



**To: Our Valued Clients and Friends**  
**From: Marc Kealey & Helene Tomlinson - K&A**  
**Subject: A New Prime Minister and A New Executive Council**  
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Fresh off an exhausting campaign, what has now become the longest in Canadian history; an electorate seemingly hungry for change and a new reality for its federal government, the new Prime Minister of Canada was sworn in today.

Surrounded by friends, family, political supporters, former Prime Ministers and the curious at Rideau Hall in Ottawa, the Governor General of Canada officiated over the swearing in of Canada's 23rd Prime Minister and his first ever Cabinet.

What is really starkly different about this swearing in session was the mood and the tone. Unlike governments previous where these kinds of events were remote from the public, this event tended to mirror the style and personality of the new Prime Minister – open to the public, lots of smiling youthful and colorful faces, and extraordinarily hopeful. In our opinion, it appeared that people were just having fun and that seemed to be good start for the future of the country and its new Executive Council.

The fundamental difference in trying to parse this Prime Minister's choices for Cabinet is that he has a truly national field from which to choose a truly representational Cabinet. And by representational he, Justin Trudeau, has created his Executive Council based on demographics, geographic and merit. For the first time in several decades, the governing Party in Canada can truly boast that every province in the Confederation represented in Cabinet. The Prime Minister has also made a commitment for gender balance or parity, which he can now check off his list and, further, his Cabinet reflects rather well the multicultural and demographic make up of the country.

Our firm K&A practices public policy well in Canada, it is what helps make our clients successful in their businesses. Having an understanding of the culture and make up, aspiration and goals of a federal (and provincial) executive council or Cabinet of any political stripe is a necessity to ensure that clients' needs are managed and realized with respect to dealing with government – be it procurement, regulatory and legislative issues. Experience at the federal level is also important. Both Helene and I have worked in a Prime Minister and Cabinet Ministers offices in Ottawa, We understand how decisions are made in Cabinet. We also know that it all starts with policy. That noted, we thought it important to provide a quick primer for our readers about this Cabinet selection.



Prime Minister Justin Trudeau spent the past few weeks in intimate discussion with a very select few advisors to determine how he would assemble an executive council. He made the pledge to have a smaller Cabinet than the previous government – he said 30 in total and he wanted gender parity and that means that he would have 15 men and 15 women in his Cabinet.

As Prime Minister, the trick to creating a successful and attractive Cabinet is to surround yourself with competence and prominence. It appears Trudeau has done that in spades. This Cabinet is comprised of successful and notable Canadians from all walks of life, truly representative of all aspects of Canada and all regions of the country. It also quite adequately reflects the reality of a new body politic in Canada. One borne from an election that screamed overwhelmingly for good government, a desire for good policy making and better decisions borne of considered thought and action and not by lobbyists or special interest who have, for too long in Canada, seemingly controlled decisions and decision-making at the highest levels in the country.

This new lot is clearly Justin Trudeau's choice. Over half of this Cabinet have never been elected before, yet are extremely competent and successful in each individual's own right. In fact, it can be said that Trudeau himself hand-picked many of the newly elected MPs himself to run for and with him in the last election – many of which he has elevated to roles in Cabinet. In our view and opinion he attracted a good stable.

### **A bit about the new Cabinet and what to expect**

- The Right Honourable Justin Trudeau (Quebec MP) - Prime Minister, Intergovernmental Affairs Minister and Minister Responsible for Youth. It seems the new PM wants to heal some of the pain between the federal government and the provinces by putting himself directly as interface between the federal government and the provinces and territories. That can't hurt – except possibly when feuds may arise. Look for him to have a First Ministers Conference PDQ. His new role as Minister for Youth send a clear message – he wants to attract young people to politics – that's a very good thing. We hope he hits high schools across Canada every week for the next four years.
- Hon. Ralph Goodale - (Saskatchewan MP) – Minister of Public Safety and Emergency Preparedness. This is an important role for the grandfather of the Liberal government – this is his third stint in a government Cabinet role having served under Prime Ministers Chretien and Martin. Goodale has been around the hallowed halls at Parliament Hill for years and knows the ropes in Cabinet and will add stability to its operation and decision-making.
- Hon. Lawrence MacAulay – (PEI MP) Minister of Agriculture and Agri-Food. This is another important move by the PM – Lawrence McAuley is also a veteran MP having served in Cabinet before. He brings a solid understanding of government and adds the right amount of sage to an otherwise newbie Cabinet. Look for him

to be a real champion for Canada's Agriculture sector.

- Hon. Stéphane Dion (Quebec M) – Minister of Foreign Affairs. This is a symbolic and important posting for the former Leader of the Party. He has the gravitas, the considerable experience in Cabinet having served in former Prime Ministers Chretien and Martin Cabinets. He has the personality and the credentials to take on this highly visible and diplomatic role. Look for an increase in morale at the consular level.
- Hon. John McCallum (Ontario MP) – Minister of Immigration, Citizenship and Refugees. An important posting for this veteran who entered political life after a successful career as an economist. This role will require a level-headedness amid the chaos of relocating massive amounts of stressed out people from war-torn or un-stable parts of the world. The role is suited for someone of his demeanor.
- Hon. Carolyn Bennett - (Ontario MP) Minister of Indigenous and Northern Affairs. Another veteran who served in a former government's Cabinet. She is steely, smart and politically connected and admired. Look for her to add in an element of trust between the federal government and the AFN. Look for movement on the Ring of Fire and a continuation of the previous Harper government's Arctic Sovereignty efforts.
- Hon. Scott Brison (Nova Scotia MP) - Treasury Board President. He is also a veteran MP and former Cabinet Minister in PM Paul Martin's government. He's unique in that he first served as a Conservative MP and crossed the floor to the Liberals and has been extraordinarily effective as a critic on issues related to financial accountability. This is a good role for him.
- Hon. Dominic Leblanc (New Brunswick MP) - Leader of the Government in the House of Commons. He, like Justin Trudeau, comes from a storied political family. His father, the later Romeo Leblanc was a Cabinet Minister in Pierre Trudeau's government and later served as Governor General. Justin and Dominic grew up together – they are great friends and even closer political allies. This is a perfect role for Leblanc; he can rally the caucus members, be the eyes and the ears for the new PM in the House and manage all the political minefields that are yet to come for the government. He is a former Cabinet Minister in a previous Liberal government.
- Hon. Navdeep Bains (Ontario MP) – Minister of Innovation, Science and Economic Development. Nav – as he's known – is serving a second time as MP. Having lost his seat in 2011, he regained it this election and now enjoys a place in his friend Justin Trudeau's Cabinet. In the past 4 years since leaving political life he organized politically and worked at Ryerson University. He's a skilled political practitioner and has the confidence of the new PM. Watch for quick

action from this new Minister.

- Hon. Bill Morneau (Ontario MP) – Minister of Finance. This is a bold move for the new PM. A rookie MP with no elected experience but tons of practical business experience and an ability to advise governments on business issues affecting some of the more important fiscal and economic issues affecting Canadians. He will impress a lot of people in a very short period of time.
- Hon. Jody Wilson-Raybould (BC MP) – Minister of Justice and Attorney General of Canada. Best described as feisty and assertive, this former AFN executive served for years as a Crown Attorney in Vancouver. Always on the periphery of politics, she took the step to get elected and brings a wealth of experience as a jurist. She will likely create a new tone in the Ministry with respect to appointments of Judges, required changes to the CCC and, course, modernizing the criminal justice system and contentious issues like assisted suicide and other human rights issues.
- Hon. Judy Foote (NFLD Lab MP) – Minister of Public Services and Procurement. Ms. Foote hails from Newfoundland and Labrador and is a veteran although has never served in Cabinet before. She brings a steady personality to Cabinet in a portfolio that has a goodly number of lobbyists and special interests floating around. Look for a merit-based process to be put in place for procurement and better morale.
- Hon. Chrystia Freeland (Ontario MP) Minister of International Trade. This is the other half of Foreign Affairs (formerly DFAIT). Equally as important and fitting perfectly with Freeland’s experience and credentials. As a former business journalist, she operated with ease among some of the world’s business elite. With the CETA, TPP and other agreements and trade opportunities to shore up, Freeland will be busy and effective in the coming years. This is her second election victory as MP having been hand-picked by Trudeau in a by-election a few years ago.
- Hon. Jane Philpott (Ontario MP)- Minister of Health. Dr. Philpott is a physician by training with considerable experience in Ontario and Africa. She served as a hospital executive and a physician in theatre – having worked in Niger. She brings a unique experience to Health at the federal level. Her task will be to build better relations with the provinces and look to increasing better cooperation and coordination. Look for her to guide some critical health issues like prescription drugs, medicinal marihuana and modernizing and transforming inter-provincial regulatory matters.
- Hon. Jean-Yves Duclos (Quebec MP) –Minister of Families, Children and Social Development. Don’t be fooled by what some might see as a “do nothing”

portfolio. Duclos is well regarded in his professional life – having been a former academic before being elected for the first time. In fact, most political observers would never have suggested that he would have won in his Quebec City riding. In over 30 years his riding has NEVER been Liberal. He brings a fresh perspective to Cabinet and a boatload of talent that will be put to the best use in this new role.

- Hon. Marc Garneau –(Quebec MP) Minister of Transport. A well-heeled veteran of the House of Commons, this MP has the benefit of being a celebrity in his own right as Canada’s first astronaut. He has a style that has been described as tacitly effective. With a campaign that heralded the benefits of public transit and its expansion across Canada, Garneau can really put a mark on the new government’s infrastructure plan with effective cooperation and coordination with the provinces and municipalities from coast to coast to coast.
- Hon. Marie-Claude Bibeau (Quebec MP) –Minister of International Development and La francophonie. With his announcement that he would not seek re-election Christian Paradis who had been a prominent Minister in Harper’s governments since mid-2000, Ms. Bibeau was hand picked to run and won the riding for her Leader. She is a former international development officer working on Europe and Africa before setting up shop in a private business in her community of Sherbrooke. She will be another quietly effective MP and Cabinet Minister and look for improved relations with la francophonie that had been silent for years.
- Hon. James Carr (Manitoba MP) – Minister of Natural Resources. Minister Carr is a newly elected MP, but has experience at the provincial level in his home province of Manitoba. He’s an experienced business executive and has the right personality for NRCan as his Ministry is known. Watch for cooperation with Finance and Treasury Board for modernizing regulation for the mining sector.
- Hon. Mélanie Joly – (Quebec) MP) Minister of Heritage Canada. This position fits her personality and experience perfectly. She is a close personal friend of the PM and headed his Quebec leadership team. She is an accomplished lawyer turned activist “pour les beaux artes”. She will lead a portfolio that includes CBC, which has been under fire from the previous government. Look for good things here.
- Hon. Dianne Lebouthillier – (Quebec MP) Minister of National Revenue. As a former municipal politician, Lebouthillier represents an area of Quebec that was founded out of redistribution over 10 years ago. A first time MP and now Cabinet Minister.
- Hon. Kent Hehr – (Alberta MP) Minister of Veterans Affairs, and Associate Minister of National Defence. It’s not lost on very many people that Hehr’s

appointment was made – the last time a Cabinet Minister was appointed from Calgary; the PM was a Trudeau – 1972. Kent Hehr is a story of incredible inspiration having been seriously injured in a drive-by shooting that made him a quadriplegic. This is a powerful symbol for the portfolio he holds when dealing with Veterans Affairs. A tireless worker – expect very good things from this Minister.

- Hon. Catherine McKenna (Ontario MP) – Minister of Environment and Climate Change. Another close advisor and friend to the new PM. McKenna is well positioned to make a huge impact in this portfolio. The PM has committed his government to ensuring significant leadership in climate change and environment. With an impeccable pedigree as an international lawyer and community activist, this newly elected MP will add a lot to the new Cabinet in terms of credibility and credentials.
- Hon. Harjit Sajjan (BC MP) - Minister of National Defence. A former police officer and member of the Military Sajjan served in the Canadian forces in Bosnia and later Afghanistan. He is no stranger to the plight of military personnel and has the empathy and understanding of National Defence personnel and their families. He is the first Sikh Minister of National Defence in the history of Canada.
- Hon. MaryAnn Mihychuck (Manitoba MP)- Minister of Employment Workforce Development and Labour. A former NDP member of the Legislature in Manitoba in the mid-1990's, When she left provincial politics, she took a shot at Mayor of Winnipeg and after losing that position held a role with PDAC (the mining sector) before returning to public life as a newly elected MP in 2015. Viewed as strong willed and collaborative look for improved relations with Labour.
- Hon Amarjeet Sohi –(Alberta MP) Minister of Infrastructure and Communities. This first time MP narrowly defeated Conservative incumbent Tim Uppal by a slim margin. No stranger to politics, he served on Edmonton City Council and caught the eye of the PM through his effective community organizational skills.
- Hon. Maryam Monsef (Ontario MP)- Minister of Democratic Institutions. She holds the distinction of being the first MP born in Afghanistan. She is also the youngest MP in Cabinet. She hails from the Peterborough Kawartha area of the province of Ontario.
- Hon. Carla Qualtrough –(BC MP) Minister of Sport, and Persons with Disabilities. Formerly a decorated Para Olympic athlete Qualtrough brings credibility and talent to the position.
- Hon. Hunter Tootoo – (Nunavut MP) Minister of Fisheries and Oceans, and Canadian Coastguard. An important role for the newly elected MP who served in





the Territorial government since it was first incorporated in the 1990's. He is highly regarded by the new PM and is the first Inuit to serve in this role.

- Hon. Kirsty Duncan (Ontario MP) – Minister of Science. First elected in 2008, she has fought and won election for the third time in the riding of Etobicoke North. A passionate advocate for science, she was one of the primary researchers on causes of pandemics worldwide. Look for her to bring passion and expertise to the role of Minister of Science. Some say the portfolio has been created to give a voice back to scientists in Canada.
- Hon. Patricia Hajdu (Ontario MP)- Minister for the Status of Women. Hailing Thunder Bay Ontario, Hajdu is a first time MP who has experience in community and social services. She hopes to be an effective voice for the north.
- Hon. Bardish Chagger –(Ontario MP) Minister of Small Business and Tourism. A key member of Justin Trudeau's leadership team, she is close to the new PM and rewarded for her loyalty. Look for her to be effective in the role.

### **What about the others who didn't get into Cabinet**

Look for upcoming appointments of some MPs as Parliamentary Secretaries – otherwise known as support to Ministers. IN some cases, the PM will likely announce that some Ministers will have more than 1 Parliamentary Secretary under their portfolio.

The PM will also announce Chairs and members of Parliamentary Committees – important appointments to Parliamentary Committees such as Finance and almost every other portfolio in Cabinet.

We have been advised that the PM will also form special caucuses representing regions of the country to bolster activity and interest.

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