

OPEN POLICY MAKING

in a Digital Age



DISCUSSION PAPER

MARCH 2017



The Public Policy Forum works with all levels of government and the public service, the private sector, labour, post-secondary institutions, NGOs and Indigenous groups to improve policy outcomes for Canadians. As a non-partisan, member-based organization, we work from "inclusion to conclusion," by convening discussions on fundamental policy issues and by identifying new options and paths forward. For 30 years, the Public Policy Forum has broken down barriers among sectors, contributing to meaningful change that builds a better Canada.

© 2017, Public Policy Forum

Ottawa Office

1400 - 130, rue Albert Street
Ottawa, ON, Canada, K1P 5G4
Tel/Tél: 613.238.7160
Fax: Téléc: 613.238.7990

www.ppforum.ca @ppforumca

TABLE OF CONTENTS

- EXECUTIVE SUMMARY2
- THE POLICY-MAKING PROCESS; OPEN IS NOT ALWAYS DIGITAL.....3
- EFFECTIVE PARTNERSHIPS AND TOOLS4
 - Effective partnerships4
 - Digital tools5
- LEARN TO 'READ' THE VOICES6
- A (CASE FOR A) NEW SKILL SET.....7
- THE R WORD8
- NEXT STEPS9
- APPENDIX A – EVENT AGENDA.....10
- APPENDIX B – SPEAKER BIOS.....12
- APPENDIX C – PARTICIPANT LIST21

EXECUTIVE SUMMARY

On Oct. 13, 2016, the Clerks and Cabinet Secretaries came together for their second policy innovation conference. The theme of the event was “open policy- making in the digital age.” A number of themes emerged during the keynote and panel presentations. The dominant themes are explored in this discussion paper. Rather than conclusions, each theme posits questions to guide the future work of the broader community devoted to the adoption of open policy making in Canada.

This paper is produced to complement the [summary report](#), which provides an overview of the presentations delivered in Ottawa on October 13.

THE POLICY-MAKING PROCESS; OPEN IS NOT ALWAYS DIGITAL

The traditional policy-making process has been conducted largely behind closed doors. Data are collected and curated by government¹ departments and analyzed to inform conversations between political elites who in turn make a decision that seeks to serve the public good. From these policies, programs and regulatory guidelines are developed, implemented and enforced. Policy evaluation is ongoing, including the electoral process, whereby citizens can indicate their level of satisfaction with the current government by casting their vote for a suite of policy promises.

A critical element of the traditional policy-making process is that it is largely the purview of professional policy makers: This is at the core of the idea of representative democracy. The concept of ‘open policy making’ represents a shift away from traditional policy making toward a process that is accessible and transparent to more Canadians, and which incorporates their voices and insights. Proponents of participatory governance cite a number of benefits of open models: opportunities for citizens to learn about policy and governance, legitimacy for public decisions and, ultimately, better, more inclusive public policy.

Open policy and digital tools are not mutually exclusive, but they can be complementary. By leveraging online, digital tools, policy makers can engage a wider audience, more often, and in multiple stages of the policy process. This can include:

- Identifying and/or defining a problem or challenge;
- Defining the primary and secondary target audiences affected by the problem/challenge;
- Engaging new voices in policy discussions;
- Making data sets open and accessible to the public for analysis and discussion;
- Running small-scale pilot solutions;
- Engaging third parties to jointly offer solutions/service delivery; and

- Broadening the scope and reach of policy evaluation.

In embracing an open policy-making process, governments transition from “policy makers” to “platforms² for policy making”. The metaphor of the government as a platform is rooted in the digital environment. For example, companies like Apple or Samsung produce tools – phones, tablets – that run on operating systems designed to have third-party organizations build applications on top of them. Users can provide feedback directly to the producers as well as develop applications and upload them for the use of other users. This model offers two roles for government: one as accepting feedback from citizens (users) and integrating that feedback in the form of real-time change to policies and programs. The second model involves government opening aspects of its policy making suite of tools and engaging civil society in those individual stages. **Understanding this, how/when/can/should government engage in open policy making to approach wicked problems under its purview? When does the digital environment fundamentally change how public policy is created and when does it simply transition functions to a new interface? Recognizing that digital and open policy are not always synonymous, there is nonetheless an opportunity to identify and leverage digital tools that amplify the government’s role as a platform. What are those tools? How should they be applied? How will this new model of policy making change the skillset public servants require to do their job?** Each of these questions requires careful deliberation and discussion. The following discussion paper is meant to encourage readers to start thinking about each of these components of open policy making in a digital age, recognizing that much more thought and work is ahead.

¹ The term ‘government’ is used throughout this paper as a broad, inclusive term to identify any public institution, department, office or agency at the federal, provincial, territorial and municipal level in Canada

² Tim O’Reilly (2011). “Government as a platform”, *Innovations: Technology, Governance & Globalization*, 6(1), p. 13-40. Available online: http://www.mitpressjournals.org/doi/abs/10.1162/INOV_a_00056#.WFhJPrKkUk

EFFECTIVE PARTNERSHIPS AND TOOLS

“Government is better when it is actively enabling others – such as citizens and civil society – to bring their assets to the table. To solve public problems and create value.” These opening words by James Anderson of Bloomberg Philanthropy were followed by examples that demonstrated different types of partnerships and how they led to more effective results for both governments and the people whom they serve. A common thread between each of these examples is the recognition that in order to improve operations, they needed to learn, change their perspective and to look for help in new and even unlikely places. For example, a London-based hospital that wanted to improve its success rate of transitioning infants from surgery to the intensive care unit looked to a Formula 1 racing team for counsel and advice on high-pressure transfers. The mechanics of that Formula 1 team had logged considerable hours ‘in the pit’ working under intense pressure and with considerable time constraints to perform vehicle maintenance. The partnership between the hospital and the Formula 1 team enabled the hospital to improve its handoff rate by half. That hospital is now sending more children home to their parents, faster.

The same principle can be applied to policy making inside government: while each department or agency will contain areas of expertise on certain topics or processes, no one department or agency is the definitive expert on all aspects of policy making and implementation. It is therefore incumbent upon the department in question to determine where its strengths and weaknesses lie, and how to engage external expertise. There is no shortage of means to address a problem. This paper starts with two: partnerships and digital tools.

EFFECTIVE PARTNERSHIPS

Increasingly, private sector and non-profit actors are raising their hands to tackle public challenges once considered the exclusive responsibility of governments.

Social enterprises are a growing reality in many Canadian and international jurisdictions, as evidenced by the presentations given by the HCT group, CASA Ltd. and Embers. These three social enterprises presented their business models in the form of case studies. Two began as partnerships with their local governments and slowly became independent organizations that supplement the work of the local government through a sustainable business model that provides high-quality jobs in the local economy and affordable, effective alternatives for residents with special transportation and health care needs. The third case study illustrated an example in which a Vancouver social enterprise launched a community-centric approach to alleviating unemployment and subsequently became an alternative to the services provided by local government. All three businesses were created to fill gaps in public service delivery, and subsequently scaled up to become effective models of that same service delivery. These examples suggest that partnerships can also be created when an external party identifies a gap; partnerships will not always be initiated by government.

Not all partnerships will be effective. Julian LeGrand³ argues that partnerships between government and a private sector or third sector partner must be carefully constructed to account for and address the different motivations that fuel each sector. Doing so will ensure that the private citizen remains the beneficiary of the partnership. LeGrand has labelled this approach policy making for ‘knights and knaves’. Building an effective partnership with clear goals in mind will involve recognizing and managing those incentives such that each partner is rewarded according to its incentive structure.

³ LeGrand J. (1997) Knights, Knaves or Pawns? Human Behaviour and Social Policy, *Journal of Social Policy*, 26 (2) 146-169

What types of policy challenges can be effectively addressed through partnerships? What indicators should be used to determine the right partnership model for a given challenge? When governments are actively supporting civil society organizations in addressing social challenges, how are accountability, safety, liability and impact ensured? Are current procurement and granting structures sufficient to maximally leverage the capacity and expertise outside of government? Drawing from LeGrand’s work, how can the architects of a partnership ensure the reward feeds all motivations? And that metrics of a policy or program focus on outcomes and not outputs?

DIGITAL TOOLS

New digital tools – often from companies that have become global powerhouses – present tremendous potential for governments to engage Canadians in different stages of the policy process, and to collect more and broader opinions and information on an issue at hand. The use of these tools also requires tremendous consideration and careful navigation.

Digital tools provide opportunities:

- Digital tools meet Canadians at work, home and play. They enable government to conduct consultations across Canada that scale easily to additional participants.
- If designed appropriately, digital tools can engage a broad mix of Canadians: different ages, genders, educational attainment, in rural, suburban and urban environments, different ethnic backgrounds and more.

- Digital tools create vast amounts of data about how people use government services, search for information and navigate their lives.

The use of digital tools also requires careful consideration. Speakers who discussed the use of digital tools encouraged government to consider the following:

- Engage with Canadians on the platforms that they are already using. Don’t create new tools or attempt to drive conversation to different platforms.
- Engaging Canadians by digital means can exclude citizens across cultural, geographic, demographic, educational and other divides.
- Don’t fall prey to “build it and they will come” thinking; engaging Canadians on a digital platform still requires governance to identify the goal, spell out expectations and timelines, be responsible for and responsive to information shared through that platform and deliver on promises.
- Recognize that the immediacy of social media and digital tools can be at odds with the context of the greater policy development machine that is slow-moving.

As with partnerships, the decision to use a digital tool to advance policy discussion or development in any area should add strategic value. **What types of policy challenges can be effectively addressed through the use of an online tool? What audience will be engaged through the use of a digital tool? What voices and information need to be heard to make sound public policy decisions? What conversations do stakeholders need to have? How must we design citizen engagement to account for multiple, and possibly, competing goals? What are the limitations, and when should governments stick with IRL (in real life) approaches?**

LEARN TO ‘READ’ THE VOICES

Participants in a face-to-face consultation bring biases to the table, which facilitators are trained to identify. Facilitators also have the added support of information about each participant, possibly including their name and occupation. Participants in an online consultation also bring their biases ‘to the table,’ but the markers of their bias may not be so obvious.

Learning to identify the biases of online participants is more than just creating requirements for participants to share biographical data. It is also important to understand the means by which online networks are created, how they attract and circulate information, and by design, how participants will (be) engage(d) in an online policy discussion. Two speakers spoke at length about digital tools; each digital tool operates according to a series of algorithms. These algorithms present biases that determine what type of information a person will receive based

on the preferences they express through their online activity. Over a period of time, these algorithms create ‘filter bubbles’ that furnish the user with information to which they will be receptive. For example, someone actively expressing a certain view will increasingly see that viewpoint in their online media. Most important: many users are unaware that they are operating in a filter bubble. For the government, this polarization is a concern for citizen engagement specifically, and a digital citizenry in general. **What skills do policy makers require to identify when their engagement activity has been absorbed by a single type of bubble? How must we design citizen engagement activities to ‘break into’ varied and diverse types of filter bubbles? How can policymakers ensure that they engage the diversity of voices necessary to capture all viewpoints on an issue?**

A (CASE FOR A) **NEW SKILL SET**

Learning to read and understand the voices, as touched upon above, is one of the many new skills that government employees will require in the broader move towards a government that employs open and digital policy-making tools.

During the Clerks and Cabinet Secretaries lunch session, Lena Trudeau, having worked with the U.S. government prior to joining Amazon, highlighted the imperative for a rethink of public service competencies. In the U.S. case, the President himself has closed the deal for top technology talent, as part of a push to create centres of expertise to lead the wider public service towards a more digitally savvy, open, collaborative government. In the U.K., the Department of Work and Pensions has started rotating program and policy staff through six-week digital bootcamps as well; their leadership has deemed digital literacy to be vital for staff beyond those in specifically tech-focused roles.

But what constitutes “technology talent” or “digital literacy”? These terms can only be a rough signpost for governments. What’s the balance of in-house and external skills and competencies? Identifying and defining the new skill set – and assessing against the current state – is a prerequisite for understanding needs around training, recruitment and options for procurement and partnerships. The same is true for the world of citizen engagement and open policy-making: it’s a unique field (particularly when ported to the digital world) that spans policy, logistics, communications, usability and social science.

These skills are needed now. Several speakers observed the ongoing federal processes to consult Canadians. There are an estimated 200 consultations under way at present (November 2016). Yet the format for each consultation – from who is engaged, to how they are engaged, to the goals of the consultation and next steps – vary from consultation to consultation across 98 departments and agencies. The variations in approach to each consultation will generate results that are not comparable, making it harder to learn lessons and systematically improve.

In addition to the long-term value of the information collected, the current series of consultations raise questions about public governance in these new (digital) spaces, and managing expectations of citizens. Digitally engaged citizens have an expectation of providing feedback – to their grocery stores, their automotive dealerships and the companies that produce their smart phones and apps – and witnessing the real-time integration of that feedback. These responsive organizations have created a culture of expectation for Canadians, and if citizens have an unsatisfying experience with government engagement processes, this has an impact on trust: they’ll likely sit out in the future. **What is the current government-to-citizen interface? How are citizen expectations and relationships being governed and managed through these consultations? What steps can/should government take – in the midst of ongoing consultations – to avoid further damaging public confidence in the public policy process? How can early successes be scaled across the whole of government?**

THE R WORD

There is an asymmetrical risk-reward system inside government. As noted on Oct. 13, the government hierarchy – as a collective – rewards those who take little or no risk. Similarly, openness – within or from government to external environments – carries few rewards for individual actors within government, and creates significant individual risk. But in a world of increasing transparency, citizens have different expectations of their government. The lack of evident change or movement on issues of national importance in recent years has led to a crisis in public confidence in Canada, exacerbated by the expectation of immediacy described above. Yet Canada’s crisis of public confidence was not born of an emergency situation that prompted quick decision. It is the product of a slow, steady, persistent degradation where the moment of urgency is difficult to distinguish and may have passed us, or may appear when it is too late to act. **Is public confidence a disruptive threat facing government? Is open policy making a solution to rebuilding public confidence? Will the early foray into open policy making change the face of government in one, five or 10 years? Should it?**

NEXT STEPS

Throughout 2016 and 2017, the Public Policy Forum will be working with partners and members to better understand digital-era governance: exploring the challenges, opportunities and cultures of the digital era, and distinguishing between what's simply "changing the channel" to digital, and what's fundamentally different for governments and stakeholders. The goal will be a roadmap for substantial progress on digital governance at, and between, multiple orders of government in Canada.

The Forum's project will be structured around five themes:

- **Digital government:** culture, talent, digital services and platforms, procurement, digitally enabled policy, data-driven government, inter-jurisdictional collaboration;
- **Open government:** transparency, accountability, open data, public engagement, open policy making;
- **Civic and private-sector change and capacity:** external capacity for public organization, action and innovation, for better or worse;
- **Analogue institutions in the digital area:** organizations, policies, regulations, legislation; public sector accountability, values and anonymity in a hyper-networked world; and
- **Digitally driven or enabled trends on society and economy:** industry disruption, precarious employment, communication trends, education, public discourse.

This will include many of the questions presented at the Clerks and Cabinet Secretaries meeting: and within them, there are common recurring threads such as digital skill sets, the impact of social media on discourse and decision-making, fairness and inclusivity and risk:

- Digital disruptions to jobs and the economy;
- The idea of government as a platform for civic technology, social good corporations and social innovation;
- Regulating technologies and industries that emerge and shift quickly;
- Social changes like shifting media landscapes and different voices appearing in the public policy sphere;
- Digital moving "upstream" from a delivery and transparency model to a core consideration at the policy genesis stage; and
- Inventorying the skills required for mass collaboration, open policy making and a digital governance landscape — and comparing against the current state.

The Public Policy Forum will explore those themes and questions, and develop recommendations for positive progress through events, case studies and interviews with experts and practitioners. This will be synthesized into a final set of reporting in fall 2017 to share with partners and members.

APPENDIX A – OPEN POLICY MAKING IN A DIGITAL AGE, EVENT AGENDA

2ND CLERKS AND CABINET SECRETARIES SYMPOSIUM ON POLICY INNOVATION

AGENDA

OCTOBER 13, 2016

BARNEY DANSON THEATRE, CANADIAN WAR MUSEUM

- 8:00 – 8:30** **Breakfast and networking**
- 8:30 – 8:45** **Welcoming remarks**
Ed Greenspon, President and CEO of the Public Policy Forum
Alison Loat, Managing Director, FCLT Global and event moderator
Michael Wernick, Clerk, Privy Council Office
Kim Henderson, Cabinet Secretary, British Columbia
- 8:45 – 9:30** **Creating Public Value Through Partnerships In A Digital Age**
Keynote speaker: James Anderson, Bloomberg Philanthropies’
Government Innovation Program
Moderator: Alison Loat
- 9:30 – 9:45** **Break**
- 9:45 – 10:30** **Rebooting The Policy-Making Process – Jurisdictional Strategies To
Re-Engage Canadians**
Panelists: Christiane Fox, Assistant Secretary to the Cabinet, Government of
Canada; Nick Scott, Executive Director of the Social Policy Research Network,
Government of New Brunswick; and, Steven Davidson, Deputy Minister and
Associate Secretary to the Cabinet, Policy and Delivery, Government of Ontario.
Moderator: Alison Loat
- 10:30 – 12:00** **Harnessing Non-Governmental Platforms For Public Good**
Panelists: Jennifer Hollett, Head of News and Government, Twitter Canada;
Amanda Clarke, Assistant Professor, Carleton University.
Moderator: Alison Loat

- 12:00 – 1:00** **Lunch**
Keynote: Lena Trudeau, Practice Manager, Global Programs, Amazon
- 1:00 – 2:30** **Innovation in Service Delivery – Global Best Practices and the Potential of Social Enterprises**
Panelists: Giles Gherson, Deputy Minister of Economic Development and Growth, Government of Ontario; Dr. Guy Turnbull, Managing Director of CASA Ltd; Dai Powell, CEO, HCT Group; and Marcia Nozick, Executive Director, EMBERS Staffing Solutions.
Moderator: Alison Loat
- 2:30 – 2:45** **Break**
- 2:45 – 4:15** **Facilitated Session - Collaboration: What can be done together?**
Panelists: Amanda Clarke, Assistant Professor, Carleton University; Elizabeth Dubois, Assistant Professor, University of Ottawa; Don Lenihan, Senior Associate, Policy and Engagement, Canada 2020; Colin McKay, Head of Public Policy and Government Relations, Google Canada; Parker Mitchell, Entrepreneur; Taylor Owen, Assistant Professor, University of British Columbia.
Co-moderators: Alison Loat, Ed Greenspon.
- 4:15 – 4:30** **Closing Remarks**
Michael Wernick, Clerk, Privy Council Office
Kim Henderson, Cabinet Secretary, British Columbia

APPENDIX B – SPEAKER BIOS



Kent Aitken joined the federal public service in 2009 to work in public policy, but keeps getting pulled towards roles that examine the systems in which policy gets made. He's spent the last few years working on accountability, transparency and citizen engagement to redefine the relationship between citizens and their government.

Kent contributes to the civil society and public administration communities by organizing events, writing about public service renewal and working with organizations that bridge the gap between government and citizens.

Kent holds a degree in Business Administration from St. Francis Xavier University, and one in Political Science and Economics from the University of Prince Edward Island. He is currently finishing his dissertation for a Master's degree in Environmental Economics from the University of London, U.K.

Kent writes overly lengthy posts at [Canadian Public Service Renewal](#) and significantly shorter ones on [Twitter](#).



James Anderson oversees Bloomberg Philanthropies' Government Innovation programs, focused on building problem-solving capacity within local governments and spreading innovations that work. Current programs include Cities of Service, CityLab, the India Smart Cities Challenge, Innovation Teams, the Mayors Challenges and What Works Cities. He led the Foundation's efforts to establish the U.S.'s first social impact bond in partnership with Goldman Sachs and the City of New York.

Before joining Bloomberg Philanthropies, James served as communications director to New York City Mayor Michael R. Bloomberg. During that time, he was the chief architect of NYC Service, the city's high-impact citizen service strategy, and Cities of Service, a bipartisan coalition that now includes more than 160 mayors representing more than 55 million Americans. Previously, he served as senior advisor to the commissioner of the city's homeless services agency, and as communications director for the Gay, Lesbian and Straight Education Network, a national advocacy organization.



Amanda Clarke is an Assistant Professor with the School of Public Policy and Administration at Carleton University. From 2010-2014, Amanda was a Trudeau Scholar, an Oxford University Press Clarendon Scholar and a Doctoral Fellow of the Social Sciences and Humanities Research Council of Canada. In 2014, she completed a DPhil exploring digital government in Canada and the United Kingdom at the University of Oxford. She is currently researching digital era policy design, public sector innovation, Open Government and civic technologies in Canada and internationally. You can find her work at www.aclarke.ca or on Twitter [@ae_clarke](#).



Steven Davidson was appointed as Deputy Minister and Associate Secretary to the Cabinet, Policy and Delivery on Oct. 6, 2014. His primary role is to work with all Ministries in the Ontario Public Service and the Premier's Office to establish and manage the government's policy and legislative agenda. Prior to his current appointment, Steven was the Deputy Minister of Tourism, Culture and Sport and the Deputy Minister responsible for the 2015 Pan/Parapan American Games. Previously, Steven held Assistant Deputy Minister positions at the Ministry of Tourism and Culture and the Democratic Renewal Secretariat. He also served as Executive Coordinator of the Executive Council Office and Director of Strategic Planning at the Cabinet Office.



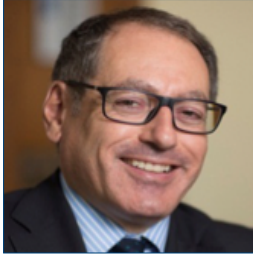
Critic, advocate and academic, **Elizabeth Dubois** can be found researching the triad of digital media, influence and politics as an Assistant Professor at the University of Ottawa. A graduate of the University of Oxford's Internet Institute, Elizabeth's work is designed to create understanding of the way technology may be leveraged to increase democratic accountability and engagement. Collaborating with non-profit organizations, technology companies, journalists and academics internationally, Elizabeth's work is action oriented. From running an online "Vote Savvy" survey that doubled as a voter information tool in the 2015 federal election to writing op-eds, she aims to make her work accessible. She also consults for technology companies and non-profit organizations.



Christiane Fox has held the position of Assistant Secretary to the Cabinet, Communications and Consultations at the Privy Council Office (PCO) since March 2015. Prior to that, she had been Director of Operations, Policy, in the Federal-Provincial-Territorial Relations Secretariat at the Privy Council Office.

Christiane has extensive experience in government communications in increasingly senior positions, including three years as Director General for Strategic Communications at PCO. Prior to her arrival at the PCO, she had spent 10 years at Industry Canada, now Innovation, Science and Economic Development Canada. She worked in Communications, in the Deputy Minister's Office, the Minister's office and in Science Policy. She also spent a year with the Competition Policy Review Secretariat, a panel chaired by Red Wilson, as the Director of Communications and Consultations.

Christiane started her career as a Communications Advisor at Industry Canada in 2002, working with departmental sectors as well as with portfolio partner agencies like the Canadian Space Agency, the Canada Foundation for Innovation, SSHRC and NSERC. Christiane has a BA in Mass Communications and Psychology from Carleton University and is a graduate of the University of Ottawa's Masters Certificate Program in Public Administration.



Giles Gherson was appointed Deputy Minister for the Ministry of Research, Innovation and Science and the Ministry of Economic Development and Growth on September 2, 2014. This appointment is his fourth deputy minister role since joining the Government of Ontario in 2007.

Following a career in journalism spanning more than 20 years, Giles' first appointment was Deputy Minister of Communications and Associate Secretary of the Cabinet. In this capacity he led the modernization of government communications that resulted in an overhaul of how government communicates with the media, including the establishment of Ontario's online Newsroom. He was also a leading force in introducing social media into government communications.

In July 2008, Giles was appointed Deputy Minister of Policy and Delivery, Associate Secretary of the Cabinet. In this role, he advised on major policy initiatives ranging from early childhood education to energy conservation. He became Deputy Minister of Government and Consumer Services in November 2011 where he oversaw a significant policy and legislative agenda. He helped pioneer an innovative and highly participatory public engagement approach to policy development.

Prior to joining the Ontario government, Giles was editor-in-chief of the Toronto Star, editor of the Globe and Mail's Report on Business, editor-in-chief of the Edmonton Journal and editor-in-chief of the Southam News Service. His journalism career also included being a political editor of the National Post and a national political columnist for Southam's newspaper chain, the Globe and Mail, the Financial Times of Canada and being the Washington Bureau chief for the Financial Post. During the mid-1990s, Giles took a two-year sabbatical from journalism to serve as principal secretary for social security reform in the federal Department of Human Resources Development.



Ed Greenspon has worked at the intersection of journalism, business and public policy for more than 30 years. He comes to the Forum from one of the world's largest news organizations, where he led global coverage of energy and the environment, and oversaw major journalistic undertakings. He joined Bloomberg in 2014 as Editor-at-Large for Canada and has worked for Torstar Corp., publisher of the Toronto Star, as Vice-President of Strategic Investments. At the Globe and Mail, Ed was a business reporter and editor, Ottawa bureau chief, European correspondent, founding editor of globeandmail.com and Editor-in-Chief.

He is the author of *Double Vision: The Inside Story of the Liberals in Power*, which won the 1996 Douglas Purvis Award for best public policy book, and of *Searching for Certainty: Inside the New Canadian Mindset*. In 2002, he won the Hyman Soloman Award for Excellence in Public Policy Journalism. In 2010, he chaired a 13-person panel for the Canadian International Council that produced a bold international policy strategy called *Open Canada: A Global Positioning Strategy for a Networked Age*.

Ed has a combined honours degree in journalism and political science from Carleton University and was a Commonwealth Scholar at the London School of Economics, earning a master's degree in politics and government.



Kim Henderson was appointed Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service on March 25, 2016.

Previously, Kim served as the Deputy Minister of Finance, delivering the B.C. government's fourth consecutive balanced budget. From June 2013 to September 2015, Kim was the Deputy Minister of Corporate Initiatives in the Office of the Premier where she led a right-sizing of Government through the Core Review initiative and provided leadership on key files. Prior to this appointment, Kim was the Deputy Minister at the Ministry of Citizens' Services and Open Government.

Kim joined the B.C. Public Service in 1996 and has held senior executive positions for more than 10 years. She has been at the forefront of driving change across government, including the development of the province's first corporate human resource strategy, a new vision for business transformation and information management/technology, and the advancement of an open government strategy which was recognized nationally with the IPAC/Deloitte Public Sector Leadership Award.

In 2012, Kim was named one of the Top 100 Most Powerful Women in Canada and in 2015 she was the recipient of a Distinguished Alumni Award from the University of Victoria. She holds a Master's degree in Public Administration and is the mother of 11-year-old twins.



Jennifer Hollett is a smashup of digital, journalism and politics. She is the new head of news and government for Twitter Canada.

Jennifer has worked in digital since the late '90s, when she became the youngest-ever manager at Sony Music Canada, developing new media strategies for the label's top artists. Jennifer recently co-founded a startup and developed "Super PAC App," which debuted #1 in its category in the App Store, helping make political TV ads more transparent.

An award-winning TV reporter and producer, Jennifer has more than a decade of experience at CBC, CTV and MuchMusic. She won a Canadian Online Publishing Award for her work hosting CBC's G20 Street Level blog during the 2010 G20 Summit in Toronto, and was recognized by Amnesty International Canada with a 2009 Media Award for her CBC radio reporting from Israel and Palestine.

Jennifer was a candidate in the 2015 federal election in University-Rosedale, one of Canada's top races to watch. She studied public policy at Harvard University, obtaining her MPA, and was the digital director on Olivia Chow's 2014 Toronto mayoral campaign. She is a strong advocate for women's and girls' rights, and has been proud to moderate the G(irls)20 Summit in Toronto, Paris, Mexico City, Moscow and Sydney.



Dr. Don Lenihan is Senior Associate, Policy and Engagement, at Canada 2020, Canada's leading independent progressive think-tank. He is an internationally recognized expert on public engagement, Open Government and democracy.

In April 2016, Don completed a year-long assignment as Ontario's principal advisor on the Open Dialogue project, which used four demonstration projects to test and develop a public engagement framework for the Government of Ontario.

In 2014, Don led an Expert Group process for the UN and the OECD on public engagement models to support the post-2015 UN agenda on sustainable development. He also served as chairman of the Open Government Engagement Team for the Government of Ontario in 2014 – 15.

Don has more than 25 years of experience as a project leader, writer, speaker, senior government advisor, trainer and facilitator. Throughout his career, he has developed and led many research and consultation projects involving senior public servants, academics, elected officials, journalists and members of the private and third sectors from across the country. He is the author of numerous articles, studies and books, and was a weekly columnist for National Newswatch. He earned his PhD in political theory from the University of Ottawa.



Alison Loat is an executive, management consultant and entrepreneur with experience in senior leadership positions in the private, non-profit and university sectors. She is currently a strategic advisor to Focusing Capital on the Long Term (FCLT), a not-for-profit organization dedicated to developing practical tools and approaches that encourage long-term behaviours in business and investment decision-making. Alison is also the co-founder and former executive director of Samara Canada, a non-partisan charity that works to build better politics and improve democratic participation. In addition, she is the author of the best-selling book *Tragedy in the Commons*, a board member of the Banff Forum and a World Economic Forum Young Global Leader who is co-leading a disability rights project.



Parker Mitchell co-founded and, for a decade, co-led Engineers Without Borders (EWB) Canada into a movement of 30,000 engineers. EWB mobilized more than two million volunteer hours, \$25M in funding and became known for innovative work in water, agriculture and rural infrastructure in Africa. EWB's annual "Failure Report" launched in 2007 has been featured by almost all major international news organizations, and has won a number of awards.

Parker has won many awards for leadership including: The Meritorious Service Cross from the Governor General, Canada's Top40 Under40, an Honorary Doctorate from Queen's University, Ernst & Young's Social Entrepreneur of the Year and the New York's Tech Republic 40Under40.

After leaving EWB, Parker moved to New York and co-founded Significance Labs, which connects technologists and entrepreneurs with the realities facing low-income Americans. Significance Labs has become the incubation lab of the Robin Hood Foundation, the largest NYC-focused foundation.

For the past two years, Parker has been the deputy to the co-CEO of Bridgewater Associates, working to build technology and systems to embed Bridgewater's unique culture of radical truth and radical transparency in day-to-day habits. Bridgewater is the world's largest and most successful hedge fund. This past summer, Parker left Bridgewater to found a company to build an integrated suite of digital tools and analytics to help improve organizational culture and learning.



In 2001, **Marcia Nozick** founded EMBERS (the Eastside Movement for Business and Economic Renewal Society) as a community economic development charity with a mission to create employment opportunities for people living on low incomes in Vancouver's Downtown Eastside. A long-time community advocate, Marcia's leadership at EMBERS over the past 16 years has helped thousands of people facing work barriers lead productive lives by providing access to self-employment education, job placements, training and support.

In 2008, Marcia broke new ground by launching EMBERS Staffing Solutions (ESS), an award-winning temporary staffing agency. Her goal was to create flexible, short-term work placements for people looking to re-enter the workforce. A social enterprise, ESS is self-sustaining and invests 100% of its profits back into the community through higher hourly wages, equipment and training for workers. Thanks to Marcia's leadership, ESS is able to have a tremendous social impact. In 2015 alone, the organization employed 1,200 people and paid out over \$4.4 million in wages and benefits.

An innovative leader, Marcia has been recognized nationally for her passion and contributions to the fields of community economic development and social enterprise. In 2015, she won the prestigious RBC Canadian Women Entrepreneur Award for Charitable Giving and Women in BizNetwork's #SocialForGood award. This year, she won the YWCA Women of Distinction Award for the Community Champion category.

Prior to founding EMBERS, Marcia was the coordinator of Healthy Communities in Winnipeg, the associate editor and publisher of City Magazine, and an instructor of Community Economic Development at Simon Fraser University. She holds a Master's Degree in City Planning, has run her own small business, and wrote the influential Canadian book, *No Place Like Home: Building Sustainable Communities* (1992) that David Suzuki praised as "A must read."



Colin McKay is the Head of Public Policy and Government Relations for Google in Canada. He is responsible for setting strategy and implementing advocacy campaigns on issues related to innovation, internet regulation, data protection and trade policy, among many others.

Colin is Vice Chair of the board at MediaSmarts, a not-for-profit organization that provides youth with critical thinking skills to engage with media as active and informed digital citizens. He is also on the board of the Missing Children Society of Canada and the Canadian-American Business Council. He was previously a member of the Government of Canada Advisory Panel on Open Government.

Before joining Google, Colin was the Director of Research and Public Education for the Privacy Commissioner of Canada, where his team researched the impact of the digital economy on personal privacy and built tools to help individuals understand their privacy rights. In other roles during a career in the federal public service, he worked on science and technology policy, copyright reform, innovation policy, air and rail regulation and immigration issues.

He has a Bachelor's in International Relations from the University of Toronto, and a Master's with a focus in intelligence studies, also from the University of Toronto.



Taylor Owen is Assistant Professor of Digital Media and Global Affairs at the University of British Columbia, a Senior Fellow at the Columbia Journalism School and the founder and Editor of OpenCanada.org. He was previously Research Director of the Tow Center for Digital Journalism at Columbia University and has held research positions at Yale University, the London School of Economics and the Peace Research Institute Oslo. His work explores the intersection between digital technology, media and international affairs. Taylor is the author of *Disruptive Power: The Crisis of the State in the Digital Age* and the forthcoming *Journalism after Snowden: The Future of the Free Press in the Surveillance State*.



Dai Powell is the Chief Executive of HCT Group, a large-scale, award-winning social enterprise in the transport industry, operating transport and training services from ten depots across London, Yorkshire, the southwest and the Channel Islands. Dai has been Chief Executive since 1993, leading the organization as it has grown by more than a hundredfold – from a small community transport provider into a national social enterprise.

Dai won the 2015 Ernst and Young UK Social Entrepreneur of the Year award and the 2012 SEUK Social Enterprise Leader of the Year award and is a board member of Big Society Capital. He holds a Level 3 Vocational Certificate in the use of Industrial Explosives and an honorary PhD in Social Entrepreneurship from the University of Northampton. Dai was awarded an OBE in 2006 for services to disabled people.



Nick Scott is the Executive Director at the NB Social Policy Research Network; a partnership between the Government of New Brunswick and the province's post-secondary institutions with the mission of advancing evidence-based policy development and citizen engagement through Networked Governance. In 2103 the Network launched the GovMaker Conference to explore the theory and practice of Open Government. Nick is also the co-founder of NouLAB; a public and social innovation lab facilitating collaborative problem-solving across sectors and disciplines. Nick is also the co-chair of the 2016 Canadian Open Data Summit, and an Alumni of 21Inc.



Lena Trudeau leads the Public Sector Amazon Web Services team in Canada. In this capacity, she helps leaders in government, education, health care and not-for-profit organizations find better, more cost-effective ways to serve their customers and constituencies through innovative Cloud-driven business transformation.

Prior to her current role, Lena led global expansion efforts for the Public Sector division of Amazon Web Services. She also ran programs focused on scientific computing, open data and educating the next generation of IT professionals.

Previously, Lena served as member of the U.S. Federal Government's Senior Executive Service. As Associate Commissioner at the U.S. General Services Administration, Lena stood up the Office of Strategic Innovations with a mandate to leverage technology to transform business operations. During her tenure, she spearheaded the creation of 18F, an in-house digital delivery team that builds effective, user-centric digital services. Lena also directed the Presidential Innovation Fellows program, a highly competitive program that pairs government experts with private sector entrepreneurs to tackle the nation's biggest challenges.

Prior to entering government, Lena served as Vice President, overseeing service delivery at the National Academy of Public Administration, a non-partisan, congressionally chartered organization that assists government leaders in building more effective, efficient, accountable and transparent organizations. The Academy's unique feature is its nearly 800 Fellows – including former cabinet officers, Members of Congress, governors, prominent scholars, business executives and public administrators.

Lena has twice been awarded Federal Computer Week's prestigious Federal 100 award. She received a Master's in Business Administration from the Richard Ivey School of Business at the University of Western Ontario and an undergraduate degree in Political Science and Philosophy from the University of Ottawa. Lena lives in Annandale, VA with her husband, and enjoys golf and travel.



Dr. Guy Turnbull has been involved in the social enterprise sector since 1988, and is now the MD of CASA – a social enterprise (SE) he helped to found.

Previously he worked specializing in business planning. This involved supporting the establishment of some of the most successful SEs around.

Guy's greatest commercial achievement has been the founding and development of CASA from a new start social franchise in 2004 to a single £12m t/o SE in 2016 – all without private investment and no asset base for security.

CASA was founded in 2004 with a vision of becoming the UK's leading employee-owned provider of domiciliary health and social care. CASA was therefore designed to be a pioneering, positive, ethical force that contributed to the transformation of health and social care services in the UK. It was designed with the specific intention of bringing social enterprise scalability to the health & social care sector. –This, it achieved: CASA provides over 18,000 hours of care a week across seven territories in the North of England.

Mutuality is at the heart of CASA's business, underpinned by the belief that engaged employee owners provide higher quality care and low staff turnover, making the business more successful.

CASA's mission remains the same - to be a positive ethical force in everything it does and its social impact is far-reaching. As well as improving the quality of life for its service users through the provision of high quality care that allows them to stay in their own homes, CASA recruits and invests in the long-term unemployed in low income communities, employs over 750 people and seeks to have a wider benefit on local communities.



Michael Wernick was appointed Clerk of the Privy Council and Secretary to the Cabinet on Jan. 22, 2016.

Mr. Wernick was Deputy Clerk of the Privy Council and Associate Secretary to the Cabinet from Oct. 6, 2014, to Jan. 21, 2016. Prior to this appointment, Mr. Wernick was Deputy Minister of Aboriginal Affairs and Northern Development Canada from May 2006 to July 2014, and Senior Advisor to the Privy Council Office from July to September 2014.

Since joining the federal public service in 1981, Mr. Wernick has worked at the Social Policy Division of the Department of Finance, Consumer and Corporate Affairs Canada, the Economic and Regional Development Policy Secretariat of the Privy Council Office, and the Constitutional Affairs Secretariat of the Federal Provincial Relations Office. From 1996 to 2003 he served as Assistant Deputy Minister and then as Associate Deputy Minister at the Department of Canadian Heritage. From 2003 to 2006 he served three Prime Ministers as Deputy Secretary to the Cabinet, Plans and Consultations, at the Privy Council Office.

In an eight-year tenure at Aboriginal Affairs and Northern Development from 2006 to 2014, Mr. Wernick assisted four Ministers in advancing the Government's Aboriginal and Northern agendas. Highlights include the passage of 23 pieces of legislation, as well as parts of five Budget Implementation Acts; the approval and ongoing implementation of the Indian Residential Schools settlement; conclusion of several modern treaties and new self-government arrangements; creation of the Specific Claims Tribunal; rapid expansion of the First Nations Land Management Act; deep structural reforms to child and family services, income assistance, and water/wastewater; extending human rights protections and matrimonial property protection to reserves; and an initiative to reform on-reserve education. Northern highlights include International Polar Year, the Canadian High Arctic Research Station; devolution of federal land management responsibilities to the Government of the Northwest Territories; reform of northern regulatory regimes; and replacement of "food mail" by the Nutrition North program.

Mr. Wernick has the unique distinction of having been deeply involved in the transition process and start up of three new governments, and attending the swearing in and first Cabinet meeting of three Prime Ministers (Martin in 2003, Harper in 2006, Trudeau in 2015).

Mr. Wernick has developed many public service leaders. Fifteen members of his management teams have been promoted to or within the Deputy Minister community.

Mr. Wernick received B.A. and M.A. degrees in Economics from the University of Toronto. Mr. Wernick is a member of the Board of Governors of Carleton University, and the Board of Directors of the Institute on Governance.

APPENDIX C – PARTICIPANT LIST

Alison Loat

Managing Director
FCLT Global

Amanda Clarke

Assistant Professor
Carleton University

Anatole Papadopoulos

*Executive Director, Policy
Innovation Secretariat to the
Deputy Ministers' Committee
on Policy Innovation*
Department of Canadian Heritage

Ava Czupalay

*Senior Executive Director,
Higher Education Branch*
Labour and Advanced Education
Government of Nova Scotia

Bernard Coffey

*Clerk of the Executive Council
and Secretary to Cabinet*
Government of Newfoundland
and Labrador

Brian Payne

*Executive Director,
Business Innovations*
Alberta Human Services

Bryce Stewart

*Assistant Deputy Minister,
Strategic Services and Human
Resources Transformation*
Alberta Corporate Human
Resources

Carolyn Kamper

*Executive Director,
Deputy Minister's Office*
Ministry of Children
and Family Development
Government of British Columbia

Catherine Berliner

Special Advisor
Executive Council Office
Government of Nova Scotia

Catherine Scott

*Director General, Community
Development and Homelessness
Partnerships Directorate*
Employment and Social
Development Canada

Charlotte Price

*Senior Advisor to the Clerk
of the Executive Council
and Cabinet Secretary*
Government of Manitoba

Christiane Fox

*Assistant Secretary to the Cabinet,
Communications and Consultations*
Privy Council Office
Government of Canada

Chris D'Arcy

*Deputy Minister / Cabinet
Secretary, Executive &
Intergovernmental Affairs*
Government of Nunavut

Colin McKay

*Head, Public Policy and
Government Relations*
Google

Dai Powell

Chief Executive
HCT Group

Dave Heffernan

Chief Information Officer
Government of the
Northwest Territories

David Brock

*Deputy Secretary to Cabinet,
Priorities and Planning Executive*
Government of the Northwest
Territories

David Roberts

*Interpreter, Departmental
conferences interpretation,
Translation Bureau,*
Public Works and
Government Services Canada

Deborah Archibald

*Assistant Deputy Minister,
Mineral and Petroleum Resources*
Department of Industry,
Tourism and Investment
Government of the Northwest
Territories

Donna Miller

*Clerk of the Executive
Council and Cabinet Secretary*
Government of Manitoba

Don Lenihan

*Senior Associate,
Policy and Engagement*
Canada2020

Edward Layton

Government Lead
Twitter Canada

Ed Greenspon*President*

Public Policy Forum

Elizabeth Dubois*Assistant Professor*

University of Ottawa

Elizabeth Day*Deputy Clerk and**Associate Secretary to Cabinet*Government of Newfoundland
and Labrador**Erin Gee***Policy Analyst*

Canada Revenue Agency

Evan Romanow*Chief of Staff; Deputy**Minister's Office*

Alberta Executive Council

Francine Roy*Interprète*Travaux publics et services
gouvernementaux Canada**Frazer Egerton***Director; Strategic Policy and**Decision Support Community Services*

Government of Nova Scotia

Giles Gherson*Deputy Minister; Departments**of Economic Development**and Growth, and Research,**Innovation and Science*

Government of Ontario

Guy Turnbull*Managing Director*

CASA Ltd

Hayden Lansdell*Executive Lead*

Centre for Data Innovation

Government of British Columbia

Heather Devine*Behavioural Insights Architect*

Policy, Innovation and Engagement

Division, Public Service Agency

Government of British Columbia

James Anderson*Head of Government Innovation**Programs*

Bloomberg Philanthropies

Jason Hollett*Executive Director*

Finance and Treasury Board

Government of Nova Scotia

Jay Porter*Director; Strategy and Results,**Cabinet Office*

Government of Ontario

Jennifer Hollett*Head of News and Government*

Twitter Canada

Jillian Carson*Executive Director; Financial**Support, Employment and**Financial Supports Division*

Alberta Human Services

John Cowan*Executive Director;**Planning and Coordination*

Government of Newfoundland

and Labrador

John Marshall*Assistant Deputy Minister;**Open for Business Division*

Ministry of Economic

Development and Growth/
Ministry of Research,

Innovation and Science

Government of Ontario

Joni Brodziak*Director; Policy, Practice and**Program Development*

Alberta Human Services

Judy Wagner*Clerk and Secretary to Cabinet,**Executive Council Office*

Government of New Brunswick

Julie Cafley*Executive Vice President*

Public Policy Forum

Karine Blais*Traductrice*

Travaux publics et service

gouvernementaux Canada

Kate Durand*Director of Communications*

Yukon government

Kate Hearn*Assistant Deputy Minister;**Planning and Coordination Lands*

Government of the Northwest

Territories

Katie Gibson*Director; Social Enterprise Branch*

Ministry of Economic

Development and Growth

Government of Ontario

Kelvin Leary*Deputy Minister and Cabinet**Secretary; Executive Council Office*

Yukon government

Kendra Black*Director of Policy and**Communications*

Yukon government

Kent Aitken*Prime Minister's Fellow*

Public Policy Forum

Kim Henderson

*Deputy Minister to the Premier,
Cabinet Secretary and Head
of the Public Service*
Office of the Premier
Government of British Columbia

Laura Lee Langley

Clerk of the Executive Council
Government of Nova Scotia

Laura Wesley

*Executive Director,
Consultations & Public
Engagement Communications
and Consultations*
Privy Council Office
Government of Ontario

Lena Trudeau

*Practice Manager,
Global Programs*
Amazon

Lynn Betzner

*Deputy Minister Intergovernmental
Affairs, Communications and
Associate Secretary of Cabinet*
Government of Ontario

Marcia Nelson

Deputy Minister
Alberta Executive Council

Marcia Nozick

Founder & CEO
Embers

Mark Brisson

*Assistant Deputy Minister,
Service Modernization*
Service Alberta

Mary Beth Baker

*Web publishing and Design
Coordinator, Communications
and Consultations*
Privy Council Office
Government of Canada

Mary Da Costa Lauzon

*Manager, Consultations
and Public Engagement*
Communications
Privy Council Office
Government of Canada

Matthew Mendelsohn

*Deputy Secretary,
Results and Delivery*
Privy Council Office
Government of Canada

Michael Wernick

*Clerk of the Privy Council
and Secretary to the Cabinet*
Government of Canada

Mike Aumond

*Secretary to Cabinet/
Deputy Minister*
Government of the
Northwest Territories

Monique Seng

Interpreter
Public Works and Government
Services Canada

Nick Kulyk

*Program Review Coordinator,
Municipal Relations*
Government of Manitoba

Nicholas Scott

Executive Director
New Brunswick Social
Policy Research Network

Parker Mitchell

Entrepreneur

Paul Ledwell

*Clerk of Executive Council
and Secretary to Cabinet,
Deputy Minister, Policy & Priorities*
Province of PEI – Executive
Council Office

Peter Watkins

Executive Director
BC Developers' Exchange
Government of British Columbia

Rhonda Moore

Policy Lead
Public Policy Forum

Rochelle Gallant

Director, Intergovernmental Affairs
PEI Executive Council Office

Rodney Ghali

Assistant Deputy Minister
Privy Council Office
Government of Canada

Rommel Agbay

Service Designer
Government of British Columbia

Rueben Bronee

*Executive Lead, Policy,
Innovation and Engagement*
Public Service Agency
Government of British Columbia

Ryan Forman

*Director, Organizational
Effectiveness, Corporate
Initiatives Branch*
Ministry of Energy and Mines,
Ministry of Natural Gas
Development
Government of British Columbia

Sandy Kalgutkar

*Deputy Secretary to the
Financial Management Board*
Government of the Northwest
Territories

Sarah Crane

*Director, Organization
Development*
Yukon government

Serge Dupont

*Deputy Clerk of the
Privy Council Office*
Government of Canada

Shannon MacDonald

Partner
Deloitte

Sonia Roy

Conference Manager, SCICS
Government of Canada

Soussan Tabari

*Chief Information Officer,
Community Services I+IT Cluster*
Ministry of Advanced Education
and Skills Development
Government of Ontario

Steven Davidson

*Deputy Minister of Policy
and Delivery, Cabinet Office,
Anti-Racism Directorate and
Associate Secretary of Cabinet*
Government of Ontario

Steve Orsini

*Secretary of the Cabinet,
Head of the Ontario Public Service,
Clerk of the Executive Council*
Government of Ontario

Susan Johnson

Senior Advisor, Privy Council Office
Government of Canada

Sue Taylor-Foley

*Executive Director, Education
Innovation, Programs and Services*
Education and Early Childhood
Development
Government of Nova Scotia

Susan Taylor

*Assistant Deputy Minister,
Community Services and Supports*
Alberta Human Services

Taki Sarantakis

*Associate Secretary, Treasury
Board Secretariat*
Government of Canada

Tanya Gracie

Policy Lead
Public Policy Forum

Taylor Owen

Assistant Professor
University of British Columbia

Una Hassenstein

*Executive Director, Strategy
and Corporate Services*
Government of Nova Scotia

Virginia Lloyd

*Associate Deputy Minister,
Executive Intragovernmental
Affairs, Strategic Planning*
Government of Nunavut

Zeena Abdulla

*Head, Digital Government,
Cabinet Office*



www.ppforum.ca

@ppforumca