

OPEN POLICY MAKING

in a Digital Age



SUMMARY REPORT

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.

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ISBN 978-1-927009-89-5

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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.”

Co-hosted by the Government of Canada and the Government of British Columbia, supported by the Public Policy Forum, this one-day session explored the topic through a mix of keynote and panel presentations drawing on perspectives from all sectors of the economy – public, private, NGO and academia – from Canada, the U.S. and the U.K. The purpose of this symposium was to bring

diverse perspectives together in a dialogue around the co-creation of ideas, partnerships that create shared value and impact and making the policy process more open and diverse. A copy of the agenda is available in the appendices, along with the speaker biographies and a list of the participants.

The following report summarizes each of the presentations and panel discussions. A number of themes emerged during the keynote and panel presentations. Those dominant themes are explored in a companion discussion paper ([available here](#)).



PHOTO CREDIT: STEVE ORSINI, GOVERNMENT OF ONTARIO

Moderator Alison Loat, left, and panelists Jennifer Hollett, Head of News and Government at Twitter Canada and Amanda Clarke, Assistant Professor at Carleton University, discuss Harnessing Non-governmental Platforms for Public Good.

CREATING PUBLIC VALUE THROUGH PARTNERSHIPS IN A DIGITAL AGE

Opening the day was James Anderson from Bloomberg Philanthropies, an international philanthropic organization that focuses its work at the cities and mayoral level to generate bold solutions that can be replicated around the globe. Through various programs, Bloomberg effects change to build capacity, to identify challenges and address solutions by opening up lines of dialogue and access to data. In his remarks, Mr. Anderson emphasized that access to data enables front-line workers to identify challenges, promote the cross-pollination of ideas and deliver solutions, and he supported these statements with compelling examples of change from South America, India, and the United Kingdom. Each demonstrated how governments can create space for citizens to engage in city-making, often by providing tools and information then opening the discussion and decision process to citizen voices. This can generate novel solutions, tailored to the needs of communities, that are seen as fair and legitimate by citizens.

REBOOTING THE POLICY-MAKING PROCESS: JURISDICTIONAL STRATEGIES TO RE-ENGAGE CANADIANS

Panelists from the governments of Canada, New Brunswick and Ontario presented three different approaches to revitalizing public engagement as a component of the policy making process. Christiane Fox, Assistant Secretary to the Cabinet, noted the Government of Canada has a long history of public engagement. In recent years, the engagement process has become more and more diverse across an increasing number of departments. The Privy Council Office is developing a centre of expertise that any department or agency can leverage in their own respective consultation processes to ensure valuable, constructive results and a quality and accessible experience for Canadians. In doing so, the Privy Council Office supports the work of all departments to ensure effective engagement strategies without being prescriptive about the work of other departments and agencies.

The New Brunswick Social Policy Research Network (SPRN) operates on a three-part network model. The

SPRN engages the New Brunswick Executive Council office to identify public policy challenges to be addressed, and co-develop a map of those challenges. Staff regularly consult citizens of the province to discuss challenges identified by the government, to discuss solutions to those challenges, and to identify additional challenges at the grassroots level. SPRN staff also seek out and develop partnerships with civil society and expert groups – in New Brunswick and around the world – who possess complementary areas of expertise to the SPRN team as part of the process to identify solutions and introduce new methods of engagement. The SPRN model is iterative and ever-greening. It promotes a commitment to consultation and engagement as a part of the policy making process, and enables views of citizens to directly inform government policy priorities.

The Ontario Cabinet Office recently launched an initiative to create networks around emerging policy issues, including those which cut across multiple ministries. For example, the Ontario government now has an internal network to explore policy issues related to autonomous vehicles. Membership in the network is open to all public servants, and participation is voluntary. The cross-departmental nature of the network is predicated on the notion that individuals with a personal or professional interest in this issue will join the network, contribute to discussions and share information in a dis-intermediated, non-hierarchical way. Information shared through the network will seek to break down silos between departments and agencies, and could also be used to inform official advice to government.

HARNESSING NON-GOVERNMENTAL PLATFORMS FOR PUBLIC GOOD

Jennifer Hollett, Head of News and Government, Twitter Canada and Amanda Clarke, Assistant Professor, Carleton University, presented two perspectives on the use of digital platforms for public good. Jennifer Hollett discussed how Twitter has changed the way in which news is generated and disseminated. Twitter has given civil society direct access to elected officials and newsmakers and, in many ways, bypassed the traditional media gatekeepers. Individuals can search for or choose their news (by building lists of people to follow or using hashtags), not just listen to the pre-approved list of stories that ap-

pear at the top of the hour on radio or television. Ms. Hollett shared examples of movements that have gone viral through the use of Twitter.

Dr. Clarke's presentation focused on the concept of government as a platform: rather than governments always implementing policies and programs, they can choose instead to create the conditions and legal environment for other organizations to create public value. This often materializes in public, private and NGO sectors working together in a network. She summarized key findings of networked approaches from the 1980s and 1990s. Recognizing that much of the early activity focused on service delivery, Dr. Clarke presented some thoughtful context for how platform thinking in the space of service delivery can inform the same in policy work. Dr. Clarke encouraged the public sector to carefully consider and design partnerships to minimize risk and maximize the benefit for all partners and users. Culture matters, and cannot be underestimated. By their nature, each sector – whether private, public, academic or NGO – operates according to different motivations. Each stakeholder will engage in a partnership to meet different goals; a partner in one sector cannot assume that a partner from another sector will organically identify and solve the exact same challenge. As such, effective partnerships must be carefully negotiated – from choice of partners, to choice of technology, to clearly defined roles and responsibilities for each partner, to who owns the data that is generated, and remuneration for the partnership – in order to ensure an effective outcome for the intended audience.

INNOVATION IN SERVICE DELIVERY – GLOBAL BEST PRACTICES AND THE POTENTIAL OF SOCIAL ENTERPRISES

Social enterprises are for-profit or non-profit organizations that use business strategies to achieve a social or environmental impact. While generating revenues from the sale of goods and services, they also expressly intend to create positive outcomes and they measure their results. As their business grows, their social impact grows. Jurisdictions like the province of Ontario are beginning to encourage the growth of social enterprises for their ability to tackle tough social and environmental challenges in a financially sustainable manner, and for their ability

to attract private investment capital and translate it into social and environmental solutions.

In 2016, the Government of Ontario launched its social enterprise strategy. This strategy, as described by Giles Gherson, Deputy Minister of Economic Development and Growth with the Government of Ontario, extends current business growth initiatives to social enterprises in ways that recognize the social mandate of the individual organizations. Now, social enterprises in Ontario can secure government support to get financing, to attract other (e.g. venture capital) funds, identify clients and markets (through procurement and access to new markets), and measure impact in non-traditional ways.

Mr. Gherson's presentation was illustrated with case studies from three social enterprises. Dr. Guy Turnbull, Managing Director of CASA Ltd, Dai Powell, CEO of the HCT Group (both of the United Kingdom), and Marcia Nozick, Executive Director of EMBERS Staffing Solutions (in Vancouver) presented an overview of their respective organizations. Each identified the social challenge their organization was created to address – public transportation, affordable home health care, and employment services, respectively – and the barriers they faced in building these enterprises.

FACILITATED SESSION – COLLABORATION: WHAT CAN BE DONE TOGETHER?

In the final conference session, six panelists offered their insights on the topic and themes of the day:

- **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; and
- **Taylor Owen**, Assistant Professor, University of British Columbia.

Following those initial comments, moderators Alison Loat and Ed Greenspon facilitated a conversation with the panelists, and then with the audience. What follows is a summary of the points raised during the last session.



PHOTO CREDIT: MARY BETH BAKER

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 discuss jurisdictional Strategies to Re-Engage Canadians in the policy making process.

Open policy is not (always) digital. Open policy and digital policy are linked and can be complementary, but they are not interchangeable. Many panelists pointed to the conversations that took place throughout the day on one topic or the other, noting that open and digital have different opportunities and implications for the policy making process. For example, digital technology can simply be the channel for consultation in a largely traditional policy making process. Open policy tends to refer to the idea that governments should increasingly open the black box around the Westminster parliamentary policy-making system and seek input and collaboration from more voices. Panelists asked government policy-makers to think about both of these concepts, and how each or both will contribute to policy goals. In the context of the Westminster system, how much decision making authority is government willing to turn over to the public?

Negotiating partnerships and incentives. Each sector of the economy – public, private, NGO and academic – operates according to a different set of incentives. This variation in incentive structure can create conflict during partnerships and network approaches to work-

ing if not first addressed in the early stages of a project, and result in asymmetrical risk-reward relationships amongst partners. Government as a platform requires government to both leverage the platforms that people use and to govern behaviour in those platforms. To do this effectively, partnerships with other organizations must be clearly and comprehensively outlined in such a way as to identify roles and responsibilities in many different scenarios, and also to reward partners according to the incentive structures to which they are designed to respond. In addition, the attributes of a digital world – including high risk tolerance, rapid iteration of ideas, and decentralized organization – are incongruous with the structure of government institutions. This can create tensions for governments that enter into them if they are not prepared to transition to more open dialogue with citizens. Such broad participation can spur conflicts, tradeoffs, and complications, though it can also lead to better, more informed policy choices.

The benefits of scale. Several panelists remarked on the vast number and type of consultations underway at the federal and provincial levels of government, noting

the benefits to sharing data and good ideas across departments and between orders of government. However, panelists were divided on the importance of a consistent process for consultation. One panelist suggested consistency is important to ensure findings are comparable. Another panelist suggested that focusing on comparability could result in a ‘cookie-cutter’ consultation process that ignores the unique challenges of certain policy questions.

Context is important. Digital tools are useful for analyzing vast amounts of data to identify trends and outliers. However, they are still only as good as the people using them: people may digitize algorithm biases and not consider the social, cultural, economic or political context in which the challenge, barrier or opportunity exists. Policy development also requires creative, human brains to think about the challenge (and what the data suggests) in real-world contexts. Policy-makers who use digital tools should be aware of their limitations and understand how to overcome them.

Citizen engagement and expectation. Does government face the same disruptive threat as other sectors of the economy? Two panelists suggested not. Those panelists also noted that faith in public institutions is at an all-time low and suggested that because the erosion of public confidence has occurred at such a slow pace, the defining moment of the crisis is difficult or impossible to pinpoint. They concluded that government faces two challenges: a) to improve trust and confidence of Canadians in public institutions, and b) to marshal an all-of-government response to an issue that has no clear defining moment.

CLOSING REMARKS AND NEXT STEPS

Michael Wernick, Clerk, Privy Council Office, and Kim Henderson, Cabinet Secretary of the Government of British Columbia provided closing remarks indicating the ongoing commitment of federal, provincial and territorial governments to advance collective efforts in improving open policy-making approaches across Canada.

APPENDIX A – EVENT AGENDA

OPEN POLICY-MAKING IN A DIGITAL AGE

2ND CLERKS AND CABINET SECRETARIES SYMPOSIUM
ON POLICY INNOVATION

AGENDA

OCTOBER 13, 2016

BARNEY DANSON THEATRE, CANADIAN WAR MUSEUM

8:00 – 8:30 a.m. 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 – noon

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

Noon – 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
Kim Henderson

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](#).

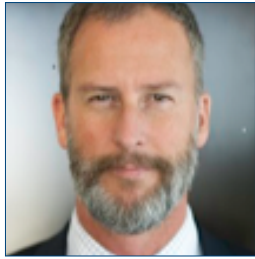


James Anderson oversees Bloomberg Philanthropies’ Government Innovation programs, focused on building problem-solving capacity within local governments and spreading innovations that work. Current programs include Cities of Service, CityLab, the India Smart Cities Challenge, Innovation Teams, the Mayors 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.



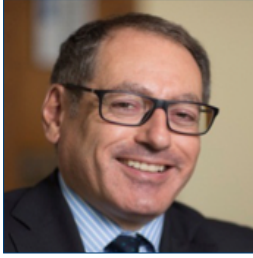
Critic, advocate and academic, **Elizabeth Dubois** can be found researching the triad of digital media, influence and politics as an Assistant Professor at the University of Ottawa. A graduate of the University of Oxford's Internet Institute, Elizabeth's work is designed to create understanding of the 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.

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