

Scenario Note: Public Policy Forum Fall Lecture – Policy Making in a Time of Pandemic

October 13, 2020

4:50 p.m. – 5:30 p.m. ET

Videoconference via Zoom

Zoom details/link:

<https://bespokeav.zoom.us/j/92585262478?pwd=U0pEQVJoSXhmZkV0Ym4zdzVQWmlEUT09>

ID: 925 8526 2478

Passcode: 249842

Overview	<ul style="list-style-type: none">• You have been invited to participate in a panel at this year’s Annual Fall Lecture, “Policy making in a time of pandemic,” hosted by the Public Policy Forum (PPF) and co-sponsored by the Treasury Board Secretariat (TBS).• PPF expects almost 500 attendees, including representation from provincial and territorial governments.• A draft agenda for the event is included as Annex A.• As part of this event, a case study on the federal COVID-19 email notification service is being presented by Pascale Elvas, A/Executive Director of Strategic Policy at Priorities and Planning, Treasury Board Secretariat.
Panel – background and meeting management	<ul style="list-style-type: none">• Following a workshop and networking activities in the early afternoon, the Fall Lecture will commence at 4 p.m. It begins with Pascale Elvas’ presentation, and is followed by a structured conversation (“fireside chat”) between:<ul style="list-style-type: none">○ Dr. Bonnie Henry (Provincial Health Officer, Government of British Columbia), and○ Helen Branswell (Senior Writer, Infectious Diseases, STAT News, a medical and life sciences news outlet produced by Boston Globe Media).• Your panel convenes following the fireside chat between Dr. Henry and Ms. Branswell. The panel includes:<ul style="list-style-type: none">○ Dr. Bonnie Henry,○ Laura Lee Langley, Deputy Minister, Office of the Premier (as well as Deputy Minister of the Treasury and Policy Board), Government of Nova Scotia, and○ Saād Rafī, former Senior Advisor to the City of Toronto on COVID-19 recovery and rebuilding.• The panel will be moderated by PPF Executive Vice-President Julie Cafley.• Biographies of Dr. Cafley and your fellow panelists are included as Annex B.• Panelists will make brief opening remarks. Following the panel discussion, there will be a live question and answer session with the audience.

<p>Panel – additional context</p>	<ul style="list-style-type: none"> • PPF describes the panel as follows: <ul style="list-style-type: none"> ○ “The panel discussion will focus generally around how Canada’s real-time response to COVID-19 has pushed all levels of government to embrace uncertainty and to work collaboratively to mitigate the impact on the lives and livelihoods of Canadians.” • PPF has indicated an interest in hearing from you on issues related to implementation, governance and federal-provincial-territorial collaboration. • Proposed topics for discussion include: <ul style="list-style-type: none"> ○ TBS, in coordination with many federal government departments, quickly coordinated multi-level responses to the pandemic. Which multi-department effort do you see was able to best respond to a particular challenge brought on by COVID-19? ○ To efficiently respond to the pandemic, the federal government allocated a large fiscal response to the provinces, territories and municipalities. The Canadian population’s closest interaction with government is with municipalities. How has the federal government worked with municipalities, in particular, to respond to the current crisis? ○ As the Prime Minister recently announced, Canada has entered the second wave of the pandemic, possibly earlier than many had expected. What coordinated efforts is the federal government focused on in response to the many social and economic challenges currently faced by Canadians?
<p>Report from Saäd Rafi, Toronto Office of Recovery and Rebuild</p>	<ul style="list-style-type: none"> • In April 2020, Mr. Rafi was appointed to lead the Toronto Office of Recovery and Rebuild to begin planning post-COVID-19. • The Toronto Office of Recovery and Rebuild has led consultations over summer 2020, with plans to submit a report to the City Manager by September 2020, for ultimate consideration by Toronto City Council. • As of this date, the report does not yet appear to have been made publicly available. • A June 2020 media interview with Mr. Rafi is included as Appendix C.
<p>Your remarks – summary of key items to discuss</p>	<ul style="list-style-type: none"> • Convey breadth, depth and magnitude of federal response • Emphasize importance of focusing on action and outcomes <ul style="list-style-type: none"> ○ New approach to risk – risk of inaction ○ Focus on citizen needs, not jurisdictional lens/toolkits • Science-informed decision making <ul style="list-style-type: none"> ○ Science and advice may change, but still provides foundation for public sector response • Economic response <ul style="list-style-type: none"> ○ The need for a proactive response that faces challenges head-on

Panel Discussion	
Agenda Time	4:50 p.m. – 5:30 p.m (40 minutes)
Speaking notes	<p>Opening remarks</p> <ul style="list-style-type: none"> • Magnitude of federal response: <ul style="list-style-type: none"> ○ Over \$214 billion in direct support to Canadians and businesses <ul style="list-style-type: none"> ▪ CERB: \$81.64 billion in payments (as of October 4, 2020) ▪ Canada Emergency Wage Subsidy: \$41.12 billion in payments (as of October 4, 2020) ○ Approximately \$19 billion through the Safe Restart Agreement for the reopening of provinces and territories ○ \$600 billion in liquidity support for businesses and provincial financial stability. ○ \$6.2 billion for <ul style="list-style-type: none"> ▪ critical health care systems ▪ PPE and supplies ▪ medical research and vaccines ○ As of August 28, 2020, federal PPE procurement includes: <ul style="list-style-type: none"> ▪ Over 290 million surgical masks received ▪ Nearly 43 million face shields received ▪ Over 61.5 million N95 masks received ▪ Over 17.5 million litres of hand sanitizer received ○ US news outlet Politico ranks Canada as amongst the countries most prepared to take advantage of a vaccine breakthrough (alongside the United States, European Union and United Kingdom) ○ Procurement agreements for six vaccine candidates: <ul style="list-style-type: none"> ▪ AstraZeneca ▪ Sanofi and GlaxoSmithKline ▪ Johnson & Johnson ▪ Novavax ▪ Pfizer ▪ Moderna ○ Canada also contributing to multilateral efforts: <ul style="list-style-type: none"> ▪ Participation in the COVID-19 Vaccine Global Access (COVAX) Facility, a global procurement mechanism to deliver fair, equitable, and timely access to COVID-19 vaccines

- Canada committing approximately **\$220 million to COVAX Facility** to procure up to 15 million vaccine doses for Canadians
 - **Additional \$220 million** channeled through the **COVAX Advance Market Commitment** to purchase doses for low-and middle-income countries
 - **Eradicating virus in Canada requires eradicating it everywhere**
 - This, **in addition to the up to \$25 million (USD) Canada committed to COVAX Advance Market Commitment** in July 2020
- **Overall, federal response focused on four areas:**
 - **De-risking liquidity** of individual Canadians
 - Placing risk on “broadest shoulders available”
 - **Supporting economy**
 - Investing in **PPE and vaccines**
 - **Supporting provinces and territories**
 - Safe Restart Agreement and other means
 - Importance of **focusing on outcomes**
 - **New approach to risk** by governments
 - Taking into account **risk of inaction, risks to outcome**, e.g. CERB roll out
 - Don’t focus on policy, process, legal risks etc.
 - Don’t want this approach to be eroded as we go forward – **avoid return to old status quo**
 - **Focus on citizen impacts, not jurisdictional lens/toolkit**
 - **Follow the science**
 - **Science evolved** and government **communications evolved**
 - **But tried to trace policy response back to science**
- Which multi-department effort do you see was able to best respond to a particular challenge brought on by COVID-19?**
- High level of collaboration across government
 - **Key though is not to focus on departments but outcome**
 - Some examples:
 - Providing and encouraging flexibility in the system – encouraging Deputies to make full use of their decision-making powers and flexibilities

- COVID Alert
- COVID email notification service (as presented earlier today by Pascale Elvas)
- COVID-19 Task Force at Health Canada
 - Analysts and executives seconded from across government at short notice
 - Level of HR flexibility government aspires to but rarely achieves
- Transitioning to and equipping a digital workforce

How has the federal government worked with municipalities, in particular, to respond to the current crisis?

- Realistic policy **needs to understand how services are delivered on ground** (municipal, not-for-profit etc.)
- COVID federal-municipal – some examples:
 - **FPT Safe Restart Agreement** (total \$19 billion):
 - **\$2 billion federal funding for cities and towns**
 - Also, **\$1 billion for transit**
 - GoC **fully funded \$13.9 million isolation site in Toronto** (opened in September)

Second wave: What coordinated efforts is the federal government focused on in response to the many social and economic challenges currently faced by Canadians?

- GoC – **four-part response plan in Speech from Throne/PM** remarks:
 - **Fighting pandemic** and saving lives
 - Supporting **people and businesses**
 - Creating stronger, **more resilient Canada**
 - Ensuring everyone can **contribute to society**
- Keeping people safe: **work of my colleagues** at Health Canada, Public Health Agency of Canada, PT counterparts
- TBS – **we support that work** – examples:
 - Supporting effective procurement of medical equipment
 - Digital government expertise – COVID Alert App
- **Enabling departments’** response efforts
 - “Business as usual” – **TBS sometimes a handbrake**

- Current role – **balance risk with helping departments deploy the government’s plan**

If pressed on the Government health response (from Health Canada):

- To reduce the risk of imported cases, the Public Health Agency of Canada enhanced screening measures at Canadian airports, and implemented travel restrictions and mandatory quarantine.
- Also, for the first time in our history, we undertook large-scale and controlled repatriation of Canadians from overseas and established temporary housing at designated quarantine sites.
- We offered public health guidance on how to protect the health and safety of Canadians and reduce the spread of COVID-19.
- We have worked with provinces and territories and other stakeholders to accelerate diagnostic testing capacity in order to detect cases of COVID-19 more quickly.
- We have also established a coordinated approach to the bulk purchase and distribution of personal protective equipment, to ensure that the right supplies get to the right places in Canada.
- We have developed a national approach to data collection and surveillance, to support the continued monitoring of COVID-19 across the country.
- The Public Health Agency of Canada, along with partners, is also working to support the development of a vaccine and treatment.

If pressed on the Government procurement response (from PSPC):

- The Government of Canada has, to date, allocated approximately \$1 billion to secure access to vaccine candidates. This includes some upfront payments that the pharmaceutical companies require to support vaccine development, testing and at-risk manufacturing. While not recoverable, this investment guarantees Canada’s earliest possible place in production runs.
- Subsequent payments are contingent on the vaccines passing clinical trials and obtaining regulatory approval. These amounts will depend on which vaccine candidates are successful and the number of doses Canada decides to ultimately purchase.
- In order to protect our negotiating position and commercially sensitive pricing information, we cannot disclose details of specific agreements at this time.
- Our progress is similar to other countries, including the United States and the United Kingdom—both of which have secured access to a comparable number of vaccine candidates.

- Our approach to vaccines—as has been our entire response to COVID-19—is being directed by the best available science, recognizing that the evidence base is evolving.
- In particular, the COVID-19 Vaccine Task Force, which is comprised of vaccine and immunology experts as well as industry leaders, is providing strategic scientific and technical advice to the Government of Canada on a portfolio of leading international vaccine candidates.
- Canada is committed to global collaboration to end this pandemic. The COVAX Facility is an example of how multilateral cooperation can allow us to accomplish together what none of us could accomplish alone.
- The Government of Canada is in discussions to secure access to one other vaccine candidate from Medicigo.
 - On July 9, Health Canada approved a Phase 1 trial of Medicigo’s vaccine and on July 14, clinical testing of this vaccine began in Canada.
 - This is the first vaccine from a Canadian company to enter human trials, and we are pleased to support such important research in Canada.
- We continue to support the Canadian and international scientific community in their research for treatments and vaccines of COVID-19.

If pressed on resignation of Dr. Gary Kobinger, who recently resigned from the Vaccine Task Force, saying the Government of Canada is not being transparent in its decision making (from PSPC):

- The government thanks Dr. Kobinger for his participation and public service as a member of the COVID-19 Vaccine Task Force.
- As experts and industry leaders, Task Force members provide invaluable insight – all on a volunteer basis – to help the government make sound evidence-based decisions to protect the health and safety of Canadians during the pandemic.
- Since June 2020, the Task Force and its Bio-manufacturing Sub-Committee have reviewed and provided advice on numerous domestic vaccine and bio-manufacturing proposals and international vaccine candidates.
- Task Force members have committed to ensuring transparency and to recusing themselves from providing advice on projects where there is a conflict.
- In 23 instances, a member of the Task Force declared a conflict of interest pertaining to a specific proposal, or candidate, and formally recused themselves – not participating in deliberations or the formulation of advice.
- The conflict of interest protocol available on the NRC website is in line with standards for other volunteer external advisory bodies across government, and embodies international best practices.

Fall Lecture: Policy Making in a Time of Pandemic

Thursday, October 13, 2020 | 1:30 p.m. – 6:00 p.m.

DRAFT AGENDA

1:30 – PPF ACADEMY WORKSHOP

3:15

- Welcome and intro
- Themes from the case study
- Instructions for the breakout rooms with three main questions
- Breakout room facilitated mini workshops with ThoughtExchange
- Short debrief and wrap-up

3:30 – NETWORKING SESSION

4:00

- Link to come

FALL LECTURE

4:00 – WELCOME

4:15

Speaker: Edward Greenspon, President and CEO, Public Policy Forum

Indigenous Welcome & Acknowledgement: TBD

4:15 – PRESENTATION – How ‘Get Updates on Covid-19’ Got Up and Going’

4:20

Speaker: Pascale Elvas, A/Executive Director, Strategic Policy, Priorities and Planning, Treasury Board Secretariat

4:20 – FIRESIDE CHAT

4:50

Dr. Bonnie Henry, Provincial Health Officer, Government of British Columbia in discussion with Helen Branswell, Senior Writer, Infectious Disease, STAT News

4:50 – PANEL

5:30

- Dr. Bonnie Henry, Provincial Health Officer, Government of British Columbia
- Laura Lee Langley, Deputy Minister, Office of the Premier, Government of Nova Scotia

- Saäd Rafi, Consultant and former Senior Advisor to the City of Toronto on COVID-19 recovery and rebuilding

- Peter Wallace, Secretary of the Treasury Board, Government of Canada

Moderator: Dr. Julie Cafley, Executive Vice-President of External Relations, Public Policy Forum

5:30 – PRESENTATION - The Switch to Virtual Mental Health and Addiction Service in PEI

5:35

Dr. Heather Keizer, Chief of Mental Health Issues and Addiction, Government of Prince Edward Island

5:35 – Closing remarks

5:40

Edward Greenspon, President and CEO, Public Policy Forum

PANELIST BIOGRAPHIES

Dr. Bonnie Henry was appointed as provincial health officer for the Province of BC effective February 1, 2018.

Dr. Bonnie Henry was the deputy provincial health officer for three years starting in August of 2014 and prior to that served as the interim provincial executive medical director of the BC Centre for Disease Control from December 2013 until August 2014.

She was also the medical director of Communicable Disease Prevention and Control and Public Health Emergency Management with the British Columbia Centre for Disease Control and medical director for the provincial emerging and vector-borne diseases program as well as a provincial program for surveillance and control of healthcare associated infections; a position she started in February of 2005.

She joined Toronto Public Health in September 2001 as associate medical officer of health where she was responsible for the Emergency Services Unit and the Communicable Disease Liaison Unit. In 2003, she was the operational lead in the response to the SARS outbreak in Toronto. She was a member of the executive team of the Ontario SARS Scientific Advisory Committee.

Laura Lee Langley is the Deputy Minister of the Office of the Premier, Deputy Minister of Treasury and Policy Board, Clerk of the Executive Council, Head of the Public Service, Chief Executive Officer of Communications Nova Scotia, and the Public Service Commissioner.

She began her career as a journalist in the early 1980's and worked in both radio and television as a reporter, anchor and producer. In the late 1990's she made a career transition to public relations and communications, developing expertise in communication for leaders, employee engagement, and strategic management—interests she discovered while completing a Master of Public Administration Degree at Dalhousie University in 2002.

In 2004, Laura Lee was appointed the first Assistant Deputy Minister of Communications Nova Scotia. In January 2010, she was appointed Deputy Minister of Tourism, Culture and Heritage—later Communities, Culture and Heritage. She was appointed Public Service Commissioner in October of 2013, and added Deputy Minister of the Office of the Premier and accompanying responsibilities in June of 2016.

Saad Rafi is a consultant and former Senior Advisor to the City of Toronto on COVID-19 recovery and rebuilding. Over the last 30 years, he has worked in both the public and private sectors, including several leadership roles in the Ontario government.

He was the CEO of the Toronto 2015 Pan Am/Parapan Am Games, where he worked extensively with municipalities in and around the GTHA to deliver the largest multi-sport event in Canadian history. Mr. Rafi has been a Deputy Minister in the Ministries of Health and Long-Term Care, Energy and Infrastructure, Transportation, and Public Safety. Mr. Rafi has also been a Partner at Deloitte LLP where he started an Infrastructure and Project Finance practice, and subsequently led their Government and Public Services practice for Canada.

Julie Cafley is an accomplished leader and academic with expertise in higher education leadership and governance. As Executive Vice-President of the Public Policy Forum, Julie builds bridges and enhances the profile and visibility of the PPF while directing its research, external partnership and membership teams. She takes a lead role in projects about democracy and governance, reconciliation, innovation and growth.

In her previous role as Chief of Staff to two presidents at the University of Ottawa, Julie worked closely with the senior executive team to develop and advance strategic initiatives. She also played a key role in profile-raising, fundraising and internal communications. Before her time in the president's office, Julie led the student recruitment and liaison portfolio.

Julie was chosen as one of the delegates for the Governor General's Canadian Leadership Conference in 2012, and was honoured in 2010 as one of Ottawa's top 40 under 40. The Canadian Council for the Advancement in Education chose her as one of Canada's rising stars in higher education in 2000.

Julie is very passionate about diversity and the promotion of women in leadership roles. She is the inspiration behind cafleycommittee.org, an initiative designed to encourage the nomination and promotion of female leaders. Deeply committed to her community and to the world around her, Julie also lends her support to initiatives tackling poverty and literacy. She currently serves on the Board of Directors of Parkinson Canada.

Julie holds a PhD in education leadership from the University of Ottawa. Her thesis focused on higher education leadership and governance through the lens of unfinished terms of Canadian university presidents. She also holds a MEd, which examined organizational change in the higher education sector, a BEd and a BA.

New head of city's Recovery and Rebuild office just getting down to work

Jenny Yuen

Publishing date:

Jun 10, 2020

The Toronto Sun

In late April, Mayor John Tory announced Saad Rafi, the CEO for the 2015 Pan Am Games, would head the city's Office of Recovery and Rebuild to get Toronto's residents and businesses back on track to a new normal.

Working alongside Dr. David Mowat, Rafi, who will be paid about \$35,000 including expenses each month up to the end of November for his work, will help shape what that road to recovery from the COVID-19 pandemic will look like. The goals of the office are to save livelihoods and live safely with COVID-19. Rafi encourages residents to take the city's [Recovery and Rebuild](#) survey by the end of June, which will go into the office's consultation findings in September.

What are your plans for the city to re-open?

“It's really three components — one is, while always being guided by public health advice, we'll do a broad engagement. We set up a website, email, discussion-guide toolkit for individuals, community organizations and companies to use to do their own consultation. We've developed seven teams and we are out consulting with all the stakeholders of Indigenous communities. The second piece is to develop recovery strategies and recommendations and the third is to develop actionable recommendations for what the rebuild would look like, who would need to be involved, roles and responsibility, not just for the city, but for stakeholders and other levels of government, if that's relevant. And contributing to the city's re-imagining of how it's going to provide services to residents and citizens going forward. It will culminate in a report (with our recommendations) through the city manager's office for the September council meeting.”

A month into your new role, what have you and Dr. Mowat discussed so far?

“It's been mostly in the public health side of things. And my group is working with city divisions to try to be ready for city services as the province has announced stage one and when the city and the region is ready to move in to stage two. In Dr. Mowat's case, he and Dr. (Eileen) de Villa's teams have been working together to develop the public health guidelines for all manor of city services and businesses. We haven't moved into recovery strategies just yet.”

The city is expected to have a \$1.5-billion operating shortfall by the end of the year. Mayor Tory said he didn't want to cut city services or hike property tax, though he was looking at the possibility of tolling again. Given those challenges, how are you proceeding with recovery?

“People are looking for assistance that has already been provided by all three levels of government and there’s a limit those can stay in place. For the city, it’s a deferment of revenue or in some cases, loss. We’ll need to have very open conversations with both senior levels of government, the city manager, the CFO and the mayor — they’re leading that effort. That’s not something I’m leading, but I would suspect people are going to provide commentary in the consultations.”

“The city works with its eight child-care centres and all its other operators. We saw the guidelines come out (Monday). It will take a couple weeks to institute those guidelines to ensure they’re following all the necessary sanitization approaches. On transit, one of the initiatives we had was to get major employers to continue, where possible, to get employees to work from home until at least September. Those are companies that have very high transit use among their employees to try to allow the TTC to put in measures to allow the greatest amount of physical distancing and let essential workers who rely on transit to get to and from work.”

Is the pace the province is re-opening measured or too fast or slow?

“I think they put out a framework fairly quickly and I think they’re following that framework by all accounts. The restart, recovery and rebuild must always be guided by sound public health advice and I think the two levels of government are working well on that front.”

What happens if we’re hit with a second wave of COVID-19?

“I don’t really have the ability to answer that with a public-health lens, but the emergency of all orders is the province’s regulatory authority. I think you have to take these things based on where the public health incidents and case contacts take you.”

**Responses has been edited for length*