



# Governing in a Multi-stakeholder World:

From consultation to open  
dialogue

**Canada 2020**  
Seminar

**Public engagement impacts all aspects of the policy process, from ideas-generation to service delivery, auditing and evaluation. The course will be of interest to officials from across government, but should be of particular interest to those involved in policy-development, communications and service delivery. Those in the private and voluntary sectors doing work on policy or services will also find the course timely and relevant and are welcome.**

**Who should Attend**

**July 8, 2016**

University of Ottawa's Centre for Executive Leadership located at the **World Exchange Plaza**  
45 O'Connor St. Suite 350

**\$245 +HST / Person**  
Enrolment is Limited



# Introduction

When people hear the phrase “open government,” what comes to mind? For many, the answer will be transparency and accountability; or, possibly, evidence-informed policy. In this view, open government is about proactively releasing data and information to improve government.

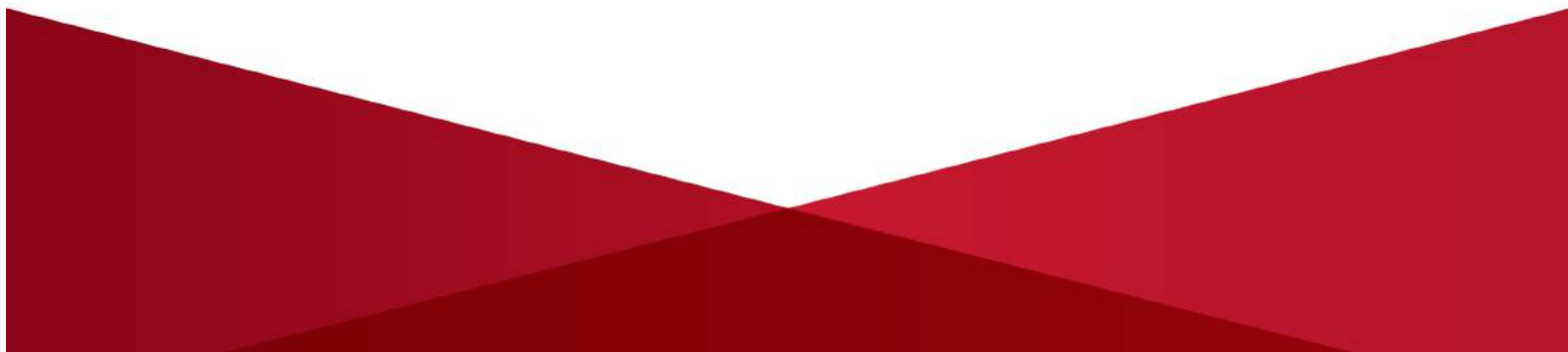
In fact, this is only half the Open Government picture. Open Dialogue is the other half and it calls for greater public involvement in policymaking, especially through the use of digital tools.

Well-designed engagement processes can make a big contribution to policymaking. They can help ensure legitimacy through key “process values,” such as transparency, responsiveness and inclusiveness. They can also increase effectiveness by bringing the right mix of people, skills and resources into the policy process to ensure the best decisions are made, validated and implemented.

But to achieve these benefits, the processes must be properly designed and executed. And that calls for the kind of knowledge and expertise that most governments are just beginning to build. The first step is get the concepts right and develop a good list of best practices.

**In this daylong seminar, Dr. Don Lenihan will equip participants with both. The course consolidates over a decade of work in the field by Don on some ground-breaking engagement projects, including development of Ontario’s new Condominium Act and the renewal of the Canadian Sport Policy, which has now been endorsed by all 14 federal, provincial and territorial governments.**

Over the last year, Don has served as the Ontario government’s principal advisor in the development of a public engagement framework whose goal is establish a more principled and systematic approach to Open Dialogue for the government as a whole. The new framework (below) has now been adopted by Ontario and will be rolled out in the coming months.

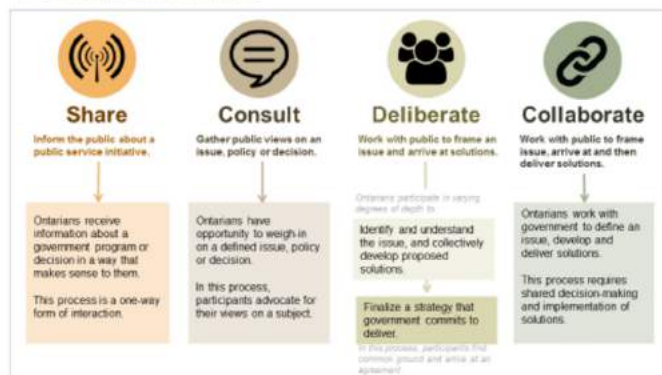






### Ontario's Public Engagement Framework

A new era for open dialogue in the province



Designed by Open Government Office  
Treasury Board Secretariat

This course will use Ontario's framework as the starting point for a practical, learning-intensive introduction to public engagement, focused on four basic questions:

- Why do we need public engagement?
- What is public engagement?
- How do public-engagement processes work?
- How can we begin using them to improve policy-development, communications and service delivery?

**Canada 2020 is Canada's leading, independent, progressive think-tank working to redefine the role of the federal government for a modern Canada. We produce original research, host events, and start conversations about Canada's future. Our goal is to build a progressive community of people and ideas that will move and shape governments. For more information, visit us online at [Canada2020.ca](http://Canada2020.ca) and our social platforms:**





# Seminar Agenda

9:00 – 9:15

Welcome, Introductions, and Overview of the Day

## **Morning: The Concepts**

9:15 – 9:45

**The New Policy Environment** | This session sets the stage for the day's discussion. We begin with a brief description of how the policy environment in countries such as Canada, Australia and the US has changed over the last decade and how and why governance must change to respond. Three key aspects of the new policy environment will be discussed:

- The holistic view of policy
- The new focus on collaboration
- Digital tools and the engagement space

The session concludes with a candid assessment of the impact of the new policy environment on government at both the political and public-service levels, and how this is changing the roles of both elected and appointed officials.

9:45 – 10:45

**The Engagement Framework** | This section introduces Ontario's public engagement framework, which was developed by Don over the last decade through a number of projects involving municipal, provincial/territorial and federal governments. The framework distinguishes public involvement processes into four basic types:

- Information-Sharing
- Consultation
- Deliberation
- Collaboration

Don will introduce participants to the framework through an interactive discussion on the strengths and weaknesses of each of the four options. Different process-types, it will be argued, are needed for different purposes. Making the right choice is a critical first step in designing an effective process. A key task of the framework is to help officials match the process-type with the task at hand.



# Seminar Agenda

- 10:45 – 11:00      Networking and Health Break
- 11:00 – 11:30      **The Framework (continued)**
- 11:30 – 12:30      **The Evaluation Framework** | Collaboration is a new way of doing business for governments. Existing measurement tools were not designed to advance or report on it. A new evaluation framework is a critical part of the toolkit needed to build a new relationship. This section will introduce such a framework for collaboration, based on five critical success conditions:
- Trust
  - Openness
  - Inclusiveness
  - Mutual Respect
  - Personal Responsibility
- 12:30 – 1:00      **Lunch**
- 1:00 – 3:15      **Afternoon: The Practice**  
**Designing a Public Engagement Process:** The afternoon session will put the concepts from the morning session to work by asking participants to design a public engagement process. A process template will be provided, including a list of questions that focus design priorities and highlight issues and options. Participants will break into small groups, then use the template to produce a mock-up of a process. The groups will then report back in plenary, where Don will quiz them on the reasoning behind their choices, drawing on principles, best practices and examples to illustrate how different circumstances and issues should be handled.
- 3:15 – 3:30      **Conclusion and Wrap-up**





## Don Lenihan



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.

Most recently, 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 recently served as Chair of the Open Government Engagement Team for the Government of Ontario.

Don's most recent book, *Rescuing Policy: The Case for Public Engagement*, was published in January 2012 and is an introduction to the field of public engagement, as well as a blueprint for change, and a sustained argument for the need to rethink the public policy process.

Don has over 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 a weekly columnist for *National Newswatch*. He earned his PhD in political theory from the University of Ottawa.



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