



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

January 19 - 20, 2016



Carleton
UNIVERSITY

Canada's Capital University

Message from President Runte

On behalf of Carleton University, I would like to welcome you to this orientation. We hope to provide you an opportunity to meet other newly-elected MPs, to discuss our federal government and political system with experienced leaders, and to explore some of the issues that face our country today.

I thank our partners and sponsors. I would like to offer a special note of gratitude to Maureen Boyd, Director of Carleton University's Initiative for Parliamentary and Diplomatic Engagement, who has organized this impressive program and Dr. André Plourde, Dean of the Faculty of Public Affairs, for his judicious support.

At Carleton University, we look forward to offering additional panels, seminars and networking occasions on topics of interest and relevance to you as you consider issues before Parliament and that affect your constituents, your region and our nation in the coming months.

As Canada's capital university, we welcome you as part of our community. As you serve our country, we are delighted to assist you. May this be the first of many significant meetings. Please do let us know what topics would be of special interest to you in the future.

Sincerely yours,
Roseann O'Reilly Runte
President and Vice-Chancellor
Carleton University

AGENDA OVERVIEW:

TUESDAY, JANUARY 19, 2016

- 11:00** Shaw Centre - MPs and participants arrive for opening remarks, brunch and presentation from Dr. Mark Kristmanson, CEO, National Capital Commission
- 1:15** Supreme Court of Canada - tour and discussion with Justice Rosalie Abella
- 3:15** Rideau Hall - discussion with Governor General David Johnston, information/resource fair on the office of the Governor General, tour of residence
- 5:00** Earnscliffe - remarks and reception hosted by British High Commissioner Howard Drake
- 6:30** Busses return to the Shaw Centre

WEDNESDAY, JANUARY 20, 2016

- 8:15** Registration and Breakfast at the Sir John A. Macdonald Building
- 9:00** Opening Remarks: Maureen Boyd and Dr. Roseann O'Reilly Runte
- 9:15** **How Ottawa Works**
Presentation: Michael Wernick
Panelists: Audrey O'Brien, David McLaughlin, David Mitchell
Moderator: André Plourde
- 11:00** **How to Work Effectively in Ottawa**
Presentation: Karen Shepherd
Panelists: Kevin Chan, Susan Delacourt, Paul Dewar, James Rajotte
Moderator: Susan Harada
- 12:15** Lunch
- 1:15** **Canada: Challenges and Opportunities**
Presentations: Glen Hodgson, Bruce Anderson
Panelists: Perrin Beatty, Chantal Hébert, Don Iveson, Dr. Alike Lafontaine, Hassan Yussuff
Moderator: Tom Clark
- 3:45** Closing Keynote: Jean Charest
- 4:15** Closing Remarks and Evaluation
- 4:30** Reception

AGENDA

TUESDAY, JANUARY 19, 2016

- 11:00** MPs gather in the Trillium Ballroom, Shaw Centre for registration and Information Fair featuring federal cultural institutions
- 11:30** Brunch
- Welcome and Orientation Briefing from Maureen Boyd, Director, Carleton Initiative for Parliamentary and Diplomatic Engagement
- Welcome to the Shaw Centre from Jim Patrick, Vice President Government Affairs, Shaw Communications
- Welcome to the National Capital Region from Ottawa Mayor Jim Watson and Gatineau Mayor Maxime Pedneaud-Jobin
- 12:00** Presentation: Dr. Mark Kristmanson, CEO, National Capital Commission
- Topics: Role of NCC in protecting, promoting and building a capital region, including stewardship of Gatineau Park, official residences, 2017 commemorations and capital planning
- 12:40** Buses leave Shaw Centre for the Supreme Court
- 1:15** Tours followed by discussion with Justice Rosalie Abella
- Topics: The role and work of the Supreme Court of Canada
- 2:45** Busses leave the Supreme Court for Rideau Hall
- 3:15** Welcoming remarks from and discussion with Governor General David Johnston followed by information/resource fair on the office of the Governor General, tour of residence
- Topics: Role and responsibilities of Governor General; information on programs and services provided to Canadians, including national honors and awards, heraldry, events in Ottawa and constituencies, congratulatory letters and guided tours of Rideau Hall and the Citadel (Québec); how M.P.s and staff can best interact with the office of the Governor General to access services
- 4:45** Busses leave Rideau Hall for Earnscliffe
- 5:00** Reception at Earnscliffe, the residence of the British High Commissioner and former home of Sir John A. Macdonald, with remarks from British High Commissioner Howard Drake
- Topics: Role of a Member of Parliament as an 'ambassador' for Canada to the diplomatic community, on inter-parliamentary associations and when travelling abroad on parliamentary business
- 6:30** Busses leave Earnscliffe to return to the Shaw Centre

AGENDA

WEDNESDAY, JANUARY 20, 2016
SIR JOHN A. MACDONALD BUILDING

8:15 Registration and Breakfast

9:00 Opening Remarks
Maureen Boyd, Director of the Carleton Initiative
for Parliamentary and Diplomatic Engagement

9:05 Welcome Remarks
Roseann O'Reilly Runte, President of Carleton University

9:15 **How Ottawa Works**

Presentation:

Michael Wernick, Deputy Clerk of the Privy Council and
Associate Secretary to the Cabinet

Panel Discussion:

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

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

10:30 Refreshment Break

11:00 **How to Work Effectively in Ottawa**

Presentation:

Karen Shepherd, Commissioner of Lobbying

Panel Discussion:

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

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

12:15 Lunch

1:15 **Canada: Challenges and Opportunities**

Presentations:

Glen Hodgson, Chief Economist of the Conference Board of Canada

Bruce Anderson, Chair of Abacus Data

Short Refreshment Break

Panel Discussion:

The Hon. 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 Yussuff, President, Canadian Labour Congress

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

3:45 Closing Keynote

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

4:15 Closing Remarks and Evaluation

André Plourde, Dean of the Faculty of Public Affairs

4:30 Reception

BOMBARDIER

the evolution of mobility

On behalf of Bombardier Inc., I would like to welcome you to the Orientation for the 2015 newly elected Members of Parliament, organized by the Carleton Initiative for Parliamentary and Diplomatic Engagement. Bombardier is a proud sponsor of this program because of the valuable contribution that it makes to Canada's democracy. We believe that the information you are to receive from eminent Canadians and foreign officials can only further enhance your effectiveness as parliamentarians.

Bombardier is the world's leading manufacturer of both planes and trains and we provide the transportation solutions of tomorrow that drive value by addressing mobility needs, while respecting the environment and people. Upholding and strengthening Canada's democratic institutions is the reason we have chosen to support this initiative. We are committed to making a positive contribution everywhere we do business — beginning with the communities where we operate.

As you begin your new mandate as Members of Parliament, we hope that the discussions and viewpoints offered by the leaders you are soon to meet will be of great use to you in addressing Canada's challenges and opportunities.

I hope that you enjoy this experience and wish you great success in your new capacity.

Pierre Pyun

Vice-President, Government Affairs, Bombardier Inc.



On behalf of CAE, we would like to welcome you to the 2015 Carleton University orientation for newly elected Members of Parliament. We believe that your role is important in Canada's democracy and we are proud to support this non-partisan training, especially because training is what we do.

You may know CAE as the world leader in flight simulators but the company has evolved in the services business to also become the world leader in training pilots. In fact, CAE trains more than 120,000 civil pilots and defence crewmembers every year with training locations in 35 countries. When you travel, anywhere in the world, chances are that the pilots flying the aircraft you are on were trained on simulators designed and manufactured by CAE in Canada or at one of CAE's training centres. CAE is also the oldest and largest Canadian headquartered defence and security corporation. In that field, we not only train pilots but also naval and land crews. We also prepare our communities to respond to natural disasters and other public safety issues. And CAE is now extending simulation-based training to healthcare to improve patient safety, reduce medical errors and costs.

Our innovation contributes to the safety of air travel, to the mission-readiness of our men and women in uniform and to helping our healthcare professionals save lives.

We know that training makes a difference to be mission ready. We certainly hope the training you will receive here will contribute to your preparedness for your public policy mission over the next few years.

Hélène V. Gagnon

Vice President, Public Affairs
& Global Communications, CAE Inc.

Mike Greenley

Vice President and General Manager
CAE Defense and Security, Canada

ORIENTATION SPONSORS



On behalf of the Canadian Gas Association, congratulations on your recent election to the House of Commons and welcome to Carleton University's Initiative for Parliamentary and Diplomatic Engagement.

The Canadian Gas Association is the voice of Canada's natural gas delivery industry and our members are distribution companies, transmission companies, equipment manufacturers and other service providers. Today over 6.6 million Canadian customers, representing well over 20 million Canadians, rely and benefit from our affordable, clean, safe, and reliable product. An essential part of our daily lives, natural gas heats our homes, schools, hospitals and businesses, generates electricity, fuels vehicles, and powers appliances.

Canada's natural gas utility industry is committed to ongoing investment in our delivery and storage infrastructure because we believe that natural gas has a critical role in maintaining and further improving the quality of life of Canadian families, meeting environmental objectives, driving innovation and energy efficiency, and creating jobs and growing the economy.

I hope that you find this orientation to be of value and invite you to reach out to CGA with any questions or requests for further information about our industry or product. I very much look forward to further discussing how we can move the Natural Gas Opportunity forward in Canada.

Timothy M. Egan
President and CEO, Canadian Gas Association



On behalf of Cenovus Energy, I would like to welcome you to Carleton University's Initiative for Parliamentary and Diplomatic Engagement. This is such an important program – one that Cenovus is proud to have sponsored since 2011. I'm confident the knowledge you'll gain during this orientation will help contribute to your success as a new Member of Parliament.

You might be wondering why Cenovus – a Canadian oil company – is sponsoring this learning initiative. At Cenovus, we're committed to developing new ideas and new technologies to ensure we can continue to produce energy resources safely and responsibly. That focus on innovation and continuous learning has helped us find new ways to unlock the value of our vast oil sands assets in northern Alberta and extend the life of our established oil and natural gas operations across southern Alberta and Saskatchewan.

We have a culture that promotes curiosity, encourages our staff to expand their knowledge, embrace development opportunities and ask questions. That's exactly the experience I hope for each of you over these two days, as you benefit from the expertise being shared by outstanding leaders in public affairs teaching and research.

Please accept my best wishes for a very successful orientation session.

Brian Ferguson
President & Chief Executive Officer, Cenovus Energy

WELCOMING REMARKS:



MAUREEN BOYD

Maureen Boyd provides outreach and policy orientation to parliamentarians and diplomats for Carleton University as director of the Carleton Initiative for Parliamentary and Diplomatic Engagement and as a senior fellow at the Norman Paterson School of International Affairs.

Living in Vancouver, New York, Hong Kong, Ottawa, Los Angeles and Washington, she has worked in politics, the media and government. She came to Ottawa as a parliamentary intern and has since served as a senior political staffer, national political and current affairs reporter and host for television news, communications adviser and public policy analyst, creator of special projects and as a fundraiser.

Ms. Boyd has a Master of Science in Journalism from Columbia University and an Honours BA in Political Science from the University of British Columbia. She is a 2012 recipient of the Queen Elizabeth II Diamond Jubilee medal for her achievements, including volunteer work as national chair of HIPPY Canada, on the national board of the Parliamentary Centre, with *Politics and the Pen* and Friends of HIPPY Ottawa.



DR. ROSEANN O'REILLY RUNTE

Roseann O'Reilly Runte is president and vice-chancellor of Carleton University. She has previously served as president of l'Université Sainte-Anne, principal of Glendon College, and president of Victoria University and of Old Dominion University. Runte is the author of numerous scholarly works in the fields of French and comparative literature and has written extensively on economic and cultural development, higher education and the importance of research.

Dr. Runte has served as chair of the Board of the Foundation for International Training, a non-profit development services agency, vice-chair of the Board of the Gardiner Museum of Ceramic Art in Toronto, member of the Virginia Commission for Industry and Economic Development and the Virginia Shipbuilding Integration Center.

She is a creative writer and has received a prize in poetry from the Académie française. Dr. Runte has received the Order of Canada, the French Order of Merit and is a Fellow of the Royal Society of Canada.

HOW OTTAWA WORKS:



MICHAEL WERNICK

Michael Wernick was appointed deputy clerk of the Privy Council and associate secretary to the federal cabinet in October 2014, responsible for assisting the clerk in discharging her three roles as deputy minister to the prime minister, secretary to the cabinet and head of the federal public service. Mr. Wernick has been deeply involved in the transition process and startup of three new governments and attended the swearing-in and first cabinet meetings of three prime ministers.

Since he joined the federal public service in 1981, Mr. Wernick has served in senior roles, including as deputy minister of Aboriginal Affairs and Northern Development Canada from 2006 to 2014, senior adviser to the Privy Council Office, associate deputy minister at the Department of Canadian Heritage and in the departments of Finance, Consumer and Corporate Affairs Canada and the Federal-Provincial Relations Office.

Mr. Wernick is a member of the Board of Governors of Carleton University and the Board of Directors of the Institute on Governance.



AUDREY O'BRIEN

Now clerk emeritus of the House of Commons, Audrey O'Brien was appointed clerk in 2005, the first woman and the eleventh clerk since Confederation. Her career as a parliamentary public servant spans more than 30 years, serving seven speakers and members of 10 Parliaments. She has worked with Commonwealth parliaments, notably as secretary to the Conference of Commonwealth Speakers.

During her tenure, Ms. O'Brien was the senior adviser on parliamentary procedure and practice to the speaker of the House of Commons, the House and its committees. She was the secretary to the Board of Internal Economy, the all-party body responsible for setting policy and budgets for the support of members in their parliamentary functions. She chaired the Clerk's Management Group, a committee of the six senior managers; together they provided the range of expertise required to support the institution in procedure, law, security, facilities and service management, finance, human resources and technology.

Ms. O'Brien is co-editor of the second edition of *House of Commons Procedure and Practice*. She is a graduate of Carleton University.



DAVID MCLAUGHLIN

David McLaughlin is one of Canada's leading public policy experts on government, politics and sustainability. He has served at both the federal and provincial government levels. He has been chief of staff to Canada's 18th prime minister, to the federal minister of finance, and to the premier of New Brunswick. Mr. McLaughlin served as deputy minister of policy and planning, intergovernmental affairs, and democratic reform in the New Brunswick government. He was president and CEO of the National Roundtable on the Environment and the Economy from 2007-2012.

A published author, Mr. McLaughlin writes regularly for the *Globe and Mail* and is a regular media commentator on politics and sustainable development. He has an Honours BA from Mount Allison University, an MA in International Affairs from Carleton University, and an MBA from the University of Bath in the United Kingdom. He is an honorary fellow of the Royal Canadian Geographic Society.



DAVID MITCHELL

David Mitchell has a broad professional background spanning the private, public and education sectors. A former member of the British Columbia legislature, he has served as deputy clerk of the Saskatchewan Legislative Assembly. His significant private-sector business experience includes executive positions in resource industries in western Canada and he has also served as a vice-president at three Canadian universities - Simon Fraser, the University of Ottawa and Queen's.

Mr. Mitchell holds a master's degree in Canadian and American history and is an award-winning writer and former newspaper columnist. He contributes commentaries to several newspapers and magazines and serves as a frequent public affairs commentator on television and radio. He is a Contributing Writer to *Policy* magazine.

Mr. Mitchell is the past president of Canada's Public Policy Forum and serves as a governor and fellow of the Royal Canadian Geographical Society. He currently consults broadly on issues of governance and public policy.



DR. ANDRÉ PLOURDE

André Plourde is professor in the Department of Economics and dean of the Faculty of Public Affairs at Carleton University. From New Brunswick, he received his BA and MA in Economics from the University of New Brunswick, and a PhD in Economics from the University of British Columbia.

Dr. Plourde has also held academic positions at the University of Toronto, the University of Ottawa and the University of Alberta. In 1997-98, he was director of Economic Studies and Policy Analysis with the federal Department of Finance. In 2003-04, he served as associate assistant deputy minister for the Energy sector at Natural Resources Canada.

In 2007, Dr. Plourde was appointed to Alberta's Royalty Review Panel and also served as president of the International Association for Energy Economics. In 2010, he was a member of the Royal Society of Canada's expert panel on the environmental and health impacts of Canada's oil sands industry. His research interests have centered on energy economics and Canadian energy and environmental policy issues.

ORIENTATION SPONSORS



On behalf of GlaxoSmithKline Inc (GSK), it is my pleasure to congratulate you on your election to the House of Commons, and to welcome you to Carleton University's orientation sessions. At GSK, we are guided by the values of integrity, respect, transparency, and being patient focused – values that will certainly guide your work as a new Member of Parliament.

GSK - one of the world's leading research-based pharmaceutical and healthcare companies – is committed to improving the quality of human life by enabling people to do more, feel better and live longer. We are proud of the approximately 2,200 Canadians who work for GSK across this country, and equally proud to be one of the largest research and development (R&D) organizations employing over 200 highly-skilled R&D staff.

As Parliamentarians, you will be looking for innovative solutions to Canada's health care challenges – GSK looks forward to working and partnering with you to bring solutions to light for the benefit of all Canadians.

Congratulations once again on your election. This is an exciting time for you personally, and an exciting time in Canada's history. We hope that these orientation sessions will serve to enrich your perspective and your deliberations in the years ahead.

Paul Lirette,
President, Canada Pharmaceuticals, GSK

HOW TO WORK EFFECTIVELY IN OTTAWA:



KAREN SHEPHERD

Karen Shepherd was appointed Commissioner of Lobbying in 2009 for a seven-year term. She is responsible for administering and enforcing the *Lobbying Act*, and maintaining a registry of lobbyists to increase the transparency of lobbying activities, foster greater awareness of the act through education and outreach, and enforce compliance with the act and the *Lobbyists' Code of Conduct*.

Ms. Shepherd has more than 20 years of experience in the federal public service, where she gained extensive administrative, policy and leadership experience. She previously held positions in the Industry Sector of Industry Canada, a sector primarily responsible for the development of programs, policies, strategies and services aimed at helping Canadian businesses and industries expand, compete, create and retain highly qualified jobs. As director of aerospace, she led a team promoting international competitiveness and sustainable growth in the Canadian aerospace sector. Ms. Shepherd has a master's degree in Public Administration from Carleton University.

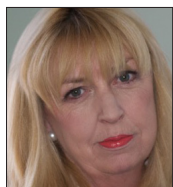


KEVIN CHAN

Kevin Chan is head of public policy, Canada for Facebook Inc. He was previously deputy secretary-general of McGill University and non-residential fellow at Stanford Law School's Center for Internet and Society. He has held executive positions in the public service including director, Office of the Clerk of the Privy Council.

Mr. Chan sits on the boards of Big Brothers Big Sisters of Canada, the Canadian American Business Council, MediaSmarts, and Canada 2020, and serves on the Dean's Council at Ryerson's Ted Rogers School of Management. He co-founded DreamCatcher Mentoring, an e-mentoring organization for northern youth, and has held visiting appointments at Simon Fraser University's School of Public Policy and its Undergraduate Semester in Dialogue.

Mr. Chan graduated from Harvard Kennedy School, the Ivey Business School and the Royal Conservatory of Music. An Action Canada and CommunityShift Fellow, he has received the Public Service Award of Excellence and the Queen Elizabeth II Diamond Jubilee Medal.



SUSAN DELACOURT

Susan Delacourt is a political columnist with the *Toronto Star* and *iPolitics*, as well as a regular political panelist on CTV, CBC Radio and Global TV. She is the author of four books on Canadian politics and teaches strategic communications and journalism at Carleton University in Ottawa, in addition to being a mentor with the Pierre Elliott Trudeau Foundation. Her writing has appeared in the *Ottawa Citizen* and the *National Post* over the past few decades, as well as the *Globe* and the *Star*. Her last book, *Shopping for Votes: How Politicians Choose Us and We Choose Them* focused on the influence of marketing and consumerism over the past half-century in Canadian politics. It was a finalist for the Writers' Trust/Hilary Weston prize in 2014 and for the Dafoe prize in Canadian history.

Ms. Delacourt has been awarded the Public Policy Forum's Hy Solomon award for excellence in public policy journalism and the Charles Lynch prize for career-long reporting on Parliament Hill. She is completing her master's in Canadian Studies at Carleton.



PAUL DEWAR

Paul Dewar was the MP for Ottawa Centre from 2006 until 2015, and the NDP foreign affairs critic and vice-chair of the House of Commons Standing Committee on Foreign Affairs and International Development from 2007 until 2015. As a legislator, he proposed Bill C-393 to provide low-cost generic life-saving medication to developing countries. He also championed Bill C-486 to regulate and restrict the trade in conflict minerals from central Africa.

While a parliamentarian, Mr. Dewar was elected by his peers as chair of the All-Party Parliamentary Group for the Prevention of Genocide and other Crimes against Humanity, was an executive member of the Canada-NATO Parliamentary Association, and an international co-president of Parliamentarians for Nuclear Non-Proliferation and Disarmament. He has participated in election observation missions with the National Democratic Institute and international delegations to Morocco, Jordan, Lebanon and the Democratic Republic of the Congo.

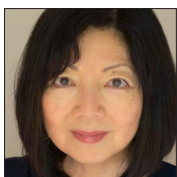
Before his election to Parliament, Mr. Dewar was an educator and community leader in Ottawa.



JAMES RAJOTTE

James Rajotte was first elected to the House of Commons in 2000 as the Member of Parliament for Edmonton-Southwest, and was re-elected as MP for Edmonton-Leduc in 2004, 2006, 2008 and 2011. He served as the chair of the Standing Committee on Finance during the 40th and 41st Parliaments (2008-2015). In the 39th Parliament, he served as the chair of the Parliamentary Committee on Industry, Science and Technology.

Mr. Rajotte introduced a private member's bill on Identity Theft (pretexting) and two private member's motions - on Alzheimer's disease and other forms of dementia, and financial literacy. All three were adopted by the House of Commons, two of them unanimously.



SUSAN HARADA

Susan Harada joined Carleton University's School of Journalism and Communication in 2003 and became the School's associate director and Journalism program head in July 2014. Teaching journalism is her second career—practising it was her first. As a longtime *CBC* journalist, she worked for *The Journal* and *The National* in a number of roles—documentary-maker, news reporter, host—while covering issues and events domestically and abroad. Her postings included national parliamentary correspondent in the *CBC*'s Ottawa bureau, where she was responsible for a number of portfolios, including the Supreme Court of Canada, national defence and foreign affairs. Ms. Harada was a member of the bureau's political team and covered three federal elections and numerous first ministers' conferences. Since joining Carleton, she has kept her hand in federal political coverage through, for example, regular contributions to the Canadian Federal Election series edited by Pammett & Dornan.

ORIENTATION SPONSORS



On behalf of the Insurance Bureau of Canada, I would like to welcome and congratulate you for availing yourself of the Carleton University's Initiative for Parliamentary and Diplomatic Engagement. Some of the top minds in Ottawa, past and present, have been assembled to help you understand how this town really works and how to make it work for your constituents.

As the industry association representing over 90% of Canadian property and casualty insurers, IBC is pleased to partner with Carleton University on this non-partisan initiative. With over 220 staff maintaining a presence across the country, IBC is one of the largest trade associations in Canada with a long history of federal partnerships. We stand on the front lines of climate change and have garnered a wealth of policy expertise on the rising costs and adaptation to related severe weather. IBC has just mapped all of southern Canada and assessed every residence for risk to flood – information shareable with yourselves, Infrastructure Canada, Natural Resources Canada and Public Safety and Emergency Preparedness Canada. We work closely with federal and provincial financial and emergency preparedness authorities on disaster proofing our country, with a particular focus on the susceptibility of Vancouver, Montreal, Quebec City and Ottawa to catastrophic earthquake damage. Our investigators partner actively with the RCMP, the CBSA and various Canadian Port Authorities on automobile fraud. Finally, we have a wealth of free resources available to help you serve your constituents in the interests of protecting themselves and their personal property.

In this spirit of learning through partnership, we extend our best wishes to you for these two days of discovery.

Craig Stewart

Vice President, Federal Affairs, Insurance Bureau of Canada (IBC)



On behalf of Shaw Communications Inc. and our over 14,000 employees who live and work across Canada, it is my pleasure to welcome you, our newest Members of Parliament, to Carleton University's Your House, Your Time: Orientation for the 2015 newly elected Members of Parliament.

Since connecting its first cable customer in 1971, the Shaw family of companies has grown to become Western Canada's leading network and content experience company. We never take our customers or our business for granted, and it's our privilege to be invited into millions of homes across Canada as a service and content provider.

Shaw is proud to support this initiative and truly believes that Canadian democracy will be strengthened by having individuals like yourself sharing your experience and knowledge through engagement in our country's political process.

I hope you thoroughly enjoy the session and look forward to connecting over the coming years.

Morgan N. Elliott

Senior Vice President, Regulatory & Government Relations,
Shaw Communications Inc.

CANADA: CHALLENGES AND OPPORTUNITIES



GLEN HODGSON

Glen Hodgson brings 34 years of experience and a specialization in international economics and finance to the position of senior vice-president and chief economist of the Conference Board of Canada.

Mr. Hodgson is responsible for overseeing the Board's macro-economic outlook products and custom economic and tourism research, and is the Board's chief spokesperson on economic issues. He is leading several high-profile research initiatives at the Conference Board: the Global Commerce Centre, the Centre on Tax Analysis, Fiscal Incentives, and Competitiveness, and he guided the formation of L'Institut du Québec in partnership with HEC Montreal. He has published over 275 reports, articles and briefings, and two books.

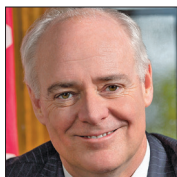
Mr. Hodgson joined the Board in 2004 after serving 10 years at Export Development Canada. He also spent a decade with the federal Department of Finance and served at the International Monetary Fund in Washington, D.C. during the 1980s as adviser to the executive director for Canada, Ireland and the Caribbean.



BRUCE ANDERSON

Bruce Anderson is one of Canada's most respected public opinion researchers and strategic communications advisers. He served as president of Decima and then later as its CEO, was a founding partner of the Earnscliffe Strategy Group, and is now chairman of Abacus Data, one of Canada's fastest growing young research companies. In 2012, he helped found an advertising boutique, i2 Ideas and Issues Advertising, which builds winning public affairs campaigns for a wide range of corporate and association clients. Anderson is a partner of i2 and the popular political news aggregator *National Newswatch*.

Mr. Anderson has provided counsel to senior politicians in the Liberal and Progressive Conservative parties, and today advises many blue-chip private-sector organizations. He has done years of in-depth polling on politics and public policy, and is one of Canada's leading commentators on public opinion and political affairs. For four years, he was a regular member of the *CBC's* popular *At Issue* panel and he writes an online column for the *Globe and Mail*, Canada's national newspaper.



THE HONOURABLE PERRIN BEATTY

The Honourable Perrin Beatty is president and CEO of the 200,000-member Canadian Chamber of Commerce, Canada's largest and most representative national business association. Prior to joining the Canadian Chamber in 2007, he was president and CEO of Canadian Manufacturers & Exporters.

In 1972, Mr. Beatty was elected to the House of Commons as a Progressive Conservative and, in 1979, he was appointed Minister of State (Treasury Board) in the government of Joe Clark. He held six additional portfolios in subsequent Progressive Conservative governments, including National Revenue, Solicitor General, National Defence, Health and Welfare, Communications, and Secretary of State for External Affairs.

In 1994, Mr. Beatty joined a number of private-sector boards and worked as a consultant in the field of communications. From 1995 to 1999, he was president and CEO of the *Canadian Broadcasting Corporation*. In 2008, he was named Chancellor of the University of Ontario Institute of Technology.



CHANTAL HÉBERT

Chantal Hébert is a political columnist with the *Toronto Star* and a guest columnist for *L'actualité*. She is a weekly participant on the political panel *At Issue* on CBC's *The National*, as well as on *Les Coulisses du Pouvoir* and the Montreal radio show *Gravel le matin*. Ms. Hébert first covered Parliament Hill for *Radio-Canada*. She subsequently served as parliamentary bureau chief for *Le Devoir* and *La Presse*.

Ms. Hébert is a graduate of Glendon College, York University. She is a senior fellow of Massey College at the University of Toronto and holds 10 honorary degrees. In 2006, she received the Hy Solomon award for excellence in journalism and public policy, as well as York University's Pinnacle Achievement Bryden Alumni award. Ms. Hébert's second book, titled *The Morning After*, was published in September 2014. She won a 2014 National Magazine Award (gold) for her political column in *L'actualité*. She is an officer of the Order of Canada.



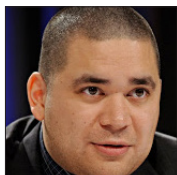
DON IVESON

Don Iveson was elected mayor of the City of Edmonton in 2013 after serving two terms as a city councillor. Prior to entering public life, he studied Political Science at the University of Alberta, then led the *Canadian University Press* in Toronto.

Mr. Iveson currently chairs the Regional Transit Committee after chairing the Transportation and Infrastructure Committee, where he pushed for strategic transportation planning integrated with Edmonton's neighbourhoods and future growth, and led the development of a 30-year vision for regional transit and the creation of a regional Smart Transit pass.

He supported the Neighbourhood Reconstruction Program to invest in rebuilding neighbourhood streets and sidewalks and pushed for the Environmental Strategic Plan and a Practical Green Buildings Plan.

Mr. Iveson has also worked to strengthen Edmonton's reputation as a centre of learning, promoting Edmonton's "City of Learners" initiative, championing a School of Planning at the University of Alberta and serving on the Edmonton Public Library Board.



DR. ALIKA LAFONTAINE

Alika Lafontaine is an Aboriginal physician of Cree and Anishinaabe heritage, born and raised in southern Saskatchewan/Treaty 4 territory. Labeled learning-disabled, he was home-schooled and at 16 became one of the youngest recipients of a grant from the Natural Sciences and Engineering Research Council through the University of Regina. During his anesthesiology fellowship, he won CBC's "Canada's Next Great Prime Minister" competition with a platform focused on reconciling the treaty relationship between Canada's Indigenous peoples and Canadians. The youngest-ever recipient of the Indspire Award, he also received the Canadian Medical Association Young Leaders Award.

Through storytelling, encounters with patients and his own experience, Lafontaine lectures across Canada on the role that bias, discrimination and racism has on patient care and why addressing this will improve the health of First Nations, Metis and Inuit Peoples. Dr. Lafontaine is president of the Indigenous Physicians Association of Canada, serves on the Alberta Medical Association and is Medical Lead for an Alberta Health Services Aboriginal Health Program. He serves on the board of HIPPY Canada and was an Action Canada Fellow.



HASSAN YUSSUFF

Hassan Yussuff was elected president of the Canadian Labour Congress (CLC) in May 2014. He is the first person of colour to lead the country's labour movement, winning a mandate for change to increase activism in response to the challenges facing unions. He is committed to working for fairness – in the workplace and Canadian society, from retirement security for all and good jobs to protecting public health care and creating a national child care program.

Mr. Yussuff was elected as an executive vice-president of the Canadian Labour Congress in 1999, followed by four terms as secretary-treasurer. He is respected internationally, serving as president of the Trade Union Confederation of the Americas representing more than 50 million workers in 29 countries.

The CLC is the voice of Canada's labour movement, representing 3.3 million workers.



TOM CLARK

Tom Clark is chief political correspondent for *Global News* and host of *The West Block with Tom Clark*. One of Canada's most recognized and respected journalists, he has witnessed and written history in Canada and around the world for more than 40 years. At home, he has interviewed every prime minister since Lester B. Pearson and covered every federal election campaign since 1974.

Abroad, Mr. Clark was the bureau chief in Beijing during the early 1980s, and spent five years as the bureau chief in Washington, D.C. In that posting, he interviewed former president George Bush, the first time any American president had been interviewed by a Canadian television network. Besides his permanent postings, Mr. Clark has spent much of his career travelling the world, reporting from 33 countries and from six active war zones, most recently Afghanistan.

ORIENTATION SPONSORS



On behalf of Suncor Energy, I welcome you to this orientation organized by Carleton University's Initiative for Parliamentary and Diplomatic Engagement. We are proud to support the work that has led to this session and we value the personal commitment that every Member of Parliament makes to represent the needs of his or her constituents.

The challenges you will face as an MP are vast, but we believe you will rise to meet them. As Canada's largest integrated energy company, we have been a leader in the sustainable development of Canada's oil sands, and we continue to be the largest offshore oil producer in Newfoundland and Labrador. We operate a network of refineries across Canada providing us a daily role in the lives of many communities with more than 1500 Petro-Canada gas stations from coast to coast to coast. As we look to the future of Canada's energy needs we also operate the largest ethanol production facility in the country and a number of wind power projects in different provincial jurisdictions.

We share your commitment to Canada's Aboriginal Peoples, particularly in the shared space of energy and environment which will be at the forefront of many of the debates and decisions you will have.

I am pleased that Suncor is able to support the work in which you are about to engage. On behalf of all of us, I wish you every success for the next four years and beyond.

Steve Williams
President & CEO, Suncor Energy



On behalf of TD Bank Group it is my pleasure to welcome you, our newest Members of Parliament, to the 2016 Orientation Session.

This session will provide you with a formal, non-partisan introduction to your new role in Canadian public life. The sessions will provide important information about the operations of the Government of Canada and the Parliament of Canada, including how you can work most effectively in Ottawa.

You will hear from some of Ottawa's most respected and seasoned veterans - some who have been Members of Parliament, some who have worked as advisers behind the scenes and others who have reported on the action.

Politics is a dynamic process. We hope that the varied perspectives and insights provided by these veterans will be useful to you as you consider the way you want to approach your very challenging new role as a Member of Parliament.

TD is proud to support this initiative. We know that Canadian democracy will be strengthened by your knowledge, experience and public service.

I hope you enjoy the session and wish you every success over the next four years.

Howie Millard
Associate Vice President, Government Relations, TD Bank Group

CLOSING KEYNOTE:



THE HONOURABLE JEAN CHAREST

The Honourable Jean Charest was elected to the House of Commons in 1984 and served as environment minister from 1991 to 1993, and as deputy prime minister of Canada from June to November 1993. Mr. Charest was the leader of the federal Progressive Conservative Party of Canada from 1993 to 1998, and was the leader of the Quebec Liberal Party from 1998 to 2012.

In 2003, Mr. Charest was elected premier of Quebec. The Charest government is known for a major initiative for the sustainable development of Northern Quebec called “Plan Nord.” Under his leadership, Quebec experienced a sustained period of economic prosperity despite a global economic crisis. In the international arena, the Charest government initiated an unprecedented labour mobility agreement between France and Quebec, and convinced Canada and the European Union to negotiate a broad economic partnership. Mr. Charest is now a partner at McCarthy Tétrault.

ORIENTATION SPONSORS

TOYOTA

Welcome to this first-rate orientation program organized by the Carleton Initiative for Parliamentary and Diplomatic Engagement. Toyota Canada is proud to sponsor this gathering that helps strengthen our democracy in such a constructive, non-partisan manner. With so many perspectives shared by so many experts, these two days are an ideal way for you to begin your journey as a Member of Parliament.

For more than 50 years, Toyota Canada has been dedicated to improving the social and economic fabric of this country. From that vantage point, we appreciate how parliament is a vital institution for all Canadians. The more effectively it operates, the better it is for Canada, so it's our pleasure to support this important program.

As you bring your own knowledge, experience and wisdom to your new role, you are entrusted with a special privilege and responsibility. I know you will find these two days very helpful as you prepare to tackle the many challenges that await you.

We thank you for making such a valuable contribution to public life in Canada, and wish you the very best in serving your constituents in the coming months and years.

Larry Hutchinson
President and Chief Executive Officer, Toyota Canada Inc.

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ABOUT THE CARLETON INITIATIVE FOR PARLIAMENTARY AND DIPLOMATIC ENGAGEMENT

The Carleton Initiative for Parliamentary and Diplomatic Engagement was established in 2011 to provide welcome orientation to newly elected Members of Parliament and to newly arrived diplomats and to provide ongoing policy orientation to both communities.

Since then, the Carleton Initiative has organized more than 20 events, many jointly co-sponsored by government and opposition MPs, on topics including cyber-security, Canada's role in the Middle East, energy, defence, the north, water, housing and more. In the 41st Parliament, more than 100 Members of Parliament, staffers and more than 100 Ambassadors, High Commissioners and other diplomats representing 70 countries attended events.

The Initiative is endorsed by more than 20 former prime ministers, deputy prime ministers, foreign ministers, cabinet ministers, party leaders, ambassadors and provincial premiers, as well as business leaders and organizations that promote the best in political and public life.

The Initiative is supported by the Faculty of Public Affairs in co-operation with the Faculties of Arts and Social Science, Engineering and Design, Science and the Eric Sprott School of Business with private sector sponsorship.

More information is available at www.carleton.ca/parldiplo or by contacting the Director, Maureen Boyd at maureen.boyd@carleton.ca or (613) 863-1952.

CARLETON UNIVERSITY

In 1942, Carleton University was established through a community movement to provide education and learning opportunities for veterans and wartime workers. Today, Carleton University is one of the most comprehensive and diverse educational institutions in Canada, and is home to more than 28,000 full- and part-time students and 2,000 faculty and staff. Carleton offers outstanding programs at both the undergraduate and graduate levels.

CAPITAL ADVANTAGE

Carleton's location in the nation's capital opens doors to unparalleled opportunities for research and education partnerships with government and non-governmental agencies, cultural organizations, international delegations, and high-tech industry and business.

FACULTY OF PUBLIC AFFAIRS

Carleton University's Faculty of Public Affairs is a leader in public affairs teaching and research.

The faculty brings together diverse academic units that prepare graduates to address regional and global challenges with the aim of building better societies, better democracy and informed citizens. Its graduates are leaders in fields such as politics, media and communications, economics, international relations and law.

The faculty also offers the unique Clayton H. Riddell Graduate Program in Political Management, a one-year, full-time master's degree program that prepares students for careers as senior staff members to elected representatives, political managers and strategists, government relations consultants, and political liaison officers for civil society organizations. The program directly influences the quality of political practice and decision-making in Canada.

