governments to connect with and respond to citizens' needs and desires is a threat to Canadian democracy, many also feel that citizen complacency is equally problematic. Taking democracy for granted occurs because citizens are too busy with their lives to engage with the institutions and processes that affect their lives and/or they do not understand the role of citizenship beyond voting at election time. Complacency is a threat because it means citizens are less inclined to question officials about their decisions or their actions which undermines the basic democratic principle of accountability. If governments are not held accountable to the citizens who elected them, they can hide behind decisions they've made, because they don't feel they need to justify them to anyone. The risk is that

policy decisions are made for reasons other than the public interest, or are based on the interest of a few rather than the common good. The additional risk of complacency is that governments feel less obligated to be completely transparent when they believe no one really cares to question them.

It is interesting that complacency can often be nourished by disengagement, creating a vicious circle of implications for democracy. Citizens disengage from democratic processes because they feel government is disconnected and the system does not address their concerns. Their frustration turns to complacency, even apathy, when reform efforts fall short or fail to produce results. There is thus a growing cynicism that anything can ever change, so why bother engaging with government?

2.3.4 Citizen-Government Disconnect Threatens Legitimacy

For many stakeholders the disconnect between what government is doing or trying to do and what is happening in people's daily lives is a threat to democracy, because it undermines the credibility and legitimacy of democratic institutions and processes designed to make decisions for the public good. The real threat is that affected citizens decide to self-organize to create instability as a means to force change. This can often have negative consequences for social cohesion when the instability trends towards polarization based on ideology and finger pointing to assign blame for government's inability to address key issues.

2.3.5 Lack of Diverse Voices Builds Disengagement

The perceived gap in the ability of democratic institutions and processes to reflect or represent the diversity of values, voices, and perspectives that contribute to the Canadian socio-economic and political fabric is considered a threat to Canadian democracy because it can negatively affect citizen's confidence in government. They believe the decision making process itself is unfair, because their voices are not being heard or their perspectives simply ignored in policy outcomes. They become disenchanted with politics and government, and disengage. The end result is a loss of faith in government driven by a belief that it is not working for people and hence doesn't really matter in their lives.

2.3.6 Lack of Constructive Debates on Policy Undermines Public Good

For some stakeholders, we, as Canadians, are losing our capacity to treat each other as citizens and have meaningful and deep conversations on policy issues where we can strive for the broad public good. The tendency to oversimplify increasingly complex issues (e.g. infrastructure financing, energy and climate change, socio-economic inequality, etc.) into polarized debates and jargonization creates winners and losers and feeds division rather than social cohesion. The threat here is that the tone of public dialogue turns abruptly negative, citizens diverge into their respective ideological and identity group camps, and few, if any, concrete outcomes are achieved. This stasis means important decisions are left to linger, and the public good is undermined.

2.3.7 Stagnating Democratic Institutions Undermines Confidence

The perceived failure of government and democratic institutions to keep pace with the technological changes shaping Canadians' lives is a threat to democracy, because government processes are less effective in delivering responsive policy outcomes. Everything from the internet to social media to many of the so-called "disruptive technologies" are changing the way Canadians eat, sleep, get around, and have fun, yet the institutions of democracy fundamental to the act(s) of citizenship seem frozen in 19th century models of representation and governance that some consider archaic. Moreover, failed promises on electoral reform, incremental approaches to the adoption of technology in democratic processes, and inadequate standards and regulations on the use of data frustrate citizens and undermine their confidence in government to be able to respond to their needs. Many believe that transformational innovations are needed to "leap frog" Canada to the next generation of infrastructure that supports Canada's democratic ecosystem.

2.3.8 Insufficient Commitment to Civic Education Undermines Belief in Democracy

Stakeholders perceive a lack or inadequacy of civic education in Canada which means that Canadians are not prepared or trained in citizenship – both rights and responsibilities. This undermines their understanding of what it means to live in a democracy and reinforces the perception that government and participation in democratic acts don't matter all that much. The double threat here is citizen complacency (noted above) and a lack of desire to get involved in democratic processes the outcomes of which determine the shape and direction of policies that affect society.

much on outcomes for year 3 or 4 of its programming, the momentum/enthusiasm among partners could wane and the potential impact thereby weakened.

In terms of practical outputs, a few made comments that suggested it will be important to DO something with all of the ideas that could percolate among the various participants; therefore to ensure that implementation plans – beyond the research – accompany collaborative efforts on projects, and are followed through on. In particular, a suggested focus was the evaluation of citizen engagement tools and techniques to bring some understanding to what works and what doesn't work, why, and in what contexts or under what conditions. Also, a few suggested the initiative's work be grounded in community activity for broader exposure and impact, i.e. beyond the corridors of power.

Thirdly, many underlined the importance of having a diversity of voices from multiple sectors and ideological perspectives at the table in defining and framing the initiative's vision, goals, and objectives. In addition to representing diverse population groups (e.g. gender, region, indigenous, ideological, etc.), this diversity should also be sensitive to the different conceptions of democracy that exist (e.g. indigenous, etc.), and to different ideological perspectives. Further, it was noted correctly noted that no interviews were completed with individuals from the private sector (business or labour; it was advised to fill this important gap in perspectives. Lastly, a few stakeholders suggested that, to the extent possible, the Centre think of involving in the initiative those beyond the "usual suspects" as a means to engage in more disruptive thinking that could truly move the democracy agenda forward.

Fourthly, a few stakeholders cautioned against confusing a discussion about democracy with a progressive policy agenda. That is, it is important to promote discussion about democracy and to be neutral about policy outcomes based

on the assumption that revitalized democratic institutions and processes will lead to better policy. If the concept of revitalizing democracy is co-opted by a policy agenda, it risks pushing out some segments of society which contradicts the notion that democratic dialogue should be pluralistic.

3.0 INTEREST IN REVITALIZING OUR DEMOCRACY INITIATIVE

3.1.1 Reasons for Interest in Revitalizing our Democracy

There is widespread interest in the Revitalizing our Democracy initiative. This is based on broad agreement in three main areas.

First, stakeholders share the basic premise that Canada's democratic values, institutions, and processes are vulnerable to many different factors and forces, and that the time is right for preventive and remedial action.

Second, they give strong support to the initiative's intended collaborative process. They intimate that while the democracy space is replete with many players, it remains a loosely bonded network that could be strengthened via the initiative. Many are very interested in the possibility of working with others in the space to explore and develop innovative projects (both research and applied) that improve the state of democracy in Canada. Indeed, the collaborative approach aligns well with the value of some organizations and is thus an attractive characteristic of the initiative. In some cases, an existing relationship with SFU and/or the Morris J. Wosk Centre for Dialogue raised the comfort level of becoming a partner or participant.

Third, there is great interest in the potential outcomes and impact such an initiative could have on the state of democracy in Canada. For many, the possibility of being involved in achieving positive change touches the core of what they do and why they do it. In this regard, many stakeholders are prepared to contribute in a variety of ways: knowledge exchange (sharing of research, etc.), skills and techniques in specific fields (e.g. deliberation, facilitation, etc.), outreach (e.g. communication to broader public), and access to a broad network of contacts interested in issues around democracy.

Based on these positive soundings, most stakeholders seem open to the many different types of involvement the initiative could offer, from sitting on an Advisory or Steering Committee to developing formal partnerships to hands-on participation through hands-on work on specific projects. Some express a broad open-ended interest but remain unsure of their specific role; they simply would like to be involved in a role that could be defined as the initiative progressed.

Interestingly, stakeholder's enthusiasm for the initiative seems less driven by a self-interest motive. When asked what they hoped to take away from the initiative, the most common response was simply: to be involved with an initiative that sought positive change on a set of values and goals they shared. Interested organizations and individuals believed, it seems, that being associated with Revitalizing our Democracy would have intangible (e.g. reputation, professional interest) benefits beyond the potential direct positive impacts on their own work.

3.1.2 Obstacles to Involvement in Revitalizing our Democracy

The positive responses notwithstanding, three principal obstacles stand in the way of stakeholders making a solid commitment at this juncture to becoming involved in Revitalizing our Democracy. Primary among these is the need for much greater detail on what the initiative seeks to achieve, and how it would function (e.g. who would sit on the Advisory Committee, the form of partnerships, the structure and processes of its operations, the financing mechanisms and relationships, the role of the Centre, the intended outcomes/deliverables, the processes for collaboration, etc.). In particular, several stakeholders wondered specifically whether the nature of the "projects" the initiative sought to promote or undertake were more academic- or practical-oriented. Given the Centre affiliation with a university, the sense among these stakeholders was that the initiative was going to privilege academic research over applied on-the-ground projects; in this case, their interest level was much lower. Further, questions around funding sources were raised and, in some cases, hinted at underlying worries about competition for resources and raised concerns about the impact the initiative might have on those working in the democracy space more broadly.

The second obstacle, largely among Foundations, was the lack of direct alignment between a Foundation's specific mandate and Revitalizing our Democracy's goals and interests. Simply put, the Foundations were only indirectly or incidentally working with or supporting initiatives related to the democracy theme specifically. In this regard, their commitment could only be informal or "second tier", and any support would be tied to how Revitalizing our Democracy projects could be framed or positioned to coincide better with a Foundation's mandate.

The third obstacle was one of time commitment. Many stakeholders simply could not commit to being involved in Revitalizing our Democracy due to their own workload and busy-ness. That said, they did express interest in being "kept in the loop" of the initiative's progress, and could play an external advisory role on an as-needed basis.

4.0 ADVICE FOR SFU MORRIS J. WOSK CENTRE FOR DIALOGUE

A number of stakeholders offered advice to the SFU Morris J. Wosk Centre for Dialogue as it moves forward with its Strengthening Canadian Democracy initiative. Three main categories of advice surfaced.

Firstly, the number one suggestion was for the Centre to develop a really clear focus, with clear boundaries around what it seeks to achieve with Revitalizing our Democracy and what it is not seeking to accomplish. Without this focus, stakeholders suggested, the risk is the initiative would try to be too many things to too many people and its impact would be less strongly felt. Further, clearly defining the Centre's "positioning" within an increasingly crowded democracy space in Canada was important in this regard as a means to avoid overlap, replication, and perceived competition for resources.

Secondly, several stakeholders recommended the initiative seek to achieve easy early "wins" in terms of practical and visible results, outcomes, and impacts. This would serve to create momentum and visibility for the initiative early on, and generate interest across a wider set of audiences. The concern is that if the initiative focuses too much on outcomes for year 3 or 4 of its programming, the momentum/enthusiasm among partners could wane and the potential impact thereby weakened.

In terms of practical outputs, a few made comments that suggested it will be important to DO something with all of the ideas that could percolate among the various participants; therefore to ensure that implementation plans – beyond the research – accompany collaborative efforts on projects, and are followed through on. In particular, a suggested focus was the evaluation of citizen engagement tools and techniques to bring some understanding to what works and what doesn't work, why, and in what contexts or under what conditions. Also, a few suggested the initiative's work be grounded in community activity for broader exposure and impact, i.e. beyond the corridors of power.

Thirdly, many underlined the importance of having a diversity of voices from multiple sectors and ideological perspectives at the table in defining and framing the initiative's vision, goals, and objectives. In addition to representing diverse population groups (e.g. gender, region, indigenous, ideological, etc.), this diversity should also be sensitive to the different conceptions of democracy that exist (e.g. indigenous, etc.), and to different ideological perspectives. Further, it was noted correctly noted that no interviews were completed with individuals from the private sector (business or labour; it was advised to fill this important gap in perspectives. Lastly, a few stakeholders suggested that, to the extent possible, the Centre think of involving in the initiative those beyond the "usual suspects" as a means to engage in more disruptive thinking that could truly move the democracy agenda forward.

Fourthly, a few stakeholders cautioned against confusing a discussion about democracy with a progressive policy agenda. That is, it is important to promote discussion about democracy and to be neutral about policy outcomes based on the assumption that revitalized democratic institutions and processes will lead to better policy. If the concept of revitalizing democracy is co-opted by a policy agenda, it risks pushing out some segments of society which contradicts the notion that democratic dialogue should be pluralistic.

APPENDIX 1 – LIST OF STAKEHOLDERS INTERVIEWED

The following is the list of the 52 individuals interviewed during Phase 1 – Research & Consultations of the Revitalizing our Democracy initiative. A longer list of individuals contacted to participate in an interview is provided under separate cover.

Academics (16)

NAME	POSITION	ORGANIZATION
Jane Mansbridge	Professor, Political Leadership and Democratic Values	Harvard, Kennedy School of Government
Jonathan Rose	Professor, Political Science	Queen's University
David Zussman	Adjunct professor, School of Public Administration	University of Victoria
Tina Nabatchi	Associate Professor, Public Administration and International Affairs	Maxwell Syracuse University
Max Cameron	Professor, Political Science; Director, Centre for the Study of Democratic Institutions, and Summer Institute for Future Legislators	UBC
Mark Warren	Professor, Political Science, Harold & Dorrie Merilees Chair in Study of Democracy	UBC
Aoife MacNamara	Dean, Faculty of Communication, Art & Technology	SFU
Alex Marland	Professor, Political Science	Memorial University
Andrew Petter	President	SFU
David Kahane	Professor, Political Science	University of Alberta
Mike den Haan	VP Advancement	SFU
Joanne Curry	VP External Relations	SFU
Mary Francoli	Associate Professor, School of Journalism & Communication	Carleton University
David E. Smith	Distinguished Visiting Scholar	Ryerson University
Peter Keller	VP Academic	SFU
Pam Sugiman	Dean, Faculty of Arts	Ryerson University

Civil Society Organizations (32)

NAME	POSITION	ORGANIZATION
Alan Broadbent	Chairman	Maytree Foundation
Don Lenihan	Senior Associate, Policy and Engagement	Canada 2020
Julie Cafley	Senior Vice-President, Policy and Partnerships	Public Policy Forum
Jane Hilderman	Executive Director	Samara Canada
Claudia Chwalisz	Consultant, Author	Populus, UK
Valerie Lemmie	Director of Exploratory Research	Kettering Foundation
Ry Moran	Director	National Centre for Truth & Reconciliation

APPENDIX 1 – LIST OF STAKEHOLDERS INTERVIEWED (CONT.)
Civil Society Organizations (32)

NAME	POSITION	ORGANIZATION
Robin Prest	SFU Morris J. Wosk Centre for Dialogue, Civic Engage	SFU Morris J. Wosk Centre for Dialogue
Derek Barker	Program Officer	Kettering Foundation
Eve Beauchamp		
Taylor Gunn	Founding President	CIVIX
Bryce Colenbrander	Strategist	PubliVate
Pat Thompson	Director of Social Impact	Atkinson Foundation
Stephen Jarislowsky	Founder & Chairman Emeritus	Jarislowsky Foundation
Khalil Sheriff	CEO	Aga Khan Foundation
Nicole Goodman	Director; Assistant Professor	Centre for eDemocracy; UofT Munk School of Global Affairs
David Mitchell	President & CEO	Calgary Chamber of Volunteer Organizations
Michel Venne	Fondateur et conseiller à la direction générale	Institut du Nouveau Monde
Chad Lubelsky	J.W. McConnell Family Foundation	Director, RECODE Program
Caro Loutfi	Executive Director	Apathy is Boring
Gabe Sawhney	Executive Director	Code for Canada
Kelly Carmichael	Executive Director	Fair Vote Canada
Jean-Noe Landry	Executive Director	Open North
Peter Dinsdale	President & CEO; former CEO of Assembly of First nations	YMCA
Scott Serson	Board Member	Canadians for a New Partnership
Janet Webber	Executive Director	SFU Public Square
Julie Caron-Malenfant	Directrice générale	Institut du Nouveau Monde
Miles Richardson	Director	National Consortium for Indigenous Economic Development
Kim Baird	Private Consultant; former Chief	Hill & Knowlton; Twssassen First Nation
Sandy Houston	President & CEO	George Cedric Metcalf Foundation
Duff Conacher	Director	Democracy Watch
Tonio Sadik	Director	Assembly of First Nations

APPENDIX 1 – LIST OF STAKEHOLDERS INTERVIEWED (CONT.)

Government - Civil service, Former elected official (4)

NAME	POSITION	ORGANIZATION
Laura Wesley	Executive Director, Consultations & Public Engagement	Privy Council Office
Mathew Mendelsohn	Deputy Secretary to the Cabinet (Results & Delivery)	Privy Council Office
Bob Rae	Former elected official (MPP, MP), Premier of Ontario	Ontario, Canada
Ross Reid	Former elected official, civil servant	Newfoundland, Canada

APPENDIX 2 – LIST OF STAKEHOLDERS CONTACTED, NOT INTERVIEWED

The following is the list of 17 individuals who were contacted during Phase 1 – Research & Consultations of the Revitalizing our Democracy initiative, but with whom an interview was not conducted.

Academics (4)

NAME	POSITION	ORGANIZATION
Ronald Diebert	Director	Citizen Lab, Munk School of Global Affairs, U of T
Dietland Stolle	Director	Centre for the Study of Democratic Citizenship (McGill)
Livianna Tussutti	Associate Professor	Brock University
Hugh Segal	Master	Massey College, U of T

Civil Society Organizations (13)

NAME	POSITION	ORGANIZATION
Alex Ryan	VP of Systems Innovation, Program Director	Mars Solutions Lab
Ian Bird	CEO	Community Foundations of Canada
John R. Dedrick	Vice President and Program Director	Kettering Foundation (US)
Ed Broadbent	Founder	Broadbent Institute
Preston Manning	Founder	The Manning Institute
Perry Bellegarde	National Chief	Assembly of First Nations
Perrin Beatty	President & CEO	Canadian Chamber of Commerce
Kim Campbell	Chair	World Movement for Democracy
Mary Moreland		Dialogue Lab (Ottawa)
Peter MacLeod	President	MASS LBP
Dave Meslin		Ranked Ballot Initiative of Toronto (RaBIT); Unlock Democracy Canada
Stephen Kakfwi	Founder, President and CEO	Canadians for a New Partnership
Barry Christoff	Vice-President, Indigenous Governance	Institute on Governance

Other (Government, Media, etc.)

NAME	POSITION	ORGANIZATION
Andrew Coyne	Journalist, Media commentator, Author	National Post, CBC

APPENDIX 3 – SUGGESTED NAMES OF OTHER PEOPLE TO CONTACT

Individuals who participated in an interview were asked to suggest individuals who they felt would offer additional perspectives on the Revitalizing our Democracy initiative. Below is the list of names of these individuals/organizations; several were contacted (highlighted), but an interview could not be arranged; others were not contacted due to a lack of time.

NAME	ORGANIZATION/WORK
Bob McDermid	York University
Desmond Cole	Black activist (GTA)
Francoise Montambeault	Université de Montréal; Cérium
Jim Dinning	Former Progressive Conservative MLA Alberta; former Finance Minister, private sector Director
Heather Munroe Blum	Former Principal, Vice-Chancellor, McGill
Diane Pacom	University of Ottawa
Dave Meslin	Ranked Ballot Initiative of Toronto (RaBIT); Unlock Democracy Canada
Peter MacLeod	MASS Lbp
Keith Neumann	Environics Institute
Daniel Stid	Hewlett Foundation
Simone Chambers	University of California, Irvine
	Institute on Governance
	Dialogue in Deliberation Consortium
	Proud Politics
	Equal Voice
Dietland Stolle	Centre for Study of Democratic Citizenship, McGill
Jim Leahy	Centre for Public Management (University of Ottawa)
Kevin Page	Former Clerk of Privy Council; Centre for Fiscal Studies (University of Ottawa)
Velma McColl	Earnscliffe
Barry Christoff	Institute on Governance
Stephen Kakfwi	Canadians for a New Partnership; former Premier NWT
Kiera Ladner	Associate Professor, University of Manitoba
Jon Thompson	Assembly of First Nations
Mark Dotstator	First Nations University
John Buckley	DesignFix; Frontend
Kent Aiken	Treasury Board; Public Policy Forum
Mira Oreck	Director, Stakeholder Relations; Premier's Office BC
Ed John	Grand Chief BC First Nations; indigenous leader
Clarence Louie	BC First Nations leader and businessman (Osoyoos)
Sophie Pierre	First Nations Chief and administrator

APPENDIX 3 – SUGGESTED NAMES OF OTHER PEOPLE TO CONTACT (CONT.)

NAME	ORGANIZATION/WORK
Sheridan Scott	Former Commissioner of Competition, Competition Bureau
Steve Anderson	Open Media
Alejandra Bravo	Broadbent Institute
Rebecca Finlay	VP, Engagement & Public Policy, Canadian Institute for Advance Research
	Global Centre for Pluralism
	Pew Foundation
Sandra Stuart	President & CEO, HSBC Canada
Murray Sinclair	Chief Commissioner, Truth & Reconciliation Commission
Alison Loates	Samara Canada
Lindsay Popes	LeadNow
Andrew Cardozo	Pearson Centre
David Frum	Political Commentator
Denis Pilon	York University
Herb George	National Centre for First Nations Governance; First Nations leader (BC)
Doug White	Vancouver Island University
David Joe	Lawyer (Yukon First Nations)
Dan George	Four Directions Management Services
Chastity Davis	First Nations consultant
Sheldon Tetrault	Aboriginal consultant
Judith Maxwell	CPRN; Community Foundations of Ottawa

APPENDIX 4 – MAPPING OF INDIVIDUALS & ORGANIZATIONS WORKING IN THE DEMOCRACY SPACE IN CANADA

While it would be impossible to map all of the actors working in Canada to strengthen our democratic processes and institutions, below is a list of some of those recognized by others for their work in advancing Canadian democracy.[2]

ACADEMIC

- Simon Fraser University (Public Square, Morris J. Wosk Centre for Dialogue, School of Public Policy)

- UBC (Centre for the Study of Democratic Institutions, Summer Institute for Future Legislators, Harold and Dorrie Merilees Chair in the Study of Democracy, Participedia)

- University of Alberta (Centre for Public Involvement)

- University of Toronto (Munk School of Global Affairs, School of Public Policy and Governance)

- Ryerson University (Jarislowsky Chair for the Study & Advancement in Democracy)

- University of Ottawa (Jarislowsky Chair in Public Sector Management, Graduate School of Public & International Affairs, Institute of Fiscal Studies and Democracy)

- McGill University (Centre for the Study of Democratic Citizenship, Institute for the Study of Canada)

- HEC Montreal (Jarislowsky Chaire de gouvernance, Institut de la gouvernance des organisations publiques et privées)

- Memorial University (Jarislowsky Chair in Cultural and Economic Transformation (Rapidly Developing Modern Societies)

GOVERNMENT

Federal

- Privy Council Office (Consultations & Public Engagement)

- Treasury Board (Open Government)

- Community of Practice in Public Engagement (staff within departments across the federal government)

- Ministry for Democratic Institutions

Provincial

- Ontario (Consultations Directory, Public Engagement Framework)

- BC (Re-imagine BC, Integrity BC)

- Quebec (Quebec Portal)

Municipal

- Vancouver (Talk Vancouver, Pop-up City)

- Calgary (Engage, Civic Innovation YYC)

- Toronto (Growing Conversations)

- Montreal (Office of Public Consultation)

INDEPENDENT FOUNDATIONS (SOCIAL ENTREPRENEURS/ INVESTORS, PHILANTHROPISTS)

- Stephen Jarislowsky Foundation

- Trudeau Foundation

- J.W. McConnell Family Foundation

- Atkinson Foundation

- Maytree Foundation

- Martin Family Initiative

- Aga Khan Foundation

- Community Foundations of Canada (and local equivalents)

THINK TANKS & INSTITUTES

- The Manning Centre

- Broadbent Institute

- Fraser Institute

- Canadian Centre for Policy Alternatives

- Institute on Governance (IOG)

- Canadian Institute for Advanced Research

- Institute for Research on Public Policy (IRPP)

- Canada 2020

- Public Policy Forum

- Environics Institute

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2   Jane Hilderman of Samara Canada kindly for offered its "Mapping Ecosystem for Democratic Engagement in Canada", a list of organizations working in the democracy space that inspired the listing and categorization presented here.

APPENDIX 4 – MAPPING OF INDIVIDUALS & ORGANIZATIONS WORKING IN THE DEMOCRACY SPACE IN CANADA (CONT.)

- Angus Reid Institute
- Mowat Centre
- Mosaic Institute
- Caledon Institute on Social Policy
- Couchiching Institute on Public Affairs
- Frontier Centre for Public Policy
- Institute for Canadian Citizenship
- Mosaic Institute
- National Centre for Truth and Reconciliation
- MacDonald-Laurier Institute
- C.D. Howe Institute

NON-GOVERNMENT & CIVIL SOCIETY ORGANIZATIONS

Youth

- Apathy is Boring
- Institut du Nouveau Monde
- Civix
- Taking IT Global
- Forum for Young Canadians

Open Government / Digital

- Open North
- Code for Canada
- Centre for eDemocracy
- Civic Tech Toronto
- Ottawa Civic Tech
- Evidence for Democracy
- Democracy Watch

Citizen / Community Engagement / Citizen Action

- Samara
- Tamarack
- MASS LBP
- LeadNow
- Dogwood Initiative
- Organize BC/CanRoots

Diversity in Politics

- Equal Voice
- Canadian Muslim Vote
- Proud Politics
- Black Lives Matter
- Operation Black Vote
- Idle No More
- Reconciliation Canada
- Canadians for a New Partnership

Municipal Political Engagement/ Electoral Reform

- Democracy Kit/Open Democracy Project
- RaBit
- Civic Tech Toronto
- Ottawa Civic Tech
- VoteKit Calgary
- Ryerson City Building Institute
- Fair Vote Canada

Civic Education

- Civix
- Institut du Nouveau Monde
- Historica Canada
- Elections Canada (and provincial equivalents)
- People for Education
- CPAC
- Library of Parliament

Private Sector (Business / Labour)

- Conference Board of Canada
- Canadian Chamber of Commerce (and provincial equivalents)
- Canadian Labour Congress
- Canadian Council of Chief Executives
- Mouvement Desjardins
- Canadian Cooperative Association
- Deloitte
- McKinsey Institute

APPENDIX 5 – INTERVIEW GUIDE

INTRODUCTION (5 – 10 MINUTES)

Review SFU Morris J. Wosk Centre for Dialogue Strengthening Democracy in Canada initiative:

- Work collaboratively with other organizations to strengthen foundations of democracy in Canada
- Support, not replicate, what others are doing
- Seek strategic partners to build/expand collaborative network of organizations

Purpose of interview:

- Identify current activities of organizations working in democracy space
- Identify strategic interventions that can support existing activities through collaborative efforts
- Identify areas where gaps exist and define the most effective and impactful activities to address them.

Admin "nuts & bolts":

- Name, position with organization, experience in democracy space
- Confidentiality
- Recording of interview; sharing of final notes for clarification/additional thoughts

[NOTE: THROUGHOUT INTERVIEW, ENCOURAGE INTERVIEWEES TO THINK BROADER THAN ELECTORAL/ PARLIAMENTARY REFORM. LET THEM RAISE THIS WITHOUT PROMPTING, BUT THEN ASK THEM TO THINK ABOUT AN "EXPANDED CONCEPTUALIZATION" OF DEMORACY]

1.0 PROPOSED ACTIVITIES IN SUPPORTING/ STRENGTHENING DEMOCRACY IN CANADA (15 – 20 MINUTES)

[FOR CANADIAN ORGANIZATIONS/INDIVIDUALS]

- Can you provide an overview of the activities [your organization/you] is/are undertaking in the next 2-3 years that are tied to supporting/strengthening democracy in Canada?

[RECORD LIST OF ACTIVITIES]

[FOR EACH ACTIVITY ASK FOLLOW-UP PROBE QUESTIONS]

- In what ways does/will that help strengthen/support democracy in Canada?

  What does your proposed activity say about how you/ your organization define(s) or perceive(s) democracy?

- In what ways, does/will the proposed activity build on activities you are currently engaged in? Which ones? How?

- Do you [does your organization] work with others to help strengthen/support democracy in Canada? Who? What's the relationship?

- Do you know of other organizations working in this space? Which ones?

2.0 PERCEPTIONS OF THE "STATE OF DEMOCRACY IN CANADA" (45 MINUTES)

A. ASSETS (15 minutes)

[FOR CANADIAN ORGANIZATIONS/INDIVIDUALS]

- What, in your view, are the top 3 key/important "assets" of Canada's democratic ecosystem?

[PROBES]

- How/Why is that an asset?

- Who or what organization(s) are connected directly or indirectly to that asset? That is, they assume some type of responsibility for it? What about your organization?

- What can/could/should be done to help strengthen/ support this asset?

B. GAPS (15 minutes)

[FOR CANADIAN ORGANIZATIONS/INDIVIDUALS]

- What, in your view, are the top 3 key/important "missing pieces" in Canada's democratic ecosystem at the present time?

- Why is that so important? How does not having that undermine or weaken Canadian democracy?

- What, in your view, can or should be done to fill the gap?

APPENDIX 5 – INTERVIEW GUIDE (CONT.)

Why that?

- Who do you think is/should be responsible for taking action to achieve that? Why them?

- Is there anything you/your organization might/could do to support such action?

C. THREATS (15 minutes)

[FOR CANADIAN ORGANIZATIONS/INDIVIDUALS]

- What, in your view, are the top 3 key/important "threats" facing Canada's democratic ecosystem at the present time?

- Why/How is that a threat? What does it threaten?

- What, in your view, can or should be done to address/mitigate the threat? Why that?

- Who do you think is/should be responsible for taking action to achieve that? Why them?

- Is there anything you/your organization might/could do to support such action?

3.0 Potential Partners in Strengthening Democracy in Canada Initiative

(10 Minutes)

- Beyond your current or proposed activities (mentioned earlier), to what degree might your organization/you be interested in becoming a partner in the SFU Morris J. Wosk Centre for Dialogue's initiative?

- [IF YES, ASK:] In what way(s) do you think you could work with the initiative as a partner? What would/could you bring to the partnership?

[PROBES]

- Being a member of the Advisory Committee

- Making a financial contribution to help support the initiative

- Promoting/Building awareness of the initiative among those in your network of organizations

- Acting as a resource for the team driving the initiative

- What would you want to take away from the partnership?

[PROBES]

- Building/Enhancing your network

- Being part of a valuable initiative for Canadian democracy

- Building reputation

- What would need to be in place for you to become partner?

4.0 Final Thoughts (5 minutes)

- If you had one piece of advice for SFU Morris J. Wosk Centre for Dialogue as it builds this initiative, what would it be?

- Can you suggest the names of two or three people you think we could/should contact to engage with for the research and development phases of this initiative?

- Do you have any further comments/thoughts you'd like to share about the SFU Morris J. Wosk Centre for Dialogue's initiative?