This annual report for the Centre on Governance covers the activities of the Centre and its Members from January through December 2014.

It is respectfully submitted to the Board of Directors of the Centre, the Dean of the Faculty of Social Sciences, the Director of the School of Political Studies, and the Vice President, Research.

Additional information about the activities of the Centre, its members and planned events are available on the Centre on Governance website:

http://sciencessociales.uottawa.ca/governance/fra/
or
http://sciencessociales.uottawa.ca/governance/eng/
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Introduction

This report highlights the activities of the Centre on Governance and its contributions to the Faculty of Social Science and the Telfer School of Management, to the University of Ottawa, and to the community at large in 2014.

The Centre on Governance was created in December 1997 as a research centre to study governance in the private, public and social sectors as well as inter-sectoral collaboration. Governance is defined as effective coordination when power, resources and information are widely distributed. That work echoes:

- a way of thinking (approach, methodology and philosophy)
- a tool box (how to work using this perspective)
- mechanisms of coordination
- clinical tools (to repair governance failures)

It is a hub of ideas where: work is interdisciplinary; both academics and practitioners work in concert; and partnerships are sought outside as well as within the University. The work results in the exploration, production and dissemination of knowledge (ranging from conceptual and theoretical to practical) and the enhancement of learning that uses governance as a manière de voir.

The Centre on Governance has produced 26 titles in the Governance Series from its partnership with the University of Ottawa Press between 1999 and 2010, and a further 26 titles between 2009 and 2014 in partnership with Invenire. In addition, a large number of other books have been published by fellows with other publishers and many major documents dealing with different aspects of governance have been published by the Centre as working papers.

The Centre’s membership includes senior fellows and students. The Centre-related work of the senior fellows varies in intensity over time. The fellows are an essential part of the Centre and bring particular experience and interest. They are involved in a wide variety of its work including designing and implementing research projects, preparing and/or participating in colloquia and seminars; and designing and delivering as well as participating professional development programs and training courses & workshops. Their significant links to communities and governance practices in different sectors, on different scales and in different policy areas contributes importantly to understanding and improving governance processes generally.

In terms of visiting scholars, in 2014, one of the Centre’s senior fellows, Viva Dadwal, received the Fulbright Canada award for 2014-15 and Eric Zeemering, was invited to carry out Fulbright Research at the Centre.

Membership

The Centre’s membership includes senior fellows and affiliated researchers, and students.
### Tables of Members

#### Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caroline Andrew</td>
<td>Director, Centre on Governance</td>
</tr>
<tr>
<td>Stephen Brown</td>
<td>Full Professor, School of Political Studies, University of Ottawa</td>
</tr>
<tr>
<td>Nathalie Burlone</td>
<td>Associate Professor, School of Political Studies, University of Ottawa</td>
</tr>
<tr>
<td>Linda Cardinal</td>
<td>Chair Holder of the Chaire de recherche sur la francophonie et les politiques publiques; Full Professor, School of Political Studies, University of Ottawa</td>
</tr>
<tr>
<td>Éric Champagne</td>
<td>Assistant Director, Centre on Governance; Associate Professor, School of Political Studies, University of Ottawa</td>
</tr>
<tr>
<td>Ruth Hubbard</td>
<td>Former President, Public Service Commission of Canada</td>
</tr>
<tr>
<td>Daniel Lane</td>
<td>Full Professor, Telfer School of Management, University of Ottawa</td>
</tr>
<tr>
<td>Francois Rocher</td>
<td>Director and Full Professor, School of Political Studies, University of Ottawa</td>
</tr>
</tbody>
</table>

#### Members: Senior Fellows, Student Researchers, Affiliated Researchers

<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Affiliation</th>
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</thead>
<tbody>
<tr>
<td>Pierre Beaudry</td>
<td>Former General Secretary/Director of Administration ÉNAP</td>
</tr>
<tr>
<td>Lorreto Beninger</td>
<td>Former Vice Chair, Cultural Advisory Committee, City of Ottawa</td>
</tr>
<tr>
<td>Hany Besada</td>
<td>Senior Fellow, Centre on Governance, Senior consultant/Regional advisor for the African Mineral Development Centre at UNECA</td>
</tr>
<tr>
<td>Pierre Boyer</td>
<td>Senior Fellow, Centre on Governance; Part-Time Professor, School of Political Studies, University of Ottawa</td>
</tr>
<tr>
<td>April Carrière</td>
<td>Student Researcher, Doctoral Student, School of Political Studies, University of Ottawa</td>
</tr>
<tr>
<td>Brian Carriere</td>
<td>Student Researcher, Doctoral Student, School of Political Studies, University of Ottawa</td>
</tr>
<tr>
<td>Luc Chaput</td>
<td>Senior Fellow, Centre on Governance; Co-Founder UQO</td>
</tr>
<tr>
<td>Name</td>
<td>Role and Affiliations</td>
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<tr>
<td>---------------------------</td>
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</tr>
<tr>
<td>Viva Dadwal</td>
<td>Senior Fellow, Centre on Governance; Associate Editor for LSE-affiliated journal Globalization and Health</td>
</tr>
<tr>
<td>David Dubinski</td>
<td>Senior Fellow, Centre on Governance; Experience-based expert in Parliament, politics &amp; bureaucracy</td>
</tr>
<tr>
<td>Yousif El-Ghalayini</td>
<td>Senior Fellow, Centre on Governance; Senior Instructor, School of Business, Australian College of Kuwait</td>
</tr>
<tr>
<td>Angela Franovic</td>
<td>Student Researcher, Doctoral Student, School of Political Studies, University of Ottawa; Coordinator, Centre on Governance</td>
</tr>
<tr>
<td>Moira Hart-Poliquin</td>
<td>Senior Fellow, Centre on Governance, Formerly with the World Bank</td>
</tr>
<tr>
<td>John-Paul Hatala</td>
<td>Senior Fellow, Centre on Governance; Founder of Flowork International; Associate Professor, Human Resource Development, RIT</td>
</tr>
<tr>
<td>Sharon Jeannotte</td>
<td>Senior Fellow, Centre on Governance; Former senior advisor to Canadian Cultural Observatory</td>
</tr>
<tr>
<td>Marc L. Johnson</td>
<td>Senior Fellow, Centre on Governance; Leader of Socius</td>
</tr>
<tr>
<td>Alice Kubicek</td>
<td>Senior Fellow, Centre on Governance; CEO/President of AKP Performance Solutions</td>
</tr>
<tr>
<td>François Lapointe</td>
<td>Senior Fellow, Centre on Governance; Former Vice President, Capital Planning and Environmental Management, National Capital Commission in Ottawa</td>
</tr>
<tr>
<td>Robert Legris</td>
<td>Senior Fellow, Centre on Governance; Organizational creation and development consultant</td>
</tr>
<tr>
<td>Linda Manning</td>
<td>Senior Fellow, Centre on Governance; Intercultural Economist</td>
</tr>
<tr>
<td>Pierre Martineau</td>
<td>Senior Fellow, Centre on Governance; International consultant</td>
</tr>
<tr>
<td>Mebometa Ndongo</td>
<td>Senior Fellow, Centre on Governance; Adjunct Researcher, Institute of African Studies, Carleton University</td>
</tr>
<tr>
<td>Gilles Paquet</td>
<td>Senior Fellow, Centre on Governance; Professor Emeritus, Telfer School of Management, University of Ottawa</td>
</tr>
<tr>
<td>Mireille Paquet</td>
<td>Senior Fellow, Centre on Governance, Assistant Professor, Political Science, Concordia University Montreal</td>
</tr>
<tr>
<td>Jonathan Paquette</td>
<td>Affiliated Researcher, Centre on Governance; Associate Professor, School of Political Studies, University of Ottawa; Editor of Culture and Local Governance Journal</td>
</tr>
</tbody>
</table>
Caroline Pestieau | Senior Fellow, Centre on Governance; Former Vice President, International Development Research Centre
Steve Pomeroy | Senior Fellow, Centre on Governance; Housing Policy Research Consultant; Researcher, Centre for Urban Research and Education, Carleton University
Tim Ragan | Senior Fellow, Centre on Governance; Management Consultant; Business Engineer; C-view Strategy Inc.
Paul Reed | Senior Fellow, Centre on Governance; Former Senior Social Scientist, Statistics Canada; Former Professor, Departments of Sociology and Anthropology and Law, Carleton University
John Trent | Senior Fellow, Centre on Governance; Former Professor and Chair, Department of Political Science, University of Ottawa
Christopher Wilson | Senior Fellow, Centre on Governance; Director (Academic), The Institute of Public Administration of Canada, National Capital Region; Vice President, Social Planning Council of Ottawa

**Publications**

The Centre’s work is disseminated in a variety of ways including journals, a book collection as well as publications by its members.

**Journals and Invenire Books**

The Centre produces two on-going electronic journals quarterly (www.optimumonline.ca) and Gouvernance (also electronic), and the third is an on-going collection of books.

**Optimum Online**: Optimum Online (www.optimumonline.ca) is a quarterly peer-reviewed electronic journal, published four times a year either in English or French and has more than 10,000 subscribers. The Editor in Chief is Senior Research Fellow Gilles Paquet. Twenty-six articles were published in 2014.

**Revue Gouvernance**: Revue gouvernance is a bi-annual bilingual electronic peer-reviewed journal that publishes theoretical, empirical and critical articles that address one or more aspects of public, private and social governance in Canada, Quebec and elsewhere in the world. The editors are Louis Simard and Frank Ohemeng. Three articles were published in 2014.
Invenire Books: In collaboration with the Centre, Invenire publishes a collection of books that welcomes a range of contributions – from conceptual and theoretical reflections, ethnographic and case studies, and proceedings of conferences and symposia to works of a very practical nature – that deal with particular problems or issues on the governance and stewardship fronts. Invenire’s editorial committee is made up of: Caroline Andrew, Robin Higham, Ruth Hubbard, Daniel Lane, and Gilles Paquet (Director).

Publications by Centre on Governance Members

Books


Chapters in books


**Articles**


• **Besada, Hany** and Evren Tok. 2014. “South Africa, BRICS and SADPA: What is Canada’s Role?”. *Journal of International Relations and Affairs Group*. 4(1).


Reports

• Besada, Hany, Wendy Wheaton, Ben O’Bright, and Evren Tok. 2014. “Phase I Study Report: Social Cohesion and Community Based Protection Mechanisms in Chad and Burundi”. Ottawa: NSI.


• Cardinal, Linda. 2014. Affidavit sur les mécanismes d’offre de services en français favorables au développement et à l’épanouissement des minorités francophones au Canada, Fereal Court (British Columbia), 31 pages.


• **Manning, Linda M.** 2014. “Navigating the Canadian IT Workplace (NCITW)”. Final Evaluation Report for Ministry of Citizenship and Immigration (MCI), Ottawa, ON, July.


• **Pomeroy, Steve**. 2014. “Evaluation of the Toronto Streets to Homes”. Follow-up Program for Shelter Housing and Supports Division, City of Toronto.

• **Pomeroy, Steve** and James McGregor. 2014. “Sustaining and Renewing Social Housing for Low Income Households”. Policy framing paper prepared for the Canadian Housing and Renewal Association (CHRA).

• **Pomeroy, Steve**. 2014. “Reframing the Housing Challenge”. For the Federation of Canadian Municipalities.


Selected working, occasional and technical papers


Teaching material and activities

- **Champagne, Éric**. 2014. Public Policy Development in the Context of the Canadian Federal Government, University of Ottawa, Centre for Continuing Education, Public Governance program. 113 p. - Training manual that includes presentations, exercises, simulations, as well as a list of relevant references.

- **Manning, Linda**. 2014. Cultural Competency Training for MBA students, Carleton University. Ottawa, Ontario, Nov 14th and Nov 21st.

- **Pomeroy, Steve**. 2014. Course content for accreditation course for the Chartered Institute of Housing (CIH) Canada Level 2 Course 3: Housing Policy.

- **Pomeroy, Steve**. 2014. Teaching Professional Development: The Fundamentals of Housing Policy and Governance, 1 day Professional Development Course: CHRA Conference, Edmonton, May 2014; Customized course for Alberta Ministry of Urban Affairs Edmonton June 2014, and one-day pre-conference course for Ontario Non-Profit Housing Association.
Funded and Sponsored Research

Interdisciplinary research activities are a trademark of the Centre. They receive support from partners and/or funding councils. In 2014 they include: ‘Major (multi-year) Projects’ that relate to private, public and social sectors and ‘Other Projects’ usually involving applied research as well as an ongoing workshop to develop a refurbished conceptual framework for the governance of public, private and social organizations.

Major research projects

- **CURA - Knowledge-based Community Governance Project** – 2009 to 2014 - $1,000K from SSHRC.

  Its principal objectives are to study, evaluate, compare and formalize practical knowledge on community governance developed within minority communities in order, in part, to develop concrete action strategies as well as to contribute to the circulation of new knowledge on the role of community governance within the development of linguistic minorities’ sector.

  **Linda Cardinal** is the director (with partners). Team members include **Caroline Andrew**, **Éric Champagne** and **Marc L. Johnson**.

- **ICURA – C-Change ‘Managing Adaptation to Coastal Environmental Change: Canada and the Caribbean’** – 2009 to 2015 - $1.958.5K ($1,017K from SSHRC for Canada share and $914K for Caribbean share).

  C-Change, an International Community-University Research Alliance (ICURA) research program addresses the plight of coastal communities faced with pending environmental change. The C-Change community-based framework models and evaluates community vulnerability to storm surge and sea level rise toward the objective of providing communities with enhanced awareness and capacity to prepare for the pending changes.

  To help achieve adaptation to environmental change, C-Change creates alliances among: selected coastal communities in Canada and the Caribbean; postsecondary institutions providing research and training resources; community businesses; and institutional and technical services leaders. The research also establishes formal collaboration and mutual co-learning opportunities among the Canadian and Caribbean coastal communities on comparative research.

  **Daniel Lane** (Canada Share) is co-director and chair of the C-FOAM research cluster.
♦ CURA - Feminist Northern Network ‘FemNorthNet’ – 2009 to 2014 - (funding of $1,000K from SSHRC through its Northern Communities Special Call CURA program)

Using an intersectional gendered analysis and participatory action research, FemNorthNet focuses on sustainable economic development in the North by exploring similarities and differences among and between different groups of women. FemNorthNet is poised to provoke broader discussions on economic restructuring and healthy communities.

Caroline Andrew is the co-lead on the Governance Theme with Charlene Lafreniere from the University College of the North, Thompson Manitoba.

♦ Ottawa Multicultural Media Initiative – August 11th, 2011 to July 31st, 2014 – $200 000 SSHRC Partnership Development Grant

The Ottawa Multicultural Media Initiative is an innovative research initiative undertaken by the University of Ottawa in partnership with the City of Ottawa, and in collaboration with an extensive network of media producers, consumers, and scholars. The initiative, a first in Ottawa, aims to improve our collective knowledge of media consumption and production in the Ottawa Chinese, Latin American, Somali, and South Asian communities.

Caroline Andrew is one of the co-investigators and April Carrière is the project officer.

♦ Pathways to Prosperity Partnership – 2012 to 2019 - $2.5M SSHRC with funding for various projects from a range of federal and provincial ministries.

This is an alliance dedicated to fostering welcoming communities that promote the economic, social and civic integration of migrants and minorities in Canada as well as fully welcoming immigrants, international students and temporary foreign workers. It operates through an overarching, central hub and five regional nodes. And includes all key federal and provincial migration ministries; municipalities; national, regional, and local organizations involved in newcomer settlement; as well as researchers from over fifty universities.

Its main activities are primary and secondary research, knowledge transfer, education, and mutual learning. The methods bring together academic scholarship with local expertise and detailed government program knowledge - to provide practical, empirically based advice on policies, programs and agency practices.

Caroline Andrew is a member of the Board of Directors from Ontario.
Policy Coherence for Development and Canadian Foreign Aid – 2012 to 2018 - $114,142 from SSHRC.

Stephen Brown is principal investigator.

Status of Women Canada – A focus on the economic security for Women in North Humberland County (Canada) – 2012 to 2014 – $300,000 from Training and Development Center.

The project involves identifying the experiences and expectations of women regarding economic security, job search and leadership experiences. The goals are to determine how women can leverage their network in order to become self-sufficient, while at the same time contributing to the community as a whole.

John-Paul Hatala is the Lead Social Capital Development Specialist.

Canadian Active After School Partnership (CAASP) – Developmental Evaluation - September 2012 to March 2014 - $850,000 overall supported by PHAC ($70,000 for developmental evaluation component)

This is Phase II of the After School Initiative begun in January 2011 and is a comprehensive, collaborative, multi-dimensional initiative to help lay a supportive foundation for a pan-Canadian after school program delivery framework that targets government, not-for-profit and for-profit organizations, front line staff and other stakeholders interested in quality after school (3-6 pm period) programming. The developmental evaluation will explore the four key areas being addressed: Program Delivery; Knowledge / Best Practices Development; Training; and Policy Development. The four sub-projects being examined include: after school programs targeted towards aboriginal children and youth; the significance of community-to-community mentoring in generating quality after school programs; the promotion of mental health in after school programs and the engagement of parents and caregivers in after school programming.

Christopher Wilson is co-developmental evaluator.

Health Promoting Schools Initiative -- Developmental Evaluation - April 2013 to October 2015 - $1,419,112 overall ($125,062 for developmental evaluation component supported by the Lawson Foundation)

The scope of this work is national, regional and local while at the same time working across traditional health, educational and community boundaries. The intent of the initiative is to create collaborative relationships, frameworks, support mechanisms, resource materials, and good practice models that can realize the notion of health promoting schools across the country in a sustainable manner. A key element of the Health Promoting Schools strategy is generating evidence – evidence of a) its impact, and b) the capacity of communities to come together to support an HPS strategy. This is where the role of developmental evaluator is so important.

Christopher Wilson is co-developmental evaluator
Youth Futures - OHCRIF (Ontario Human Capital Research innovation Fund) - $19,000.

Youth Futures is a program that seeks to promote post-secondary education amongst youth come from disadvantages backgrounds in Ottawa. The program is partnered with the City of Ottawa, Ottawa Community Housing, and five post-secondary institutions in Ottawa (Algonquin, La Cité, Saint Paul University, Carleton University, and the University of Ottawa, along with other community partners.

**Caroline Andrew** is principal investigator. **Brian Carriere** is a research associate.

**Other projects**

- **Ottawa Local Immigration Partnership (ongoing)**

  Description: OLIP’s mandate is to build community-wide capacity to attract, settle, and integrate immigrants. This mandate is fulfilled collaboratively by OLIP partners through three activity streams: collective planning, collaborative leadership, and coordinated action.

  **April Carrière** is a research associate.

- **Diversity and Equity Research Group**

  Established in 2012, the mandate of the Diversity and Equity Research Group is to take an Interdisciplinary perspective within a social justice framework to advance the study and understanding of issues related to diversity and equity.

  Dr. Rukhsana Ahemd and Dr. Luisa Veronis. **April Carrière** is a core member.
Ottawa Senior Immigrant Project - January to August 2015 - $12,000

The Ottawa Senior Immigrant Project aims to assess the need for official language training programs specifically developed to meet the needs of senior language learners in the city, and to identify potential partners in the development and delivery of such programs.

April Carrière is project coordinator.

Engagement = Mobilizing Communities and Collaboration (E = MC2) – 2011 to 2016 - $660,000 in funding from Employment and Social Development Canada (ESDC).

Responsible Investing Initiative, a five year collaborative research project housed at Carleton University Centre for Community Innovation, started in the fall 2011, receiving $200,000 in funding from Social Science Humanities Research Council of Canada (SSHRC) - Community-University Research Alliance (CURA) program.

Brian Carrière is a research assistant.

Investment and Governance for Africa’s Economic Diversification and Development conference - Qatar Foundation - $54,250. The funds went to pay for hosting an international conference that took place in Doha, Qatar on 10-11 December 2014.

Hany Besada was senior researcher.

Developing Research & Development capacity in Government of South-Africa National Treasury’s Technical Assistance Unit (TAU) - 2012-2014

This project aims to develop the R & D capacity of TAU using the action research network that includes COG collaborators as well as TAU, the Public Affairs Research Institute of the University of Witwatersrand. 2013 activities included missions, and presentations.

Éric Champagne is leader on the project. Pierre Martineau, and Moira Hart-Poliquin are contributors.

Benchmarking Knowledge Products and Dissemination Strategies - December 2013 to March 2014 - $20,000 Isaix Technologies supported by Public Health Agency of Canada (PHAC)

PHAC’s Centre for Chronic Disease Prevention and Health Promotion wishes to identify potential niches for CCDP to target knowledge products and associated dissemination strategies for chronic disease prevention based on patterns, trends and options that can be identified from national, provincial and selected international products and practices.

Christopher Wilson is co-investigator.
Canada-France Fund for Research – 2014 to 2016 - 12 604 $

This project raises a central question in research on the implantation of public policies in the context of linguistic diversity: how is the “translation” of state norms at the local level and how do local level actors react with regard to these conventions? This project attempts to answer this question by comparing the local action of public actors in two regions: the French Basque region and Eastern Ontario.

Principal investigators for this project are Linda Cardinal, Anne Mévellec, Javier Ixtçaina and Jean-Baptiste Harguindéguy.

Offre active des services en français en Ontario, 2014, Alliance des réseaux ontariens de santé en français et Regroupement des entités de planification des services de santé en français de l’Ontario - 15 000 $, 2014

The objective of this project is to provide a summary of work on active offers to enable the preparation of an active offer in the health sector.

Linda Cardinal and Marc L. Johnson are expert consultants.

La transition vers le libre-service numérique dans les deux langues – 2014 - $25,000 - Employment and Social Development Canada (ESDC)

The goal of this research is to make a meta-analysis of the work on the digital issue in the domain of official language and recommendations to support the development of a digital strategy for Service Canada in the field of active offer service in French in Canada.

Linda Cardinal and Marc L. Johnson are principal investigators.

Evaluating a model of collaboration between local health integration services and health services planning entities in French in Ontario with the firm PRA Inc., on behalf of the Ministry of Health and Long-Term Care Services in Ontario between December 2014 and May 2015.

Marc L. Johnson is researcher and evaluator.
Main activities of the Centre on Governance

Public Activities

The Centre on Governance is involved in a wide span of activities pertaining to the governing challenges in the international, private, public social, community and local sectors. From year to year, these different sectors may represent more or less of the Centre’s activities.

In 2014, the Centre has been particularly interested in developing new initiatives on the international, innovation and community fronts. These themes can be seen in its publications and research as well as in our special lecture series.

Governance Innovation Lecture Series

The Governance Innovation Lecture Series is an initiative from the University of Ottawa’s Centre on Governance, Faculty of Social Sciences. The main objective of the series is to create a space for thinking about innovative solutions to address contemporary problems and challenges faced by governments. Senior Fellows, visiting researchers and faculty associated with the Centre on Governance will be the first asked to contribute to the series. The series focus on applied, concrete and targeted innovations and will aim at fostering dialogue between the academic, the government and the non-governmental sectors. The selected governance innovations should focus on public governance, public management, and public policy along with relationships between the government, the private sector and civil society in public policy design and public service delivery. The target audience is the academic community, civil servants, public and non-profit actors and the general public.

In 2014, there were five lectures presented.
<table>
<thead>
<tr>
<th>2014 List of Lecture Series Events – Presenter and Title</th>
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Other Public Events


Public Events held by our Members

Presentations

Caroline Andrew


Loretto Beninger


Hany Besada

With Tim Shaw and Evren Tok


Stephen Brown


With Liam Swiss


Linda Cardinal


With Marc Johnson


With Anne Mévellec

With Helaina Gaspard and Marc-André Roy


With Marie-Luce Garceau and Ghislaine Sirois

April Carrière


**Eric Champagne**


**Viva Dadwal**


**John-Paul Hatala**

Sharon Jeannotte


With Nancy Duxbury

Marc Johnson

With Linda Cardinal


Linda Manning

“Aboriginal Student Performance—what does it mean for the College?”. Workplace and Personal Development strategic plan. Ottawa, Canada.


With D. Diakin

Mebometa Ndongo


Gilles Paquet


“Probing the bureaucratic mind”. Institute on Governance in Ottawa. Ottawa, Canada. April 23, 2014.


Steve Pomeroy

François Rocher


John Trent


With John Meisel

Christopher Wilson

**Missions**

**Community Partnerships**

The Centre on Governance is dedicated to not only helping promote research and innovation in academia but also in within local communities groups. Through the years the Centre has been a champion for many local groups and has helped promote equality and fairness in the City of Ottawa by introducing research, conferences and workshops to many local organizations. Below you will find a list of local community groups that the Centre on Governance has partnered with in 2014 (this list is not exhaustive):

- Youth Futures Ottawa – Avenir Jeunesse
- City for All Women Initiative (CAWI) – Initiative: une ville pour toutes les femmes (IVTF)
- Lowerton Community Resource Center – Centre de ressources communautaires de la Basse-Ville
- Ottawa Local Immigration Partnership (OLIP) – Partenariat local pour l’immigration d’Ottawa (PLIO)
- Catholic Centre for Immigrants – Centre Catholique pour immigrants
- The Ottawa Mission – Discovery University
- Action Housing - Action Logement
Fullbright Canada

Fullbright Canada is program is focused on educational exchange between Canada and the United States of America. According to Fullbright Canada, this program is focused on encouraging understanding amongst Canada and U.S.A. by supporting exceptional individuals in academic programs in the other country; their work may include research, lecturing or being a part of a specific academic program.

The Centre on Governance is proud to be affiliated with Fullbright Canada. Not only does the Centre act as a home for academics from the United States of America, but our senior research fellows have also participated and have conducted research in the U.S.A.

In 2014, our very own senior research fellow, Viva Dadwal received the Fulbright Canada award for 2014-2015 and was invited to Johns Hopkins University, as a Visiting Scholar at the Johns Hopkins Bloomberg School of Public Health. There, Viva Dadwal is studying the concept of "reverse innovation" in global health by evaluating the application of a World Health Organization community health intervention (that was developed in low-income countries in Africa) to various neighbourhoods in East Baltimore, Maryland. Lessons learned will help inform similar projects in Canada to ultimately yield a framework on the global flow of innovations.

The Centre on Governance also invited Eric Zeemering, Fullbright Research, to conduct his work on collaborative strategies for urban sustainability. Eric Zeemering’s work focused on examples from the United States and Canada and explained the challenge in defining policy goals related to urban sustainability. His research highlighted the critical role of public administrators in developing collaborative relationships to implement urban sustainability initiatives.
International Missions

- Champagne, Éric (head of the mission); Martineau, Pierre, Mission to South Africa, from April 11-19 2014. Support to National Treasury’s Technical Assistance Unit (TAU). This mission is part of an engagement with TAU and its South African Partners to support public sector reforms through Action Learning.

- Martineau, Pierre (2014). The Centre on Governance hosted a South African mission mission to Canada (June 2014) South African Economies of Regions Learning Network (ERLN), International benchmarking study trip to Canada. Pierre Martineau was the organizer of that mission.

Selected Community and Academic Activities

Loretto Beninger

- Member, Citizens Academy, Ottawa

Hany Besada

- External Examiner for Master’s Thesis-Stimulating the Role of Entrepreneurs in Qatar by Suhair Al Salah. (Hamad Bin Khalifa University, June 2014).

- External Examiner for Master’s Thesis-The War Against Corruption in Nigeria: An Islamic Perspective by Kazeem Saheed Ademola. (Hamad Bin Khalifa University, June 2014).

- External Examiner for Master’s Thesis- Multilateralism as an Approach for Qatar’s Economic Diversification Policy by Ahmad Al-Basti. (Hamad Bin Khalifa University, June 2014)
Linda Cardinal

- Director of graduate studies and responsible for the doctoral program for the School of Political Studies, University of Ottawa. (President of the graduate studies committee, the admissions committee for graduate studies and the committee for graduate studies bursaries 2014-2017).


- Vice President of International Political Science Association, as well as member of the executive committee and committee for publications (2014-2016).

- Vice-President, Office - Réseau régulations, gouvernance et sociétés, Agence nationale de recherche (France) (2014-2015).

- Committee member for the management for the school of political studies, representative for the commission of graduate studies for the humanities at graduate and post-graduate levels, and member of the council for the faculty of graduate studies and post-graduate studies at the University of Ottawa (2014-2017).

- Committee member for the selection of deans, University of Ottawa (2014-2016).

- Member of the scientific organization committee for summer school on la francophonie des Amériques, University of Ottawa, and the Centre de la francophonie des Amériques, (2014-2015)

- Member of the board of directors for the Board of Governors, University of Ottawa (2014-2015).

- Member of the board of directors for Centre on Governance, University of Ottawa (2014-2015).

- Committee member for the assignment of grants for research on Canadian francophonie, Institut français, University of Saskatchewan (2014).

- Committee member for the organization of the conference for the Association des sociologues de langue française, University of Ottawa. October 24-25, 2014.

- Closing conference for the Alliance de recherche sur les savoirs de la gouvernance communautaire, University of Ottawa, September 11, 2014. (Organizer)

Workshop Organizer. Les services en français dans le domaine de la violence faite aux femmes: savoirs d'action et apprentissages, Tina Desabrais (University of Ottawa) and Ghislaine Sirois (consultant). FESFO. Ottawa, Canada. April 17, 2014.


Co-responsible for the conference on Francophonie et Mondialisation de Srilata Ravi du Campus Saint-Jean de l’Université de l’Alberta, March 18th, 2014. Also, co-responsible to the study day on “le républicanisme au Québec autour des travaux de Marc Chevrier de l’Université d’Ottawa”. January 23rd, 2014.

Éric Champagne

Associate Professor, Public Administration, School of Political Studies, University of Ottawa.

Responsible for the undergraduate program in Public Administration, University of Ottawa.

Assistant Director for Centre on Governance, University of Ottawa. Directeur adjoint du Centre d’études en gouvernance

Co-Director with Carolone Andrew, Governance Innovatio Lecture Series, Centre on Governance, University of Ottawa. Professeur associé au Collège des Administrateurs de société de l’Université Laval (certification universitaire en gouvernance de sociétés)

Associé au Collège des Administrateurs de société de l’Université Laval (certificat universitaire en gouvernance de sociétés)

Affiliate Professor Professeur, Observatoire de la mobilité durable, Université de Montréal.

Member of the Managing Committee, School of Political Studies, University of Ottawa.

Member of the Board of Directors for the Canadian Urban Institute.

Research associate for the Alliance de recherche université communauté (ARUC) on the theme “knowledge of community governance: new modes of action for the Canadian Francophonie and minority language”.

Teacher at the Centre for Continuing Education, University of Ottawa (formulation of policy and program evaluation).
**Ruth Hubbard**

- Senior Partner, INVENIRE a private consulting firm on public policy and governance

**Sharon Jeannotte**

- Member of the Scientific Committee, Mapping Culture: Communities, Sites and Stories Conference – May 28-30, 2014, University of Coimbra, Portugal

- Member of the Organizing Committee, Creative Nexus: Understanding and Strengthening the Relationship Between Cultural Research and Practice – 40th Annual Conference on Social Theory, Politics, and the Arts, October 9-11, 2014

- Co-organizer with the Coalition on Cultural Diversity of session on “Youth’s new cultural practices: challenges, strategies and issues for the creative sector and public policy” at the Creative Nexus: Understanding and Strengthening the Relationship between Cultural Research and Practice Conference, October 10, 2014.

**Marc Johnson**

- Research association at the Canadian Research Insitute on minority languages (Moncton)

- Co-investigator at the Alliance de recherche les savoirs de la gouvernance communautaire, University of Ottawa.

**François Lapointe**

- Member of the editorial committee that is spearheading the 2015 summer issue of the Revue Urbanité - the official publication of the Ordre des urbanistes du Québec - with the theme "Governance".

- Vice-chair of the organizing committee for the UQO 2015 Annual Conference which will be held in Gatineau.

**Robert Legris**

- Teaching in China for the universities in Guiyang, Peking and Tianjin where he presented graduate level courses in the area of managing project teams.

- Developed a course in project management for the University of Economics in Katowice, Poland. It will be integrated in a Masters program in Katowice in 2015.
Was responsible for the translation to Mandarin and cultural adaptation of the Resistance Style Inventory, an American document that helps individuals to identify the way they resist change. He presented this tool twice in China in 2014.

Linda Manning

- External Advisory Board member and SME Consultant, ADVANCE RIT, Rochester Institute of Technology, Rochester, NY USA
- Executive Committee Member, Financial Literacy Action Network Ottawa (FLANO), Ottawa, Canada.
- Advisory Committee Member, International Talent Acquisition Center (In-TAC), Ottawa.

Mebometa Ndongo

- Peer reviewer for journal Politique et sociétés.

Gilles Paquet

- Senior Partner, INVENIRE a private consulting firm on public policy and governance.
- Member of the Advisory Board of the Center for Immigration Policy Reform.
- Associate Member for Research Group on the Economics of Immigration, Faculty of Social Sciences, University of Ottawa.
- Editor in Chief of www.optimumonline.ca - (a quarterly refereed electronic journal reaching over 10,000 subscribers)
- Associé au Collège des Administrateurs de société de l'Université Laval (certificat universitaire en gouvernance de sociétés)

Jonathan Paquette

- Local organizer for the International Conference of Social Theory, Politics and Arts, University of Ottawa. Ottawa, Canada.
Steve Pomeroy

- Technical Advisor to the South African National Association of Social Housing Organizations (NASHO) in development of Long Term Financing of Social Housing in South Africa: Examination of Current Practice And Alternatives For A More Sustainable Future.

- Technical Advisor to the government of Peru. Ministry of Housing.

John Trent

- Chair of the Board of Directors of the World Federalists of Canada.

- Co-President, Comité pour le bilinguisme officiel à Ottawa, la Capitale du Canada, Dialogue Canada.

- Executive Committee (past chair), Research Committee 33 of the International Political Science Association, Studies on the Development of Political Science.

Christopher Wilson

- Director (Academic), Institute of Public Administration of Canada – National Capital Region - Board of Directors.

- Vice President, Social Planning Council of Ottawa.
Contact Us

For more information about the events, planned activities of the Centre, as well as its affiliated members, you may contact us at:

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