

PUBLIC AFFAIRS COUNCIL

Canadian Political System

February 2017



GLOBAL PUBLIC AFFAIRS
FROM INSIGHT TO IMPACT



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Summary



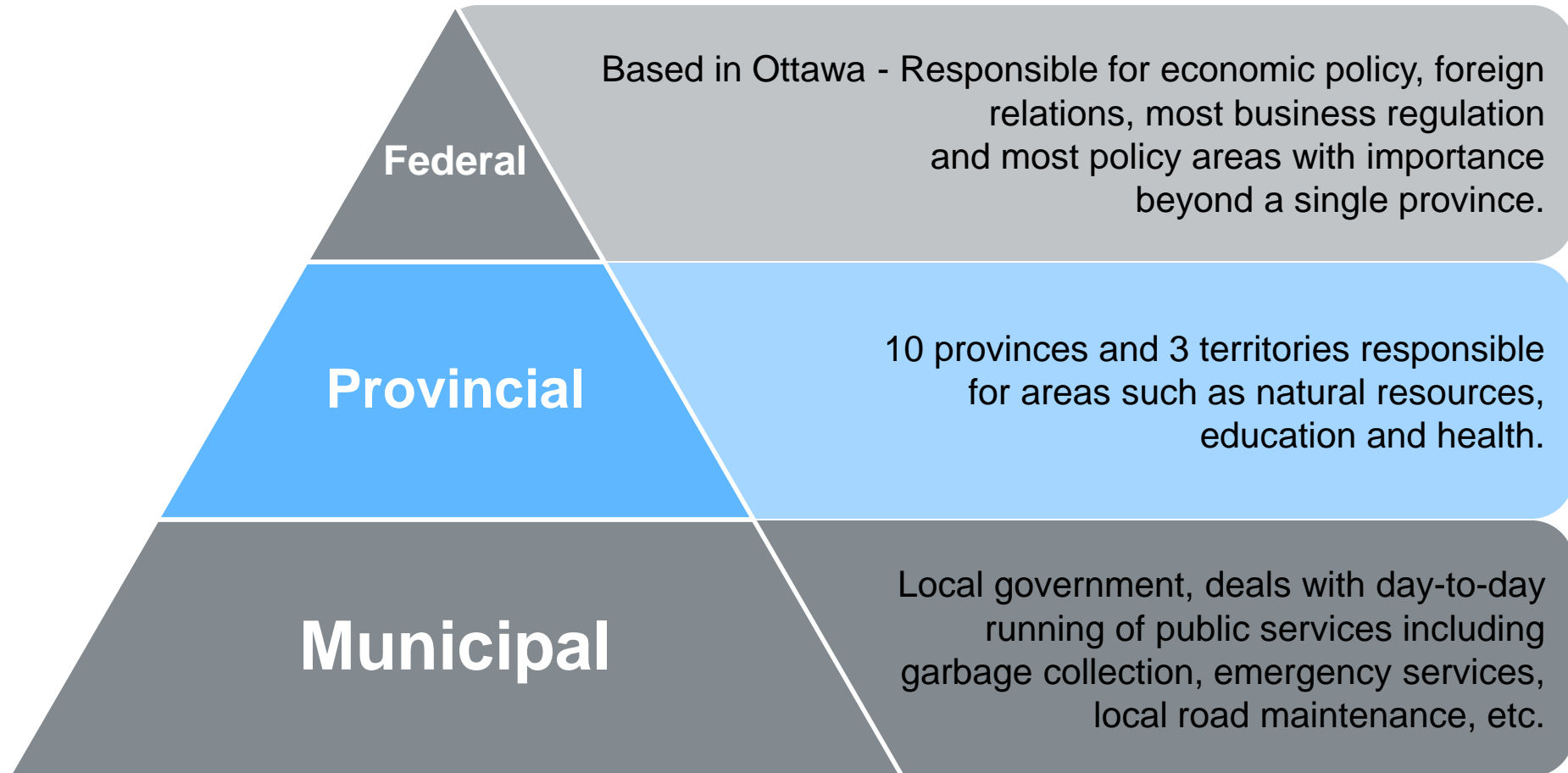
01

Overview of Political Institutions



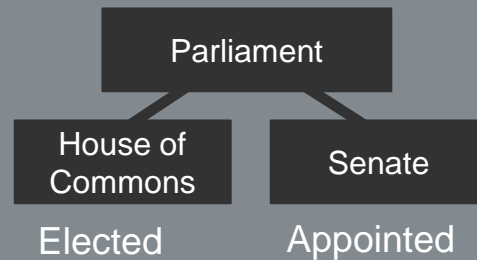
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Canadian Government Structure

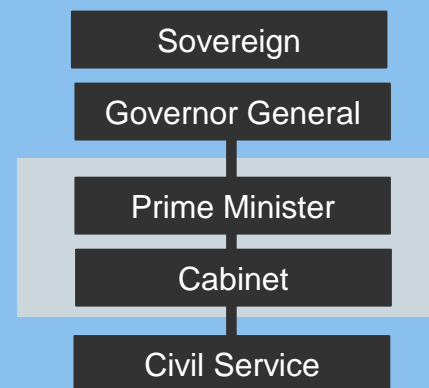


Three Branches of Government

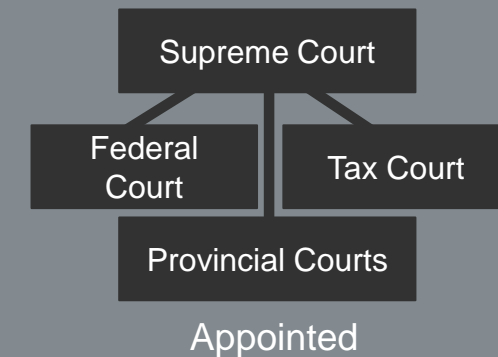
Legislative



Executive

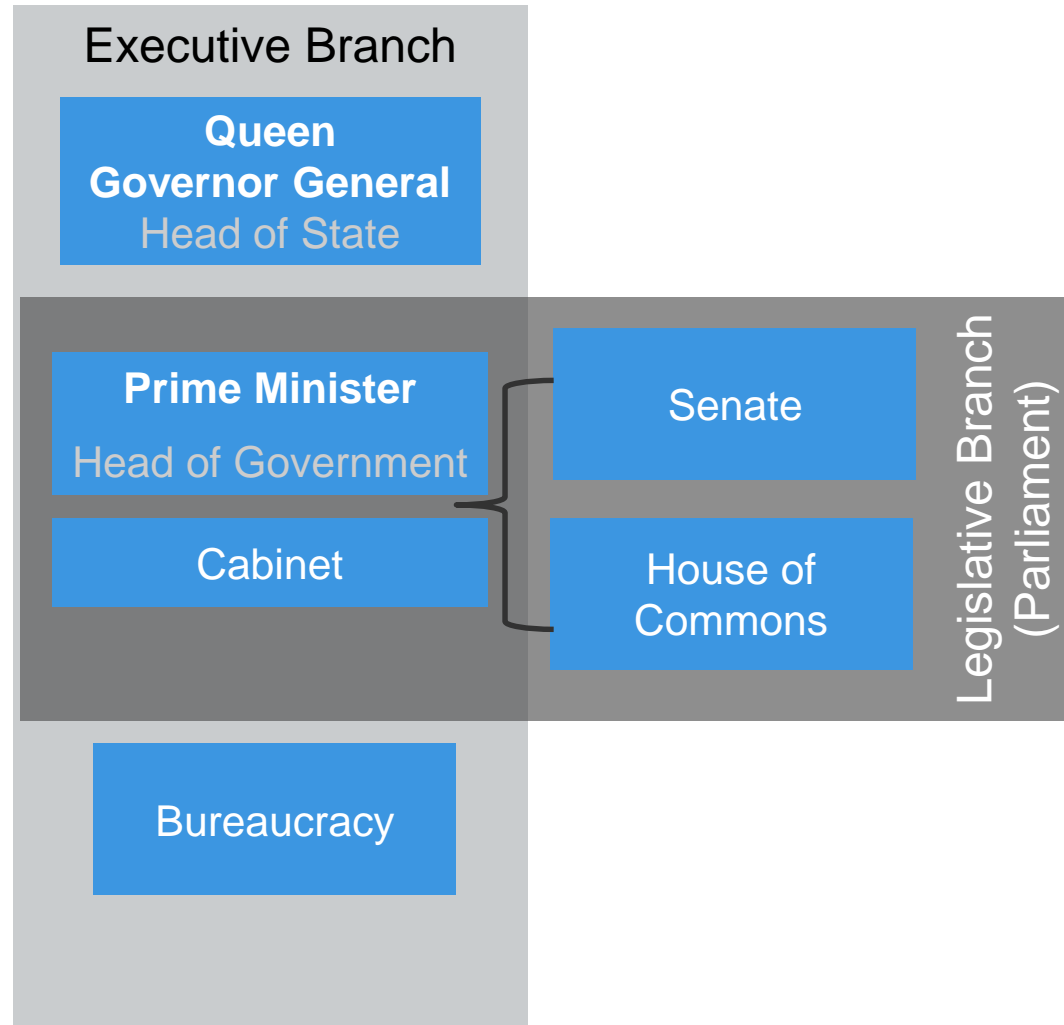


Judicial

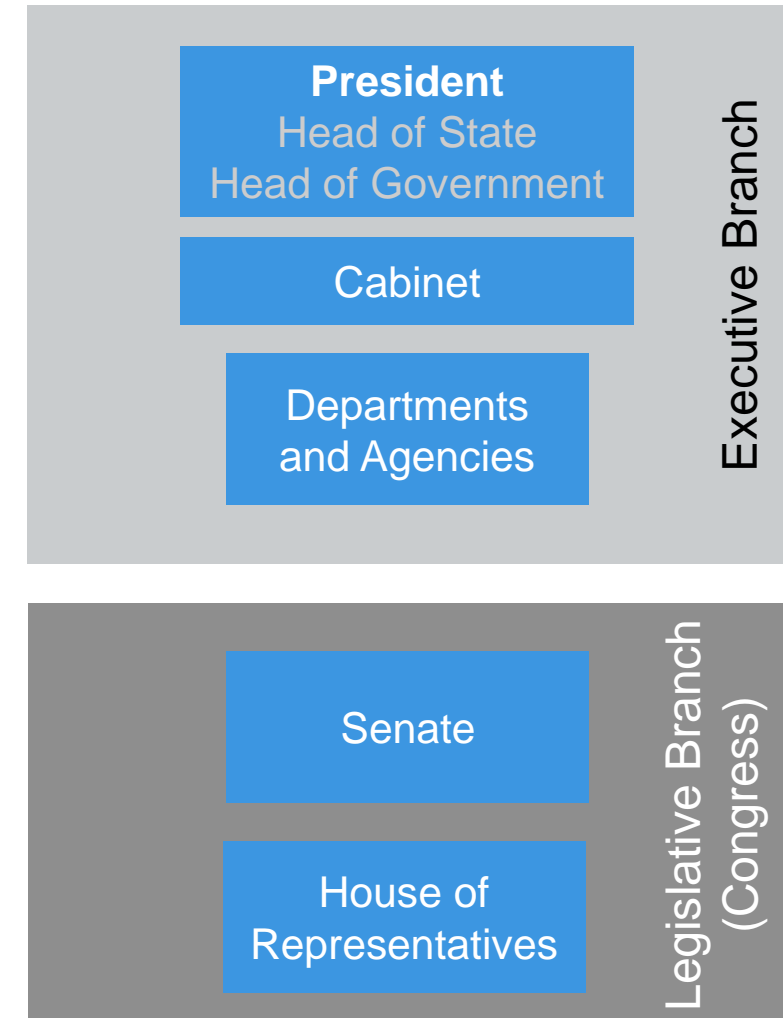


Canadian vs U.S Political Systems (Federal)

Canadian System (Integrated)



U.S. System (Separate)



The Executive: Overview



The Executive

Key Players

- **Governor General**
Head of State
- **Prime Minister**
Head of Government
- **Cabinet**

PMO

- The Prime Minister's Office (PMO) is a political office that advises the Prime Minister and liaises with Cabinet to advance the government's agenda

PCO

- The Privy Council Office (PCO) is the bureaucratic branch responsible for advising the Prime Minister. It is the top agency in the civil service, and is headed by the Clerk.

Cabinet Committees

- Made up of Ministers, Cabinet Committees review the government's agenda and approve legislation to be brought to the House of Commons

Legislative: Parliament (House of Commons and Senate)



House of Commons

338 Members

- Elected by population through federal elections (held, at minimum, every four years)
- Most direct democratic link to people of Canada.
- 2015 Federal Election: 30 new ridings added (total: 338)

Senate

105 Senators

- Appointed by Governor General on Prime Minister's advice according to geographical divisions set out by the Constitution
- Serve until age 75
- Alberta is currently the only province to hold elections to put forward nominees

The Bureaucracy: Overview



Bureaucracy

Key Players

- **Clerk of the Privy Council Office (PCO)**
Head of the Public Service
- **Deputy Ministers**
Heads of their Departments

Role

- Public servants are **nonpartisan**.
- They are responsible for policy formation, program execution, and other support functions for the government.

Public Servants

- Professional public service, appointments made on merit.
- Stay in place despite change in government (except some Deputy Ministers and individuals appointed to agencies, boards and commissions).



02

The Political Landscape



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Canada's Political Spectrum



Leader: Justin Trudeau

Party Profile: Social liberal policies, historically fiscally responsible



Supporter Base: Urban Canada, Atlantic Provinces



Interim Leader: Rona Ambrose

Party Profile: Social liberal/conservative, fiscally pragmatic



Supporter Base: Suburbs, rural areas, Western provinces



Leader: Thomas Mulcair

Party Profile: Populist, democratic socialist/union roots



Supporter Base: Quebec, Urban Canada



Leader: Elizabeth May

Party Profile: Non-violence, social justice and sustainability

Supporter Base: British Columbia, Atlantic Provinces



Leader: Rhéal Fortin

Party Profile: Protect/Defend Quebec interests, independence

Supporter Base: Urbana & rural Quebec



Left Leaning

Right Leaning



Standings in the House of Commons



Seats: 184

Popular Vote: 39.5%

- Swept Atlantic Canada
- Strong showing in Urban Canada – Ontario, Québec, and B.C.



Seats: 99

Popular Vote: 31.9%

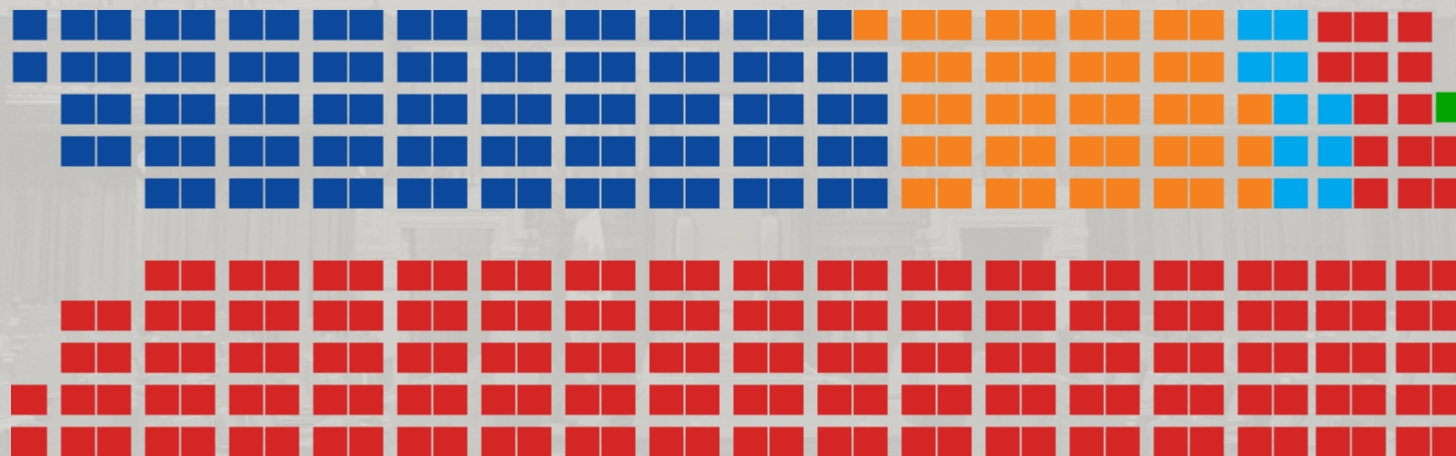
- Continue to dominate in the Prairies, but support in urban centres is cracking



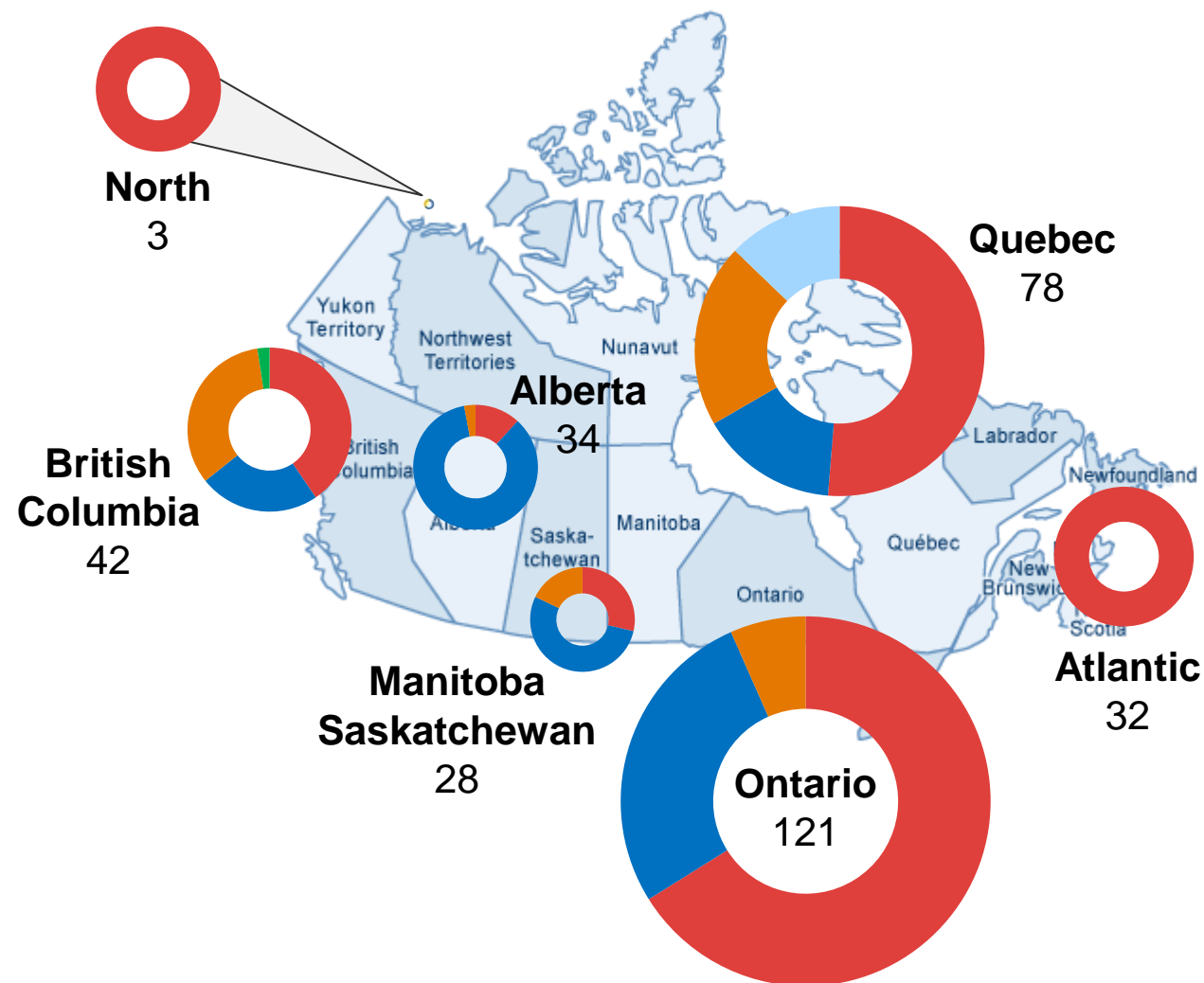
Seats: 44

Popular Vote: 19.7%

- Held rural Québec
- Performed strongly across Vancouver Island and coastal B.C.



House of Commons Standing by Region



Province	Pop. 2011 (,000s)	MPs	Sens
Ontario	13,373	121	24
Quebec	7,979	78	24
B.C.	4,573	42	6
Alberta	3,780	34	6
Manitoba	1,251	14	6
Saskatchewan	1,058	14	6
Nova Scotia	945	11	10
New Brunswick	756	10	10
Nfld & Lab	511	7	6
PEI	146	4	4
NWT	44	1	1
Yukon	35	1	1
Nunavut	33	1	1
Total	34,483	338	105

The Liberal Government



The Right Honourable
Justin Trudeau
Prime Minister



“...a Cabinet that looks like Canada”.

- 30 Members, 15 women
- 2 aboriginal
- 5 visible minorities
- 12 incumbents
- 7 previous Ministerial experience
- 11 from Ontario
- 7 from Quebec



Repositioning Canadian Team



**The Right Honourable
Justin Trudeau
Prime Minister**



1. Trade balanced, "Because its 2017"
2. **Networks matter, leverage fully**
3. **Refocus priorities, shift the tone and optics**
4. **Demonstrates pointed decision making and creative approach to situation**
5. **Pivot away from softer issues, exclusively on trade**
6. **Strong focus to be placed on Trump's Cabinet Secretaries**



**Chrystia Freeland
Minister of Foreign
Affairs**



**Francois-Phillippe
Champagne
Minister International Trade**



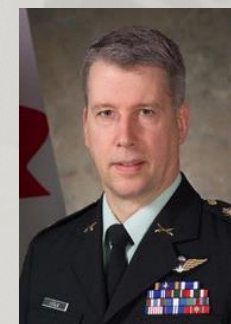
**Harjit Sajjan
Minister of National
Defence**



**Ralph Goodale
Minister of Public
Safety**



**Marc Garneau
Minister of Transport**



**Andrew Leslie
PS to Minister of Foreign
Affairs (Canada-US Relations)**





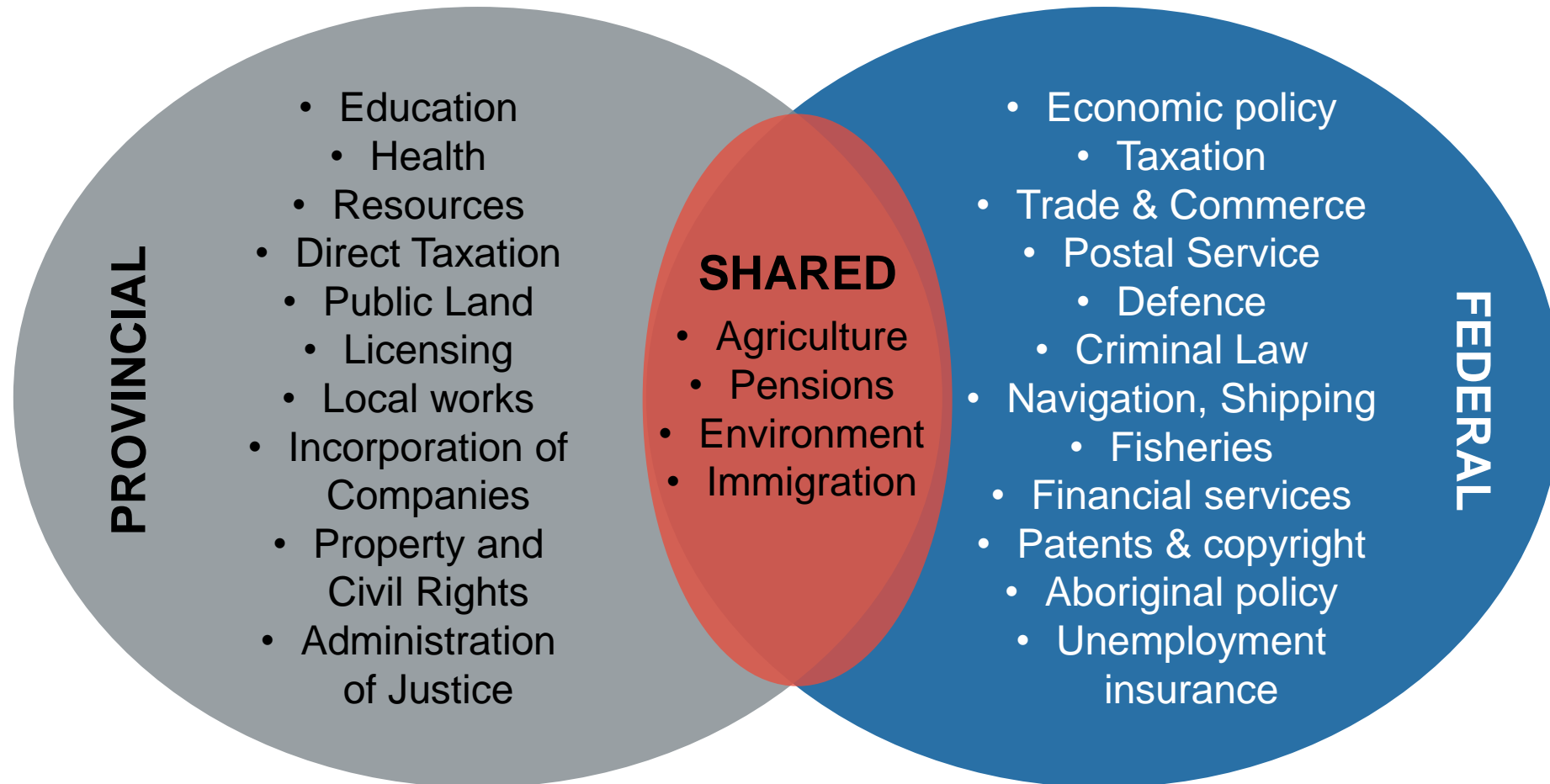
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Federal vs. Provincial

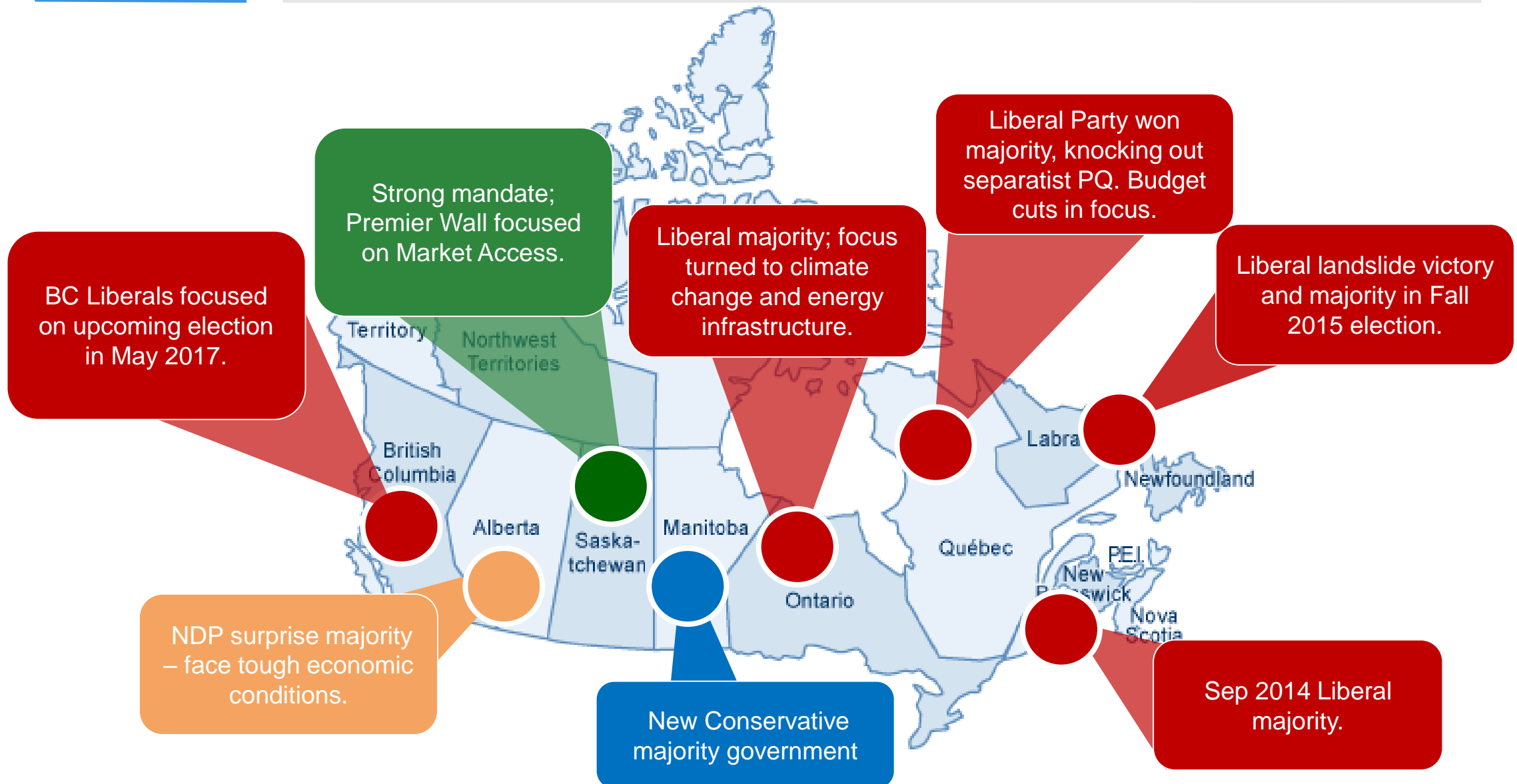


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Federal vs. Provincial Competencies



Provincial Political Landscape





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Influencing the Government



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Comparison Between Lobbying the US and Canada

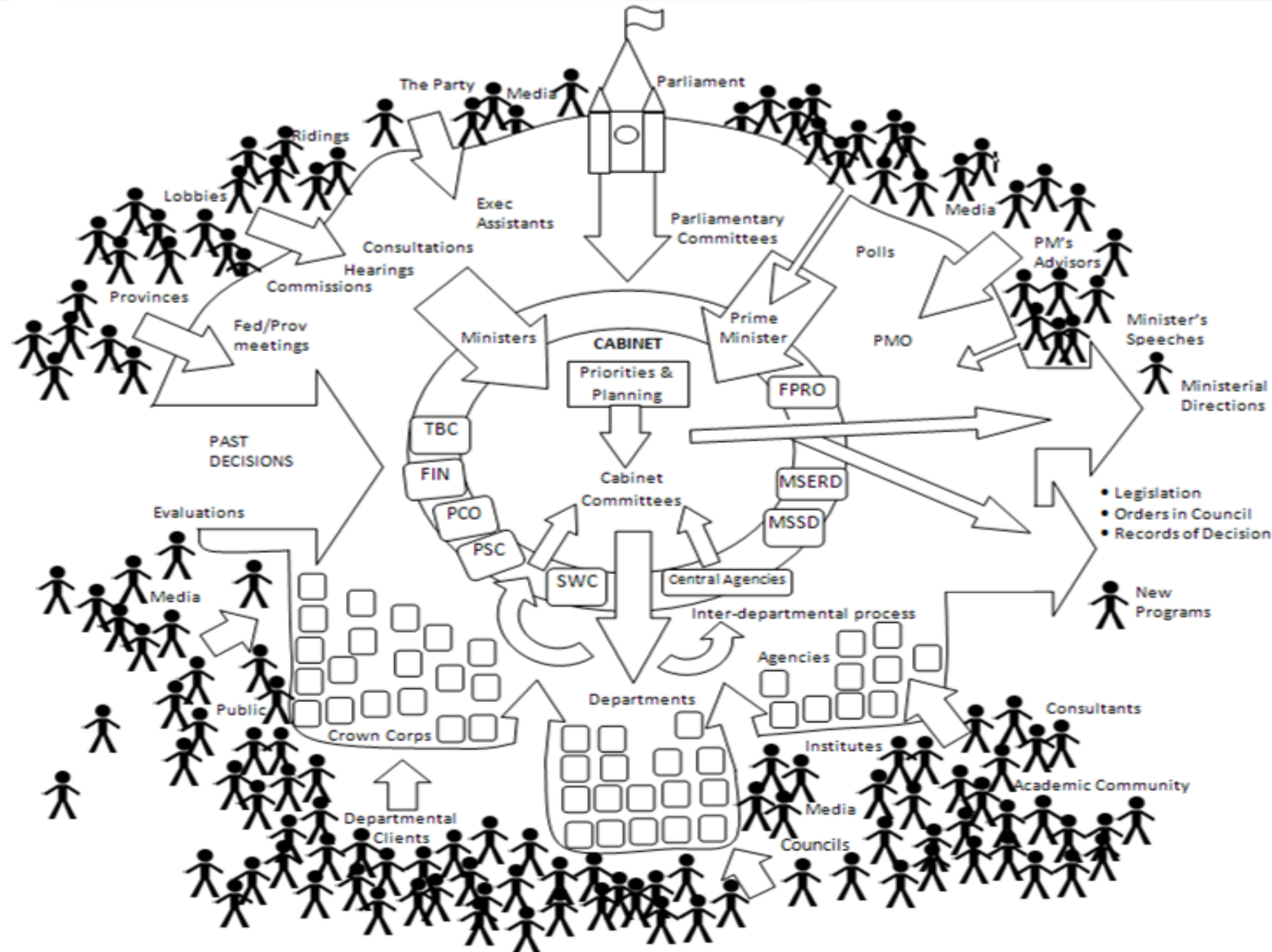
Federally political contributions come from individuals (capped at \$1200/year). In some provinces companies allowed to donate.	Political financing	Corporations and unions barred from donations, individual cap for candidates limited to US\$2500 per candidate and \$30,800 for a national party
Total party fundraising of 3 main parties in 2011 election year C\$40.8 million	Total funding	Total party fundraising in 2008 election year US\$1.55 billion
Over \$1,000 in value must be disclosed and can be forfeited	Gifts	Broadly prohibited
Five year prohibition on lobbying for designated officials (with exemptions)	Officials becoming lobbyists	No set period, judged on case-by-case for ex-government working on certain issues
Registration required to meet with senior government , but with loopholes	Registration	Register and detailed activity reports
Governing party holds all the power in majority, political finance and lobbying very separate	Style	Finance and lobbying seen as connected, more opportunity to kill laws, wider audience with real influence

Provincial Political Landscape Across Canada



	Lobbying laws in force	Company donations
Alberta		
B.C.		
Manitoba		
New Brunswick		
Nfld & Lab		
Nova Scotia		
Ontario		
PEI		
Quebec		
Saskatchewan		
Federal		

Policy Formation Isn't Tidy...



Who Can Influence the Government?

Citizens /
Constituents

Media

MPs and Senators



Interest groups
(non-governmental organizations,
associations, unions, etc.)

Corporations
(and consultants on
behalf of Corporations)

Other governments
(close allies, but also non-allies too)

Identify Influencers Inside the Government

- Identify your advocates/allies and possible ‘champions’ **inside** government.
- Develop a contact list:
 - Who is responsible for the decision?
 - What other ministers/departments might be able to influence?
- Understand their background, past-roles, interests, etc.

Key Influencers Inside the Government

Prime Minister Office	Cabinet Ministers	Caucus (MPs/Senators)	Other Levels of Government
Parliamentary Assistants	Bureaucracy	Opposition Parties	Key Political Staffers

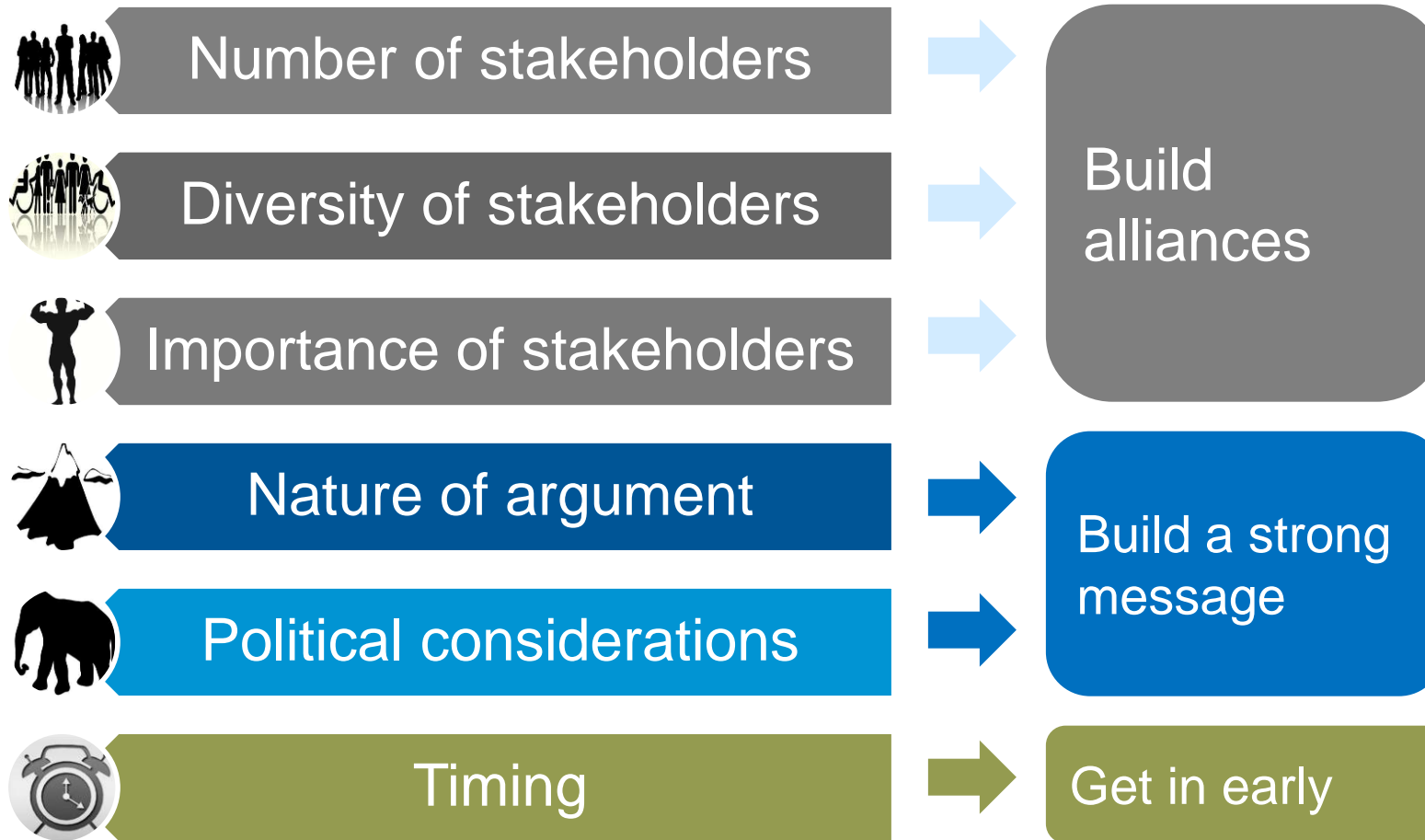
Identify Influencers Outside the Government

- Identify your advocates/allies outside the government (and possibly opponents).
- How can you work with supporters?
 - Information sharing
 - Informal co-operation versus formal coalition

Key Influencers Outside the Government

Communities	Coalitions	Industry Associations	Industry
Media	NGOs	Think Tanks	Unions

Success Factors



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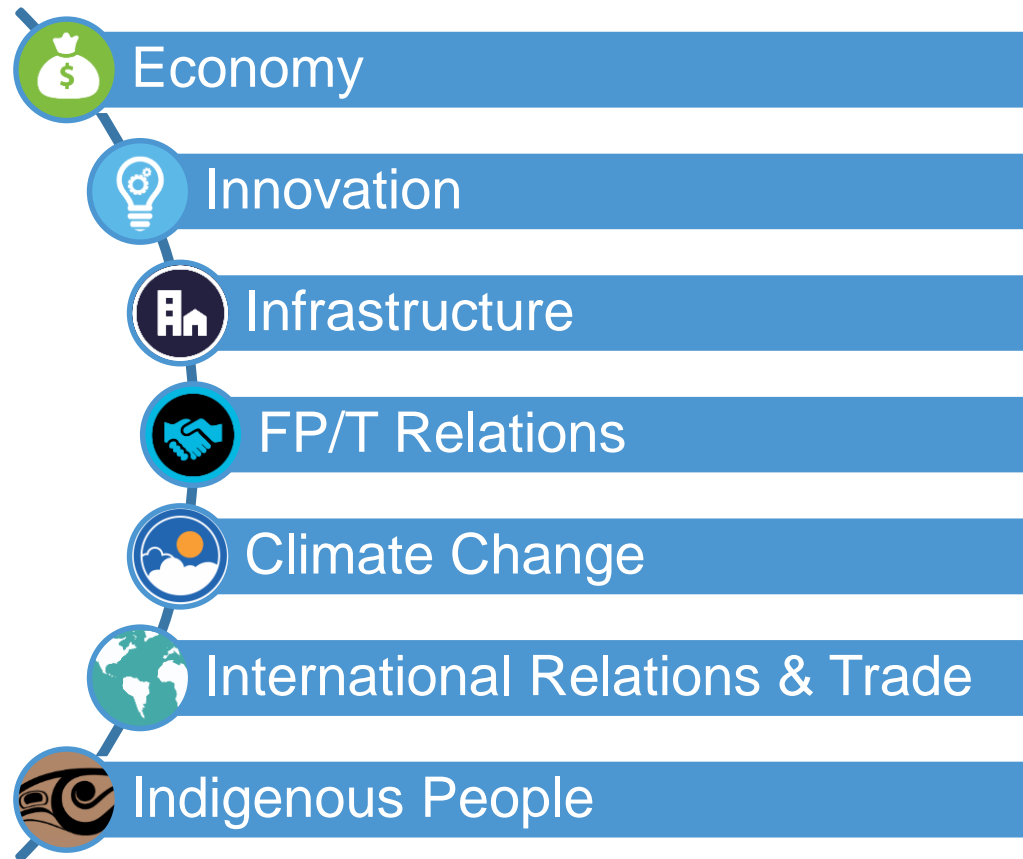
Framing the Message



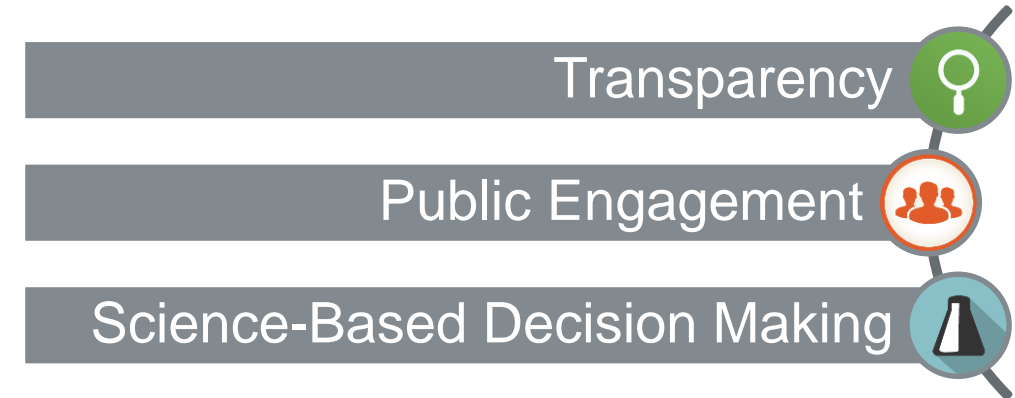
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Link to Government Priorities

WHAT



HOW



How to Frame Your Ask

Set Clear Objectives

Set priorities

Focus on a specific issue and tell the story

Rank issues (importance versus immediacy)

Demonstrate thoughtful procedures on implementation and design

Know the Landscape

Identify the region(s) where your ask is key (when possible)

Identify your key supporters (inside and outside government)

Ensure your ask is aligned with the government's priorities (electoral platforms, budgets, Speeches from the Throne, etc.)

Know the Environment

Be informed of latest developments and discussions inside government

Understand the direction of policy development and emerging dynamics

Understand the timing and venues for decision making – Where is the government at in its life cycle?

Formal Monitoring

Legislature debates

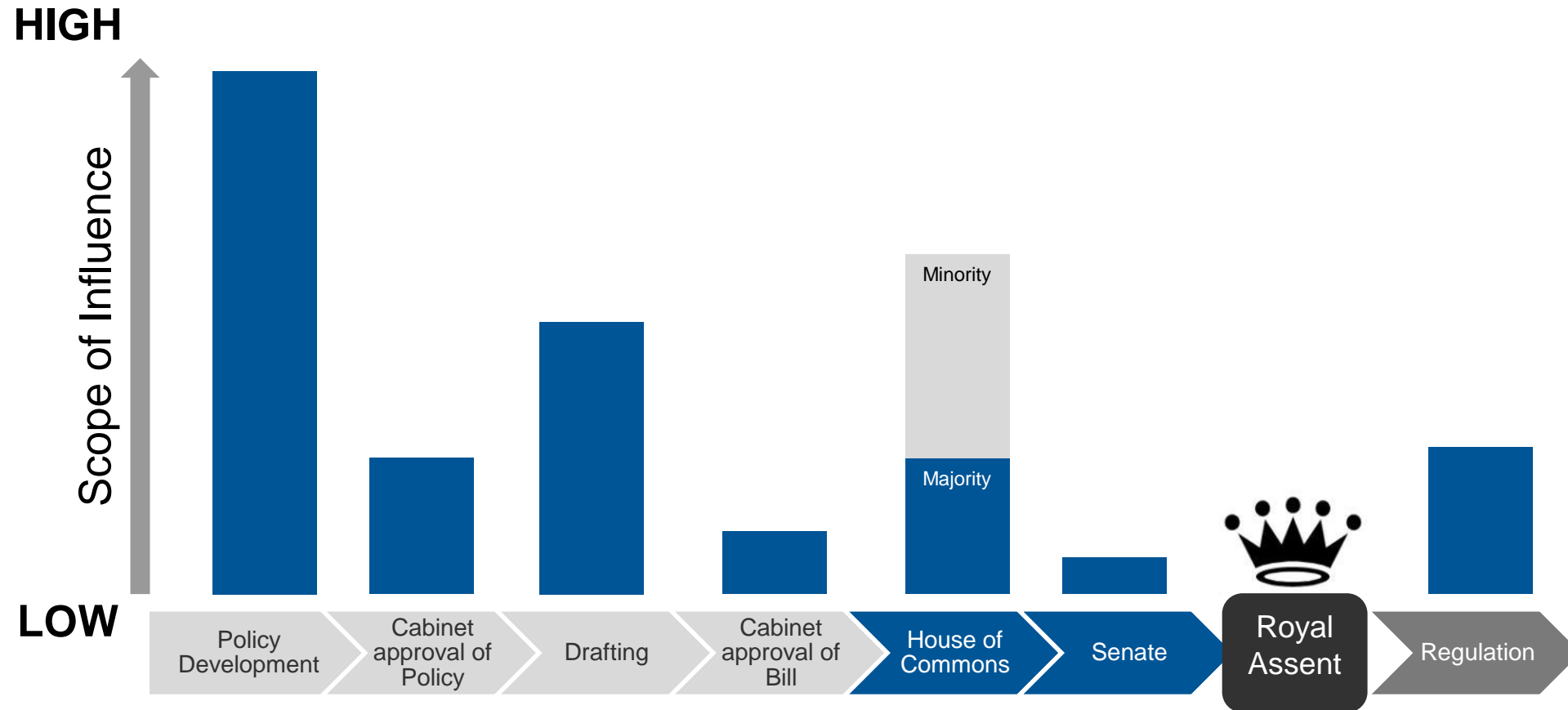
Committee hearings

Government consultations

Party websites

Ministerial speeches and announcements

Timing: Impact of Timing on Influence



Electoral Cycle of Politics

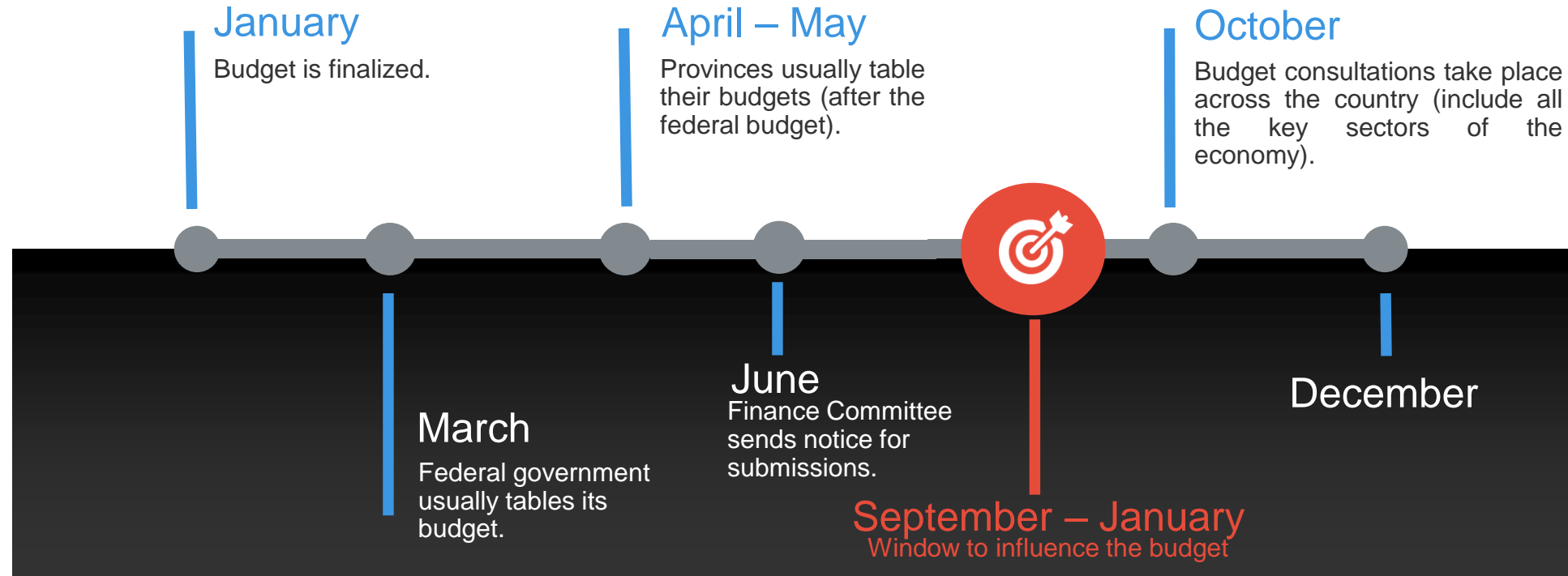


+ Right after an election, the government tends to announce less popular initiatives and as the Prime Minister and his Cabinet get closer to an election, the more reluctant they will be to introduce controversial initiatives.

Close to year 4, the government tends to focus on ensuring all its key campaign commitments are filled (shows a good track record, legacy), and starts focusing on announcing measures that can bring votes during the upcoming elections (aimed at targeted voters).

During an election year (year 4), if your ask involves major funding, your efforts should probably be aimed at influencing the political parties' electoral platform.

Budget Cycle



One year cycle
Lead: Finance Minister

All Cabinet Ministers are involved and must submit their budget asks (recommendations on where to increase level of funding or include new funding, where to cut or not to cut). MPs representing the party in government are also consulted in this process.

06

Summary



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Summary

- 1 Prime Minister and Premiers can be very powerful, especially in majority governments
- 2 Money plays much less of a role in Canadian politics than in the US, stricter rules being rolled out on lobbying
- 3 Four national parties, plus nationalist Quebec party raise prospect of minority governments and coalitions
- 4 Provincial governments have their own issues and politics eg. BC Liberals not the same as Federal Liberals
- 5 Government priorities jobs and growth; infrastructure; responsible resource development; aboriginal rights; global re-branding
- 6 Build alliances, build a strong message and get in early

07

Q & A



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Thank you

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