

**Your House, Your Time:**  
**Orientation for the 2015 newly elected Members of Parliament**

**Wednesday January 20th, 2016**

**Location: Sir John A. Macdonald Building**

**Notes: Veronica Green, Deanne Pittman, Roberta Bell**

**8:15 Orientation and Breakfast**

**9:00 Opening Remarks:**

***Maureen Boyd, Director of the Carleton Initiative for Parliamentary and Diplomatic Engagement***

Welcome to Wednesday. I hope yesterday's briefings at the Shaw Center, the Supreme Court, Rideau Hall, and Earncliffe were relevant, interesting and fun. You have taken the time to make a special trip to Ottawa the week before the opening of Parliament and we recognize and appreciate it.

Welcome to spouses and partners. Thank you to the former MPs and officials who are here today. Special welcome to Edmonton Mayor Don Iveson and Dr. Alike Lafontaine who have flown in from Alberta. I hope all of you have a chance to meet our private sector sponsors.

I am pleased to introduce Carleton University President Dr. Roseann O'Reilly Runte.

**9:05 Welcome Remarks:**

***Roseann O'Reilly Runte, President of Carleton University***

Hello, Bonjour and welcome to a beautiful morning in Ottawa.

Three messages for the audience:

1. We are always looking for ways to reach out and bring you to the campus to help you - help us educate our students. I hope you accept the invitation to speak on campus, take interns, attend concerts, lectures, etc.
2. In a couple weeks we will introduce the rival basketball game between the University of Ottawa and Carleton. But the rivalry is not what it's all about. All of the universities in Canada work together in ways you don't know. There is extraordinary cooperation and collaboration and people aren't necessarily aware of it. In the world today, the problems we have to solve are big. They are bigger than one program or department, we must all work together.
3. I want all my students to have good jobs and do well, but beyond that I want them to be good citizens with a knowledge of how the world runs. The world has lots of problems, we need people who think about those problems and create positive solutions.

Thank you on behalf of all the universities. Together we can make this a better country. We're here to welcome you and support you. Thank you for taking time in the beginning of your mandates and important work to look to Carleton as an ally.

## 9:15 HOW OTTAWA WORKS

### Presentation

**Michael Wernick, (then) Deputy Clerk of the Privy Council and Associate Secretary to the Cabinet**

*\*Please refer to Michael Wernick's presentation available online. The following is a brief synopsis.*

The role of an MP is a very demanding job and a demanding life. I want to say thank you for that. One piece of advice is to pay attention to your health and your family. Be resilient and be attentive.

#### (Slide 1) Objectives:

Overview of public service of Canada.

- There is a lot of jargon that I will try to work through. I will also define what is the public service and what it isn't.
- Public Service of Canada goes back to the foundation of the country. It has been a non-partisan Public Service for years. But it is a dynamic and evolving institution that provides a broad range of services.
- It is not perfect, composed of human errors, you will become familiar with our shortcomings. But it is value- driven and research based.
- We operate a Westminster system and Public Service is part of the Executive Branch of Government. We assist Parliamentarians.

#### (Slide 2) Public Service Matters

- *"A strong merit based, non-partisan and representative public service..."*

The Prime Minister has made it clear that the public service is critical to implementing his government's priorities – a view shared by every one of his predecessors.

#### (Slide 3) A Proud Tradition:

- The fundamentals do not change:
- We are professional and non partisan - With a change of government, each government person works loyally and competently.
- We work in the public interest - At the end of the day we pursue public resources and give advice. We are not there for self enrichment.

- We ensure sound stewardship - We protect assets for the benefit of present and future generations, working in long term goals.
- We deliver results - We ensure efficient and effective use of public resources to achieve timely results.

Enduring Values: *Values and Ethics Code for the Public Sector: Respect for democracy, Respect for people, Integrity, Stewardship, Excellence.*

(Slide 4) Canada's Federal Public Service

- The Federal government is the largest employer in Canada with 493,000 employees.
- Federal Public Service (FPS) refers to the Core Public Administration (CPA).
- *Please refer to online presentation for numbers as of March 2015.*

(Slide 5) Who are the employees?

- Ours is also the country's most diverse workforce, representing Employment Equity groups and our two Official Languages, as well as a vast variety of roles, including administrative, scientific, engineering, medical, and enforcement professionals, among others
- Most are permanent employees. But 15% of the workforce works in 'terms' which is time limited contracts. 'Casuals' work in seasons or time frames on things like snow clearances and taxes. We also take in a lot of students (through programs like FSWEP).
- Heavily unionized environment.
- Languages: 71.1% English, 28.9% French.
- 1/3 of employees do administrative and clerical work (37%) they are the ones most affected by the changing nature of work (re: technology); only 3% are Executives

(Slide 6) People

- Almost 60% of federal public servants are located outside of the national capital region.
- There are 1500 people who work outside of the country.

(Slide 7) Structure

- There are 282 Federal departments, agencies and other organizations.
- The core departments that you hear about, there are only 20 and there are a myriad of agencies and tribunals organized in a portfolio so ministers have a suite between 5 and 20 to which they are answerable. It will take a while to decode some of the acronyms.

(Slide 8) Service Delivery

- In 2014, the Public Service assisted over 8 million people at almost 700 in-person points of service across Canada and across the world. Call centres received tens of millions of calls, on everything from pensions, to employment insurance, to taxes. There were hundreds of millions of visits to government websites to find information or access e-services.
- How much has changed with the internet? Since 2007, citizens have been increasingly relying on service Canada's e-services.

- Most of our contact is done online. We're not at the top, but we have quite high numbers in terms of the amount of people who file their taxes online and participate in the census online. More things will move to online applications in the future.

(Slide 9) Service Delivery: Federal Regulatory Oversight

- Making the marketplace safe. The less you hear about it the better... *ex. food inspection.*
- About 25,000 people are involved in this. Keeping the framework of regulatory inspection is a challenge.

(Slide 10) Service Delivery: High Volumes

- The colleagues in places like Canada Border Service Agency (CBSA) and Passport Canada, they do huge volumes of work. *ex. 4.7 million passports issued. CBSA welcomed close to 100 million lawful travellers and cleared more than 14 million commercial releases.*

(Slide 11) Legal Frameworks

Key Legislation - *Who's who in the zoo*

- Financial Administration Act (1951)
- Public Service Modernization Act (2003)
- Public Service Employment Act (2005)
- Federal Accountability Act (2006)

(Slide 12) Institutions

- Treasury Board of Canada Secretariat
- Office of the Chief Human Resources Officer (Part of the TSB)
- Public Service Commission (Independent agent of Parliament)
- Head of public service - the Clerk of the Privy Council.
- Departments - Deputy heads are designated accounting officers.

(Slide 13) History of Continuous renewal

- We ebb and flow as governments expand. It is a process.

(Slide 14) Blueprint 2020 Vision

A world class public service equipped to serve Canada and Canadians now and into the future.

Four grounding principles

- Open and networked environment
- A whole of government approach
- A modern workplace that makes smart use of technologies
- A capable, confident and high performing workforce

Blueprint 2020 Engagement by the numbers: More than 110,000 public servants participated in engagement activities in 2013-2014 to determine the kind of place they want to work.

(Slide 15) The Clerk's Annual Report - March 2015

Three priority actions:

- Reinvigorating recruitment, learning and development
- Building a healthy, respectful and supportive work environment
- Reinforcing the policy community as a profession.

(Slide 16) Accountability

You will interact with public service in committees, you have the ability to ask lots of questions.

- The public service is part of the Executive Branch - Every organization is the responsibility of a Minister who is accountable to Parliament
- Parliamentary Committees
- Parliamentary Questions
- Officers of Parliament
- Reporting to Parliament
- Proactive Disclosure.

(Slide 17) Interactions with Members of Parliament

**Avenues** - Committees, constituent issues, student employment, official responses.

Conclusion

*Please powerpoint presentation for a list of contacts in Appendix.*

We are value driven to improve. The framework you set can make a big difference. I wish you well in years ahead. Look after your health, your families. Merci.

**Panel Discussion**

***Moderator: André Plourde, Dean of the Faculty of Public Affairs, Carleton University***

**Topics: Transition to and changes in the 42nd Parliament; role of the public service and its relationship to the political system; how the political system works to get things done**

- ***Audrey O'Brien, Clerk Emeritus of the House of Commons***
- ***David McLaughlin, public policy consultant and former chief of staff to Prime Minister Mulroney and deputy minister to the New Brunswick Commission on Legislative Democracy***
- ***David Mitchell, public policy consultant and former CEO of Public Policy Forum, member of the B.C. Legislature and Deputy Clerk of the Saskatchewan Legislature***

**Andre Plourde:** The role of the MP is not limited to their political role. How do you see these roles being reconciled? Who are the main actors MPs will deal with?

**David McLaughlin:** Never believe your own spin and that will help you get through with your sanity...You've applied for a job without a job description...

There are three roles in the big picture: the trustee role (of your own views), the delegate role (to represent your region), and a political role (characterized by when you stand up to vote).

Polling of Canadians indicates that Canadians want to be represented; about 60% think MPs are “really good” at representing their party versus about 45% that think MPs are “really good” at representing them. There are sources of political influences to navigate (the PMO, ministers (including at the regional level), caucus colleagues, the media, stakeholders...). Five things: (1) know your file, (2) be judicious in you asks, (3) be relentless in that ask that matters, (4) show up, (5) team (build it and lead it).

**Andre Plourde:** A lot of activities occur in the House of Commons. What kind of platform does the House of Commons offer MPs? Take this in an ethical direction...

**Audrey O'Brien:** “It’s a job without a job description, so really, you are going to be writing your own job description ... It’ll be good to remember what it is you had in mind and what your objectives were when you decided to run ...”

MPs have to carve out boundaries between their private life and the rest is “fair game” in the public eye (re: social media). Consider who in your constituency should be part of the team: effective helpers from the campaign trail might not be suited for your office. Staff are ultimately the MPs voice to constituents.

Demands on MPs seem to rise and the understanding of what they do is becoming somewhat uninformed. In a majority Parliament, there is the mercy of the four-year run, you have the opportunity to get away from election footing and closely examine the issues.

House of Commons is like a village, people are supportive but there is gossip. In your staff, discretion is important. If you use social media, decide how you will handle it. People have expectations about transparency and frequency of communication.

**Andre Plourde:** How does the decentralization of authority affect MPs, not only of the governing party, but all MPs?

**David Mitchell:** “Collegial governance is an interesting question that depends a lot on trust...” Trust in public institutions is particularly important. Unilateral decisions not based on input and dialogue around policy can result in unintended consequences around trust. The Westminster model is based on pillars, including trust in the system. Identifying collegiality in the system is important, but hard to pinpoint because of the centralization of authority in recent years (not just in Canada, but in other Western democracies).

MPs play a critical role in helping to achieve a healthy balance in trusting institutions. Three examples where trust is important and collegiality is essential:

(1) Cabinet: In a centralized system, cabinet government faces pressure from central authority. Will ministers appoint their own chiefs of staff?

(2) Parliament: There is a countervailing pressure to balance executive authority. Committees are where work gets done with accountability and scrutiny.

(3) Public service: Public policy making in the public service needs to be strengthened with generational change.

**QUESTION:** In the face of rules and procedure and the inclination to gravitate toward what is easy versus right?

**David McLaughlin:** In practical terms, it comes down to perceiving your role and standing up for it.

**David Mitchell:** Finding a balance between short term and longer term is important to the success of parliament. There aren't short term answers to many questions - illustrates the importance of looking beyond to the life of parliament, but the short term is hard to resist because it is what's around us.

**Michael Wernick:** The short termism comes from feedback from media, social media, and even MPs. If you feed short termism, you'll get the government looking only at short term projects. Important for government to move towards a culture of picking longer term projects.

## **11:00 HOW TO WORK EFFECTIVELY IN OTTAWA**

### **Presentation**

#### ***Karen Shepherd, Commissioner of Lobbying***

- Administers the lobbying act, which sets out the disclosure requirements for lobbyists,
- As Commissioner, her mandate is to: (1) maintain a registry for lobbyists, (2) develop and implement an education program of the legislation, (3) to ensure compliance with the lobby act and code of conduct.
- She has a staff of about 28 people and a budget of about \$4.5 million
- Lobbying: being paid or expecting to be paid to communicate directly or indirectly with public office holders on topics that could "change the state of play"
- There are two categories of lobbyists: (1) Consultant lobbyists, who are self employed and lobby on behalf of clients; they must register, (2): In-house lobbyists are paid employees of corporations, who only have to register if lobbying activities take up a certain percentage of their time.
- MPs are designated public office holders under the Act but their staffs are not and there could be additional disclosure requirements
- To communicate, lobbyists must follow principles of a Code of Conduct (an updated version came into play in December 2015)

- Rule 5 of the Lobby Code of Conduct says lobbyists can only use information provided to them by public office holders in the context it was provided; it also prohibits lobbyists from using or disclosing information that they receive inadvertently

- Gifts: Anything of value given to a public office holder (including meals and tickets to events), these gifts are acceptable when the MP has a role (ie. representative) to play; the same may not be true for events outside of ridings

### **Panel Discussion**

**Moderator: Susan Harada, Associate Director of the Carleton School of Journalism and Communication and former national political correspondent**

**Topics: Understanding, developing and using sources of influence; working with lobbyists, media and stakeholder interest groups; role of MPs in a digital age; the role of a private member in government and opposition; political and personal accountability**

- **Kevin Chan, Head of Public Policy, Canada, Facebook**
- **Susan Delacourt, political columnist, author and commentator**
- **Paul Dewar, former M.P. and Official Opposition critic for Foreign Affairs**
- **James Rajotte, former M.P. and Chair of the Standing Committee on Finance**

**Susan Harada:** As the MP for Ottawa Centre, how did you represent your riding in Parliament?

**Paul Dewar:** I didn't have the "Ottawa alibi" – where people can give excuses for not attending events in their riding because they were in Ottawa, so that was a unique aspect. But you have to look at the point when you put your name forward as a candidate. Why did you do that? I went into politics to make a difference, and we all have our own reasons, but hold onto that. This is the most fundamental thing that you have to remember.

**Susan Harada:** As someone who had a reputation for being an effective government M.P., what advice can you give newly elected MPs?

**James Rajotte:** The best piece of advice I received as an MP was from John Godfrey: you have to be focused. In Ottawa, if you try to be a generalist, you will become quickly lost. Pick a few areas that are of interest and relevant to your riding. Make a conscious decision about where you sit on the partisan spectrum. Don't let your staff make that decision for you. If you're less partisan, choose to be a committee chair or take on other roles that are not as partisan. It's your name going forward, so you are held accountable for your actions.

**Susan Harada:** What should you remember when it comes to your name in the media?

**Susan Delacourt:** Have as much fun as you can in your job. My advice is that no one is going to give you anything because it looks good for you. If you go to a reporter and ask them to give you publicity, they are going to ask you what's in it for them. So provide them contacts, share

information with them. But don't tell reporters anything that you don't want to see on the front page. Our job is not to keep secrets. Also, reporters are not team players: understanding reporters as "loners" is a useful thing. Finally, keep your sense of humour, you will need it.

**Susan Harada**: Can you tell us how MPs can survive in the social media age?

**Kevin Chan**: You have the ability to reach everyone in your riding, and if it's a major national issue, everyone across the country. It allows you to fulfill your role in a way that wasn't previously possible. It's a great way to interact with your constituents: people love to interact with MPs. Stephen Harper made it a point to respond to at least a couple of social media comments per day, so that is something I would encourage you all to do.

**Susan Harada**: What are some of the tools MPs can use and look for?

**James Rajotte**: Decide early on if you want to do something that is either more political or more collaborative. If you introduce a bill which is a longer process, use the tools within the House of Commons. You have to be very collaborative in the committee stage, whereas motions pass much quicker since they don't need to go through a committee. Motions are a great way to show your riding that you are creating direct action or change. I also think that statements in the House of Commons are an important tool for MPs that are often overlooked.

**Paul Dewar**: (1) The Library of Parliament staff is your best resource. They are your best friend – they will research anything for you, so treat them with the utmost respect. (2) Amendments: there are important decisions and changes that can be done through amendments. (3) Question Period: You know what people are turned off by. Avoid the big wind up – using a lot of superlatives before finally asking your question, just ask a simple question. Journalists look for that because Ministers have to answer a direct question. (4) Emergency debates aren't as valued as they should be. People are able to get a lot of information if they tune in through CPAC. Citizens are engaging with issues through those petitions and the government does have to follow up and respond to them.

**Susan Harada**: How do new MPs get started in getting to know the journalists and establishing yourself on social media?

**Susan Delacourt**: It's harder to get to know journalists because of the 24/7 news cycle – they have much less time to interact one-on-one. But do ask them to lunch or grab a coffee with them.

**Kevin Chan**: You're in a really lucky situation because you likely already have some sort of digital presence stemming from the election. People expect you to continue that online engagement now that you have been elected. You want to have authentic engagement – real dialogue. Don't be afraid to experiment – a photo or video that doesn't drive a lot of engagement is still a lesson learned. Try things out like an online Q&A to see how it works and to see what the feedback is.

**Susan Delacourt:** We see all kinds of people who are labelled either authentic or inauthentic. I think to be authentic, you need to make the people you are listening to or engaging with feel smart. Never assume your audience is dumb, and throw away the talking points.

**Paul Dewar:** I tried this strategy while I was an MP where I would set up a temporary office in a coffee shop. People could come meet me in person or they could tweet me if they wanted to engage with me online. As for your relationship with journalists: they are not your friends necessarily, but they are not the enemy either. Don't be upset if they have to report unfavorable information about you or your party, they are just doing their jobs.

**James Rajotte:** There should be a relationship between your use of social media and the amount of alcohol you have consumed. Sit down with people who specialize in social media and try to learn as much as you can. Develop a prioritization system for your social media. You can set up things like automatic updates where emails are sent out to people in your riding. We are all partisans, but interact with those around you in a friendly way. Don't vent to journalists.

**Questions:** Is there anything that we can do to reach communities that don't have a lot of access to internet?

**Kevin Chan:** Technology is increasing, but there are still a lot of rural areas that do not have good access to internet.

**Question:** I'm not very good at social media, so I have a staffer to do it for me. Where do you find that balance between authenticity and becoming overwhelmed with social media?

**Kevin Chan:** You want to have the people who do your social media to have more candid access to you. A lot of parliamentarians differentiate their posts by putting their initials at the end of the post/ tweet so that people know when it is you interacting with people and when it is your staff posting things on your behalf.

**Paul Dewar:** Don't respond to everyone who throws something at you. I very rarely reply to people on Twitter for that reason. Mix it up and provide some content of your everyday life in combination with your policy work.

**Question:** How worried should we be about the quality of the reporting with news of major cuts to media networks?

**Susan Delacourt:** This is a problem for the employment of journalists, but journalism will always be there. It's just a matter of whether people will be properly paid to do it. I don't think the media landscape will look the same next year as it does now – it is constantly changing. I am very optimistic about the role of journalism in democracy.

**Susan Harada**: People need to engage with journalists and their work, this will help sustain journalism.

**Question**: How do you work across party lines and work on issues that affect both parties?

**James Rajotte**: Get to know members in your region. Join inter-parliamentary groups and get to know the MPs from other parties that share similar interests with you.

**Paul Dewar**: Look for the all-party groups. Be interesting and have debates with your colleagues.

**Question**: 1. Is there such a thing as a blog or resource where we can increase our digital political engagement? 2. Do MPs have an obligation to present petitions that go against our partisan or personal politics? 3. Paid editorials: should MPs engage at the op-ed level?

**Paul Dewar**: Create your own platform and do it on Facebook.

**James Rajotte**: It's your duty to present petitions whether you agree with them or not.

**Susan Delacourt**: If you have something newsy, you can contribute that way, but don't write things that are just self-congratulatory.

**Question**: Is there such a thing as off the record with the media?

**Susan Delacourt**: You can tell reporters something "**on background**", which means that the reporter can use the information you give them so that they can do further research, but they won't quote you directly. "**Off the record**" on the other hand means that the reporter cannot use the provided information in their story at all unless they find another source who is willing to speak on the record. We do respect off the record, but we rein it in when people use off the record to trash others. But again – respect the fact that our job is not to keep secrets.

**Question**: Can you tell us what percentage of votes come from social media engagement?

**Susan Delacourt**: The most popular leader on Facebook was Justin Trudeau, so it does get you votes. Facebook is a very powerful tool.

**Kevin Chan**: During the election, we reached 12.4 million Canadians using the Facebook tool for Statistics Canada. So I agree with Susan.

**Maureen Boyd** (in panel closing remarks before lunch):

There was a lot of discussion in this panel about MPs providing information to journalists. Don't forget that journalists are also a great source of information – they often have information that you don't. Same for lobbyists. You can learn a lot from lobbyists – whether they are from national associations, as paid employees of corporations or consultant lobbyists. My last point is

to not forget the value of the telephone. I am always pleased when someone answers the phone in an MP's office. It is a great way to interact with constituents and those who have business with your office. Having someone in your office who answers the phone leaves a better impression than having a call go to voice-mail.

## **1:15 CANADA: CHALLENGES AND OPPORTUNITIES**

### **Presentation**

***Glen Hodgson, Chief Economist of the Conference Board of Canada***

*\*Please refer to Glen Hodgson's presentation available online. The following is a brief synopsis.*

#### What is the Conference Board of Canada?

The biggest think tank in Canada. We are nonpartisan.

#### The Economic Outlook: A Primer

We do long and short-term forecasts of the economy. I'm largely going to present our short-term forecasts or the supply force.

#### U.S. Outlook:

We also do a global outlook. It's really hard to find the benefit of the lowering oil prices. America is taking off right now in term of job growth, home prices, etc. and American companies are investing which is good for Canada. Their economy is growing about 3% for this year and next.

Getting back to normal, but it has taken 8 years to get back to more positive outlook. In 2010, the U.S. government borrowed 1.3 trillion dollars – Canada's entire economy. It's going to be a huge challenge for the U.S. to balance the books. America will eventually have to debate their economic position if they wish to see improvement.

#### Weak Canadian Performance: The New Normal

The low oil price has taken \$50 billion out of Canada's economy. This year will be a little bit better, with estimates at around \$40 a barrel, but we are looking at growth at only 1.8%. Our currency rate is floating - it will be a matter of building confidence in Canada's private sector in order to see improvements in our future.

#### Raw Material Price Index:

Canada is currently getting clobbered by prices that we can't control.

#### Short-Term Interest Rates:

You will have to look back at the Depression to see interest rates as low as they are now. We have to balance fiscal and monetary policy. To ensure growth doesn't slip back in recession, interest rates will need to stay flat for at least another year.

#### The Loonie and the Oil Price:

If oil prices fall a bit further, the dollar will fall to about 68 cents. It will take us 3-5 years for our economy to get back to 75-80 cents.

#### Real Business Investment:

Last year the oil industry cut their investment by 40%. There is no easy solution to create recovery. A little bit of fiscal stimulus could help jumpstart this process.

#### Retirement Rate:

People in their late 50s and early 60s are thinking about leaving the workforce, which will soon have a significant impact on our economy.

#### Real Consumer Spending:

Canadians have a lot of consumer debt. But even know debts are high, our debt payments have never been lower. It's all about having confidence that our economy can rebound.

#### Canada Housing Starts:

The housing market is not facing a bubble. There are individual markets (ie.Vancouver) which are quite high but, in general, housing is slowing down.

#### 2016 Real GDP by Province:

Newfoundland will stay in recession because they are relying on offshore oil fields. Will last another year due to weak investment and a drop in oil harvesting. Canada is expected to be in a state of recovery.

#### Labor Force Growth:

The labor force is decreasing, growth at about 2%. Learn how to live with less revenue. Track record for productivity over past 25 years has been terrible. Need to find ways to re-energize productivity rates.

#### Implications:

2% growth is the new normal. Faster productivity rates will help this growth, but there is no easy way to fix our economic problems.

#### **Presentation**

##### ***Bruce Anderson, Chair of Abacus Data***

*\*Please refer to Bruce Anderson's presentation available online. The following is a brief synopsis.*

#### 30 YEARS IN 15 SLIDES: WHAT I LEARNED ASKING CANADIANS ABOUT POLITICS

Ottawa manufactures "conventional wisdom" – focus on breaking the myths of "conventional wisdom"

#### PEOPLE DON'T LOVE THE MEDIA OR HATE POLITICIANS

Stories in the media tend to say people believe the worst of politicians. 25% of Canadians say they have a positive view of the news media, 75% say their MPs deserve to be re-elected.

#### IT ISN'T ALWAYS ABOUT THE ECONOMY

A year ago, 2/3 of people surveyed thought the economy was good but only 1/3 wanted to re-elect the government. Last week, those figures essentially flipped - people said the economy wasn't doing that well, but wanted to re-elect the government.

#### OVERHYPE

Charlottetown referendum: demonstrates how overhype and backfire. If you come to people with an argument that says this is why we need this, that's far more likely to build, nurture, and sustain public support.

#### "MAYBE" IS THE NEW "NO" ... & THE NEW "YES"

The answer to questions about more complicated issues from most people is: "I don't know." Recognizing that most issues are middle of the spectrum where people could be persuaded either way – you decide ("That's the new normal..."). (Don't create the illusion that the approach is perfect, that there aren't downsides, but present convincing arguments)

#### YOUR CORE VOTE... IS LESS THAN THEY SAY IT IS

It's probably about 7% in the case of the Conservatives, it's probably about 7% in the case of the Liberals, and the NDP, about 8 or 9%. "The safest assumption is every other vote is up for grabs."

#### JANE/PERRY

The Jane/Perry example: an online survey presented images of two people running for office. Jane got 61% of the vote and Perry 39%; attaching left and right wing programs and then flipping them, presenting platforms on various issues, etc. did not change Jane's lead

#### HE COULD KICK A DOG...AND BE REELECTED

Headline and photo of former NDP leader Adrian Dix widely believed would win the 2013 B.C. election but he didn't. Premier Christy Clark won a fourth straight majority for the Liberal party.

#### ASK A POLLSTER HOW... NEVER ASK THEM WHAT

"If you're going to have conversations with pollsters, have conversations about how to do the things that you want to do, don't ask them what to do." Pollsters can suggest how to build support and guide in the process of doing what you believe in, but can't offer a substitute for what you should do with respect to your constituents and yourself

#### RUNNING ON YOUR RECORD... IS ALWAYS A BAD IDEA

Voters don't want to know what you did for them, they want to know what you're going to do for them; what comes next is a the stronger conversation to have

## Panel Discussion

**Moderator: Tom Clark, Chief Political Correspondent, Global News and Host, The West Block**

**Topics: Canada's economic, social and demographic realities and the challenges and opportunities that presents from First Nations, business, labour, municipal, western, and Quebec perspectives**

- **Honourable Perrin Beatty, CEO, Canadian Chamber of Commerce**
- **Chantal Hébert, political columnist, author and commentator**
- **Don Iveson, Mayor of Edmonton**
- **Dr. Alika Lafontaine, President, Indigenous Physicians Association of Canada and 2008 winner of Canada's Next Great Prime Minister**
- **Hassan Yussuf, CEO, Canadian Labour Congress**

**Tom Clark** - Congratulations to all the new MPs, or as Chantal and I say, 'Fresh Meat'.  
(laughter) We are going to be talking about issues that will affect you and your constituents.

Mayor Iveson, when we talk about municipalities, there is a unique challenge. The food banks are now at a point where they are stressed in a way they haven't before. The Shaw family gave over \$10 million in response to an emerging crisis. We know infrastructure spending is coming. A lot of that will be nontraditional, spent on Ministries in a non-cyclical way, a lot of spending will not be toward roads for example. Is that the right way to go?

**Don Iveson** - Grateful to be here. We need both traditional and non-traditional spending. Alberta has been in recession in 2015, Edmonton has not - although Edmonton did have slower growth. You tend to think of Alberta as a monolith. There are different parts of the economy at play in Alberta. If you are the one doing the deals, geology and drilling, 2016 will be difficult. That is the tip of the shovel. Edmonton will suffer some because of that but, on the upside, Edmonton also has the largest financial sector outside of Toronto.

There is significant investment in Edmonton that is alive and well. It's a good time to be doing work and taking advantage of opportunities. Although you hear headlines about contractions, there are some people who will be taking advantage of low oil prices, for example, in the labour market. We have to continue to see this as an opportunity for low price of travel and the low Canadian dollar. It's a mixed bag. We're doing ok but we will have our challenges in 2016. We've seen prices of road payment to come down 30%, now is a good time to be investing and get caught up. Key areas are cities and transit. For big projects, cash doesn't have to flow in 2016 to give confidence to the market. Important to invest in housing as an economic purpose. Green infrastructure is also a key area.

**Tom Clark** - On the larger scale, where do you see your role on the transition from a resource based economy into these new areas that you're talking about?

**Don Iveson** - Long-term it is inevitable It is a huge part of our economy. A huge part of productivity is around food. How do we get into value added business around food. So that's one area where we see huge potential. Also having a network of great hospitals, medical devices and pharma. Tourism is another opportunity. More and more technology based companies. Not looking to put oil and gas behind us, there is room for conventional and unconventional practices, but what has kept it going is innovation. Exportable intellectual property. It will have to continue to be an innovation economy.

**Tom Clark** - One big area that this current Parliament will have to deal with is First Nations. But people like Iveson want all the money. There are many people with their hand out. How do you convince people that investment in the billions, for something that doesn't immediately affect our economic well being, is the right thing to do?

**Dr. Lafontaine** - The question of where to put resources is a question for all departments. As MPs you will feel the pressure from many people. When you look at what we should do, keep in mind that there are many tools to use, doors to open, and funding is only one. In health, we need to reprofile money, we spend a lot in indigenous programming, it may not be effective. ex. if you have diabetes in Edmonton you'll see a doctor and get insulin, if you go to a clinic in northern Alberta, you see a nurse who can't prescribe. There is a conventional wisdom that it's indigenous people who are the problem - but I can tell you that indigenous people want to be healthy, make contributions, but the system puts us back into a place where we can't make changes in our lives. The question should be, is the money going to make a difference?

**Tom Clark** - The Truth and Reconciliation Commission put forward 94 recommendations. The Liberals are aiming for all 94. Seems highly unlikely, but has this raised unrealistic expectations?

**Dr. Lafontaine** - There is a lot of hope and the new Minister of Indigenous Affairs (Carolyn Bennett) was the right choice. I think with heightened expectations, there needs to be a renewed integrity of the process. Groups that propose to represent people don't necessarily represent indigenous communities. I'm sure as an MP you are persuaded to listen to the loudest voice. But do some digging, ask about their consultation. Ask the community. You will get a lot of engagement.

**Tom Clark** – Chantal, with all those factors in play, what are the next 4 years going to look like?

**Chantal Hébert** - It is impossible for anyone to tell you what challenges await this parliament. What twist and turns will come up. Some will be great and some will not be able to rise to the occasion, they will deal with crises. An unchallenged parliament is a mediocre one.

Something unique is that you will be discussing electoral reform, something I am a fan of. I think for a national parliament in a country like Canada, we should strive to have a voting system that provides representation in government from every part of the country. What I find really positive

is that Quebec is represented in every national party in a significant fashion. This speaks to a different engagement of Quebec. This is healthy.

**Tom Clark** - Parties are represented in a substantial way in Quebec, it shows you how quickly ideology takes second place to bigger issues.

**Chantal Hébert** - It also speaks to the fact that the sovereignty issue is in the background. They are supporting parties for other reasons - not just what party helps Quebec.

**Tom Clark** - We've seen what's happened to Postmedia with job losses. But we're seeing it not just in Postmedia but the shrink of traditional media. Where are we going on all this?

**Chantal Hébert** - You are told that we are migrating to digital platforms, but if you really look that's not what is happening. It is liquidation of journalism resources. You are in the public debate, you will be the losers unless you can think of policies and ways to hang on to a healthy journalistic environment in this country. What we are losing is the news gathering capacity. People are losing political literacy. When that happens, you will lose your voters.

**Tom Clark** - From a labor perspective, Hassan Yussuf, when you take a look at the demographics we're facing, and the patterns of immigration, are we adequately meeting the challenges of society that needs workers and innovators and doing it the right way?

**Hassan Yussuf** - As a country we can do better and we strive to do so. What I think on the policy side is that it's not that bad, but we could do better. One of the failings of bringing people to this country is that we bring people here who are highly skilled, but we do not allow them to work in their field, with those skills. There is an aging work force in the country. 65 year olds now outrank 15 year olds in the country. That will only continue to increase. One thing we could do is to continue to increase immigration. In addition, we have a tremendous workforce: first nations. We need to give them an opportunity. We need to put new resources into recognizing foreign credentials and how we give new Canadians an opportunity to be involved in the economy. There are big gaps in pension coverage, 11 million Canadians, 62% don't have any pension. The only thing they have is the Canada pension. Many are not saving for retirement. We argue that we have to find a way to expand the public pension system.

**Tom Clark** - The future in entrepreneurship is not unions. Where does that leave you?

**Hassan Yussuf** - We need to recognize that. We are in any country where inequality is going down, and unions are going down as well. As a country I think it is fundamental to use investment to innovate our economy. The future of work will be different.

**Tom Clark** - Perrin Beatty has seen the push and pull of the economy. This morning it was announced that 2015 was the hottest year in the planet since 1880. Obama said if anyone is a climate change denier you will be lonely. When you look at measures in place and promised,

how difficult is it going to be to deal with a carbon priced economy and a transition economy at the same time?

**Perrin Beatty** – The Canadian Chamber of Commerce has been in favor in putting a price on carbon for some time now. The question is how to do that and do it in a way where there are economic pressures and we want to remain competitive. What we need then is an intensive dialogue between government and business. Business has to be part of the process.

**Tom Clark** - Has business been consulted?

**Perrin Beatty** - No. We haven't had a public discussion on it. We need to set aside ideology and come back to practicality. What can we do to mitigate human contribution? What pace can we do that? What is each of our roles? The fact is, climate change is happening. How do we adjust in a positive way?

**Tom Clark** - When you look at the ability of the country to recover and recover quickly - one impediment is that your member businesses have money on the side and out of active use - what do you do?

**Perrin Beatty** - It comes down to confidence. If you feel next year will be better, you'll make an investment. From perspective of government, Canadian consumers have to be confident that government has a plan. Glen talked about productivity, a scary word for politicians. That's not what we're talking about. How do we ensure that our businesses and workers have the tools to be successful. Part of the good news - we have a government that has representation in every part of the country. We also have a majority government - in a minority, you are driven by the headline du jour. It's hard to think long term. Advantage of a majority government is the ability to be more long term strategic in term of thinking. If I have a plea to make to you is to avoid the short term decision making. You're under pressure to do anything now immediately and to shovel infrastructure money out the door. The temptation will be there to argue that infrastructure spending should be spread like peanut butter across the country. If we do that a vital opportunity will be lost. We have to ask - where are the investments that will generate economic activity like airports, pipelines, where are those?

**Question** - Basic income, everyone I hope has heard about, I like to think of it as not charity, but sharing a dividend. There's lots of work out there. What does the panel think?

**Dr. Lafontaine** - There's a discussion about free relativity and free equity - the idea that you are paid more for hard work versus getting paid the same amount. That's the same thing with income. Whenever we move doctors off fee for service to salaries, doctor productivity goes down. There are a lot of shades to this. Personally I think having a basic income to deal with necessity of life, but there is the issue, how do you measure productivity? What amount of work should be linked to that?

**Don Iveson** - We provide it in roundabout ways through different programs. Every senior has a guaranteed basic income. Talk to Hugh Segal. The population that it would make the most difference to is indigenous people living off reserves. This is one way we can help refugees and other Canadians who may be out of work.

**Question** - One challenge we face as MPs is how we facilitate collaboration between differences of opinion at the table. In the past, there have been adversarial relationships between politicians and media. How do we bring about collaboration that could be sometimes seen as adversarial?

**Chantal Hébert** - By going beyond labels and understanding the rules of the game. Media are not here to make friends, but we both have a role to play. I try not to put personal comments in my columns.

**Questions** - This question is for Perrin Beatty: you referenced looking past the election cycle and suggested making multigenerational investments. How do you sell that to voters?

**Perrin Beatty** - The fact you asked that question is great. The first thing is - you have a four year period. You have so much time to act in the first year. I believe there is a craving among Canadians for leadership. I believe that if you take decisions in the public interest that are not short term but are based on what this mean for our kids that the public will respond well. Given the opportunity they will welcome it.

**Question** – There is an elusive term called productivity. Last week I held 9 round tables in Edmonton on the upcoming budget. Everyone said we had to solve productivity. Tell us, the one lever you want us to pull to solve productivity. We need your brains to help boost Canadian productivity.

**Hassan Youssuf** - It's a fundamental challenge. Our productivity hasn't been growing. No magic, you need education, business, first nations and labor together. Plan and take a long-term view of what you want to achieve. It's not one thing. Change the approach.

**Dr. Lafontaine** - I think there needs to be an alignment of authority to make decisions and take responsibility of fallout.

**Don Iveson** – Government investment is needed to support productivity – We need to look at the share of tax money coming in and share of burden for our infrastructure. 60% of infrastructure is responsibility of the local governments. We look after it with 8 cents of the dollar. That's why infrastructure is deteriorating.

**Question** - One word I heard many times was growth. There are so many varieties of how productivity works around the world.

**Perrin Beatty** - We cannot copy any country. We have a lot to learn from the US and the Germans. We shouldn't say we are pale versions of any other country. We've had fair amount of discussion on growth.

### **3:45 Closing Keynote**

#### ***The Honourable Jean Charest, former Deputy Prime Minister of Canada and former Premier of Quebec***

I was elected in 1984 when I was 26 years old. Since then, I have not met anyone who has been elected as an MP that doesn't consider their work to be exciting. You are sitting front row at the most important event – debate in the House of Commons. It is a unique privilege to be in the House of Commons. If you are not impressed every day when you walk into the House of Commons, then you are not in the right place and it's time to move on.

I left political life after 28 years in 2012. When I look back, it's difficult to think of anything else that I could have done. There is no amount of money in the world that would allow me to experience what I experienced.

Parties and political fortunes ebb and flow. I was in this city in 1988 when it was announced that the Liberal Party was over. But last time I looked, the Liberal Party is in charge. If you think you can't change things, then you are not in the right job. Voters elected you because they believed you can change things. But you will only create change if you believe you can do so.

I was once given advice to move to Ottawa with my family, and was told that I should explain to my constituents why we moved to Ottawa. If you say that you want to be close to your family, people will understand and accept that you don't live full-time in the riding.

I always ask people what their spouse or family thinks of them running. Those who say their families are not supportive likely will not have as much success as those who have families that are completely supportive.

One lesson I've learned as a politician is about children. It is not true that family life needs to suffer as a result of politics. We decided that our children would not have a bad experience as a result of politics. They met great people, got to travel and see great things happen. My children lived in an extraordinarily stimulating environment. They learned discipline. They learned that certain standards in life are expected.

Sometimes, as an M.P., we forget that there are other members of your family. You should pay attention to that, and try to make sure you are not always the center of attention. One thing that people often overlook is the personal, work and family discipline that is required to be an MP. You will never cease to be an MP, whether you are at the dépanneur, the pool, or the market. If you are not okay with this, then you are in the wrong job.

I have some bad news regarding your schedulers: they want to kill you. There are two types of people who make schedules: those that get satisfaction from fitting in one more meeting into your schedule to get someone off their backs and those who listen to you and accommodate your needs.

If there is one single your message that I can give you, it is this: you need to manage your health - no one else will do it for you. Be very careful of your eating and drinking habits. Good habits can rapidly slip away and bad habits become out of control. Make sure you take care of yourself first before you take care of everyone else. Also watch over your finances very carefully. When you need help, ask. No one will be insulted if an MP approaches them and asks for help – they are often flattered by the request.

Leaders set the tone in a capital city and have a unique opportunity. It's important to understand the context of your party. Canadians want their parliamentarians to have a constructive tone. I also want to warn you against your reflexes: I used to think a lot of politicians were no good, but there is a reason they are sitting there. Different people see different things and those people likely have something to offer that you do not. Reach out to someone in the other caucus and get to know them – it will be a great benefit to you.

Remember that if the answer was obvious, the file would not be on the table in front of you. You will deal with issues where there are no right answers, only answers which can help, but will not completely solve the problems.

Think of your election campaign: when I was first elected, I was in high tide: I was swept in with all of the other Liberal candidates. Later on, I was swimming against the tide: that's when you learn if you can actually swim. Remember that you can win today, but there is nothing firm in victory. There is no moment in time where you can put your feet up and say "everything is done."

You need to build fortitude inside of you. None of you ran for office because you have a small ego. That's okay. The only problem with ego is not knowing you have one. Unchecked ambition or uncontrolled egos is when problems occur.

You have the privilege of being MPs in Canada and you have won the lottery of citizenship. You have a responsibility to pass it onto your children so that others can inherit the lottery you were born into.

#### **4:15 Closing Remarks and Evaluation**

***André Plourde, Dean of the Faculty of Public Affairs***

On behalf of Carleton, thank you for spending the past two days with us. I would also like to thank the sponsors for the past two days. Thank you for your confidence you've expressed in us and thank you for making this possible. I would also like to thank Maureen Boyd and her team for a fabulous two days.