

Discover key strategies for engaging elected officials in policy development

Horizontal Policy Management

Breaking down the silos - Enhancing interdepartmental collaboration in policy development and implementation for better resource management and improved service delivery

"Great overview of HPM efforts in other departments and regions."

"Better understanding of the possibilities and opportunities associated with HPM."

"Very useful."

Optional workshops

USING A FRAMEWORK TO ENHANCE HORIZONTAL POLICY COORDINATION

Gunter Rochow, President, **Capra International Inc.**

PERFORMANCE MEASUREMENT IN "HORIZONTAL" INITIATIVES

John R. Allen, President, **John R. Allen Management Consulting**

Participating organizations

CANADIAN HERITAGE
CAPRA INTERNATIONAL INC.
FLEISHMAN-HILLARD CANADA
FOREIGN AFFAIRS AND INTERNATIONAL TRADE CANADA
HEALTH CANADA
HUMAN RESOURCES AND SKILLS DEVELOPMENT CANADA
INDIAN AND NORTHERN AFFAIRS
INFRASTRUCTURE CANADA
INSTITUTE ON GOVERNANCE
JOHN R. ALLEN MANAGEMENT CONSULTING
LIGHTNING TREE CONSULTING INC.
OFFICE OF THE ASSISTANT SECRETARY FOR PREPAREDNESS AND RESPONSE, WASHINGTON, DC
ONTARIO MINISTRY OF COMMUNITY AND SOCIAL SERVICES
ONTARIO MINISTRY OF FINANCE
ONTARIO MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING
ONTARIO MINISTRY OF NATURAL RESOURCES
PRIVY COUNCIL OFFICE
PUBLIC POLICY & MANAGEMENT INC.
PUBLIC SAFETY CANADA
TRAVERSE GROUP

Conference highlights

- Hear how some of the country's most high-profile horizontal policy initiatives are being implemented and enhanced
- Get practical advice on how to create and adapt a horizontal framework to your own organization in order to achieve results
- Look at how governments can ensure that horizontality is built in from the start
- Learn how public consultation can impact the development of new policy
- See the evolution of experiences at Canadian Heritage with respect to participation and initiation of horizontal policy approaches
- Explore how policy institutes can be used as a "neutral space" to promote a dialogue among government officials, scholars, civil society organizations, the private sector and civic-minded citizens
- See how the Ontario Ministry of Natural Resources creates a policy structure and strategy to build and enhance its capacity to develop policy

Dear Colleague,

Horizontal policy management aims to make government more responsive to the needs and expectations of citizens by addressing social challenges with multifaceted and coordinated responses. This process requires not only improving the coordination of government policies across departments as well as between different levels of government, but also enhancing collaboration between government and citizens in policy development, deliberations and implementation.

However, developing and implementing such a whole-of-government approach is not without its challenges. Traditional bureaucratic culture, where management and accountability functions are arranged vertically, leaves little room for intergovernmental and interagency collaboration. Inherent institutional and cultural obstacles have been and remain a significant element of large bureaucracies.

The 6th Federated Press Horizontal Policy Management Conference will take a closer look at the latest collaborative models being used to improve the policy making process and explore real case studies based on the actual horizontal experiences of government, including:

- The evolution of experiences at Canadian Heritage with respect to participation and initiation of horizontal policy approaches
- How policy institutes can be used as a "neutral space" to promote a dialogue among government officials, scholars, civil society organizations, the private sector and civic-minded citizens
- How governments can ensure that horizontality is built in from the start
- How the Ontario Ministry of Natural Resources creates a policy structure and strategy to build and enhance its capacity to develop policy

Gain from the practical advice of pioneering leaders from federal and provincial government departments and agencies who have been there, as they share their challenges and solutions towards better horizontal policy development, management and implementation: Canadian Heritage, Capra International Inc., Fleishman-Hillard Canada, Foreign Affairs and International Trade Canada, Health Canada, Human Resources and Skills Development Canada, Indian and Northern Affairs, Infrastructure Canada, Institute On Governance, John R. Allen Management Consulting, Lightning Tree Consulting Inc., Office of the Assistant Secretary for Preparedness and Response, Washington, DC, Ontario Ministry of Community and Social Services, Ontario Ministry of Finance, Ontario Ministry of Municipal Affairs and Housing, Ontario Ministry of Natural Resources, Privy Council Office, Public Policy & Management Inc., Public Safety Canada, Traverse Group.

With the level of practical experience at this conference, this is one event you cannot afford to miss. Register now by calling (416) 665-6868 or 1-800-363-0722.

We look forward to seeing you at the conference!

P.S. Don't miss our practical workshops on Using a Framework to Enhance Horizontal Policy Coordination and on Performance Measurement In "Horizontal" Initiatives.

Who should attend

ADMs, DGs, Directors, Managers and other senior-level public servants from federal, provincial and municipal government, with responsibility for

- Horizontal Policy and Coordination
- Policy
- Strategic Planning
- Service Delivery
- Performance and Program Evaluation
- Governance and Accountability
- Special Projects
- Public Involvement

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SESSION 1

STRUCTURING HORIZONTAL COLLABORATIONS

Dana Richardson, Assistant Deputy Minister, Local Government and Policy and Planning Division, Ontario Ministry of Municipal Affairs and Housing

Monday, February 22nd

9:00-9:40

CROSS-BORDER COLLABORATION TO IMPROVE EMERGENCY PREPAREDNESS AND RESPONSE: OPPORTUNITIES AND CHALLENGES

André La Prairie, Health Emergency Liaison Officer (Canada), Office of the Assistant Secretary for Preparedness and Response, Washington, DC

Cross-border collaboration between provinces, territories and states for the purpose of emergency preparedness and response has been ongoing for the past two decades. Canada and the U.S. signed the original international emergency management mutual aid agreement in 1986 that was recently renewed in 2008. The provincial, territorial and state health sectors have enthusiastically pursued the intent of this agreement through the creation of three health alliances/initiatives along the border. While significant gains have been made, challenges continue to exist in:

- Information sharing
- Unresolved issues of roles and authority to share
- Concerns about the “institutional memory” of cross-border collaborations

9:40-10:20

STRENGTHENING HORIZONTALITY IN ONTARIO

Dana Richardson, Assistant Deputy Minister, Local Government and Policy and Planning Division, Ontario Ministry of Municipal Affairs and Housing

Structured collaboration has been the foundation of many recent Ontario initiatives, from policy to program development. Horizontal approaches have proven to work effectively within and among ministries, governments and with external partners when introduced from the beginning as formal and intentional processes. This presentation will look at how governments can ensure that horizontality is built in from the start.

- Structuring horizontal collaboration and service delivery
- Balancing governance, leadership and accountability
- Focus on formal, deliberative approaches

10:20-11:00

HORIZONTAL POLICY MAKING: A PRACTITIONER'S VIEW

Pablo Sobrino, Director General, Strategic Planning, Policy, Research and Official Languages Secretariat, Canadian Heritage

Horizontal policy making requires a different approach in terms of the culture of decision making and information sharing processes across departments. More than just changes to the organizational structure, these changes represent a fundamental shift in the policy culture, as traditional bureaucratic culture, where management and accountability functions are arranged vertically, leaves little room for inter-gov-

ernment and interagency collaboration. This presentation will outline the evolution of experiences at Canadian Heritage with respect to participation and initiation of horizontal policy approaches.

- Interdepartmental and stakeholder consultation and collaboration
- Application of a disciplined decision making process
- Measuring results and outcomes

11:00-11:10 NETWORKING BREAK

11:10-11:50

IN SEARCH OF THE NEXT BIG THING: COLLABORATION AT THE EARLY STAGES OF POLICY DEVELOPMENT

Ellen Birnbaum, Head, Strategic Policy Renewal Secretariat, Strategic Policy Branch, Health Canada

Collaborative arrangements are becoming more common as governments look for ways to address complex, cross-cutting policy and operational issues. Increasingly complex stakeholder expectations and needs necessitate horizontal responses and service delivery. The complexity that exists in the system you operate is bigger than any small group of well intentioned individuals can manage. This presentation will highlight strategic policy initiatives that Health Canada has been working through and engaging across its large department, specifically the development of Health Canada's Medium and Longer Term Policy Agenda:

- Challenges involved in developing strategic policy differently
- The importance of convening the requisite variety of internal and external stakeholders Convening a variety of perspectives and getting them to align around concrete policy recommendations
- The identification of key stakeholders and partners

11:50-12:30

CASE STUDY: THE GOVERNMENT'S NORTHERN STRATEGY - CASE STUDY IN HORIZONTAL POLICY MANAGEMENT

Danielle Labonte, Director General, Northern Strategic Policy, Northern Affairs Organization, Indian and Northern Affairs

Successful horizontal policy development is a process of managing through elements both within and outside of one's control. This session will examine the Government's Northern Strategy as a case study and look at some of the endogenous and exogenous factors that led to its development and achievements. The focus will be on examining key external events and federal inter-departmental collaboration to advance horizontal policy development in Canada's North.

- Making the most out of the prevailing policy environment
- Creating an effective result by not having all the answers
- Challenging partners to achieve the best results

12:30-1:30 LUNCH

FOSTERING POLICY COORDINATION

SESSION 2

STRENGTHENING POLICY CAPACITY

Gail Motsi, Director,
Institute On Governance

Monday, February 22nd

1:30-2:10

INCORPORATING RESEARCH IN HORIZONTAL POLICY INITIATIVES

*Julie Mugford, Director of Research and National Coordination Organized Crime (RNCOC) Division, Public Safety Canada
Lawrence Austin, Chief, Research and National Coordination (RNCOC) Division, Public Safety Canada*

Policies and programs benefit from being based on solid research that includes input from a wide range of sources. This presentation will explore the key role played by research in horizontal policy development, meeting the challenge of bringing together important inputs to overcome the challenges of formulating and managing horizontal policies and programs. This discussion will look at:

- The key role that research plays in horizontal policy development and management
- Responding to ever-growing demands from various stakeholders
- Establishing effective mechanisms for knowledge transfer
- Creating links with academia and policy research organizations in other jurisdictions

2:10-2:50

APPLYING, COORDINATING AND MANAGING A HORIZONTAL RESULTS-BASED MANAGEMENT FRAMEWORK

Nathalie V. Bradbury, Senior Policy Advisor, Strategic Planning and Performance Management (BIA), Invest in Canada Bureau, Foreign Affairs and International Trade Canada

Critical to effectively coordinating and managing horizontal policy development and implementation is timely measurement and reporting, and using the results and incorporating feedback to encourage future improvements. This presentation looks at a results-based horizontal policy initiative and focus on:

- Developing a results-based management and accountability framework
- Measuring the performance of the initiative
- Research and analysis of the results
- Incorporating feedback and conclusions
- Reporting issues

2:50-3:00 NETWORKING BREAK

3:00-3:40

CASE STUDY: COORDINATING HORIZONTAL POLICY IN THE IMPLEMENTATION OF CANADA'S ECONOMIC ACTION PLAN

Laurie Goldmann, Manager, Horizontal Policy, Program Policy and Coordination Directorate, Skills and Employment Branch, Human Resources and Skills Development Canada

Implementation of the Canada Skills and Transition Strategy, part of Canada's Economic Action Plan as outlined in Budget 2009 to support a quick recovery from the global economic crisis, requires coordina-

tion on multiple fronts, including between departments and between branches within Human Resources and Skills Development Canada (HRSDC). This session will look at the implementation strategies, challenges and some lessons learned in enhancing the horizontal policy coordination associated with implementing this strategy.

- Challenges of implementing multiple initiatives in a short timeframe
- Coordinating policy and implementation within HRSDC, including links to existing programming
- Accountability and reporting
- Lessons learned

3:40-4:20

HORIZONTAL GOVERNANCE CHALLENGES

Gail Motsi, Director, Institute On Governance

Governance is the process whereby societies or organizations make important decisions, determine whom they involve and how they render account. This presentation will explore the implication of the five principles of good governance and how they can be incorporated into horizontal governance systems and structures. Examples from the Institute On Governance's work with federal, provincial, territorial and Aboriginal governments will be used to illustrate the discussion. Five principles upon which good governance is based:

- Providing strategic vision and direction
- Ensuring accountability and transparency
- Achieving effective performance
- Engaging relevant stakeholders
- Acting ethically and equitably

4:20-5:00

A CROSS-JURISDICTIONAL PROJECT MAXIMIZING PARTICIPANT RESOURCES: THE BIZPAL INITIATIVE

Ben Benoit, President, Lightning Tree Consulting Inc.

BizPal is an online service that simplifies the activities associated with business owners and entrepreneurs investigating and complying with their regulatory requirements from all levels of government. The initiative is a shining success story of cross-jurisdictional service delivery and horizontal cooperation in Canada. Since its inception in 2002, it has grown from an initial pilot that included two provinces, one territory, and three municipalities to a pan-Canadian service available in 11 provinces and territories and over 200 municipalities. This presentation will examine how BizPal has delivered:

- A successful model of partnership among all levels of government
- An effective technology platform for service integration
- A new model for balancing federal direction-setting with provincial/territorial/local resources and responsiveness and having all levels of government involved in decision-making
- Real value to participating governments and their constituents

HARMONIZATION

SESSION 3

COORDINATING & MANAGING HORIZONTAL INITIATIVES

Ian Peach, former senior official with the Government of Saskatchewan, former Special Advisor to the Office of the Federal Interlocutor and former Director of the Saskatchewan Institute of Public Policy

Tuesday, February 23rd

9:00-9:40

BRINGING THE OUTSIDE IN: CREATING A STRUCTURE TO INVOLVE THE BROADER POLICY COMMUNITY IN PUBLIC POLICY DEVELOPMENT AND DIALOGUE

Ian Peach, former senior official with the Government of Saskatchewan, former Special Advisor to the Office of the Federal Interlocutor and former Director of the Saskatchewan Institute of Public Policy

Issues requiring horizontal policy-making requires a different approach in terms of decision making and information sharing processes across departments. As these issues are often of general social concern, they engage the interest of scholars, civil society and the private sector. These “outsiders” are often kept out of important deliberations due to mutual mistrust and misunderstanding of each party’s distinct role and value in policy deliberation. This presentation will explore how policy institutes can be used as a “neutral space” to promote a dialogues.

- Building an active, well-trained “diplomatic” corps
- Increasing “travel” for all those with an interest in seeing “the other side” through secondments and placements
- Opportunities for collaborative working among policy-makers, scholars and non-governmental practitioners

9:40-10:20

CASE STUDY: PERFORMANCE MEASUREMENT OF HORIZONTAL INITIATIVES

Maurice Poulin, Manager, Horizontal Initiatives, Partnership and Operations, Infrastructure Canada

Like all government enterprises, horizontal initiatives need a robust set of performance measures to plan, monitor and evaluate results. This presentation will feature the performance measurement of horizontal initiatives undertaken recently at Infrastructure Canada, highlighting the challenges, the process and outcomes.

- Defining and meeting the challenges of performance measurement
- Gaining buy-in from all stakeholders, both internally and across the provinces
- Developing and clearly documenting performance indicators

10:30-11:00

ENHANCING HORIZONTAL POLICY COORDINATION

Gunter Rochow, President, Capra International Inc.

Getting departments to work together and take a corporate view requires not only a change in culture and leadership, but also new and adaptive structural incentives without which there is no immediate compelling reason for departments to work more collaboratively. Today’s public sector is typified by multiple partnerships representing multiple sectors as well as other levels of government. Contemporary approaches to accountability focus on the achievement of outcomes and results that lie beyond the reach of any single organization’s mission or mandate.

- The issue of policy capacity
- The shift from governing to governance
- The changing face of accountability

10:20-10:30 NETWORKING BREAK

11:10-11:50

BUILDING A STRONG POLICY COMMUNITY TO IMPROVE POLICY CAPACITY

Ray Pichette, Director, Policy and Planning Coordination, Ontario Ministry of Natural Resources

Dealing effectively with the increasing number of cross-cutting policy issues that don’t fall under the authority or expertise of any single department requires interdepartmental collaboration. It is thus essential to expand the knowledge and skills base of the entire policy community in order to foster this collaboration. This presentation will examine how the Ontario Ministry of Natural Resources creates a policy structure and strategy to build and enhance its capacity to develop policy.

- Building a community of policy staff for knowledge and resources sharing
- Leveraging policy networks to share data, trends, policy agendas
- Expanding the policy/planning horizon beyond the mandates of individual departments
- Expanding the policy community to include partners from the broader Ontario public sector and other levels of government

11:50-12:30

CASE STUDY: DEVELOPING HORIZONTAL POLICY IN AN OPERATIONAL CONTEXT- TRANSFORMING THE SUPPLY CHAIN IN ONTARIO’S PUBLIC SERVICES

Iris Ko, Director, Strategic Policy & Innovation, Ontario Ministry of Finance

Dealing effectively with the increasing number of cross-cutting policy issues that don’t fall under the authority or expertise of any single department requires interdepartmental collaboration. It is thus essential to expand the knowledge and skills base of the entire policy community in order to foster this collaboration. This presentation will examine how the Ontario Ministry of Natural Resources creates a policy structure and strategy to build and enhance its capacity to develop policy.

- Challenges
- Establishing formal and informal partnerships with line ministries, sector leaders, and associations
- Providing examples based on work around the Supply Chain Guideline and Operating Room Supply Chain Pilot Projects

12:30-1:30 LUNCH

OVERCOMING CHALLENGES IN MANAGING HORIZONTAL POLICIES & PROGRAMS

SESSION 4

OVERCOMING CHALLENGES

Ron Guirguis, Senior Partner & Managing Director, Public Affairs,
Fleishman-Hillard Canada

Tuesday, February 23rd

1:30-2:10

PUBLIC CONSULTATION ON FEDERAL-PROVINCIAL POLICY
*Ron Guirguis, Senior Partner & Managing Director, Public Affairs,
Fleishman-Hillard Canada*

Consulting the public to support the development of federal-provincial policy requires time, money and commitment. Stakeholder advice and input to the development of new policy directions is important for ultimate success, but do you have the time and resources to do it properly? What strategies are needed to mitigate stakeholder cynicism in the process? What challenges exist in consultations involving several levels of government? This discussion will focus on public consultation in the development of new policy.

- Strategies for forging sustainable relationships with your community
- Refining the policy making process through public involvement
- Evaluation methods for determining the efficacy of your community engagement processes
- Marshaling the troops: collaborative approaches to consultation

2:10-2:50

**THE ROLE OF THE PRIVY COUNCIL OFFICE
IN FOSTERING POLICY COORDINATION**
Karl Salgo, Director of Strategic Policy, Privy Council Office

Horizontal policy management aims to make government more responsive to the needs and expectations of its various stakeholders by addressing social and economic challenges with multi-faceted and coordinated responses. This process requires not only improving the coordination of government policies across government departments and between different levels of government, but also enhancing collaboration between government and citizens in policy development. This presentation will highlight the key role played by the Privy Council Office in fostering policy coordination.

- Gaining buy-in from key people
- Identifying who to involve and how to drive answers in the most efficient and effective way
- Balancing governance, leadership and accountability
- Creating a results-based reporting process for policy initiatives

2:50-3:00 NETWORKING BREAK

3:00-3:40

**CASE STUDY: MOVING FORWARD THROUGH HARMONIZATION
IN ESTABLISHING THE ACCESSIBILITY ACT**
*Hari Viswanathan, Manager, Standards Policy and Coordination
Branch, Ontario Ministry of Community and Social Services*

Enacted in 2005, the Accessibility for Ontarians with Disabilities Act has been undergoing an independent review in 2009 to ensure that the legislation and regulations are on the right track to build-

ing an accessible province. The process has involved a great deal of collaboration and flexibility among various stakeholders. This presentation will highlight the harmonization process, reviewing its challenges and lessons learned.

- Identifying and convening the requisite mix of stakeholders
- Aligning perspectives around concrete policy recommendations
- Opportunities and challenges associated with the effort
- Lessons learned

3:40-4:20

**STRATEGIES FOR ELECTED OFFICIALS
IN POLICY DEVELOPMENT**
Ivo Krupka, President, Public Policy & Management Inc.

A former Prime Minister once said of his Secretary to the Cabinet that, "every morning when I meet with my Secretary, he has answers to questions that I have not even thought of." There is perhaps no higher compliment that a minister can pay to a public servant. But how realistic is it to expect that less senior public servants can engage their ministers in policy development? This thought-provoking presentation will explore some of the questions raised by this issue.

- Is it feasible, or even desirable, for public servants to try to put themselves in the shoes of their political masters?
- Is that what ministers and their political staff expect nowadays?
- Is that what the senior management agency expect?
- Is there much of a consensus these days on the different roles and responsibilities of elected officials and public servants?

4:20-5:00

**OVERCOMING CHALLENGES IN MANAGING
HORIZONTAL POLICIES & PROGRAMS**
George Neufeld, President, Traverse Group

The need and benefits of horizontal management of policies and programs is not new. However, with globalization, the horizontal management of policies and programs has become much more dynamic. The assumptions and risks are forever changing, and changing in different ways for the various stakeholders. This interactive session will explore best practices for overcoming the challenges of managing horizontal policies and programs in today's environment.

- Establishing and maintaining common purpose among diverse stakeholders and policy-program environments and contexts
- Achieving and maintaining collaboration among stakeholders with different priorities and commitments
- Finding time and energy for an ongoing decision-making process

OPTIONAL WORKSHOP A

Wednesday, February 24th - 9:00-noon

USING A FRAMEWORK TO ENHANCE HORIZONTAL POLICY COORDINATION

Gunter Rochow, President, Capra International Inc.

The central issue in horizontal policy management is how each department can control what it alone is responsible for, while influencing other departments in order to achieve cross-departmental results. While a spirit of teamwork is essential for it to work, in order to achieve horizontal management success that achieves real action and results, a framework that identifies tangible goals and accountabilities needs to be first put in place. This workshop will provide practical advice on how to create and adapt a horizontal framework to your own organization in order to achieve results.

- Developing a clearly articulated strategic framework
- Achieving clarity around roles and responsibilities
- Sustaining political and central agency leadership and support over time
- The need for horizontal and vertical policy coordination
- Defining shared goals and results
- Developing a shared understanding
- Building accountability into the framework

Gunter Rochow delivers business and international development consulting services, focusing on HR, organization and governance, directed to the private and public sectors, the latter involving central governments, as well as state/provincial and local governments. These services typically relate to policy and program research and development, monitoring and evaluation and special studies, funded by multilateral or bilateral agencies, or directly by interested parties. In the last 15 years, he has personally delivered services in about 20 countries in the Americas, Europe, Africa and Asia. He is fluent in English, French, Spanish and German and understands other languages. In the area of training, he has served on the faculties of Harvard in Egypt 1995 (privatization) and the International Labour Organization (functional analysis, occupational standards and labour adjustment). He also led numerous project related workshop and study tours, including in Colombia, Russia, Barbados and Indonesia. On an ongoing basis, he organizes leadership development workshops, in association with Bluepoint Leadership Development (formerly known as the Tom Peters Company). He is a former federal public servant and has held elected office as a school trustee, in the latter role serving as Chairman of Finance and Administration.

OPTIONAL WORKSHOP B

Wednesday, February 24th - 1:30-4:30

PERFORMANCE MEASUREMENT IN HORIZONTAL INITIATIVES

John R. Allen, President, John R. Allen Management Consulting

Many of the issues faced by government cross departmental or jurisdictional lines, and require the coordinated efforts of a number of partners. Horizontal initiatives, like all government enterprises, need a robust set of performance measures to plan, monitor and evaluate results. But there are unique challenges to managing results in horizontal initiatives. This workshop addresses those challenges and shows how to apply concepts of results based management to horizontal programs and initiatives in order to address government priorities and achieve desired results effectively and efficiently. Using examples and case studies, this interactive workshop shows how to develop a workable results management framework for horizontal initiatives.

- The importance of identifying the mission and key client groups
- How a logic model clarifies roles and responsibilities and guides strategy and resource allocation
- Setting performance targets and reporting results
- Performance budgeting
- Analyzing performance to identify areas for improvement

John Allen is a consultant assisting governments to develop and use performance measurement and results oriented management processes. He has worked in this field for more than thirty-two years, as a consultant and as a public servant with the Province of Ontario. He serves clients at all levels in both Canada and the U.S. in virtually every kind of government program. Some of his recent clients include Industry Canada, the Ontario Ministry of Government Services, the New Brunswick Department of Justice, the Ontario Clean Water Agency, the City of Ottawa and Kern County California, and many others. John has worked on a large number of horizontal initiatives including the Canada-Ontario Great Lakes Agreement, the Early Learning and Childcare Multilateral Framework, and the Manitoba Labour Market Strategy for Immigrants. He is a recipient of the Intergovernmental Fiscal Relations Award for Excellence from the Government Finance Officers' Association. John has degrees in political science and business administration. He is based in Toronto.

6th

February 22, 23 & 24, 2010, Ottawa

Discover key strategies for engaging elected officials in policy development

Horizontal Policy Management

Breaking down the silos - Enhancing interdepartmental collaboration in policy development and implementation for better resource management and improved service delivery

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