September 25, 2017

Dear Members of the Multi-Stakeholder Forum Selection Committee:

As a long-serving practitioner of public engagement and Open Dialogue, an expert in Open Government, and a committed advocate for collaborative governance, I would like to present myself as a candidate for the Multi-Stakeholder Forum.

My home organization, Canada 2020, is a not-for-profit, independent, progressive think-tank, founded in 2006. We convene national and international events and produce original research, including work on governance and Open Government.

I wish to join the Forum because I believe globalization and digital technologies have changed the political landscape and democracies like ours need a new generation of engagement processes to respond. As my CV shows, I have spent much of my career working to advance this goal. Let me mention a few highlights from the last decade.

In April 2007, New Brunswick Premier Shawn Graham invited me to serve as the province's advisor on public engagement. In that position, I led five demonstration projects on public engagement to help the government modernize its approach to policymaking.

This was followed by a series of experimental projects in other jurisdictions, which deepened the learning from New Brunswick. My 2012 book, *Rescuing Policy*, consolidated the lessons and proposed a methodology for public engagement.

Between October 2013 – May 2014, at the invitation of Ontario Premier Kathleen Wynne, I led a panel of nine distinguished Ontarians, who traveled the province to talk with experts and citizens, and to formulate recommendations to make Ontario a leader in Open Government, especially in public engagement.

Then in 2015, the Ontario Open Government Office engaged me to develop and test a **public engagement framework** for Ontario that would set new standards for transparency, inclusiveness, and evidence in public dialogue. I helped identify and design four demonstration projects to test the framework.

Through the spring/summer of 2017, a colleague and I used the framework to develop a community-engagement plan for The Ottawa Hospital's new Civic Campus, a $2 billion, 10-year project. We also expect to lead this multi-year project for the hospital, which we think will set new engagement standards for large institutional projects like this one.

Over the years, I have balanced my work as a practitioner with an ongoing stream of publications on governance, public engagement, and Open Government. In the last six months alone, I have produced three major articles for Canada 2020's series, *The Open Government Papers*, with a fourth planned for the New Year.

- The first paper, which is included as part of this submission, is titled: How Big Data is About to Explode Policymaking as we Know it: The Rise of Civil Analytics. Civil Analytics combines Big Data and analytics with new approaches to policymaking, especially from public engagement, and shows how evidence-based decision-making is poised to enter a new phase.

- The second paper in this series, titled What is "Open Dialogue" and Is It the Answer to "Post-Fact" Populism?, captures the results from a series of one-day roundtable meetings in 10 capital cities across the country. I met with Canadian governments, civil society organizations, and business leaders to hear about the most current experiments in Open Dialogue.

- The third paper in this series – to be released in November – further deepens and systematizes my work on the methodology for engagement.

- A fourth paper – to be released in February – will develop a strategy to use online tools to engage large numbers of people in a deliberative process. This will be tested in The Ottawa Hospital process.

In sum, while I have always worked in civil society organizations – mainly "think tanks" – my role as a practitioner has taken me across the country many times. Through these projects, I have worked closely with all 14 of Canada's F-P/T governments, scores of local governments, foreign governments like Australia and Trinidad, and international institutions, such as the OECD and the United Nations. In addition, these projects have engaged hundreds of civil society organizations and businesses. Before closing, I should mention some other skills and accomplishments that will be relevant to the Forum's work:

- **Seminars and Workshops**: My approach to public engagement has been consolidated in a comprehensive, one-day seminar, which I have given more than 130 times to over 2000 participants.
- **Facilitator**: I have been facilitating dialogue sessions for over two decades and usually act as the principal facilitator for the engagement processes I lead.
- **Column-Writing:** From 2012 - 16, I wrote a popular weekly column on National Newswatch, Canada's preeminent political news aggregator. This challenged me to recast many of my views on Open Government for a political audience, rather than a public-service one. As a result, today, I'm at ease speaking with either group, using arguments and examples that reflect their respective interests.
- **Public Speaking**: I am a regular speaker, panelist, and commentator on Open Government at conferences and events across the country and abroad.

I believe Open Government is entering a new phase and that civil society organizations should be at the forefront helping governments shape and define it. My long experience in the field – as a practitioner and thought-leader – positions me well to serve as a spokesperson for civil society on these issues; and to act as an advisor and interlocutor to the Government of Canada.

I believe I would also make a good ambassador-at-large for Open Government. I have always run my projects with the same respect for Open Government principles that I call for in my writings. I work well in committees and team situations. As a project leader, I have a reputation for effectiveness and meeting deadlines. I would be pleased to answer any additional questions you may have.

Sincerely,

Don Lenihan
Senior Associate, Policy and Engagement
Canada 2020

Don Lenihan

Curriculum Vitae

Overview

Dr. Don Lenihan is Senior Associate, Policy, and Engagement, at Canada 2020, Canada's leading, independent progressive think-tank. He is also a Director of the Canadian Open Dialogue Foundation. Don is an internationally recognized expert on Open Government, public engagement, accountability, and governance. He has over 25 years' experience as a project leader, researcher, 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 from 2012 – 16 wrote a popular weekly column for National Newswatch, Canada's preeminent political news aggregator. He earned his PhD in political theory from the University of Ottawa and is proficient in French.

Current Projects and Papers

April 2017 – Present: Don has just completed **a community-engagement plan for The Ottawa Hospital's new Civic Campus**, a $2 billion, 10-year project. He is now developing a parallel plan for indigenous communities served by the hospital, including the Territory of Nunavut. Together, these plans define an ambitious and innovative engagement approach that will guide and inspire the hospital's efforts to build a 21st century health-care facility that is fully integrated with the communities it serves.

April 2017 – Present: Canada 2020's series, **The Open Government Papers**, includes three major papers by Don:

- The Rise of Civil Analytics: How Big Data is About to Explode Policymaking as We Know It (April 2017) was co-authored with Tom Pitfield and describes the historic opportunity Big Data creates for a new era of evidence-based policymaking.

- What Is "Open Dialogue" and Is It the Answer to "Post-Fact" Populism? (June 2017), explores changing trends in engagement from a pan-Canadian perspective. Th paper is based on roundtable meetings in nine capital cities across Canada, involving senior and elected officials, as well as representatives from academia, civil society, and the private sector.

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- A third, paper (yet untitled) is in production and will be released in November 2017. This book-length study will consolidate 15 years of work on public engagement by Don in a methodology that helps systematize process design, including the use of online tools to involve large numbers of people in deliberative processes.

November 2016 - May 2017: Don completed a seven-month assignment with the **Bank of Canada** in which he developed an **external stakeholder engagement framework** (and implementation strategy) to manage the Currency department's many stakeholders in a more principled, systematic, and effective way.

May - September 2016: Don designed and led a series of roundtable discussions with key stakeholders from New Brunswick's health, education, crime prevention, social inclusion, and business sectors. The project was designed to support the renewal and repositioning of the province's sport and recreation system as a multi-purpose tool that can be accessed and leveraged by these stakeholders to help them achieve goals in their respective fields.

April 2016: Don co-organized a two-day, national conference in Ottawa to show-case Ontario's approach to Open Government, especially its new Public Engagement Framework (see next section). The event involved some 300 participants and was co-chaired by Wayne Wouters, the former head of Canada's public service, and Ontario Deputy Premier Deb Matthews.

Working with the Province of Ontario – A Canadian Open Government Innovator

With a population of 13 million people, Ontario is Canada's largest province. It joined the Open Government Partnership (OGP) in 2016 as part of the first cohort of subnational governments. Don has been closely involved in Ontario's program from the start:

- Between October 2013 – May 2014, **Don served as Chair of Ontario's Open Government Engagement Team,** a panel of nine distinguished experts who, at the invitation of Ontario Premier Kathleen Wynne, traveled the province to develop recommendations "to make Ontario the most open and transparent government in the country."
- The Team's final report, *Open by Default*, called on the government to establish a new level of rigor and clarity in the design and delivery of engagement processes by creating a **public engagement framework**, based on a new typology of processes.
- From July 2015 – April 2016, Ontario's Open Government Office engaged Don to develop this framework, which has since been adopted by the government and will guide future use of engagement processes in the Ontario Public Service.
- In December 2015, Don attended the OGP Summit in Paris as part of the Ontario delegation.
- Ontario's OGP Action Plan includes a major training initiative to institutionalize Open Government skills and culture in the OPS. **Don is one of two civil society representatives on the advisory committee that will help the government plan the training curriculum**.

Working with International Bodies

Citizen Engagement and the UN 2015 Development Agenda (May 2014 – October 2014)
In the summer of 2014, Don led an Expert Group process for the UN Department of Education

and Social Affairs and the OECD on public engagement models to support the post-2015 UN agenda on sustainable development. The two-day meeting in Paris involved an international delegation of 25 experts on public engagement. Don prepared the background paper, facilitated the session and wrote the final report on the proceedings.
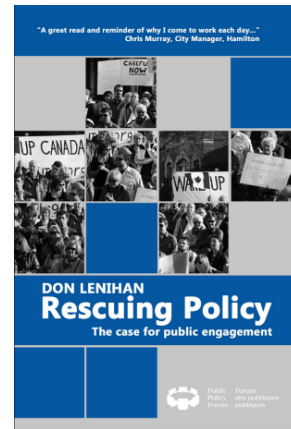
Building Capacity Together – Action Research
Fall 2008 to Spring 2012

Ontario's engagement framework is the product of over a decade of work by Don, including many engagement projects, roundtables and workshops, studies, reports, and books. The essence of this work is captured in his book, *Rescuing Policy: The Case for Public Engagement*. Since its release in February 2012, over 5000 hard copies have been distributed across the country and abroad and the book has been downloaded from the Public Policy Forum's website over 2000 times.

Rescuing Policy was, in effect, the final report from *Building-Capacity Together*, a four-year project led by Don that involved nine federal, provincial, and territorial governments, and the Government of Australia. The project involved:

- A year-long online dialogue with over 500 public servants on developing a public engagement approach;
- A series of over 25 workshops across Canada and Australia.
- A series of major pilot projects to build knowledge, skills, and capacity in public engagement, including:

  o **Renewal of the Ontario Condominium Act** (May 2012 – January 2014): In the spring of 2012, the Ontario government engaged Don to design, lead, manage and facilitate an 18-month public engagement process to renew Ontario's *Condominium Act*. The process included three main stages, engaged several thousand people, and produced some 200 recommendations, which were then drafted into legislation and passed into law in the fall of 2015. Don's two main reports from the process are: the *Stage One Findings Report* and the *Stage Two Solutions Report*. Don also wrote: *A Case Study of Ontario's Condominium Act Review,* which describes the process and identifies lessons learned.

  o **Poverty Reduction in Nunavut** (February 2011 – February 2012): When the Territorial government decided to develop a poverty reduction strategy, it engaged Don to design a process that would give the Inuit population a clear say in the results, while ensuring coherent and workable solutions. The three-stage process began with dialogues in 26 communities. In Stage 2, policy experts met at six regional roundtables to review the findings and develop policy proposals from them. Stage 3 culminated in a two-day summit, led by Premier Eva Aariak, with over 60 representatives and observers from all sectors and regions of the territory. Together, the summit participants produced *The Makimaniq Plan*: *A Shared Approach to Poverty*

Reduction. Don's final report on the project is: *Healing Through Collaboration: A Case Study of the Nunavut Poverty Reduction Process.*

o ***Developing the Canadian Sport Policy 2012*** (October 2009 – August 2011)**:** In April 2012, federal, provincial, and territorial ministers met in Iqaluit to endorse the Canadian Sport Policy. The two-year process leading up to this event included a complex set of engagement processes across the country, involving all three orders of government, sport organizations, and other stakeholders. The project's steering committee engaged Don early on to serve as a key advisor on the project. Don's book above, *Rescuing Policy*, contains a chapter on this process.

o **Community Engagement in Australia to Align and Co-Design Services** (January 2011 – February 2012)**:** The Australian Government's Department of Human Services engaged Don to help design and deliver a process using "community dialogue tables" to align services in nine communities. The project involved, Human Services, the State of Victoria, the Municipal Association of Victoria, and local officials, community service providers and residents from the nine municipalities. Don served as senior project advisor, facilitated many sessions, conducted interviews with the participants and officials involved, and wrote *Building a Strategic Design Capacity with Community*, which evaluated the project.

The New Brunswick Public Engagement Initiative
April 2007 – April 2008

In March of 2007, Don released *Progressive Governance for Canadians: What you need to know*, which develops key ideas in his approach to public engagement. In April 2007, after reading the book, New Brunswick Premier Shawn Graham invited Don to serve as the Province's advisor on public engagement. In that position, Don led five pilot projects on public engagement to help the government build capacity. Don's final report, *It's More than Talk: Listen, Learn and Act*, contained 12 recommendations to advance public engagement in the province, which were all implemented by the government.

Crossing Boundaries
1997 - 2007

The Crossing Boundaries project was an on-going, national, multi-stakeholder research initiative that lasted almost a decade and went through four major iterations. It began as a single set of roundtables in the Parliament of Canada, co-led by Don and Reg Alcock, a Member of Parliament, to examine the impact of information and communications technologies on government and democracy in Canada. The stream of projects that followed culminated in the creation of the Crossing Boundaries National Council in 2005. Its membership included over 40 elected officials and senior public servants from all three levels of government.

Over the years, Crossing Boundaries involved many hundreds of elected and public officials, aboriginal organizations, members of the private and third sectors, journalists, and academics from across the country in a national dialogue on e-government. Over 40 studies were produced and published on issues ranging from democracy to service delivery to privacy to the information economy. These studies were based on a wide variety of dialogue processes, including cross-country roundtables, workshops and seminars, conferences, citizens' forums, surveys and online dialogues, as well as conventional research.

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The goal was to find, articulate and explore the common ground between different groups on the issues raised by the emergence of the information society.

Don served as the founder and head of Crossing Boundaries, first as Chair, then as CEO. In that role, he planned and facilitated many of the events, oversaw the preparation of material for them, and was the principal writer of many of the reports. Other duties included moderating meetings of the National Council, presenting ideas and information to its members, soliciting feedback from them on the Council's progress, and overseeing the drafting of proposals, minutes and notes from the sessions.

Other Aspects of Don's Experience and Expertise

Over the years, Don's writing, teaching and public speaking has made a significant contribution to governance and the theory and practice of public engagement:

- **Seminars:** Don offers a day-long seminar that consolidates his ideas on public engagement. He has given this course about 130 times to over 2000 participants across Canada, and in Australia, New Zealand, Trinidad and Tobago, and Singapore. The feedback from these sessions has been a major asset, helping him distill and refine the ideas.

- **Publications:** Don's many publications are part of a body of work that shows the evolution of his approach to governance and public engagement; and serves as a record of the major projects he has designed and led along the way. In the process, Don has developed a distinctive style of report-writing that is widely recognized for clarity, accessibility, and its simple narrative style, especially when dealing with complex and often abstract issues.

- **Public Speaking:** Don is a regular speaker, panelist and commentator on governance, public engagement, Open Government, and related topics at conferences and events across the country and around the world.

- **Early Positions:** Before assuming his role in Crossing Boundaries, Don served for four years as the Director of Research at the Institute of Public Administration of Canada (IPAC) and, prior to that, worked for The Network on the Constitution as Director of Research and Editor of The Network/Le Réseau, a national publication on national unity and constitutional issues.