



Prospectus Associates
Federal Cabinet Briefing
November 20, 2019

Introduction and Analysis

Today, Prime Minister Justin Trudeau announced his new cabinet. As expected, it is gender-balanced, with 18 female and 18 male ministers (excluding the Prime Minister). It also takes in account Canada's different regions. There are four of ministers from Atlantic Canada; 10 from Quebec; 17 from Ontario; one from Manitoba; and four from B.C. In the most recent election, the Trudeau Liberals won no seats in Alberta or Saskatchewan. They have no MPs between Winnipeg and Vancouver. To make up for this lack of elected representation, the PMO's communication staff is emphasizing the Prairie roots of two ministers, Jonathan Wilkinson and Chrystia Freeland. Wilkinson is originally from Saskatchewan. He worked in Premier Roy Romanow's government in the 1990's. Freeland was born in Peace River, Alberta, the daughter of prominent Ukrainian Canadians.

Regardless, regional tensions remain high. There's a fledgling 'Wexit' movement in the Prairies, and the separatist Bloc is resurgent in Quebec. Virtually all of the new government's decisions and appointments from now on must be seen through the filter of how they are dealing with western alienation or how they deal with Quebec.

There are 36 ministers in total. Prime Minister Trudeau purposefully decided to make this cabinet larger than his past ministries, hoping that more Ministers will make his government nimble, responsive and better able to address regional concerns.

Prospectus' briefing note provides a list of all the ministers as well as their bios.

It also lists the chairs and vice-chairs of the cabinet committees. (The government has yet to release the full membership lists of each committee.) Although less well-known, cabinet committees are essential to governing. Any political issue of consequence must go through these cabinet committees and be approved by a majority of members. Generally speaking, the Agenda, Results and Communications committee and Treasury Board are the most important and powerful committees. Ministers covet seats on these committees, and membership shows that they have the trust and favor of the Prime Minister's Office.

Federal Cabinet Ministry

The Right Honourable Justin Trudeau
Prime Minister of Canada

Chrystia Freeland
Deputy Prime Minister and Minister of Intergovernmental Affairs

Anita Anand
Minister of Public Services and Procurement

Navdeep Bains
Minister of Innovation, Science and Industry

Carolyn Bennett
Minister of Crown-Indigenous Relations

Marie-Claude Bibeau
Minister of Agriculture and Agri-Food

Bill Blair
Minister of Public Safety and Emergency Preparedness

Bardish Chagger
Minister of Diversity and Inclusion and Youth

François-Philippe Champagne
Minister of Foreign Affairs

Jean-Yves Duclos
President of the Treasury Board

Mona Fortier
Minister of Middle Class Prosperity and Associate Minister of Finance

The Honourable Marc Garneau
Minister of Transport

Karina Gould
Minister of International Development

Steven Guilbeault
Minister of Canadian Heritage

Patty Hajdu
Minister of Health

Ahmed Hussen
Minister of Families, Children and Social Development

Mélanie Joly
Minister of Economic Development and Official Languages

Bernadette Jordan
Minister of Fisheries, Oceans and the Canadian Coast Guard

David Lametti
Minister of Justice and Attorney General of Canada

Dominic LeBlanc
President of the Queen's Privy Council for Canada

Diane Lebouthillier
Minister of National Revenue

Lawrence MacAulay
Minister of Veterans Affairs and Associate Minister of National Defence

Catherine McKenna
Minister of Infrastructure and Communities

Marco Mendicino
Minister of Immigration, Refugees and Citizenship

Marc Miller
Minister of Indigenous Services
Maryam Monsef
Minister for Women and Gender Equality and Rural Economic Development

Bill Morneau
Minister of Finance

Joyce Murray
Minister of Digital Government

Mary Ng
Minister of Small Business, Export Promotion and International Trade

Seamus O'Regan
Minister of Natural Resources

Carla Qualtrough
Minister of Employment, Workforce Development and Disability Inclusion

Pablo Rodriguez
Leader of the Government in the House of Commons

Harjit Sajjan
Minister of National Defence

Deb Schulte
Minister of Seniors

Filomena Tassi
Minister of Labour

Dan Vandal
Minister of Northern Affairs

Jonathan Wilkinson
Minister of Environment and Climate Change

Cabinet Committees

Cabinet Committee on Agenda, Results and Communications

Chair The Rt. Hon. Justin P. J. Trudeau

Vice-Chair The Hon. Chrystia Freeland

Treasury Board

Chair The Hon. Jean-Yves Duclos

Vice-Chair The Hon. Joyce Catherine Murray

Cabinet Committee on Operations

Chair The Hon. Dominic LeBlanc

Vice-Chair The Hon. Pablo Rodriguez

Cabinet Committee on Economy and the Environment

Chair The Hon. Chrystia Freeland

Vice-Chair The Hon. Jonathan Wilkinson

Cabinet Committee on Reconciliation

Chair The Hon. Carla Qualtrough

Vice-Chair The Hon. Bernadette Jordan

Cabinet Committee on Health and Social Affairs

Chair The Hon. Bardish Chagger

Vice-Chair The Hon. Jean-Yves Duclos

Cabinet Committee on Global Affairs and Public Security

Chair The Hon. Navdeep Singh Bains

Vice-Chair The Hon. Mélanie Joly

Lawrence MacAulay

MP for Cardigan (Prince Edward Island)

Minister of Veterans Affairs and Associates Minister of National Defence

MacAulay's time as an MP goes back to 1988. On 20 March 2014, MacAulay became the longest-serving MP in the history of Prince Edward Island, surpassing the record previously set by Angus MacLean.

Over the past 31 years, he's served in both Opposition and Government.

As part of the Chretien administration, MacAulay served in a number of different ministerial roles, including Veterans Affairs, Labour and Solicitor General of Canada (now called Minister of Public Safety). A farmer and natural retail politician, MacAulay is well-versed in the politics of Prince Edward Island.

Trudeau first made him Minister of Agriculture in 2015, then Minister of Veterans Affairs (both important to P.E.I.) MacAulay will remain in Veterans Affairs.

Carolyn Bennett

MP for Toronto – St. Paul's (Ontario)

Minister of Crown-Indigenous Relations

Carolyn is a long-time MP, her political career dating back to the Chrétien years. She first won in 1997 and has been re-elected in every subsequent general election. Her riding of Toronto-St. Paul's is strongly Liberal, an affluent area that includes St. Clair Avenue, Eglington and Bathurst. In the Martin years, she became Minister of State for Public Health, the junior minister for Health Canada. It was a fitting position, given Bennett's background as a physician.

An environmentalist and health advocate, she also has strong positions on women's and aboriginal rights. She has consistently promoted supported Aboriginal education and reconciliation. In the new parliament, she will continue to pursue a nation-to-nation, Inuit-Crown and government-to-government relationship with First Nations, Inuit and the Métis Nation.

Dominic LeBlanc

MP for Beauséjour (New Brunswick)

President of the Queen's Privy Council for Canada

Dominic LeBlanc is a close friend and trusted advisor to Justin Trudeau. He helped Trudeau win the Liberal Party leadership in 2013. LeBlanc could have run as a contestant and been a formidable adversary. Instead he chose to stand aside and support Trudeau—a wise decision in retrospect. He is the senior minister for New Brunswick and Atlantic Canada.

LeBlanc has a similar background to Trudeau. He, like Trudeau is the son of a prominent politician. In the case of LeBlanc, his father was former Governor General and respected Liberal cabinet minister Roméo LeBlanc.

Dominic attended Harvard Law School, where he obtained his Masters of Law. Prior to his election to the House of Commons in 2000, Mr. LeBlanc was a Barrister and Solicitor with Clark Drummie in Shediac and Moncton, N.B. From 1993-1996, Mr. LeBlanc was also Special Advisor to the Prime Minister of Canada, The Right Honourable Jean Chrétien.

He is a natural and talented politician. Sadly, he has had serious health issues these past few years. In December 2017, he announced that he had been diagnosed with leukemia. Although he continues to be a member of cabinet, Dominic was forced to accept a less prominent role in the Trudeau government, choosing to instead focus on his health and recovery.

Navdeep Bains

MP for Mississauga–Malton (Ontario)

Minister of Innovation, Science and Industry

Having served as the Member of Parliament for Mississauga—Brampton South from 2004 to 2011, Navdeep gained extensive experience as the Parliamentary Secretary to the Prime Minister among other roles.

He was defeated in the 2011 election by then-Mississauga city councillor and Conservative candidate Eve Adams. After his defeat, Bains became a visiting professor at Ryerson University – Ted Rogers School of Management and holds an MBA with a specialization in Finance. As a Certified Management Accountant, he has worked several years in accounting and financial analysis for the Ford Motor Company of Canada.

Mr. Bains also played a major role in Mr. Trudeau's 2013 leadership campaign. With strong ties to the social and cultural associations of Mississauga, he was an important regional organizer for Trudeau, helping him win in important parts of the Greater Toronto area.

Bains returned to the House of Commons in 2015. As ISED Minister during Trudeau's first term, Bains oversaw the development of the government's flagship industrial programs, including the Superclusters initiative and the Strategic Innovation Fund. He will continue to lead the ISED department in the new government.

Bill Morneau

MP for Toronto Centre (Ontario)
Minister of Finance

Bill Morneau Jr. is the son of Bill Morneau Sr., the founder of Morneau Shepell, the largest Canadian human resources services organization with almost 4,000 employees across North America. He is married to Nancy McCain, a member of the New Brunswick family that owns McCain Foods.

Bill Jr. served as executive chair of Morneau Shepell, leading the firm to take an integrative approach to health, benefits, retirement and employee assistance needs.

In 2014, he was appointed by-then Ontario Premier Kathleen Wynne to an expert panel on creating a made-in-Ontario pension supplement to the CPP. He also chaired the C.D. Howe Institute think tank. His involvement in these projects eventually led him to partisan politics, and he was elected to the House of Commons for the first time in 2015, winning the riding of Toronto Centre.

A rookie cabinet minister, Morneau suffered some through some initial political issues, namely the government's 2017 attempts to change the rules around personal private corporations and small businesses. Trudeau stuck by Morneau, however, and he remains a trusted ally of the Prime Minister and senior staff in the PMO.

Chrystia Freeland

MP for University–Rosedale (Ontario)
Deputy Prime Minister and Minister of Intergovernmental Affairs

Chrystia Freeland is representative of Justin Trudeau's new Liberal party in many ways—educated, international, urbane, and progressive.

A former journalist and news executive for Thomson Reuters, she provided much of the philosophical direction on one of Trudeau's central 2015 campaign planks, the Middle Class Tax Cut. The policy reduces taxes for middle income earners and increases rates for those with high wages. Freeland was the author of *Plutocrats: The Rise of the New Global Super-Rich and the Fall of Everyone Else*, a *New York Times* bestseller and award-winning treatise on income inequality.

Apart from her stance on this topic, she is Ukrainian Canadian and is known for her strong support of Ukraine in their most recent conflict with Russia. Freeland has a Bachelor of Arts degree in Russian history and literature from Harvard University and a Master of Studies degree in Slavonic Studies from St Antony's at the University of Oxford as a Rhodes Scholar.

Freeland initially became the MP for Toronto Centre in 2013, replacing former interim-Liberal leader Bob Rae. As part of electoral distribution, she moved to the nearby University – Rosedale, a new riding composed of some of the most affluent neighbourhoods in the country.

Freeland became the Minister of Foreign Affairs in 2017, soon after the election of U.S. President Donald Trump. The Prime Minister hoped that Freeland's connections in Washington, D.C., would help Canada renegotiate NAFTA with the Trump administration. Freeland led those renegotiation efforts, eventually securing a deal with the Americans. It was hailed as a major success, boosting her profile in Canada and abroad.

She now transitions to Minister of Intergovernmental Affairs. In this position she'll continue to use her excellent negotiation skills, bargaining with the Premiers on a host of different issues, from interprovincial trade to pipelines and equalization.

Jean-Yves Duclos

MP for Quebec (Quebec)

President of the Treasury Board

Prior to politics, Jean-Yves Duclos was Director of the Department of Economics and a tenured professor at l'Université Laval. As a well-published author, conference speaker, and renowned economics expert, he was often asked to comment on current events in Quebec and Canada.

In addition to his professorial duties, Jean-Yves held and co-founded the Industrial Alliance Research Chair on the Economics of Demographic Change, was President-elect of the Canadian Economics Association, and was a member of the Institut sur le vieillissement et la participation sociale des aînés. He was also Vice-President and Fellow of the Centre interuniversitaire de

recherche en analyse des organisations, Senior Fellow of the Fondation pour les études et les recherches sur le développement international and Fellow-in-Residence at the C.D. Howe Institute. Lastly, Jean-Yves is co-founder of the Poverty and Economic Policy Research Network (Partnership for Economic Policy, PEP).

Jean-Yves earned a Bachelor of Arts in Economics (First-Class Honours) from the University of Alberta, and his master's and doctoral degrees in Economics from the London School of Economics and Political Science.

Because of his expertise in economics, in Trudeau's first government Duclos chaired the cabinet committee on Growing the Middle Class, the committee tasked with reviewing all economic development policies. Duclos was also vice-chair of the Treasury Board.

At the beginning of election 2019, it looked like Duclos would face a difficult re-election campaign. The Quebec City region is typically a Conservative stronghold, and the Tories were resurgent in the area. But as the campaign wore on, the Conservatives faded and Duclos won handily. He now returns to cabinet where he'll continue to champion progressive economic and social policy.

Marc Garneau

MP for Notre-Dame-de-Grâce–Westmount (Quebec)

Minister of Transport

Garneau is a leading Quebec lieutenant for Trudeau.

A Liberal caucus member since 2006, Garneau contested the Liberal leadership in 2013. Seen as the foremost challenger to Trudeau, Garneau eventually dropped out of the race to support Trudeau's candidacy. Trudeau won in a landslide and ever since Garneau has become a trusted member of his team.

Famous for being first Canadian in outer space, Garneau eventually became the president of the Canadian Space Agency in 2001. Garneau has two schools named after him (one in Trenton and one in Toronto) and is a Companion of the Order of Canada.

Marie-Claude Bibeau

MP for Compton–Stanstead (Quebec)
Minister of Agriculture and Agri-Food

In 2015, Marie-Claude Bibeau won the riding of Compton–Stanstead for the Liberals for the first time in over 10 years and was rewarded appropriately with a cabinet position. She will continue to serve as a cabinet minister in the new government.

Compton–Stanstead surrounds Sherbrooke, the biggest city in the Eastern Townships. Many of the Liberal Party’s 2019 victories were concentrated in Montreal; it’s important that the cabinet have representation in the other regions of Quebec and Bibeau will continue to be the flag bearer for the Eastern Townships.

She will continue to serve as the Minister of Agriculture, a good fit since the Eastern Townships is home to many dairy farms and other agriculture producers.

Bibeau started her career at the Canadian International Development Agency (CIDA), working in Ottawa, Montréal, Morocco and Benin, Africa.

For the last 15 years she has co-owned Camping de Compton – a successful tourism business that has won numerous awards.

She holds a BSc in Economics and a graduate diploma in Environmental Management from Université de Sherbrooke.

Mélanie Joly

MP for Ahuntsic–Cartierville (Quebec)
Minister of Economic Development and Official Languages

Minister Joly is a close friend to Justin Trudeau and his wife Sophie Grégoire.

The founder of the political party Le Vrai Changement pour Montréal, Mélanie ran for mayor of Montréal in 2013. Largely unknown by the public, she successfully led an innovative campaign that elected eight councillors and garnered 26.5 percent of the votes (coming second to the ultimate winner, Denis Coderre). Senior members in the Trudeau PMO worked on her mayoral campaign at the time.

When Joly transitioned to federal politics, she won a difficult Liberal nomination battle in Ahuntsic-Cartierville, beating out several contenders. Though the defeated candidates complained the vote was delayed in order to give Joly time to sign up new members, she carried the day and ultimately won the riding in the 2015 election.

A lawyer by training, Mélanie worked at two major law firms in Montréal before making the leap into communications, as a managing partner of the Montréal office of the international communications firm Cohn & Wolfe.

Mélanie holds an Honours LLB from Université de Montréal and a Magister Juris in European and comparative law from the University of Oxford.

Diane Lebouthillier

MP for Gaspésie–Les Îles-de-la-Madeleine (Quebec)
Minister of National Revenue

Diane Lebouthillier faced a difficult re-election battle in Gaspésie–Les Îles-de-la-Madeleine. The Bloc's surge threatened her seat and other Liberal incumbents in rural Quebec. Many of them went down to defeat (including the chair of the Liberal's Quebec caucus, Remi Massé), but Lebouthillier hung on, besting the Bloc candidate by 637 votes.

Although the Liberals had hoped to do better in Eastern Quebec, Gaspésie remains strategically important to the party and they hope to make future inroads there. Lebouthillier will be the point person in this effort, taking her ministry and representing the region in Ottawa.

In Justin Trudeau's first term Lebouthillier served as the Minister of National Revenue. Apart from a few negative one-day stories, she largely kept her head down and performed well in the role. She'll now continue to lead the tax agency for the foreseeable future.

Before entering federal politics, Diane spent more than 23 years working with the clients of the Rocher Percé Health and Social Services Centre and served on the Board of Governors of Cégep de la Gaspésie et des Îles. She was also the elected warden for the Regional County Municipality (RCM) of Rocher Percé since 2010 and owner of La Ferme du Petit Moulin, an outfitting operation.

She earned her Bachelor's degree in Social Work from the Université de Moncton, and in 2013, she was awarded a Certificate of Appreciation by the Royal Canadian Legion for services rendered.

Catherine McKenna

MP for Ottawa Centre (Ontario)

Minister of Infrastructure and Communities

A first-time MP in 2015, Catherine McKenna became one of the most prominent ministers in the Trudeau government.

McKenna was the Minister of Environment and Climate Change in Trudeau's first term. Environmental policy was contentious and McKenna was the government's point person, on the frontlines of a heated ideological debate, promoting a federal carbon tax and sustainable development. Opponents of the tax were relentless, often subjecting McKenna to many personal insults (both online and in-person).

McKenna is a capable and accomplished minister, but clearly, the fight between her and the environmental opposition had become personal. Trudeau has wisely changed Ministers, shifting McKenna to Infrastructure and Communities.

McKenna will likely see some overlap between her former role and her new one. Energy efficient retrofits were a common theme in election 2019, with all of the major political parties proposing to subsidize these renovations. The Liberals promised to "retrofit 1.5 million homes to help Canadians make their homes more energy efficient, and better protect them from climate-related risks." McKenna will lead those efforts.

A former legal advisor and negotiator for the United Nations peacekeeping mission in East Timor, McKenna later co-founded Level (previously known as Canadian Lawyers Abroad). She was also the Executive Director of the Banff Forum, a leading national organization that brings together young Canadian leaders to debate major public policy issues.

A lecturer at the University of Toronto's Munk School of Global Affairs, she serves as a board member at the Trudeau Centre for Peace and Conflict Studies.

She is married to Scott Gilmore, a *Maclean's* columnist and founder of Building Markets, an international development NGO.

Harjit Sajjan

MP for Vancouver South (B.C.)
Minister of National Defence

Harjit Sajjan is a retired member of the Canadian Armed Forces. During his years of service, he had four operational deployments, one to Bosnia and three to Afghanistan. Working primarily in the field of intelligence gathering and analysis, he has been awarded numerous honours and awards including the Order of Military Merit, Meritorious Service Medal and Chief of Defence Staff Commendation. He became the first Sikh to command a Canadian Army regiment in 2011.

Before his work in the armed forces, Sajjan was a member of the Vancouver Police Department for 11 years. He was a Detective in the Gang Crime Unit, specializing in education and mentorship.

Sajjan reclaimed the riding of Vancouver South in 2015. He defeated the Conservative incumbent Wai Young, after she won the seat from former B.C. Premier and Liberal cabinet Minister Ujjal Dosanjh in 2011. It's an incredibly diverse riding with immigrants and children of immigrants accounting for about 75 per cent of the population. Sajjan himself is included in that number. His family immigrated to Canada when he was 5 years old.

Maryam Monsef

MP for Peterborough-Kawartha (Ontario)
Minister for Women and Gender Equality and Rural Economic Development

Monsef is proof that, in politics, almost no defeat is final, and savvy MPs can recover and prosper.

In 2015, Monsef became the Minister of Democratic Institutions. It was a difficult file, especially for a rookie such as Monsef. Leading the Trudeau government's electoral reform initiatives, she faced the full brunt of the Opposition attacks. She faced repeated questions in the House and more from a hungry press gallery. Unfortunately for Monsef, she was in over her head and it showed.

When Trudeau moved on from electoral reform, he also moved on from Monsef. She was shuffled to Minister of Status of Women. It was a less controversial role, and Monsef found her footing. She stayed out of the limelight and headlines and performed well.

She remains popular in the bellwether riding of Peterborough, and in the 2019 election, she beat her Conservative competitor by 3,000 votes. Her victory contrasts those of her neighbors, where many Liberal incumbents fell to the Conservatives. The Liberals won government largely because of their dominance in Canada's biggest cities (Montreal, Toronto and Vancouver), but it's important that they have representation in Canada's smaller, regional cities as well.

Accordingly, Monsef will continue to be a member of the Trudeau government, serving as Minister of Gender Equality and Rural Economic Development.

Monsef's personal story remains inspiring. Fleeing the Taliban in Afghanistan, Maryam and her family came to Peterborough twenty years ago. She graduated from Trent University with a Bachelor of Science and has worked with a number of organizations including Trent University, Fleming College, Peterborough Economic Development, the Community Foundation of Greater Peterborough and the New Canadian Centre. She co-founded the Red Pashmina Campaign, raising over \$150,000 for women and girls in Afghanistan and recognizing local women of impact.

Carla Qualtrough

MP for Delta (B.C.)

Minister of Employment, Workforce Development and Disability Inclusion

Back in 2015, Carla Qualtrough was a rookie MP who became a junior cabinet minister, serving as the Minister of Sport and Persons with Disabilities. After Judy Foote became ill and resigned from cabinet, Qualtrough was promoted. She became the Minister of Procurement and Public Service, overseeing one of the largest federal departments, responsible for billions in spending.

In the new Trudeau government she's been demoted to the lesser role of Minister of Employment, Workforce Development and Disability Inclusion. Instead of running her own department, she will share others (Ahmed Hussen, Deb Schulte and Filomena Tassi).

A former Paralympian, Carla competed nationally and internationally in the sport of swimming, representing Canada at the Seoul 1988 and Barcelona 1992 Paralympic Games, winning three medals. (She has been visually impaired since birth.)

Building on her athletic success, she has become an effective lawyer with a strong background in human rights, inclusion, and sport. She's served as the Vice-Chair with the Workers' Compensation Appeal Tribunal of BC and legal counsel for the BC Human Rights Tribunal and the Canadian Human Rights Commission.

Delta looked to be a close race at different times in the 2019 election. The Conservatives had hoped to win it. Indeed, Carla's share of the vote dropped 8 points compared to 2015 (49 to 41), but the Conservatives were unable to do much better than 2015, receiving 33 percent support, and without a strong NDP campaign, Carla and the Liberals won it easily.

Patty Hajdu

MP for Thunder Bay–Superior North (Ontario)
Minister of Health

Patty Hajdu will remain regional minister for Northern Ontario.

In 2015, she took back the riding of Thunder Bay–Superior North for the Liberals and over the next four years she steadily became a more prominent Minister in the Trudeau cabinet. She began as Minister of Status of Women, eventually taking on the larger role of Minister of Employment, Workforce Development and Labour. Training and skills development are important subjects for the Trudeau government, and it relies on Hajdu's strong communication skills to promote its policies.

She'll now lead Health Canada.

It's an ideal fit for Hajdu. For many years she's been strong advocate for harm reduction in substance use, housing, and public health. Before federal politics, Patty was the Executive Director for Shelter House, Thunder Bay's largest homeless shelter. For nine years, Patty worked with the Thunder Bay District Health Unit where she chaired the Drug Awareness Committee of Thunder Bay and authored the city's Drug Strategy.

She holds an Honours Bachelor of Arts from Lakehead University and a Masters of Public Administration from the University of Victoria.

Bardish Chagger

MP for Waterloo (Ontario)
Minister of Diversity and Inclusion and Youth

In 2015, after her successful election, Bardish Chagger became a young cabinet minister at 35. Starting in the relatively low-profile role of Minister of Small Business and Tourism, Chagger eventually became a senior minister as the Government House Leader. She had to negotiate with the leadership of the other opposition parties, implementing the Liberal's parliamentary agenda. The role brought some controversy with it (as opponents accused the Liberals of

reneging on their promise of more orderly and substantive parliamentary debate), but Chagger pushed through it—accomplishing much of the Liberal’s legislative goals.

Chagger’s political experience helped her succeed as Government House Leader. She’s been involved in politics from a young age, starting as the president of the University of Waterloo Young Liberals. That job led to her working as the Executive Assistant to former Kitchener-Waterloo Member of Parliament the Hon. Andrew Telegdi.

The Conservative defeated Telegdi in 2008, but Chagger eventually recaptured the seat for the Liberals in 2015, winning with almost 50 percent of the vote. Chagger was re-elected again in 2019 with almost the same level of support.

Chagger will be Southwestern Ontario’s regional minister and hold great influence in this part of the province.

François-Philippe Champagne

MP for Saint-Maurice-Champlain - Quebec
Minister of Foreign Affairs

In 2015, Francois-Phillippe Champagne won in the riding of Saint-Maurice-Champlain to become a first-time MP. He successfully weathered the rise of the Bloc in 2019, and he was re-elected with a comfortable margin of three thousand votes.

Champagne has more than 20 years’ experience as a lawyer, businessman and international trade specialist.

His main post prior to becoming an MP was as Vice-President of the Board at Bionest, a wastewater treatment technology provider; he has also worked concomitantly for AMEC's Group Management Committee as Strategic Development Director, General Counsel & Chief Ethics Officer. For nearly 10 years prior to that, he worked as Group Vice President & Senior Counsel for ABB in Zurich, Switzerland.

Champagne became a cabinet minister in 2017, starting as Minister of International Trade. Gregarious and charismatic, Champagne then became Minister of Infrastructure and Communities in 2018. He effectively promoted the Liberal government and their infrastructure investments, especially in key Quebec ridings, in the leadup to election 2019.

He'll now take his charm offensive global. The new-NAFTA remains unratified in both the Canadian Parliament and United States Congress. On an urgent basis, Champagne will have to push the U.S. Congress and Senate to pass NAFTA legislation and end any trade uncertainty hanging over the Canadian economy.

Karina Gould

MP for Burlington (Ontario)

Minister of International Development

Gould is an impressive and outgoing politician, who has accomplished much in her short career.

She first became a Member of Parliament at age 28 and a cabinet minister at 29 years old. When she was appointed Minister of Democratic Institutions in January 2017, she was the youngest female cabinet minister in Canadian history.

Just over a year later, Gould set another record; she gave birth to her first child Oliver on March 8, 2018 and became the first sitting federal cabinet minister to give birth while in office.

She's now the Minister of International Development. It's a good fit for experience in the field. After graduating from high school in 2005, Gould spent the next year volunteering at an orphanage in Mexico, where she met her husband, Alberto Geronés. She returned to Canada and attended McGill University, earning a degree in political science and Latin American studies. While there, she helped organize fundraising for humanitarian aid for Haiti in the aftermath of the 2010 earthquake and served as president of the arts undergraduate student council.

In 2010, she took a job with the Organization of American States in Washington, D.C. as a consultant on migration to work with their Migration and Development Program. She subsequently completed a master's degree in international relations at Oxford University. She then moved back home to Burlington, working as a trade and investment specialist for the Mexican consulate in Toronto.

She became the Liberal candidate in Burlington in the 2015 election, narrowly beating Conservative incumbent Mike Wallace. Burlington was meant to be a contested riding in election 2019, but Gould won handily—actually increasing her vote share from 2015, winning with 48.3 percent support.

Ahmed Hussen

MP for York South—Weston (Ontario)
Minister of Families, Children and Social Development

Ahmed Hussen was first appointed to cabinet in 2017, working as the Minister of Immigration, Refugees and Citizenship. Mr. Hussen will remain in cabinet as Minister of Families, Children and Social Development.

Ahmed is the Member of Parliament for the riding of York South-Weston, located in the northwestern part of Toronto. He was first elected in 2015, becoming the first Somali-Canadian to be elected to Parliament. He was re-elected in 2019, winning with an impressive 57 percent of the vote, crushing the NDP and Conservative candidates, who each won 18 percent.

Born and raised in Somalia, Ahmed immigrated to Canada in 1993 where he settled in Regent Park and quickly gravitated towards public service. In 2002, he co-founded the Regent Park Community Council and was able to secure a \$500 million revitalization project for Regent Park, while representing the interests of the area's nearly 15,000 residents were protected.

Ahmed also served as the National President of the Canadian Somali Congress – a Somali community organization that works with national and regional authorities to advocate on issues of importance to Canadians of Somali heritage and strengthen civic engagement and integration.

Prior to these initiatives, Ahmed worked as a special assistant in office of then-Ontario Premier Dalton McGuinty.

Ahmed is fluent in English, Somali, and Swahili, and earned his Bachelor of Arts (History) from York University and his Law Degree from the University of Ottawa.

Seamus O'Regan

MP for St. John's South—Mount Pearl (Newfoundland & Labrador)
Minister of Natural Resources

The former host of CTV's *Canada AM*, Seamus O'Regan is a close friend of Prime Minister Justin Trudeau and his family. Trudeau encouraged O'Regan to run for the Liberals, and he was successfully elected in 2015.

At the time he was seen as a leading candidate to become a cabinet minister, but a few months later, O'Regan announced that he was addicted to alcohol and he would be checking into rehab. A year later, O'Regan was with the Prime Minister during his infamous trip to the Aga Khan's private island.

But irrespective of these setbacks, O'Regan remains an experienced and knowledgeable communicator with a national profile. Trudeau appointed O'Regan to cabinet in August 2017, first as Minister of Veterans Affairs. In January 2019, he became Minister of Indigenous Services. He now takes on the challenging role of Minister of Natural Resources.

O'Regan began his duties at *Canada AM* in 2001, working on the show for 10 years. In 2011, he served as a correspondent for *CTV National News*. O'Regan left CTV in 2012, becoming the Executive Vice President for communications of the Stronach Group.

Apart from his time in the media, O'Regan has also worked in politics behind the scenes. He was an assistant to Environment Minister Jean Charest in Ottawa and to Justice Minister Edward Roberts in St. John's, and was policy advisor and speechwriter to the Premier of Newfoundland and Labrador, Brian Tobin.

He also has impressive academic credentials, studying at St. Francis Xavier University, University of College Dublin, INSEAD and the University of Cambridge.

Pablo Rodriguez

MP for Honoré-Mercier (Québec)

Leader of the Government in the House of Commons

Minister Rodriguez is a long-time politico and politician. He has an intimate knowledge of the intricacies of Canadian politics and the machinery of government, making him an effective and trusted Trudeau lieutenant.

Rodriguez was born in Argentina, emigrating to Canada at eight-years old. He grew up in Montreal and attended the University of Sherbrooke, receiving a degree in business administration.

From 1991 to 1996, he served as the director of international projects for Oxfam-Québec. He then transitioned to government relations and public affairs, working as a lobbyist at GGA Communications, a firm setup by long-time politicians Richard Gervais and Jean-René Gagnon.

In 2004, he became the Liberal candidate in Honoré-Mercier, a riding on the Island of Montreal. He won three successive elections in 2004, 2006 and 2008. He lost in the 2011 election to NDP candidate Paulina Ayala as part the Orange Wave that rolled Quebec.

In between elections, from 2011 to 2015, Rodriguez was the CEO of Ecolomondo Corporation, a Montreal-based cleantech company that converts hydrocarbon waste into marketable commodities, namely carbon black substitute, oil, gas and steel.

Rodriguez faced Ayala again in the 2015 election, and he handily won the rematch, receiving 56 percent of the vote. He won in 2019 with a similar margin of victory.

In Trudeau's first term, Rodriguez was first appointed Parliamentary Secretary to the Minister of Infrastructure and Communities, a role in which he served in until being appointed Chief Government Whip in 2017.

In 2018, he was appointed Minister of Canadian Heritage and Multiculturalism. He'll now take on a tougher role as Government House Leader, negotiating the government's Parliamentary agenda with all the other political parties in a minority scenario.

Bill Blair

MP for Scarborough Southwest (Ontario)

Minister of Public Safety and Emergency Preparedness

Before federal politics, Bill Blair had a 30-year career with the Toronto Police Force. He was the Toronto Chief of Police from 2005 to 2015. His tenure as chief saw a number of controversial events, including the 2009 Tamil Canadian protest that blocked the Gardiner Expressway; the 2010 G-20 protests; and the criminal investigation of then-Toronto Mayor Rob Ford (2013-2014). The last event led a highly public dispute between Mr. Blair and the Ford family.

Mr. Blair became the MP for Scarborough Southwest in 2015. He was named parliamentary secretary to the Minister of Justice, and he led the Trudeau governments efforts to legalize cannabis. In 2017 he took on additional parliamentary secretary responsibilities assisting the Minister of Health.

Trudeau appointed Blair to cabinet in 2018, when he became the Minister of Border Security and Organized Crime Reduction. At the time, irregular migration and gun crime were controversial political issues. To deal with them Trudeau needed an experienced dealmaker

and no-nonsense negotiator, and he trusted Blair (who had successfully managed the cannabis file) to get the job done.

Blair is now a full-fledged cabinet minister, taking on a portfolio that has the largest civilian force of the federal government (including the RCMP, CBSA, etc.).

Mary Ng

MP for Markham—Thornhill (Ontario)

Minister of Small Business, Export Promotion and International Trade

Mary Ng is a close friend and trusted confidante of Justin Trudeau's chief of staff Katie Telford.

Ms. Ng and Ms. Telford began working together in the office of Gerard Kennedy, when he was the Ontario Education Minister from 2003 to 2006. Ng and Telford then helped Kennedy run for the leadership of the federal Liberal Party. Although Kennedy failed to become the Liberal leader, he ran a surprising campaign that won the support of a then-largely unknown Justin Trudeau (planting the seeds for Trudeau's future leadership ambitions).

When Gerard Kennedy became a federal MP, Ms. Ng served as his chief of staff. She left in 2009, becoming the executive director to the President of Ryerson University Sheldon Levy. (After Ng became a minister, she appointed Mr. Levy as a special advisor on "scale-up ecosystems.")

After Trudeau and the Liberal party formed government, Ng became director of appointments in the Prime Minister's Office. She left in 2017 to pursue the Liberal nomination in Markham-Thornhill. (The seat had become vacant after John McCallum was appointed Canada's Ambassador to China.)

The Markham-Thornhill Liberal nomination contest was marked with controversy. The party retroactively cut off the party membership registration date, thereby making many new members ineligible to vote. Candidate Juanita Nathan said the nomination was "neither open nor fair" and quit the race. Regardless, Ng won the nomination and subsequent by-election.

In election 2019, Ng won the riding with 53.7 percent of the vote.

Filomena Tassi

MP for Hamilton West–Ancaster–Dundas (Ontario)
Minister of Labour

Filomena Tassi became an MP for the first time in 2015, taking back the riding of Hamilton West–Ancaster–Dundas for the Liberal party. Tassi was easily re-elected in 2019, receiving 47 percent of the vote, 16 points ahead of her Conservative rival.

Tassi is of Italian descent and raised Catholic. Her father was a Hamilton steelworker, and she grew up in the heyday of Steel City. As a parliamentarian, she continues to champion the steel industry and its workers.

Minister Tassi obtained her Bachelor of Laws from the University of Western Ontario in 1986. She also completed her Masters of Religious Education at the University of St. Michael's College, University of Toronto, in 2004. Minister Tassi practiced law for six years before taking some time to raise her children.

She later became a high school chaplain for the Hamilton-Wentworth Catholic District School Board as well as a Catholic School Trustee. She's long had links to the Liberal party, running for the Ontario Liberal party in the 1995 election (when she narrowly lost to long-time NDP MPP David Christopherson). She's worked on many Liberal campaigns in the past, including those of Ted McMeekin, an Ontario cabinet minister.

As an MP, Filomena was the Deputy Government Whip from 2017 to 2018 until Prime Minister Trudeau appointed her as Minister of Seniors. Her ministerial role saw her travel across the country to listen to seniors and their issues. Gregarious and attentive, she was well-suited for the role and we expect to thrive in her new role as Minister of Labour.

Jonathan Wilkinson

MP for North Vancouver (B.C.)
Minister of Environment and Climate Change

Jonathan Wilkinson had his first taste of politics working as lead negotiator for the province of Saskatchewan during the Charlottetown Accord constitutional talks in the early 1990s.

From there, Wilkinson began working in the office of NDP Premier Roy Romanow.

In 1995 he moved to the private sector, first as a consultant at Bain & Company. For the next 20 years he was a CEO and senior executive at different clean energy companies, including BioteQ Environmental Technologies, a water-treatment provider, and Nexterra Systems Corp, a developer of biomass gasification systems.

Because of his work in the cleantech sector, in 2015 Wilkinson became Parliamentary Secretary to the Minister of Environment and Climate Change. Impressed with Wilkinson political skills and policy expertise, Trudeau appointed Wilkinson as the Minister of Fisheries, Oceans and the Canadian Coast Guard. Shipping and ports are an important part of Vancouver's economy, and Wilkinson knows the industry. Seaspan's Vancouver Shipyards is in his riding.

Wilkinson is a Rhodes Scholar. He holds a bachelor of arts (political science) from the University of Saskatchewan, a Master of Arts (politics, philosophy and economics) from Oxford University and a Master of Arts (international relations) from McGill University.

David Lametti

MP for LaSalle—Émard—Verdun (Quebec)
Minister of Justice and Attorney General Canada

Before politics, David Lametti was a professor in the Faculty of Law at McGill University for 20 years, specializing in property, intellectual property as well as private and comparative law. He was also a member of McGill University's Quebec Research Centre of Private and Comparative Law and a co-founder and member of the McGill Centre for Intellectual Property Policy. He served as the Associate Dean (Academic) of the Faculty of Law, McGill University, from 2008 to 2011.

While at McGill he taught several of his Liberal caucus colleagues, including William Amos, Joël Lightbound, and Catherine McKenna.

Lametti made the switch from professor to politician in 2015, when he successfully won the Liberal nomination for LaSalle—Émard—Verdun and became an MP. He started his political career as Parliamentary Secretary to the Minister of International Trade, later becoming the Parliamentary Secretary to the Minister of Innovation, Science and Economic Development in 2017.

Lametti became the Minister of Justice after Jody-Wilson Raybould was forced out of the position (precipitating the JVR affair that consumed Canadian politics for the next six months).

On April 15, 2019, Lametti was appointed as a Queen's Counsel, granting him the post-nominal letters QC.

Minister Lametti holds a Bachelor of Arts in Economics and Political Science from the University of Toronto, a Bachelor of Civil Law and Bachelor of Laws from McGill University, a Master of Laws from the Yale Law School, and a Doctor of Philosophy in Law from Oxford University.

He is also a passionate sports fan. He coached his daughters' competitive soccer teams for six years, and while at Oxford, he served as co-captain of the university's ice hockey club alongside Mark Carney.

Bernadette Jordan

MP for South Shore–St. Margarets (Nova Scotia)

Minister of Fisheries, Oceans and the Canadian Coast Guard

A Liberal candidate had never won the riding of South Shore–St. Margarets two times in a row until Bernadette Jordan achieved that feat in election 2019.

Jordan was first elected in 2015, winning the traditionally Conservative seat as part of the Liberals' sweep of Atlantic Canada. Because of the area's Tory roots, many thought it could revert back to the Conservative. But Bernadette ran a strong campaign and bested her competition by 7,000 votes (receiving 41.7 percent support compared to the Conservative 28.1 percent).

Prior to being elected, Minister Jordan was a Development Officer for the Health Services Foundation in Bridgewater, Nova Scotia, where she spent eight years as part of a team responsible for raising funds for health care in the region.

As a federal politician, Bernadette chaired the House of Commons Fisheries Committees and served as Parliamentary Secretary to the Minister of Democratic Institutions. She became a cabinet minister in January 2019, filling the new role of Minister of Rural Economic Development.

She is a proud alumnus of St. Francis Xavier University, where she completed a Bachelor's Degree in Political Science.

Joyce Murray

MP for Vancouver Quadra (B.C.)
Minister of Digital Government

Ms. Murray is an experienced politician, having worked in politics for nearly 20 years.

She started her career as Minister in the provincial B.C. government from 2001 to 2005, serving as the first-ever Minister of Water, Land and Air Protection.

Defeated provincially in 2005, she switched to federal politics in 2008, winning a by-election in Vancouver Quadra. She's been the riding's MP ever since, holding many critic portfolios ranging from national defence, to democratic reform, small business, tourism, and sports among others.

Murray also contested the Liberal leadership in 2013 (eventually losing to current leader and Prime Minister Justin Trudeau).

Aside from politics, Murray has had a successful business career. In 1979, Murray co-founded Brinkman and Associates Reforestation, initially a small tree-planting business that eventually diversified into a national urban restoration and forest management services.

After the Liberals formed government in 2015, Murray became the Parliamentary Secretary to the President of the Treasury Board. She held that role for nearly four years until she was promoted in March 2019, succeeding Jane Philpott and becoming the President of the Treasury Board. She remains in cabinet, but in a lesser role as Minister of Digital Government.

Steven Guilbeault

MP for Laurier–Sainte-Marie (Quebec)
Minister of Canadian Heritage

M. Guilbeault is a prominent figure in Quebec and one of Canada's leading environmentalists. He is a regular commentator for Radio-Canada, CBC, *La Presse*, and other outlets.

Steven co-founded Équiterre, the largest environmental organization in Quebec, in 1993 and acted as its senior director from 2007 to 2018.

He also served as a director and campaign manager for Greenpeace. In 2001, he and British militant Chris Holden scaled the CN Tower and unfurled a banner that read, "Canada and Bush Climate Killers."

Different governments have relied on his climate change expertise. He sat on the climate change advisory committees of three successive Quebec governments: Jean Charest's Liberals, Pauline Marois' Parti Québécois, and subsequently co-chairing the committee formed by Philippe Couillard's Liberal government starting in 2014. He chaired the Chamber of Commerce of Metropolitan Montreal's Committee on Sustainable Development from 2007 to 2010.

Outside of NGO and government work, Guilbeault worked as a senior consultant for Deloitte and Copticom, a consulting firm specializing in issues related to the green economy, the social economy and transportation.

Marc Miller

MP for Ville-Marie — Le Sud-Ouest — Île-des-Soeurs (Quebec)
Minister of Indigenous Services

Marc Miller is a close personal friend to Prime Minister Justin Trudeau. They attended high school together and have remained life-long friends.

Minister Miller has had a varied career, serving as an infantry section commander in the Canadian Forces and, more recently, as a lawyer with Stikeman Elliott with a specialty in mergers and acquisitions.

He has authored articles on constitutional and human rights.

In the most recent Parliament, Mr. Miller was the chair of the Quebec Liberal caucus and Parliamentary Secretary to the Minister of Infrastructure and Communities as well as Minister of Indigenous Services. He made national headlines when he gave the first-ever speech in the House of Commons in Mohawk.

Marco Mendicino

MP for Eglinton–Lawrence (Ontario)

Minister of Immigration, Refugees and Citizenship

Mendicino first came to national attention when he won a tough Liberal nomination battle in Eglinton-Lawrence, defeating former Conservative MP Eve Adams (who had switched sides and tried to run for the Liberals). After winning the Liberal nomination, Mendicino was then able to defeat the high-profile Conservative incumbent, former Finance Minister Joe Oliver in the 2015 general election.

Trudeau rewarded Mendicino with a parliamentary secretary role, making him the Parliamentary Secretary to the Minister of Justice and Attorney General of Canada (2017-2018) and Parliamentary Secretary to the Minister of Infrastructure and Communities (2018-2019). He'll now be responsible for Immigration, Refugees and Citizenship.

Mendicino was a federal prosecutor for nearly a decade, fighting against organized crime and terrorism, and serving as the president of the Association of Justice Counsel, the body that represents nearly 3,000 federal prosecutors and Government of Canada lawyers.

Marco has also run his own law practice, focusing on regulatory, and labour and employment matters. He was an adjunct professor at Osgoode Hall Law School.

Anita Anand

MP for Oakville (Ontario)

Minister of Public Services and Procurement

A rookie MP, Anita Anand gets a big-time portfolio. Public Services and Procurement is one of the largest federal departments, responsible for billions worth of government spending. She will have to quickly learn the intricacies of Canadian procurement politics.

Anand became the Liberal election 2019 candidate in Oakville when former Liberal MP John Oliver decided not to pursue another term. Anand won the contested nomination, beating former Ontario MPP Kevin Flynn and lawyer Tamur Shah. In the general election, she defeated former Conservative MP Terence Young.

Anand is an accomplished lawyer. Starting her career at Torys LLP, she has been a law professor at the University of Toronto for the past 20 years. She holds the J.R. Kimber Chair in Investor Protection and Corporate Governance at the University of Toronto, is a Senior

Fellow and member of the Governing Board of Massey College, and is the Director of Policy and Research at the Capital Markets Research Institute. She has taught law at Western University, Yale Law School and Queen's University.

In 2015, Anita was appointed by Ontario's then Minister of Finance, Charles Sousa, to sit on the Ontario government's Expert Committee to Consider Financial Planning Policy Alternatives.

Anand holds four degrees: Bachelor of Arts (Honours) in Political Studies from Queen's University; Bachelor of Arts (Honours) in Jurisprudence from Wadham College, Oxford University; Bachelor of Laws from Dalhousie University; and Master of Laws from the University of Toronto.

Anand is originally from Nova Scotia. She and family moved to Oakville in 1985.

Mona Fortier

MP for Ottawa-Vanier (Ontario)

Minister of Middle Class Prosperity and Associate Minister of Finance

Mona Fortier is an experienced politico and strategic communications consultant.

Prior to becoming an MP, she worked behind the scenes, supporting eight federal election campaigns for her mentor, the late Ottawa-Vanier MP Mauril Bélanger. She co-chaired M. Bélanger's 2015 campaign. When Mauril passed away in 2016, she successfully ran for the Liberal nomination and won.

She made history with her 2017 by-election win by becoming the first female MP to represent Ottawa-Vanier.

Apart from politics, Fortier worked as a public relations specialist for a number of agencies and organizations, most notably Collège La Cité, a French-language school in Ottawa.

Fortier has served on the Provincial Advisory Committee on Francophone Affairs and the Monfort Hospital Board of Directors. In 2012, she was awarded the Queen Elizabeth II – Diamond Jubilee Medal in 2012 for her background in community leadership.

Mona co-chaired the Liberal's election 2019 policy committee.

Dan Vandal

MP for Saint Boniface—Saint Vital (Manitoba)
Minister of Minister of Northern Affairs

Dan Vandal is an experienced politician.

Before becoming a federal MP, he served five terms as Winnipeg City Councillor for St. Boniface. At city council he was an ally of former Mayor Glen Murray. Indeed, when Murray resigned as Mayor, Vandal briefly became deputy mayor. He also chaired the Protection, Property and Public Works committees at City Hall.

From 2010 to 2013, he was Chair of the Board of Directors for the Aboriginal Peoples Television Network. In 2013, he led the Board through the CRTC license renewal process, culminating in a five-year renewal for the network.

Vandal started his career as a boxer. He was the #1 ranked Canadian middleweight in 1983. Vandal subsequently became a youth worker at Winnipeg's Mamawiwichiitata Centre, and

Dan was first elected as Member of Parliament for Saint Boniface — Saint Vital in 2015. During his first term, he was Parliamentary Secretary to the Minister of Indigenous Services.

He was also the Chair of the Manitoba Liberal Caucus and of the Liberal Indigenous Caucus. He will now represent Manitoba at the cabinet table.

Dan Vandal is a member of the Métis Nation.

Deb Schulte

MP for King—Vaughan (Ontario)
Minister of Seniors

Deb Schulte transitioned to politics after a long career in engineering.

Schulte earned an engineering degree from Princeton University and went on to work as a manger at Bombardier Aerospace for 22 years.

From 2010-2014, she served as a Local and Regional Councillor for the City of Vaughan (northwest of Toronto), serving on both Vaughan City Council and York Regional Council.

She became an MP in 2015, winning a close race against Konstantin Toubis, the Conservative candidate. In her first parliament, Schulte started as the chair of the House of Commons Environment Committee, and then became the Parliamentary Secretary to the Minister of National Revenue (2018-2019).