
A ROADMAP TO RENEWAL

OTTAWA 2012 – LIBERAL BIENNIAL CONVENTION




Liberal

**MESSAGE TO MEMBERS
FROM
THE NATIONAL BOARD OF DIRECTORS
OF
THE LIBERAL PARTY OF CANADA**

The following amended proposals were unanimously approved by the National Board of Directors (“Board”) of the Liberal Party of Canada for consideration of the Party at the upcoming National Biennial Convention (“Convention”). Changes from the original proposals put forward by the Board on November 10, 2011 in “A Roadmap to Renewal” reflect formal and informal feedback from Liberals across Canada received over the past month directly from individuals and groups and at formal feedback sessions organized by Electoral District Associations, Provincial and Territorial Associations and by the National Party with the assistance of the Caucus.

Resolutions to amend the Constitution of the Party require the support of a two-thirds majority of those voting at the Convention in order to be approved. The specific Constitutional amending resolutions being proposed by the National Board pursuant to its authority under the Constitution reflecting those proposals highlighted below have been posted on the Party’s website. Subject to any rulings from the Chair, these proposed amendments to the Constitution, prior to being voted upon, will be subject to debate and possible amendment on the floor of the Convention. Additional constitutional amendments to be considered at the Convention have been proposed by certain Provincial and Territorial Associations and by the Party’s Commissions. The Board was mindful of these additional proposals in finalizing its own.

Resolutions that are merely directional are for the purpose of providing general guidance to the Party and the National Board. They require simple majority approval of those voting at the Convention. For purposes of discussion, they will be grouped under the headings (i) Funding the Party, (ii) Engaging Liberals and Rebuilding the Base, (iii) Streamlining the Party, (iv) Modernizing Party Operations, (v) Building Transparency and Trust and (vi) Preparing for Victory.

Note: Sections highlighted have been converted into Constitutional amendments and will be debated and voted in the Constitutional Amendment Plenaries. Sections not highlighted will be discussed and voted on in the Sense of Convention session.

Funding the Party

1. That the Constitution be amended to abolish the National Revenue Committee and approve the creation of a new position, Chief Revenue Officer, to be appointed by the National Board (“Board”) on the consent of the President and the Leader. The Chief Revenue Officer shall be a non-voting member of the Board and a voting member of the National Management Committee. The Chief Revenue Officer shall be responsible for recommending a comprehensive annual revenue plan for the Party for approval by the Board and for overseeing the effective implementation of such plan.¹

¹ See associated constitutional amendment

2. That the Convention endorse the following general mandate for the Chief Revenue Officer as including responsibility for:
 - (1) in co-operation with the National Membership Secretary, ensuring the development and growth of the Victory Fund donor program in all electoral districts with the assistance of national co-chairs of the Victory Fund appointed by the Board, regional chairs appointed by each Provincial and Territorial Association ("PTA") and local chairs appointed by each Electoral District Association ("EDA");
 - (2) ensuring the development and growth of the Laurier Club donor program across Canada with the assistance of national co-chairs of the Laurier Club to be appointed by the Board on the recommendation of the Chief Revenue Officer and regional chairs appointed by the PTAs;
 - (3) ensuring the development and growth of popular fundraising by the Party through the National Liberal Fund under the leadership of professional fundraising staff reporting to the National Director of the Party;
 - (4) overseeing the co-ordination and deployment of all other national fundraising programs organized under the auspices of the Party or any of its Commissions including any fundraising events conducted, in whole or in part, for the purpose of raising funds for national purposes of the Party; and
 - (5) such other activities as the Board may approve and direct.
3. That the Convention endorse the decision to build and maintain the "Strong Start" campaign, a special cash reserve for the purpose of promoting and defending its next permanent Leader;
4. That the Convention endorse a special, nationally co-ordinated, one-time, all-electoral district fundraising campaign in the spring of 2012 with the sole target of raising funds to enable the Party to make the investments required to fast-track the deployment, population and utilization of its universal database technology (i.e. Liberalist) in support of national and local organization, communication and fundraising efforts;
5. That the Convention endorse the decision of the Party to (i) establish and properly support the achievement of appropriate targets with respect to Victory Fund and Laurier Club participation in all EDAs, with such targets to be set in consultation with the PTAs and the EDAs, (ii) transparently monitor and report actual performance of PTAs and EDAs in relation to the achievement of such targets, (iii) set Victory Fund targets based on a national goal of doubling participation the Victory Fund in each of the ensuing 3 years by July 1 of each year and (iv) set Laurier Club targets in the discretion of the Board on the recommendation of the Chief Revenue Officer;

Engaging Liberals and Rebuilding the Base

6. That the Constitution be amended to create a new opportunity for engagement with the Party for individuals who do not wish become full Members of the Party, leading to a new, more open and more flexible framework for active engagement as a Liberal partisan. A “Supporter” will include all Party members and any person who is prepared to register as a supporter of the Party by affirming a Declaration of Liberal Principles, confirming non-membership in any other federal political party and accepting such other regulations or criteria as may be set out by the Board. A “Supporter” would be entitled to vote in the leadership selection process and the nomination of an LPC candidate in their local EDA as described in sections 8 and 9 below. Only a Member will be able to participate and vote at meetings or conventions of the Party, or stand or vote for Party officer at any level of the Party (including as Leader, nominated Party candidate, or EDA, PTA, Board executive member) or vote on policy resolutions or leadership endorsement ballots or participate in any other formal meetings or conventions of the Party at any level as a voting delegate;²
7. That the Convention (i) mandate each EDA to undertake a comprehensive and nationally-supported voter registration drive in its electoral district between April 1, 2012 and March 31, 2013 to recruit new Members and Supporters and (ii) direct the Board to develop and oversee, in co-operation with the PTAs, a detailed campaign plan for such drive that focuses on developing national and local leadership, clear EDA objectives, in-person and online outreach methodologies and appropriate volunteer training.
8. That the Constitution be amended to extend the right to participate in the selection of the next permanent leader of LPC to all Members and Supporters as defined in section 5, permitting electronic, online and mail-in voting, utilizing a preferential, run-off balloting system, in the context of an appropriately secured, national voting process that is:
 - (i) staged and phased regionally over a period of no less than 10 and no more than 16 weeks between March 1, 2013 and June 30, 2013;
 - (ii) weighted equally by electoral district; and
 - (iii) governed and overseen by the independent Leadership Vote Committee and the Leadership Expenses Committee of the Party;³
9. That the Constitution be amended to extend the right to participate in the nomination of LPC candidates for the House of Commons in any election or by-election to all Members and Supporters living in the electoral district, permitting electronic, online and mail-in voting, using a preferential system and a single-vote selection process that is appropriately secured;⁴

² See associated constitutional amendment

³ See associated constitutional amendment

⁴ See associated constitutional amendment

10. That the Convention affirm the principle of requiring all LPC candidates for the House of Commons in any election or by-election to face an open nomination contest in their electoral districts in order to stand for election as an LPC Candidate in any election of by-election, subject to the Board's right to approve specified exceptions to the rule at the request of and on the recommendation of the Leader;
11. That the Convention affirm the Party's decision to maintain a permanent virtual and real-time policy development process accessible to all Members and Supporters of the Party through its website, with management of the process and content delegated to volunteer expert policy working groups to be organized, maintained and supported by Caucus critics, assisted by Caucus staff;
12. That the Constitution be amended to strengthen the rights of membership by:
 - (i) establishing an EDA weighted, one-person, one-vote balloting methodology for the selection of all nationally elected officers of the Party and for the approval of all national policy resolutions which balloting process shall be open to Members of the Party only;
 - (ii) requiring all persons seeking nomination as LPC candidates for the House of Commons in an electoral district to be nominated in writing first by at least 100 or 15% of the Members of the EDA, whichever is less;
 - (iii) removing the Leader's right of veto in relation to the Party's platform;
 - (iv) granting the Leader the personal right to propose policy resolutions for the consideration of the Party; and
 - (v) requiring the appointments to the National Policy and Platform Committee to adhere to appropriate standards of balance in relation to (a) gender and (b) both of Canada's official languages.⁵

⁵ See associated constitutional amendment

Streamlining the Party

13. That the Convention endorse a streamlining of Party decision-making and operations as follows:
- (i) that PTAs embrace a more focused role in terms of providing support and logistics for EDA volunteers in the strengthening and rebuilding of the active membership base and financial health of all EDAs with clear and enforceable targets set in consultation the Party and with the PTAs;
 - (ii) that the Party immediately review and reconsider all aspects of its budget allocations given real changes in available funding, including but not limited to PTA budgets, the National Office, funding of the Leader's Office and the requirements of general operations;
 - (iii) that the Party, in co-operation with PTAs and EDAs, achieve savings in the administration of the Party by centralizing all banking, treasury, accounting and compliance functions in the National Office without impacting the right of PTAs and EDAs to retain absolute control over the deposit, withdrawal and/or expenditure of their funds, all following a validating cost review of each item and subject to adjustment as practical/applicable to blended PTA's;
 - (iv) that the Party, in co-operation with PTAs, reduce duplication and overlap in its operations by integrating communications (i.e. web, email, telephone), payroll and human resources services to the maximum extent possible following a validating cost review of each item and subject to adjustment as practical/applicable to blended PTA's;
 - (v) that provincial and territorial targets for Victory Fund donors and Laurier Club membership be set in consultation with the PTAs to more effectively promote fundraising in the regions and across the Party and to establish a basis for accountability for funding allocations and that actual performance relative to such targets by PTAs be monitored by the Board;
 - (vi) the National Director and the Executive Directors/Directors General ("Regional Directors") of the PTAs work in concert to provide a single, proposed annual strategic plan for the Party for the review and consideration of both the Board and PTA Executives, including specific and enforceable deliverables at both the national and provincial/territorial levels;
 - (vii) that the Party and the PTAs give top priority to reviving and strengthening EDAs supported by a strong, integrated and accountable team of national and provincial/territorial field staff. Field workers will report and be accountable to:
 - (a) their Regional Directors in respect of EDA activity generally; and
 - (b) through the Regional Directors to both the National Director and the applicable PTA President specifically with respect to the execution of the Party's strategic plan and the achievement of consultatively established EDA development targets in fundraising, organization and membership.

(viii) that the Board and all PTA Executives more actively ensure that all operational activities are fully co-ordinated nationally and that each PTA Executive will:

(a) consist of at least a federal policy chair, a Victory Fund chair and a Laurier Club chair, who may be non-voting members as the PTA determines, each of whom will be expected to liaise directly with their counterparts both regionally and nationally;

(b) review and adjust its composition from the perspective of efficacy and redundancy, with redundant positions being eliminated;

(c) support local field staff in aggressively targeting and recruiting strong leaders to help revive and/or strengthen EDA's with a view to enhanced candidate recruitment and operational readiness; and

(d) support strategic coordination, through the National Election Readiness Committee and the National Office, of all election readiness activity on the part of the Caucus, the Party and its PTAs from a common and unified communications platform.

Modernizing Party Operations

14. That the Convention endorse the Party's decision to appoint a Director of Digital Operations accountable to the Board to oversee the development, maintenance and utilization of a modern and unified internal and external communications platform for the Party;
15. That the Convention endorse the Party's decision to consolidate and integrate:
 - (i) all Party organizational and fundraising data into Liberalist; and
 - (ii) control and direction over all technology operations at the National Office of the Party.
16. That the Convention endorse the Party's decision to fast-track the deployment, population and utilization of its universal database technology (i.e. Liberalist) in support of LPC's national and local organization, communication and fundraising efforts based on an implementation and investment plan to be approved by the Board.

Building Transparency and Trust

17. That the Constitution be amended to require the Board to:
- (i) Table an annual strategic operating plan and budget for the Party (“Strategic Plan”) for the review and consideration of the CoP annually no later than the preceding December 1 of each year; and
 - (ii) Issue an annual report to all Members of the Party, to be posted on the Party’s website and otherwise published in the Board’s discretion no later than June 30 of each year. The annual report shall (i) contain the audited financial statements of the Party, (ii) include an assessment of the Party’s performance relative to the Strategic Plan and (iii) detail the historic and comparative financial and organizational status of the Party at each of the EDA, provincial or territorial and national levels including EDA rankings in relation to pre-defined performance scorecards and targets;⁶
18. That the Constitution be amended to strengthen the Board’s ability to hold all EDAs accountable for non-performance in relation to basic internal governance and external reporting obligations as well as consistent failure to meet agreed membership, organizational or fundraising targets including a right to declare an EDA to be in trusteeship for consistent failure to meet its obligations and/or targets, provided that such decision is first approved by the relevant PTA in accordance with any rules and procedures it has adopted.⁷

Preparing for Victory

19. That the Convention endorse the Party’s request that the new permanent Leader of the Party be requested to reconstitute National Election Readiness Committee no later than July 30, 2013.
20. That the Convention endorse the Party’s request that nominations for LPC electoral district candidates be opened (i.e. the nomination freeze be lifted) no later than September 15, 2013.
21. That the Convention endorse the Party’s request that the next Biennial Convention of the Party be (i) preceded by organized policy consultations with all sections of the Party, (ii) focused on the development of the policy and platform of LPC for the next election and (iii) held no later than May 30, 2014.

⁶ See associated constitutional amendment

⁷ See associated constitutional amendment