



Detailed Program

THURSDAY, NOVEMBER 15, 2007

Keynote: A Creative Public Service

Pier Giorgio Di Cicco's reputation as a municipal thinker has been built on the ever more popular notion that social capital, in its civic expression and municipal allegiance, is the key to economic prosperity, sustainability and competitiveness and that the public service sector is the key and gauge by which an urban structure measures its success.

He will be speaking to the central issues of public service as the economic, aesthetic and imaging engine of governance. A creative city, province or jurisdiction is manifest in its public services and the way in which those public services are choreographed, conceived and visioned.

Creativity is not just the cultural sector, nor the innovation of design and technology sectors. It is the dynamics of collaboration first evident and finally manifest in the psychology of public service by which all sectors are inspired or inhibited.

Plenary: "Scrambled Eggs"

Creativity happens when "a new thing comes into being when previously unrelated things are joined or there is an improvement or new application of something that exists."

Get ready to travel to that part of the mind where creativity reigns. You will explore the "state" that allows you access to your ever-present creative places. Experience how disorder, discomfort and the courage to let go of certainties lead to breakthrough ideas.

Facilitator:

Christina Kaya, Kayaco Seminars Inc.

CONCURRENT SESSIONS — THURSDAY AFTERNOON

A1) Training & Education: Investing for Innovation for Organizational Change

Meeting the broader goals of organizational renewal requires creativity, ingenuity and innovation. What kind of training and employee development should organizations be willing to invest in for innovation and organizational change? It is hard to assess, and therefore hard to justify, the impact of creativity training on organizational development. So training investments are often kept on the safe side, focusing on procedural "how to" competencies, or other checklist style criteria, with a high value placed on specifically targeted outcomes.

But innovation is more about "what if?" than "how to." What approaches to employee learning *best* develop the ability to ask the right questions, find the relevant information, use initiative, steadily develop creative expertise and make strategic, and even potentially transformational, decisions with confidence? And is the requirement for measurable outcomes always an appropriate criterion for managing the risk around investments in organizational development?

Panellists:

Bryan Evans (moderator), professor, Department of Politics and Public Administration, Ryerson University

Hugh MacLeod, assistant deputy minister, Acute Services Division, Ministry of Health and Long Term Care

Ingrid Richter, adjunct faculty member, Royal Roads University and the University of Toronto

[Other panellists to be confirmed]

A2) Creating Creativity: Getting Lightning to Strike Without a Cloud in the Sky

In an uninspired world of rigidity you can't force creative inspiration to strike but you

can create many ways to attract that spark. Creating Creativity focuses on how to get lightning to strike even when there isn't a cloud in the sky.

Throughout this workshop, participants will learn step-by-step ways to build "conductors of creativity" into any process. We will then go further and focus on not just how to come up with a creative project or idea but how to relate to your work environment, co-workers and roadblocks in creative ways, allowing you to increase the quality of your work and daily experience on any job.

This will be achieved through engaging group activities with a sense of play designed to get the juices flowing and create energy in the room. This will flow into an art-based project with constantly shifting parameters that lead the participants to explore their new-found creativity.

Participants will experience first-hand that creativity is not hindered by limits but inspired by them. This experience, combined with the tools for discovering and maintaining new ways to relate to creativity, will allow participants to inspire themselves to rise beyond any challenge and create positive change in their own communities.

Facilitator:

Jason Laudadio, manager, Art Gallery of Ontario's Gallery School

A3) Cultivating Innovation — Innovation Programs in the Public Sector

Innovation involves doing something different to achieve substantial improvement. But new ideas bring the risk of failure, and there is low public tolerance for public service failures. For innovation to prosper in the public service, there is a need to enable and support an innovative culture.

The panel will discuss how innovation is cultivated in the public service through the initiatives and projects that their jurisdictions have undertaken. With a focus on fostering innovation while managing risk, the presentation will include best practices; what has worked and what hasn't; and the challenges of being innovative in the public service.

Panellists:

Anne Caroline Charles (moderator), professor, Conestoga College Institute of Technology and Advanced Learning

Richard Clarke, director, Transformation, Innovation and Excellence Branch, Modernization Division, Ministry of Government Services

[John Schaffter](#), director, Organizational Effectiveness & Learning Section in the Human Resources Division at the City of Toronto

[Jocelyne Cormier](#), visiting director general, Leadership Network, Canada Public Service Agency

A4) Culture Is More than You Think!... And Ours Is Quite Unsustainable: Resilience and Adaptation in Organizations

Participants in this session will examine our culture and how our values, attitudes and behaviours define our society. The capacity for human adaptation resides in these foundation blocks of values and lifestyles, held both individually and collectively.

As the world around us changes — through such forces as climate change, urbanization, population growth, migration, economic globalization and so on — human values and behaviours must also shift so that human societies become resilient enough to adapt. Resilience, the capacity of a system to recover once a major disturbance has affected it, is a central determining factor in how well a particular species adapts to change.

Using their own organizational and personal experiences, participants will identify aspects of contemporary life (such as consumer culture and specialization) and explore their related resilience or non-resilience. In small-group and plenary segments, participants also will identify cultural indicators that will help to identify cultural needs and opportunities.

Panellists:

[Dr. Glenn Sutter](#), consultant, WorldViews Consulting

[Douglas Worts](#), consultant WorldViews Consulting

Gala Dinner at the Palais Royale

Ride the conference streetcar to dinner at the historic Palais Royale, nestled on the shore of Lake Ontario. Originally opened in 1922, it became one of Toronto's most famous dance halls. Now restored to surpass its original splendour, the facility combines natural beauty, alluring style and heritage architecture. You will be entertained by jazz vocalist [Hazel Walker](#) and her quartet.

FRIDAY, NOVEMBER 16, 2007

Keynote: The Public Good

Stephen Lewis will draw upon his extensive international experience to illustrate the important role of public service in creating novel solutions that serve the public interest.

CONCURRENT SESSIONS — FRIDAY MORNING

B1) Creativity and Public Space

Toronto is in the middle of what has been deemed a cultural renaissance, with major museums and performing arts organizations upgrading their spaces — all having an effect, whether or not you like the changes, on the surrounding public realm. The creative sector plays a major role in Toronto's economy and makes the city an attractive place to live, work and visit.

What is driving this cultural renewal in the city that is the economic engine of Canada? What role will the significant changes in public space play in this new wave? What will they mean for all aspects of life in Toronto? To what extent is Toronto's relationship with public space unique, or is it part of a common urban experience? What do successful cities do to ensure that creative open spaces are sustained and expanded over the decades? Do politicians and public servants have the creativity needed to take part?

Join Matt Blackett, publisher and creative director of *Spacing* magazine, and other panellists.

B2) Bad Dog Theatre: It's Improv Time!

Time to show all the cynics that public servants *are* creative and *can* innovate on the spot.

Creativity is essential for leadership. Success belongs to those who can anticipate what's happening and adapt the fastest. Join Bad Dog Theatre improvisational theatre experts and participate in various activities to show off your communication and creativity skills. Learn how to build on others' ideas and develop creative collaboration and thinking, and have a good time. This workshop is for anyone who wants to create dynamic learning environments, feel comfortable with the unexpected and respond in the moment.

Improv training isn't just for actors — the basic theories behind the craft apply in the classroom, in the workplace or in personal relationships. Learn to trust yourself and others, to communicate clearly with your team, to follow your instincts and to react positively and proactively to challenges.

Facilitators:

Bad Dog Theatre Company

B3) Governments Working Together: Learning from the Revitalization of Regent Park

It is increasingly clear that our world has become so complex that the public good cannot be achieved through the single effort of any one order of government. Rather, by working together governments can be much more effective at making positive advances in the public sphere than if they stay snared in silos or fighting with each other over turf. However, sometimes even the best intentioned find it difficult to break through the walls that exist between governments and even between departments within governments. Using the Regent Park Revitalization initiative as a place-based case study of governments and community groups grappling with how best to collaborate with one another, panellists will share their experiences of what works and what doesn't in fostering intergovernmental cooperation and innovation.

Panellists:

Derek Ballantyne, chief executive officer, Toronto Community Housing Corporation

Catherine Goulet, executive director of the Regent Park Neighbourhood Initiative

Christine Raissis (moderator), director of economic research and business information in the Economic Development, Culture and Tourism Division of the City of Toronto

[Other panellists to be confirmed]

This workshop is sponsored by the Intergovernmental Committee for Economic and Labour Force Development in Toronto (ICE).

B4) Changing a Risk-Averse Culture

Public management policies are being reviewed and replaced in an effort to modernize the public sector. Yet the new policies often become absorbed by the old administrative architecture in spite of the best intentions. Managers report no significant improvement, while senior policymakers argue that middle managers are not doing their part to implement them. It seems that public servants do not feel safe in using their initiative to make strategic decisions as often as they might be expected to. Everything beyond established administrative routine is considered risk management.

Why does this happen? What roadblocks or roadways are presented by the intricacy of administrative policy, the mechanisms for reporting and the capacity for initiative

provided by organizational culture? How do we change?

Join Reg Alcock in discussion with strategic leaders of public management as they present their assessment of the dilemma and their ideas for solutions.

Panellists:

Graham White, (moderator), professor of political science, University of Toronto

Reg Alcock, executive-in-residence, Asper School of Business, University of Manitoba

Adalsteinn (Steini) D. Brown, assistant deputy minister, Health System Strategy Division, Ministry of Health and Long-Term Care

[Other panellists to be confirmed]

B5) Networks and Networking in the Public Service

Informal channels of communication are vital networks that allow people to socialize and collaborate and, arguably, work more efficiently. Technology can make these networks indispensable, as shown by user-driven wikis and social networking sites like Facebook.

In the workplace, greater interconnectivity can prevent inadvertent duplication and ensure that all the right people are talking about the right things. Yet many public servants would argue that silos are a way of life, rather than the exception.

So how do we break down silos? What are the most effective ways of getting the right people talking about the right things to prevent duplication and inefficiency? What is the role of technology in facilitating greater, more effective information sharing within and between governments?

Panellists:

Leslie Cheung (moderator), research associate in Strategic & Corporate Policy in the City Manager's Office, City of Toronto

Dana Richardson, assistant deputy minister of the Local Government and Planning Policy Division, Ministry of Municipal Affairs and Housing

David C.G. Brown, senior associate, Public Policy Forum

David Eaves, public policy commentator and consultant

CONCURRENT SESSIONS – FRIDAY AFTERNOON

C1) After the Conference... P.R.E.P. for Re-entry

So you've attended the workshops, heard the talks and networked with colleagues both old and new, and you are all fired up about creativity, innovation and doing things differently. Monday morning comes and you excitedly head back to work, only to find that your workmates think you are coming from another planet. In this facilitated, interactive session you will discover how to take what you've learned at this conference and apply it in the workplace in ways that your colleagues can both understand and appreciate. With others, you will Pause, Reflect, Energize and Plan for your re-entry into the workplace.

Facilitator:

Maureen (Mo) McKenna, mentoring with MOmentum Ltd.

C2) Books and Movies: Lessons in Public Sector Management

This innovative session will also explore issues raised by the dramatization of historical events in visual media and assess why CanLit has rarely dealt with management.

Borins will describe the managerial implications of two types of narratives that contain lessons on public sector management:

- recent American films about transformational high school teachers whose efforts have met with success (*Stand and Deliver*, *Dangerous Minds*, *Freedom Writers*) or failure (*Dead Poets' Society*, *Cheaters*)
- recent treatments of the issue of appeasement in British politics, both historical (Lukacs, *Five Days in London: May 1940*; Olson, *Troublesome Young Men*) and fictional (Ishiguro, *The Remains of the Day*)

The session will introduce Professor Borins's new research project, funded by the Social Sciences and Humanities Research Council.

Facilitator:

Sandford Borins, professor of public management in the Division of Management at the University of Toronto at Scarborough and at the Joseph L. Rotam School of Management

C3) Moving Up in the Public Service: Toeing the Line or Rowing Your Own Course

Innovation and flexibility are considered key to organizational effectiveness, but are rarely associated with bureaucracies. Rightly or wrongly, governments are viewed

instead as hierarchical and cumbersome. Perhaps you've noticed in your own career that people who get promoted are often people who don't rock the boat and are "yes" people.

Original work, thinking for oneself, standing up to authority and arguing for better policy outcomes are all things the public service is supposed to strive for. Yet this kind of behaviour often goes unrewarded or, even worse, is discouraged. Can individuals be innovative and creative, take educated risks at work and still move ahead in their careers? How can new professionals navigate this minefield? What should governments do to foster an organizational culture that truly encourages creativity?

All participants may attend this session. New professionals may register for this session as part of the full conference or for this session alone at a reduced rate. New professional are public servants with a total of less than 8 years of experience in the public sector.

Panellists:

Art Daniels, senior consultant, BearingPoint

Jean-Pierre Kingsley, president/CEO, International Foundation for Election Systems

Joe-Anne Priel, general manager, Community Services Department, City of Hamilton

[Other panellists to be confirmed]