



Institute on
Governance

LEADING EXPERTISE

Institut sur
la gouvernance

EXPERTISE DE POINTE

Institute on Governance Future Forum Conference How to be Open in the Digital Age: Will Government Survive or Thrive?

Day 1 – May 6th



7:30 — Breakfast and Registration

8:30 — Introduction — Toby Fyfe, President of the Institute on Governance

— Mark Robbins, Senior Researcher at the Institute on Governance

8:35 — Opening Remarks — Alex Benay, CIO of Canada

8:55 — Keynote Introduction — Luke Stark, with Microsoft Research Montreal

9:00 — Keynote Presentation: Algorithmic Governance: The New Machinery of Government?

Teresa Scassa, Senior Fellow at CIGI and Canada Research Chair in Information Law and Policy at the University of Ottawa

9:40 — Open Government for the Digital Economy: Can Public Administration Fuel Innovation?

It's often suggested that data is the oil of the 21st century. If that is the case, then governments everywhere are sitting on huge reserves of resources that are crucial to the commanding heights of emerging digital economy. While open government is often thought of strictly in terms of its benefits to transparency, better and smarter government openness can also be use to unlock economic competitiveness. This panel explores the relationship between government openness and the digital economy, including how new procedures can be leveraged to support private industry, entrepreneurship and the new economy-writ large.

Hon. Madeleine Meilleur, Senior Advisor at The Institute on Governance (Moderator)

Sunil Johal, Director of Policy at The Mowat Centre

Dan Albas, MP for Central Okanagan—Similkameen—Nicola and Shadow Minister for Innovation

Full Speakers List to be Confirmed

Key Questions: Is open government just about transparency or can a paradigm shift in public affairs offer industry a competitive advantage? Is data the new oil? How does innovation in the public service impact innovation in the private sector?

11:00 — Coffee Break

11:20 — How Open Can We Go? Accessing Information, Statecraft and New Media Open government often seems to be more of an aspiration rather than a tangible objective. Rather than there being a clearly defined point where “open government” has been attained, open government is a concept is continuously being reconsidered and strived after. But how open can governments be, and what might be the natural limits of openness? This panel highlights some of the best practices in openness and some of the challenges that have arisen in the pursuit of ever-greater openness in government operations.

Hon. Marie Poulin, Senior Project Manager at The Institute on Governance (Moderator)

Jaigris Hodson, Associate Professor at Royal Roads University

Mike Morden, Research Director at the Samara Centre for Democracy

Susan Delacourt, Columnist at iPolitics and the Toronto Star

Juliet McMurren, Director of Research at the SecDev Group

Key Questions: Should government pursue openness to furthest extent permitted by technology? How can openness improve the business of government? Does public service anonymity have a future?

12:30 — Lunch

1:00 — Lunch Presentation: *Has data science made statistics obsolete? Redefining Statistics Canada for the 21st Century*

Anil Arora, Chief Statistician of Canada at Statistics Canada

The information age is coming with exponential increases in the availability of data and a radical democratization of data-driven research and analysis. These systemic changes are having significant impacts throughout the public administration and the wider society as existing models of operation are being disrupted. Few public institutions are being affected more radically than national statistical agencies whose role is to steward and analyse data. As the information revolution continues to disrupt, Statistics Canada has boldly sought to adjust by seeking the meaningful redefinition of what it means to be a statistical agency in the age of data. This presentation from the Chief Statistician of Canada will focus on new and emerging leading practices being undertaken by government in the world of data.

Key Questions: What is the role of Statistics Canada in the 21st Century? What research methods need to be embraced by the public administration? How can better data literacy improve policy development?

1:45 — Policy Co-Creation and Shared Delivery: Possible or Problematic?

Openness permits the use of new tool in governing, including the distribution of government functions beyond the formal public administration and the co-creation of policy with stakeholders themselves. This serves to blur the lines between the state and the society which it serves, making a broader understanding of the policy community and world of policy stakeholders a key function of state and society as government continues to strive for more openness and continuous improvement. This panel focuses on examples of co-creation and co-operative service delivery with an eye for the challenges and benefits that come along with them.

Toby Fyfe, President at The Institute on Governance (Moderator)

Mike Colledge, President at IPSOS Public Affairs Canada

Jaimie Boyd, Director of Open Government, Treasury Board Secretariat

Katherine Cole, Director of Citizen Engagement, Correctional Services of Canada

Rodney MacDonald, Global Public Policy for Canada and France, Intuit

Key Questions: What are the biggest challenges to co-creation and shared delivery? How can a balance be struck between upholding the public interest and optimizing policies for agility? What are the biggest opportunity areas for distributed governance?

3:00 — Coffee Break

3:20 — Openness in Government AI: Where are the Commanding Heights of AI?

Artificial intelligence is a technology with significant implications not just for society at large, but government operations in particular. While AI brings prospects of radical new efficiencies, it also can come into conflict with existing standards and processes surrounding openness and transparency due to barriers to "AI explainability" among other things. Yet by all accounts, successful open government will require the ability to successfully embrace new technologies, especially those that are so closely related to data. This panel focuses on artificial intelligence and how government can adjust and adapt successfully to put it to work for Canadians.

Mark Robbins, The Institute on Governance (moderator)

Alain Dudoit, Senior Vice President at Scale.AI and President of ARMD Canada

Hubert Laferrière, Director Strategic Management Division, Immigration, Refugees and Citizenship Canada

Nathalie McGee, Executive Director of Enterprise Strategic Planning at Treasury Board Secretariat

Luke Stark, Post-Doctoral Researcher with Microsoft Research Montreal

Key Questions: How much oversight does AI need to ensure that the public interest is safeguarded? What is an ideal distribution of roles and responsibilities among industry, research and government? Should government have the capacity to be at the commanding heights of AI technologies? Where are the leading practices in AI, why, and how should government react?

4:30 — Reception and Postering

Canada has a wonderful braintrust of researchers who are working on policy questions related to openness in government and continuous improvement in how government works. During our evening reception, many of these fine researchers will be available for conversation and our reception area will be adorned with posters explaining their work and their research findings. Before heading in for the night, join us at the Institute on Governance for some appetizers, beverages and food for thought.

6:30 — Policy Ignite

Innovations in public service, government openness and the information economy don't always start at the top and trickle down; in many cases innovation is a grassroots exercise. This "lightning round" session is designed to highlight those who are innovating at the margins, generating novel solutions to complex problems. Six intrapreneurs will highlight their work from inception all the way through to implementation, noting the bumps in the road and sharing keys tricks and tips to success.

Gerard Etienne, Institute on Governance



Day 2 – May 7th



7:30 — Breakfast and Registration

8:30 — Introduction — Mark Robbins, Senior Researcher at the Institute on Governance

Keynote Introduction — Tara Holland, Senior Manager at SAS

8:40 — Keynote — Responsible AI: What it means for Government

Eli Fathi, CEO of Mindbridge

9:20 — Concurrent Session 1

A) Prohibitions on AI and Data Openness: Where should AI be Banned?

Artificial intelligence is set to become one of the most pervasive technologies in use, with wide implications for industry, government and society at large. While AI is very adaptable can be used in many settings, it is an open question as to whether AI-driven should be used everywhere or if there are reasons to seek the selective prohibition of AI. Presenters will highlight the risks, benefits and development trajectory of AI, while making the case for its selective limitation or unapologetic pervasiveness.

Mark Robbins, Senior Researcher at the Institute on Governance (Moderator)

Branka Marijan, Program Officer at Project Ploughshares

Bryce Mulligan, Neuropsychologist at The Ottawa Hospital

Vladimir Drkulec, President of the Chess Federation of Canada

Luke Stark, Post-Doctoral Researcher with Microsoft Research Montreal

Key Questions: Should AI be permitted everywhere and if not, what conditions make an AI prohibition necessary? Does government have the sophistication or capacity to enforce limitations or bans on the use of AI? Is it technically possible to prohibit the use of AI?

B) Inclusive Innovation and Digital Connectivity: How does limited access impact government digitization and digital service delivery?

The digital revolution has come with huge opportunities for wealth creation. As the collection, analysis and transmission of data becomes increasingly central to our political and economic system, it becomes important to take into account those who are left behind from this process. Indeed, many have yet to see any real gains from the information age, and may find that the benefits of the digital revolution are beyond their grasp, at least in the current direction and structure of innovation. This panel focuses on making the innovations of the digital revolution more inclusive and widely accessible, while noting the current barriers to access, and inclusivity gaps.

Jeff Kinder, Executive Director of Science and Innovation at the Institute on Governance (Moderator)

Sandra Schillo, Assistant Professor at the University of Ottawa Telfer School of Management

Benjamin Klass, Internet Society of Canada

Monique Crichlow, Director of Strategy and Policy Development, Compute Ontario

Maxime Jean-Louis, President of Contact North

Key Questions: What steps need to be taken to ensure that the benefits of the digital age are widely accessible? Can open government work without inclusive innovation, and vice versa? Should government intervene in the private market for internet provision, and if so, how?

C) Comparative Practices in Open Government: Who Leads, Who Follows and Where is Canada?

The pursuit of open government is a bold new frontier in the world of policy and public administration, and is one being undertaken in many countries simultaneously. An emerging group of leaders called around the world have committed to working together to increase the effectiveness of digital government and strengthening the digital economy. As digital leaders tackle unique challenges with

their own home-grown tools and approaches, sharing information within the group is key to continuous improvement.

Ryan Androsoff, Director of Digital Leadership at the Institute on Governance (Moderator)

Hayder Hamzoz, CEO of The Station for Entrepreneurship

Jonathan Craft, Assistant Professor at the University of Toronto

Olivia Neal, Executive Director of Digital Change at the Treasury Board Secretariat

Key Questions: Is Canada truly a leader in open government? What lessons can be taken from abroad for Canada's digital transformation, and what practices are non-transferable? How can governments and private industry best unlock value co-creation from government data, and what pitfalls should be avoided?

10:40 Coffee Break

11:00 — Concurrent Session 2

A) Balancing National Security and Privacy: To what degree might Bill C-59 conflict with the objectives and principles of open government?

The controversial act which serves as the most extensive update to Canadian national security interests and powers in 30 years will have a significant impact on how Canadian security services operate, from affecting the powers of CSIS to how we perceive and act on topics like terrorism. As shown in this decade, online radicalization, foreign interference via social media, and the explosive growth of the digital economy all represent novel digital issues that the state must face. This panel focuses on the distinct issues C-59 faces in its current form, what problems should be reflected, and how the legislation can balance security, rights and a desire for greater openness.

Elizabeth Kingston, President of Canadian International Council National Capital Region (Moderator)

Hon. John McKay, Member of Parliament Scarborough-Guildwood and Chair of the Committee for Public Safety and National Security

Phil Gurski, Author and commentator, formerly of Canadian Security and Intelligence Service

Chris Parsons, Research Associate at The Citizen Lab

Key Questions: When the open government and the security imperative are in conflict, does the security imperative trump government transformation? What will be the biggest impact of Bill C-59 on government transparency? When facing the pressures of the 21st century, does privacy have any meaningful role or has it been effectively relegated to a motherhood statement?

B) How to Harness Open Data in the Public Interest: Is Open Data a Dead End?

Governments are some of the largest collectors and aggregators of data, but they tend to make poor use of this valuable resource. The open data movement seeks to remedy this by ensuring that as much government data as possible is shared with the wider public by default, but unlocking the benefits of data openness is not as simple as might seem at first glance. Questions of data aggregation, machine readability, and human data literacy make meaningful open data a challenging objective to attain. This panel convenes leaders in data openness, both from open data champions within government and from sophisticated users outside government who seek to unlock the benefit of these vast stores of information.

Mark Robbins, Senior Researcher at the Institute on Governance (Moderator)

Kent Aikin, Policy and Partnerships at the Canada School of Public Service

Katie Clancy, Project Management Officer, International Development Research Centre

Lisa Deacon, Co-Lead of Datafest Ottawa

Key Questions: What do departments need to do, both individually and collectively, to make data as open and useful as possible? Why have open data and open government so far not manifested in comparable user uptake? Access to what information would be most valuable to the public and is this the same as the information being demanded?

C) The Role of Data in Future Technologies: How Technological Convergence Will Change the Nature

of Rule-Making

The data revolution is driving immense technological progress, not just in directly related areas but in downstream veins of research whose relationship with data might not always be immediately evident. With data-driven technological progress spilling-over into other discipline, there is some degree of technological convergence the needs close consideration in policy. This panel seeks to demonstrate some of the connections between seemingly disparate areas of technological progress and provide insights into common thematic overlaps.

Jeff Kinder, Executive Director of Science and Innovation at the Institute on Governance (Moderator)

Rob Annan, Vice President of Public Affairs and Communications at Genome Canada

Kimberly Girling, Research and Policy Director at Evidence for Democracy

Eric Ward, Senior Director at Policy Horizons

Monica Gattinger, Director for the Institute for Science, Society and Policy at UOttawa

Key Questions: How does government policy distinguish between the use of data in different technology areas, and are these distinctions meaningful? What does the development of cross disciplinary and inter-department development policies look like? How can government keep up to speed with scientific research?

12:15 — Lunch

12:45 — Lunch Presentation: **Cybersecurity, Securing Elections and Social Media Influencing: Technological Disruption and Government**

Steve Bennett, Director of Global Government Practice at SAS

1:15 — Unconference Orientation and Theme Generation

Interactive Presentation from OneTeamGov Canada. Insights from this session will be used to generate the themes and the break-out groups for the afternoon's unconference session. See the section below marked "unconference" for more information.

1:40 — Concurrent Session 3

A) Open Government and Cloud Computing: Can Progress and Protections be Reconciled?

Cloud computing is increasingly ubiquitous, both in public and private spheres. Yet cloud computing poses some challenges for government, which in many cases may not have the regulatory structure, policy structure or infrastructure that has been designed with the cloud in mind. In order to unlock the benefits that comes with cloud computing, including greater openness and flexibility, there needs to be close consideration for how government can effectively adjust to this new technological capability. This panel speaks to the technological potential that comes with cloud computing and how it connects with the tactical needs of government.

Greg Richards, Vice President of Research and Business Development at the Institute on Governance (Moderator)

Michelle LaJeunesse, Director of Cloud Solutions at IBM Canada

Dinesh Mohan, Director General for Cloud Services at Shared Services Canada

Rob Taylor, National Lead of Next Generation Cloud Infrastructure at Oracle

Dan Cooper, Senior Director of Enterprise Technology Practice at the Treasury Board Secretariat

Key Questions: Is off the shelf cloud computing compatible with the needs of government? What are the major process barriers to government cloud computing and are they surmountable? How can a move to the cloud enhance the quotidian operations of government?

B) Open Intellectualism: How to Leverage Open in the Ideas Industry

The system of academic and scientific research was not designed with the 21st century in mind, but is gradually finding ways to adjust. With much of public thought leadership being in some way attributable to public funding, and with government being such an active consumer of this research, how thought-leaders in the research community address the impetus to openness will have clear impacts on government openness more broadly. This panel seeks to represent some of the new and novel ways in which research is being conducted and supported, and how enhanced openness can ensure that research is best leveraged into meaningful results.

Rhonda Moore, Senior Advisor for Science and Innovation, Institute on Governance (Moderator)

Amanda Clarke, Assistant Professor at Carleton University

Alison Bourgon, Manager of Knowledge Translation Strategy at Canadian Institutes of Health Research

Stéphanie Plante, Program Coordinator at the Centre for International Policy Studies (CIPS) UOttawa

Aleeja Velji, Public Sector Innovation at the Canada School of Public Service

Key Questions: What role can the federal government play in ensure that research is as widely and openly circulated as possible? How can the uptake of research in the federal public service be improved? What is the role for think-tanks and other independent research organizations in the Canadian ecosystem?

C) Towards a Global Standards for Government Data: Is Government Data Broken and How Do we Fix it?

Government data is often inaccessible, not just to the public at large, but to public servants themselves including those within the departments which have collected the data. This is often due to a lack of uniform standards, a culture of data-hoarding, and processes which have been designed prior to an understanding of the importance of data. This presents emerging leaders in government with a large challenge; learning how to untangle a complicated network of rules and policies which render government data such a challenge for users. This panel presents a range of views as to the core barriers to better data in government and offers some solutions to improve data in the government of the future.

Ryan Androsoff, Director of Digital Learning at the Institute on Governance (Moderator)

Rob Davidson, Senior Data Scientist, Information Communications Technology Council (ICTC)

Bianca Wylie, Senior fellow at the Centre for International Governance Innovation (CIGI)

Karen Bronsard, Policy Analyst at the Canada Centre for Mapping and Earth Observation of Natural Resources Canada

Key Questions: What is the biggest obstacle to seamless cross-departmental integration of data and what are the expected benefits of getting this right? Can Canada have a national data policy while continuing to perpetuate departmental silos, or is government transformation a prerequisite for the strategic use of data? What entities hold responsibility for data leadership within the federal system, and how can their roles be enhanced?

2:50 — Coffee Break

3:00 — Unconference

Unconferences bring together groups of participants to discuss user-generated themes. This takes advantage of the wisdom of groups in a semi-structured format that ensures that participants are able to address the issues that matter most to the group. The Future Forum ends with an unconference so that participants can discuss the themes and ideas from throughout the proceedings that interested them, including with many of the conference presenters themselves. This agenda item is brought to you by OneTeamGov Canada, a community working to radically reform the public administration through optimistic practical action.

4:30 — Closing Remarks — Mark Robbins, Senior Researcher at the Institute on Governance

