

MINISTRY AND MANDATE

A Handy Compilation and Guide to the Federal Cabinet and the Prime Minister's Mandate Letters to Ministers

We have developed and organized this compendium of information on the federal Ministry, the composition and functions of Cabinet Committees, and the Prime Minister's directions to Ministers on their overarching goals and top priorities as a shareable tool for free use by our clients and colleagues in the broader public policy community. A *pro bono publico* contribution.

While all of the basic information in this package is available on official Government of Canada sites, this *customized format* is designed to make the material more user-friendly and accessible for ready reference:

- some explanatory notes on a few key terms and concepts about Ministers and Cabinet
- some handy linkages for access to further information from government sources
- a listing of Ministers and their portfolios in order of precedence and alphabetically
- an integrated listing of all Cabinet Committees, their functions and membership
- a customized chart showing membership of all standing Committees of Cabinet, including Chairs, Vice-Chairs, Alternate Members and *Ex Officio* Members
- a conveniently indexed compilation of all Ministers' mandate letters from the Prime Minister, with the common text stripped out and placed up front and the specific details for each individual Minister following

Over the years, we have found it particularly useful to organize this type of information and put it into an indexed source document for ready use in our policy development, capacity building and training work with clients and colleagues in the public service, NGOs, professional and industry associations, academic institutions, international bodies and Indigenous organizations. Please feel free to share.

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SOME KEY TERMS AND CONCEPTS

Ministers and Cabinet

The *Queen's Privy Council for Canada* is the full group of personal consultants to the Monarch of Canada (the Queen) on state and constitutional affairs. Appointments are for life. It includes all current and past Ministers of the Crown, plus the Chief Justices of Canada, past Governors General of Canada, and a limited number of other special appointments from time to time.

Cabinet is a committee *within* the Queen's Privy Council for Canada, consisting of *current* Ministers of the Crown. For all practical purposes in Canada, "Cabinet" is synonymous with "Ministry", since *all* appointed Ministers have traditionally served in Cabinet here. (In certain other Parliamentary systems, such as Australia's, the Cabinet includes only *senior* Ministers, thus Ministry is a broader concept there and is *not* synonymous with Cabinet.)

Order of Precedence

The *Order of Precedence* is an honorific convention with no legal implications. For the Ministry, it is in the order of the Prime Minister, followed by Ministers in order of their appointment to the *Queen's Privy Council for Canada*, with ties broken by the date of their election to the House of Commons or appointment to the Senate.

Nomenclature

Ministers are referred to as Ministers of their portfolio or function and not as Ministers of any department or agency they oversee. Thus, it is *Minister of Health*, not *Minister of Health Canada*. Similar nomenclature applies to deputy heads of departments, as in *Deputy Minister of Health*, not *Deputy Minister of Health Canada*. The Minister responsible for the Treasury Board—a special Committee of Cabinet—is *President of the Treasury Board*. The Deputy Head corresponding to the *Minister of Justice and Attorney General of Canada* is the *Deputy Minister of Justice and Deputy Attorney General*.

The bureaucratic ("non-political/partisan") agency that supports the Treasury Board is the *Treasury Board Secretariat* (TBS), headed by the *Secretary of the Treasury Board*. The bureaucratic agency that supports all other Committees of Cabinet and full Cabinet is the *Privy Council Office* (PCO), headed by the *Clerk of the Privy Council and Secretary to the Cabinet*. Within PCO, individual secretariats support each Cabinet Committee.

New with this Ministry

In Prime Minister Justin Trudeau's Ministry—given the exclusion of Senators from the Government caucus in the House—there is no longer a Minister in Cabinet who is Leader of the Government in the Senate. There are also no Ministers of State, only "full" Ministers.

SOME USEFUL LINKS

Prime Minister's Office

www.pm.gc.ca

Privy Council Office

www.pco-bpc.gc.ca

Treasury Board Secretariat

www.tbs-sct.gc.ca

Parliament of Canada—Senate and House of Commons

www.parl.gc.ca

Parliamentary Budget Officer

www.pbo-dpb.gc.ca

Government Electronic Directory Service (GEDS)

www.geds.gc.ca

Speech from the Throne

<http://speech.gc.ca/en>

THE MINISTRY 2015

MINISTRY In Order of Precedence	PORTFOLIO
Justin TRUDEAU	Prime Minister
Ralph GOODALE	Minister of Public Safety and Emergency Preparedness
Lawrence MACAULAY	Minister of Agriculture and Agri-Food
Stephane DION	Minister of Foreign Affairs
John McCALLUM	Minister of Immigration, Refugees and Citizenship
Carolyn BENNETT	Minister of Indigenous and Northern Affairs
Scott BRISON	President of the Treasury Board
Dominic LEBLANC	Leader of the Government in the House of Commons
Navdeep Singh BAINS	Minister of Innovation, Science and Economic Development
William Francis MORNEAU	Minister of Finance
Jody WILSON-RAYBOULD	Minister of Justice, and Attorney General of Canada
Judy FOOTE	Minister of Public Services and Procurement
Chrystia FREELAND	Minister of International Trade
Jane PHILPOTT	Minister of Health
Jean-Yves DUCLOS	Minister of Families, Children and Social Development
Marc GARNEAU	Minister of Transport
Marie-Claude BIBEAU	Minister for International Development and La Francophonie
James Gordon CARR	Minister of Natural Resources
Mélanie JOLY	Minister of Canadian Heritage
Diane LEBOUTHILLIER	Minister of National Revenue
Kent HEHR	Minister of Veterans Affairs and Associate Minister of National Defence
Catherine Mary McKENNA	Minister of Environment and Climate Change
Harjit Singh SAJJAN	Minister of National Defence
MaryAnn MIHYCHUK	Minister of Employment, Workforce Development and Labour
Amarjeet SOHI	Minister of Infrastructure and Communities
Maryam MONSEF	Minister of Democratic Institutions
Carla QUALTROUGH	Minister of Sports and Persons with Disabilities
Hunter TOOTOO	Minister of Fisheries, Oceans and Canadian Coast Guard
Kirsty DUNCAN	Minister of Science
Patricia HAJDU	Minister of Status of Women
Bardish CHAGGER	Minister of Small Business and Tourism

MINISTRY In Alphabetical Order	PORTFOLIO
Navdeep Singh BAINS	Minister of Innovation, Science and Economic Development
Carolyn BENNETT	Minister of Indigenous and Northern Affairs
Marie-Claude BIBEAU	Minister for International Development and La Francophonie
Scott BRISON	President of the Treasury Board
James Gordon CARR	Minister of Natural Resources
Bardish CHAGGER	Minister of Small Business and Tourism
Stephane DION	Minister of Foreign Affairs
Jean-Yves DUCLOS	Minister of Families, Children and Social Development
Kirsty DUNCAN	Minister of Science
Judy FOOTE	Minister of Public Services and Procurement
Chrystia FREELAND	Minister of International Trade
Marc GARNEAU	Minister of Transport
Ralph GOODALE	Minister of Public Safety and Emergency Preparedness
Patricia HAJDU	Minister of Status of Women
Kent HEHR	Minister of Veterans Affairs and Associate Minister of National Defence
Mélanie JOLY	Minister of Canadian Heritage
Dominic LEBLANC	Leader of the Government in the House of Commons
Diane LEBOUTHILLIER	Minister of National Revenue
Lawrence MACAULAY	Minister of Agriculture and Agri-Food
John McCALLUM	Minister of Immigration, Refugees and Citizenship
Catherine Mary McKENNA	Minister of Environment and Climate Change
MaryAnn MIHYCHUK	Minister of Employment, Workforce Development and Labour
Maryam MONSEF	Minister of Democratic Institutions
William Francis MORNEAU	Minister of Finance
Jane PHILPOTT	Minister of Health
Carla QUALTROUGH	Minister of Sports and Persons with Disabilities
Harjit Singh SAJJAN	Minister of National Defence
Amarjeet SOHI	Minister of Infrastructure and Communities
Hunter TOOTOO	Minister of Fisheries, Oceans and Canadian Coast Guard
Justin TRUDEAU	Prime Minister
Jody WILSON-RAYBOULD	Minister of Justice, and Attorney General of Canada

STANDING COMMITTEES OF CABINET

AGENDA AND RESULTS	
<i>Sets the Government's forward agenda and tracks progress on priorities</i>	
Justin TRUDEAU (CHAIR)	Prime Minister
Ralph GOODALE	Minister of Public Safety and Emergency Preparedness
Dominic LEBLANC	Leader of the Government in the House of Commons
Navdeep Singh BAINS	Minister of Innovation, Science and Economic Development
William Francis MORNEAU	Minister of Finance
Jody WILSON-RAYBOULD	Minister of Justice, and Attorney General of Canada
Judy FOOTE	Minister of Public Services and Procurement
Chrystia FREELAND	Minister of International Trade
Jean-Yves DUCLOS	Minister of Families, Children and Social Development
Mélanie JOLY	Minister of Canadian Heritage
Harjit Singh SAJJAN	Minister of National Defence
TREASURY BOARD	
<i>Acts as the Government management board: Provides oversight of financial management and spending as well as oversight on human resources issues. Is the employer for public service, and establishes policies and common standards for administrative, personnel, financial and organizational practices across government. Fulfills the role of Committee of Council in approving regulatory policy and regulations, and most Orders-in-Council. Responsible for reporting to Parliament.</i>	
Scott BRISON (PRESIDENT)	President of the Treasury Board
John McCALLUM (VICE)	Minister of Immigration, Refugees and Citizenship
William Francis MORNEAU	Minister of Finance
Jane PHILPOTT	Minister of Health
Jean-Yves DUCLOS	Minister of Families, Children and Social Development
Catherine Mary McKENNA	Minister of Environment and Climate Change
Alternate Members	
Lawrence MACAULAY	Minister of Agriculture and Agri-Food
Dominic LEBLANC	Leader of the Government in the House of Commons
James Gordon CARR	Minister of Natural Resources
Amarjeet SOHI	Minister of Infrastructure and Communities
Maryam MONSEF	Minister of Democratic Institutions
PARLIAMENTARY AFFAIRS	
<i>Considers issues and strategies related to Parliamentary affairs and the Government's legislative agenda.</i>	
Dominic LEBLANC (CHAIR)	Leader of the Government in the House of Commons
Judy FOOTE (VICE)	Minister of Public Services and Procurement
Lawrence MACAULAY	Minister of Agriculture and Agri-Food
Marc GARNEAU	Minister of Transport
Mélanie JOLY	Minister of Canadian Heritage
Kent HEHR	Minister of Veterans Affairs; Associate Minister of National Defence
MaryAnn MIHYCHUK	Minister of Employment, Workforce Development and Labour
Maryam MONSEF	Minister of Democratic Institutions
Hunter TOOTOO	Minister of Fisheries, Oceans and Canadian Coast Guard

STANDING COMMITTEES OF CABINET (cont'd)

INCLUSIVE GROWTH, OPPORTUNITIES AND INNOVATION	
<i>Considers strategies to promote inclusive economic growth, opportunity, employment and social security, including sectoral strategies and initiatives. Responsible for initiatives that will strengthen and grow the middle class.</i>	
Jane PHILPOTT (CHAIR)	Minister of Health
Jean-Yves DUCLOS (VICE)	Minister of Families, Children and Social Development
Lawrence MACAULAY	Minister of Agriculture and Agri-Food
Carolyn BENNETT	Minister of Indigenous and Northern Affairs
Scott BRISON	President of the Treasury Board
Dominic LEBLANC	Leader of the Government in the House of Commons
Navdeep Singh BAINS	Minister of Innovation, Science and Economic Development
William Francis MORNEAU	Minister of Finance
Chrystia FREELAND	Minister of International Trade
James Gordon CARR	Minister of Natural Resources
Diane LEBOUTHILLIER	Minister of National Revenue
Catherine Mary McKENNA	Minister of Environment and Climate Change
MaryAnn MIHYCHUK	Minister of Employment, Workforce Development and Labour
Amarjeet SOHI	Minister of Infrastructure and Communities
Bardish CHAGGER	Minister of Small Business and Tourism
DIVERSITY AND INCLUSION	
<i>Considers issues concerning the social fabric of Canada and the promotion of Canadian pluralism. Examines initiatives to strengthen the relationship with Indigenous Canadians, improve the economic performance of immigrants, and promote Canadian diversity, multiculturalism, and linguistic duality.</i>	
John McCALLUM (CHAIR)	Minister of Immigration, Refugees and Citizenship
Mélanie JOLY (VICE)	Minister of Canadian Heritage
Carolyn BENNETT	Minister of Indigenous and Northern Affairs
Jody WILSON-RAYBOULD	Minister of Justice, and Attorney General of Canada
Jean-Yves DUCLOS	Minister of Families, Children and Social Development
Marie-Claude BIBEAU	Minister for International Development and La Francophonie
Kent HEHR	Minister of Veterans Affairs; Associate Minister of National Defence
Maryam MONSEF	Minister of Democratic Institutions
Carla QUALTROUGH	Minister of Sports and Persons with Disabilities
Patricia HAJDU	Minister of Status of Women
Bardish CHAGGER	Minister of Small Business and Tourism

STANDING COMMITTEES OF CABINET (cont'd)

CANADA IN THE WORLD AND PUBLIC SECURITY	
<i>Considers issues concerning Canada's engagement with and participation in the international community, the promotion of Canadian interests and values abroad, the management of bilateral and multilateral relations, and international assistance. Responsible for issues related to domestic and global security.</i>	
Ralph GOODALE (CHAIR)	Minister of Public Safety and Emergency Preparedness
Jody WILSON-RAYBOULD (VICE)	Minister of Justice, and Attorney General of Canada
Stephane DION	Minister of Foreign Affairs
John McCALLUM	Minister of Immigration, Refugees and Citizenship
Chrystia FREELAND	Minister of International Trade
Marc GARNEAU	Minister of Transport
Marie-Claude BIBEAU	Minister for International Development and La Francophonie
James Gordon CARR	Minister of Natural Resources
Catherine Mary McKENNA	Minister of Environment and Climate Change
Harjit Singh SAJJAN	Minister of National Defence
Sub-Committee CANADA–UNITED STATES RELATIONS	
<i>Considers issues concerning the fostering of strong relations between Canada and the United States and the advancement of mutual interests.</i>	
Chrystia FREELAND (CHAIR)	Minister of International Trade
Ralph GOODALE (VICE)	Minister of Public Safety and Emergency Preparedness
Lawrence MACAULAY	Minister of Agriculture and Agri-Food
Stephane DION	Minister of Foreign Affairs
John McCALLUM	Minister of Immigration, Refugees and Citizenship
Navdeep Singh BAINS	Minister of Innovation, Science and Economic Development
Jody WILSON-RAYBOULD	Minister of Justice, and Attorney General of Canada
Marc GARNEAU	Minister of Transport
James Gordon CARR	Minister of Natural Resources
Catherine Mary McKENNA	Minister of Environment and Climate Change
Harjit Singh SAJJAN	Minister of National Defence
Bardish CHAGGER	Minister of Small Business and Tourism
INTELLIGENCE AND EMERGENCY MANAGEMENT	
<i>Meets as required to consider intelligence reports and priorities, and to coordinate and manage responses to public emergencies and national security incidents. Regularly reviews the state of Canadian readiness.</i>	
Justin TRUDEAU (CHAIR)	Prime Minister
Jody WILSON-RAYBOULD (VICE)	Minister of Justice, and Attorney General of Canada
Ralph GOODALE	Minister of Public Safety and Emergency Preparedness
Stephane DION	Minister of Foreign Affairs
Dominic LEBLANC	Leader of the Government in the House of Commons
Judy FOOTE	Minister of Public Services and Procurement
Jane PHILPOTT	Minister of Health
Harjit Singh SAJJAN	Minister of National Defence

STANDING COMMITTEES OF CABINET (cont'd)

OPEN AND TRANSPARENT GOVERNMENT	
<i>Considers issues concerning the reform of democratic institutions and processes, and improving government transparency and openness.</i>	
Judy FOOTE (CHAIR)	Minister of Public Services and Procurement
Carla QUALTROUGH (VICE)	Minister of Sports and Persons with Disabilities
Ralph GOODALE	Minister of Public Safety and Emergency Preparedness
Scott BRISON	President of the Treasury Board
Dominic LEBLANC	Leader of the Government in the House of Commons
Jody WILSON-RAYBOULD	Minister of Justice, and Attorney General of Canada
Mélanie JOLY	Minister of Canadian Heritage
Diane LEBOUTHILLIER	Minister of National Revenue
MaryAnn MIHYCHUK	Minister of Employment, Workforce Development and Labour
Maryam MONSEF	Minister of Democratic Institutions
Patricia HAJDU	Minister of Status of Women
ENVIRONMENT, CLIMATE CHANGE AND ENERGY	
<i>Considers issues concerning sustainable development, the stewardship of Canada's natural resources, environment, energy, water, and Canada's contribution to addressing climate change.</i>	
Stephane DION (CHAIR)	Minister of Foreign Affairs
Chrystia FREELAND (VICE)	Minister of International Trade
Lawrence MACAULAY	Minister of Agriculture and Agri-Food
Carolyn BENNETT	Minister of Indigenous and Northern Affairs
Navdeep Singh BAINS	Minister of Innovation, Science and Economic Development
James Gordon CARR	Minister of Natural Resources
Catherine Mary McKENNA	Minister of Environment and Climate Change
Amarjeet SOHI	Minister of Infrastructure and Communities
Hunter TOOTOO	Minister of Fisheries, Oceans and Canadian Coast Guard
Kirsty DUNCAN	Minister of Science

MINISTER (in Order of Precedence)	PORTFOLIO	Agenda & Results	Treasury Board	Parliamentary Affairs	Inclusive Growth, Opportunities & Innovation	Diversity, Inclusion	Canada In World & Public Security	Sub C'ttee Canada- U.S. Relations	Intelligence & Emergency Management	Open & Trans- parent Gov't	Environ- ment, Climate Change, Energy
Justin TRUDEAU	Prime Minister										
Ralph GOODALE	Public Safety and Emergency Preparedness										
Lawrence MACAULAY	Agriculture and Agri-Food		ALT								
Stephane DION	Foreign Affairs										
John McCALLUM	Immigration, Refugees and Citizenship										
Carolyn BENNETT	Indigenous and Northern Affairs										
Scott BRISON	President of the Treasury Board	EX OFF		EX OFF		EX OFF	EX OFF	EX OFF	EX OFF		EX OFF
Dominic LEBLANC	Leader of the Government in the House		ALT								
Navdeep Singh BAINS	Innovation, Science and Economic Dev't										
William Francis MORNEAU	Finance			EX OFF		EX OFF	EX OFF	EX OFF	EX OFF	EX OFF	EX OFF
Jody WILSON-RAYBOULD	Justice and Attorney General of Canada										
Judy FOOTE	Public Services and Procurement										
Chrystia FREELAND	International Trade										
Jane PHILPOTT	Health										
Jean-Yves DUCLÓS	Families, Children and Social Development										
Marc GARNEAU	Transport										
Marie-Claude BIBEAU	International Dev't and La Francophonie										
James Gordon CARR	Natural Resources		ALT								
Mélanie JOLY	Canadian Heritage										
Diane LEBOUTHILLIER	National Revenue										
Kent HEHR	National Defence (Assoc.); Veterans Affairs										
Catherine Mary McKENNA	Environment and Climate Change										
Harjit Singh SAJJAN	National Defence										
MaryAnn MIHYCHUK	Employment, Workforce Dev't and Labour										
Amarjeet SOHI	Infrastructure and Communities		ALT								
Maryam MONSEF	Democratic Institutions		ALT								
Carla QUALTROUGH	Sports and Persons with Disabilities										
Hunter TOOTOO	Fisheries, Oceans and Canadian Coast Guard										
Kirsty DUNCAN	Science										
Patricia HAJDU	Status of Women										
Bardish CHAGGER	Small Business and Tourism										

			ALT	EX OFF
CHAIR	VICE CHAIR	MEMBER	ALTERNATE MEMBER	EX OFFICIO MEMBER

MANDATE LETTERS FROM THE PRIME MINISTER TO MINISTERS ON THEIR OVERARCHING GOALS AND TOP PRIORITIES

In recent decades, Prime Ministers have written instructions—“mandate letters”—to their Ministers, setting out expectations for the way in which the Ministers are to conduct their business and the specific priority goals they are to achieve. Under Prime Minister Justin Trudeau’s Ministry, these mandate letters have been made public for the first time in any administration.

Set out *immediately* below are common messages and instructions to *all* Ministers, i.e., the identical opening and closing paragraphs of all of the mandate letters. Set out *further* below are the specific instructions for each *individual* minister, identifying each Minister’s overarching goals and top priorities (see index on page 15). Where relevant, the letters indicate where Ministers share certain goal and tasks and are expected to work especially close together.

Common Message and Instructions to All Ministers

“We have promised Canadians a government that will bring real change—in both what we do and how we do it. Canadians sent a clear message in this election, and our platform offered a new, ambitious plan for a strong and growing middle class. Canadians expect us to fulfill our commitments, and it is my expectation that you will do your part in delivering on those promises to Canadians.

We made a commitment to invest in growing our economy, strengthening the middle class, and helping those working hard to join it. We committed to provide more direct help to those who need it by giving less to those who do not. We committed to public investment as the best way to spur economic growth, job creation, and broad-based prosperity. We committed to a responsible, transparent fiscal plan for challenging economic times.

I expect Canadians to hold us accountable for delivering these commitments, and I expect all ministers to do their part—individually and collectively—to improve economic opportunity and security for Canadians.

It is my expectation that we will deliver real results and professional government to Canadians. To ensure that we have a strong focus on results, I will expect Cabinet committees and individual ministers to: track and report on the progress of our commitments; assess the effectiveness of our work; and align our resources with priorities, in order to get the results we want and Canadians deserve.

If we are to tackle the real challenges we face as a country—from a struggling middle class to the threat of climate change—Canadians need to have faith in their government’s honesty and willingness to listen. I expect that our work will be informed by performance measurement, evidence, and feedback from Canadians. We will direct our resources to those initiatives that are having the greatest, positive impact on the lives of Canadians, and that will allow us to meet our

commitments to them. I expect you to report regularly on your progress toward fulfilling our commitments and to help develop effective measures that assess the impact of the organizations for which you are answerable.

I made a personal commitment to bring new leadership and a new tone to Ottawa. We made a commitment to Canadians to pursue our goals with a renewed sense of collaboration. Improved partnerships with provincial, territorial, and municipal governments are essential to deliver the real, positive change that we promised Canadians. No relationship is more important to me and to Canada than the one with Indigenous Peoples. It is time for a renewed, nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, cooperation, and partnership.

We have also committed to set a higher bar for openness and transparency in government. It is time to shine more light on government to ensure it remains focused on the people it serves. Government and its information should be open by default. If we want Canadians to trust their government, we need a government that trusts Canadians. It is important that we acknowledge mistakes when we make them. Canadians do not expect us to be perfect—they expect us to be honest, open, and sincere in our efforts to serve the public interest.

Our platform guides our government. Over the course of our four-year mandate, I expect us to deliver on all of our commitments. It is our collective responsibility to ensure that we fulfill our promises, while living within our fiscal plan. Other issues will arise or will be brought to our attention by Canadians, stakeholders, and the public service. It is my expectation that you will engage constructively and thoughtfully and add priorities to your agenda when appropriate.

As Minister, you will be held accountable for our commitment to bring a different style of leadership to government. This will include: close collaboration with your colleagues; meaningful engagement with Opposition Members of Parliament, Parliamentary Committees and the public service; constructive dialogue with Canadians, civil society, and stakeholders, including business, organized labour, the broader public sector, and the not-for-profit and charitable sectors; and identifying ways to find solutions and avoid escalating conflicts unnecessarily. As well, members of the Parliamentary Press Gallery, indeed all journalists in Canada and abroad, are professionals who, by asking necessary questions, contribute in an important way to the democratic process. Your professionalism and engagement with them is essential.

Canadians expect us, in our work, to reflect the values we all embrace: inclusion, honesty, hard work, fiscal prudence, and generosity of spirit. We will be a government that governs for all Canadians, and I expect you, in your work, to bring Canadians together.

You are expected to do your part to fulfill our government's commitment to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better reflected in positions of leadership.

These priorities draw heavily from our election platform commitments. The government's agenda will be further articulated through Cabinet discussions and in the Speech from the Throne when Parliament opens.

I expect you to work closely with your Deputy Minister and his or her senior officials to ensure that the ongoing work of your department is undertaken in a professional manner and that decisions are made in the public interest. Your Deputy Minister will brief you on issues your department may be facing that may require decisions to be made quickly. It is my expectation that you will apply our values and principles to these decisions, so that issues facing your department are dealt with in a timely and responsible manner, and in a way that is consistent with the overall direction of our government.

Our ability, as a government, to successfully implement our platform depends on our ability to thoughtfully consider the professional, non-partisan advice of public servants. Each and every time a government employee comes to work, they do so in service to Canada, with a goal of improving our country and the lives of all Canadians. I expect you to establish a collaborative working relationship with your Deputy Minister, whose role, and the role of public servants under his or her direction, is to support you in the performance of your responsibilities.

We have committed to an open, honest government that is accountable to Canadians, lives up to the highest ethical standards, and applies the utmost care and prudence in the handling of public funds. I expect you to embody these values in your work and observe the highest ethical standards in everything you do. When dealing with our Cabinet colleagues, Parliament, stakeholders, or the public, it is important that your behaviour and decisions meet Canadians' well-founded expectations of our government. I want Canadians to look on their own government with pride and trust.

As Minister, you must ensure that you are aware of and fully compliant with the *Conflict of Interest Act* and Treasury Board policies and guidelines. You will be provided with a copy of Open and Accountable Government to assist you as you undertake your responsibilities. I ask that you carefully read it and ensure that your staff does so as well. I draw your attention in particular to the Ethical Guidelines set out in Annex A of that document, which apply to you and your staff. As noted in the Guidelines, you must uphold the highest standards of honesty and impartiality, and both the performance of your official duties and the arrangement of your private affairs should bear the closest public scrutiny. This is an obligation that is not fully discharged by simply acting within the law. Please also review the areas of Open and Accountable Government that we have expanded or strengthened, including the guidance on non-partisan use of departmental communications resources and the new code of conduct for exempt staff.

I know I can count on you to fulfill the important responsibilities entrusted in you. In turn, please know that you can count on me to support you every day in your role as Minister.

I am deeply grateful to have this opportunity to serve with you as we build an even greater country. Together, we will work tirelessly to honour the trust Canadians have given us."

Yours sincerely,

Rt. Hon. Justin Trudeau, P.C., M.P.
Prime Minister of Canada

Specific Instructions to Individual Ministers

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Mr. Dominic LeBlanc: Leader of the Government in the House of Commons

As Leader of the Government in the House of Commons, your overarching goal will be to make Parliament relevant again and to ensure that Canadians once again have a real voice in Ottawa. Parliamentarians must have the information and the freedom to do their most important jobs: represent their constituents and hold the government to account. It is your job to help empower all Members of Parliament to fulfill these essential responsibilities.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Work with Parliamentarians to reform Question Period so that all ministers, including the Prime Minister, are held to greater account.
- Give Canadians a stronger voice in the House of Commons by promoting free votes and limiting the circumstances in which Liberal Members of Parliament will be required to vote with the government.
- Change the House of Commons Standing Orders to end the improper use of omnibus bills and prorogation.
- Work with the President of the Treasury Board to ensure accounting consistency between the Estimates and the Public Accounts.
- Ensure that Agents of Parliament are properly funded and accountable only to Parliament, not the government of the day, in collaboration with the President of the Treasury Board.
- Ensure that the Parliamentary Budget Officer (PBO) is properly funded and truly independent of the government. The PBO's mandate should focus on accuracy and *transparency in costing and in the future also include the costing of party election platforms.*
- *Strengthen Parliamentary committees so that they can better scrutinize legislation. This includes: ensuring that Parliamentary committees are properly resourced to bring in expert witnesses and are sufficiently staffed to continue to provide reliable, non-partisan research; strengthening the role of Parliamentary committee chairs, including elections by secret ballot; and changing the rules so that ministers and parliamentary secretaries no longer have a vote on committees.*
- Require all Parliamentarians to disclose their expenses in a common and detailed manner each quarter and end the secrecy surrounding the Board of Internal Economy by making meetings of the Board open by default.
- Lead, in collaboration with the Minister of Public Safety and Emergency Preparedness, the creation of a statutory committee of Parliamentarians with special access to classified information to review government departments and agencies with national security responsibilities.
- Take action to ensure that Parliament is a workplace free from harassment and sexual violence.
- Work with Opposition House Leaders to examine ways to make the House of Commons more family-friendly for Members of Parliament.

Mr. Lawrence MacAulay: Minister of Agriculture and Agri-Food

Your overarching goal will be to support the agricultural sector in a way that allows it to be a leader in job creation and innovation. You will implement our government's plan to help Canada's agriculture sector be more innovative, safer, and stronger. Canada's farmers, ranchers and food processors are the foundation of our food sector. Government must use its policy and financial tools to support the agricultural sector in its vital work. This includes helping the sector, including getting product to market, water management, research and innovation, food safety and export support.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Invest in an Agri-Food Value Added Investment Fund to attract investment and create good jobs in food processing. This will provide technical and marketing assistance to help food processors develop new value-added products that reflect changing tastes and market opportunities.
- Develop a food policy that promotes healthy living and safe food by putting more healthy, high-quality food, produced by Canadian ranchers and farmers, on the tables of families across the country.
- Invest in agricultural research to support discovery science and innovation in the sector. To better allocate research funding, you should establish a transparent process that involves food producers.
- Promote Canadian agricultural interests during future trade negotiations.
- Work with producers and provincial governments to assess whether the suite of farm income safety nets meets the needs of Canadian farmers when they are faced with serious challenges beyond their control, including implementing a new multi-year agricultural policy framework to replace Growing Forward 2 (GF2), which will expire in 2018.
- Work with provinces, territories, and other willing partners, to help the sector adjust to climate change and better address water and soil conservation and development issues.
- Canadian farmers must be able to get their product to market and so you will support the Minister of Transport in undertaking a full review of the Canadian grain transportation system in the context of responding to the *Canadian Transportation Act* review.
- Support the Minister of Infrastructure and Communities to ensure that we make significant investments in transportation infrastructure, including short-line rail spurs and inland and port loading terminals to improve efficiency, remove bottlenecks and increase system capacity.
- Support the Ministers of Natural Resources and the Environment and Climate Change in making investments that will make our resource sectors world leaders in the use and development of clean and sustainable technology and processes.

Ms. Mélanie Joly: Minister of Canadian Heritage

Your overarching goal will be to implement our government's plan to strengthen our cultural and creative industries. Our cultural sector is an enormous source of strength to the Canadian economy. Canada's stories, shaped by our immense diversity, deserve to be celebrated and shared with the world. Our plan will protect our important national institutions, safeguard our official languages, promote the industries that reflect our unique identity as Canadians, and provide jobs and economic opportunities in our cultural and creative sectors.

You will be the leader of a strong team of ministers, supported by the Minister of Sport and Persons with Disabilities and the Minister of Status of Women.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Review current plans for Canada 150 and champion government-wide efforts to promote this important celebration.
- Restore and increase funding for CBC/Radio-Canada, following consultation with the broadcaster and the Canadian cultural community.
- Review the process by which members are appointed to the CBC/Radio-Canada Board of Directors, to ensure merit-based and independent appointments.
- Double investment in the Canada Council for the Arts.
- Increase funding for Telefilm Canada and the National Film Board.
- Restore the Promart and Trade Routes International cultural promotion programs, update their design, and increase related funding.
- Increase funding for the Young Canada Works program to help prepare the next generation of Canadians working in the heritage sector.
- Work with the Minister of Infrastructure and Communities to make significant new investments in cultural infrastructure as part of our investment in social infrastructure.
- Develop a new multi-year Official Languages plan to support English and French linguistic minorities.
- Establish a free, online service for learning and retaining English and French as second languages.
- Work with the President of the Treasury Board to ensure that all federal services are delivered in full compliance with the *Official Languages Act*.
- Work in collaboration with the Minister of Indigenous and Northern Affairs to provide new funding to promote, preserve and enhance Indigenous languages and cultures.
- Work with the Minister of Justice to update and reinstate a Court Challenges Program.

Ms. Maryam Monsef: Minister of Democratic Institutions

As Minister your overarching goal will be to strengthen the openness and fairness of Canada's public institutions. You will lead on electoral and Senate reform to restore Canadians' trust and participation in our democratic processes.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Bring forward a proposal to create a new, non-partisan, merit-based process to advise the Prime Minister on Senate appointments.
- Bring forward a proposal to establish a special parliamentary committee to consult on electoral reform, including preferential ballots, proportional representation, mandatory voting and online voting.
- Introduce amendments to the *Canada Elections Act* to make the Commissioner of Canada Elections more independent from Government. In addition, repeal the elements of the *Fair Elections Act* which makes it harder for Canadians to vote and easier for election law breakers to evade punishment.
- Bring forward options to create an independent commissioner to organize political party leaders' debates during future federal election campaigns, with a mandate to improve Canadians' knowledge of the parties, their leaders, and their policy positions.
- Review the limits on the amounts political parties and third parties can spend during elections, and propose measures to ensure that spending between elections is subject to reasonable limits as well.
- Work with the President of the Treasury Board and the Minister of Justice to enhance the openness of government, including supporting a review of the *Access to Information Act*.
- Support the President of the Treasury Board in the establishment of new performance standards, and in setting up a mechanism to conduct rigorous assessment of the performance of key government services and to report findings publicly. As well, support the development of a new service strategy that aims to create a single online window for all government services with new performance standards.

Ms. MaryAnn Mihychuk:
Minister of Employment, Workforce Development and Labour

You will be part of a strong team of ministers led by the Minister of Families, Children and Social Development. As Minister your overarching goal will be to help Canadians get the skills they need for good quality jobs. You will be able to achieve this goal by working with provinces, territories, municipalities, the post-secondary education system, employers and labour to strengthen our training systems to build the human capital that Canadians and employers need. You will undertake this work in a collaborative way with provinces and territories.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Improve our Employment Insurance (EI) system so that it is better aligned with the realities of today's labour market and serves workers and employers. This would include:
 - repealing the recent changes made to the EI system that have been punitive to unemployed workers;
 - reduce EI premiums;
 - undertaking a broad review of the EI system with the goal of modernizing our system of income support for unemployed workers that leaves too many workers with no unemployment insurance safety net;

- eliminating discrimination against immigrants, younger workers and parents re-entering the workforce so that they are treated the same as other workers in their region;
- reducing the wait time for new recipients to one week from the existing two week waiting period;
- working with the Minister of Finance to ensure that EI contributions are only used to fund EI programs; and
- working with the Minister of Public Services and Procurement to set transparent service standards for the delivery of EI benefits so that Canadians get timely access to the benefits to which they are entitled.
- Improve workers' access to good quality job training that provides Canadians with pathways to good careers. This would include:
 - rationalizing and expanding the intergovernmental agreements that support skills training: the Labour Market Development Agreements, the Labour Market Agreements, and the Canada Job Grant. This work should support the efforts of provinces, territories and employers and avoid duplication;
 - working with the Minister of Indigenous and Northern Affairs to renew and improve the Aboriginal Skills and Employment Training Strategy; and
 - developing a framework to fund training facilities delivered in partnership with labour unions.
- Work with provinces and territories to make post-secondary education more affordable for students from low- and middle-income families. This would include:
 - expanding the Canada Student Grant for low income students and increasing the income threshold for eligibility;
 - making changes to the income thresholds in the Repayment Assistance Plan to ensure that no graduate with student loans will be required to make any repayment until they are earning at least \$25,000 per year; and
 - working collaboratively with provinces and territories to improve promotion of RESPs and Canada Learning Bonds, to make registration simpler, and to increase take up rates.

It is my expectation that you will undertake this work collaboratively and not compel other governments to take on new costs and provide appropriate compensation to provinces and territories that do not participate in the Canada Student Loans program.

I also expect you to work with the Minister of Indigenous and Northern Affairs to fulfill our commitment to increase annual support to the Post-Secondary Student Support Program.

- Increase the number of good quality, permanent jobs for younger workers. This would include:
 - increasing our investment in our Youth Employment Strategy and improving the strategy's impact;
 - working with the Minister of Finance to provide a 12-month break on Employment Insurance premiums for firms that hire new younger workers into permanent positions in 2016, 2017, or 2018;
 - working with provinces, territories, and post-secondary institutions to develop or expand Pre-Apprenticeship Training Programs;
 - working with me to develop a Youth Service Program; and

- working with the Minister of International Development and La Francophonie to integrate international opportunities into the Youth Service Program.
- Support the Minister of Families, Children and Social Development in developing a Poverty Reduction Strategy. This strategy would set targets to reduce poverty and measure and publicly report on our progress. Our strategy will align with and support existing provincial and municipal poverty reduction strategies. As part of this strategy, I will expect you to contribute initiatives to promote good quality jobs and decent work in Canada in response to the federal report: Fairness at Work: Federal Labour Standards for the 21st Century.
- Work with the Minister of Families, Children and Social Development to fulfill our commitments to provide more generous and flexible leave for caregivers and more flexible parental leave.
- With support from the Minister of Public Services and Procurement, restore a fair and balanced approach to organized labour by repealing Bills C-377 and C-525 and implementing a modern Fair Wages Policy.
- Amend the Canada Labour Code to allow workers to formally request flexible work arrangements from their employers and consult with provinces and territories on the implementation of similar changes in provincially-regulated sectors.
- Work with the Minister of Infrastructure and Communities, employers and workers to determine an appropriate apprenticeship target for all federal infrastructure projects.
- Work with the Minister of Families, Children and Social Development to develop a Social Innovation and Social Finance strategy.
- Work with the Minister of Science in efforts to help employers create more co-op placements for students in science, technology, engineering, mathematics and business programs.
- Work with the Minister of Status of Women and other ministerial colleagues to take action to ensure that federal institutions are workplaces free from harassment and sexual violence.
- Work with the Minister of Indigenous and Northern Affairs and the Minister of Innovation, Science and Economic Development to promote economic development and create jobs for Indigenous Peoples.

Ms. Catherine McKenna: Minister of Environment and Climate Change

As Minister your overarching goal will be to take the lead in implementing the government's plan for a clean environment and a sustainable economy. Your key priority will be to ensure that our government provides national leadership to reduce emissions, combat climate change and price carbon. I expect you to help restore Canada's reputation for environmental stewardship.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- In partnership with provinces and territories, develop a plan to combat climate change and reduce greenhouse gas emissions, consistent with our international obligations and our commitment to sustainable economic growth. You will attend the Paris climate conference with me and, upon our return, we will set a date to meet with provincial and territorial leaders to develop a pan-Canadian framework for addressing climate change.

- In partnership with provinces and territories, establish national emissions-reduction targets, ensuring that the provinces and territories have targeted federal funding and the flexibility to design their own policies to meet these commitments, including their own carbon pricing policies. These targets will recognize the economic cost and catastrophic impact that a greater-than-two-degree increase in average global temperatures would represent, as well as the need for Canada to do its part to prevent that from happening. As part of this effort, support the Minister of Finance in creating a new Low Carbon Economy Trust to help fund projects that materially reduce carbon emissions under the new pan-Canadian framework.
- Treat our freshwater as a precious resource that deserves protection and careful stewardship, including by working with other orders of government to protect Canada's freshwater using education, geo-mapping, watershed protection, and investments in the best wastewater treatment technologies. Work with the Minister of Finance to fulfill our G20 commitment and phase out subsidies for the fossil fuel industry over the medium-term.
- Work in partnership with the United States and Mexico and the Ministers of Natural Resources and Foreign Affairs to develop an ambitious North American clean energy and environment agreement.
- Support the Minister of Infrastructure and Communities in protecting our communities from the challenges of climate change and supporting them in the transition toward more sustainable economic growth by making significant new investments in green infrastructure.
- Enhance protection of Canada's endangered species by responding quickly to the advice of scientists and completing robust species-at-risk recovery plans in a timely way.
- Work with provinces and territories to set stronger air quality standards, monitor emissions, and provide incentives for investments that lead to cleaner air and healthier communities.
- Supported by the Ministers of Fisheries, Oceans and the Canadian Coast Guard, and Natural Resources, immediately review Canada's environmental assessment processes to regain public trust and help get resources to market and introduce new, fair processes that will:
 - restore robust oversight and thorough environmental assessments of areas under federal jurisdiction, while also working with provinces and territories to avoid duplication;
 - ensure that decisions are based on science, facts, and evidence, and serve the public's interest;
 - provide ways for Canadians to express their views and opportunities for experts to meaningfully participate; and
 - require project advocates to choose the best technologies available to reduce environmental impacts.
- Develop Canada's National Parks system, as well as manage and expand National Wildlife Areas and Migratory Bird Sanctuaries.
- Develop Parks Canada programs and services so that more Canadians can experience our National Parks and learn more about our environment and heritage.
- Make admission for all visitors to National Parks free in 2017, the 150th anniversary of Confederation. Beginning in 2018, ensure that admission for children under 18 is free, and provide any adult who has become a Canadian citizen in the previous 12 months one year's free admission.

- Through an expanded Learn to Camp program, ensure that more low- and middle-income families have an opportunity to experience Canada's outdoors.
- Protect our National Parks by limiting development within them, and where possible, work with nearby communities to help grow local eco-tourism industries and create jobs.
- Work with the Ontario government to enhance the country's first urban National Park—Rouge National Urban Park—including improved legislation to protect this important ecosystem and guide how the park will be managed.
- Working in collaboration with the Minister of Fisheries, Oceans and the Canadian Coast Guard, renew our commitment to protect the Great Lakes, the St. Lawrence River Basin and the Lake Winnipeg Basin.
- Work in collaboration with the Minister of Fisheries, Oceans and the Canadian Coast Guard and the Minister of Science to examine the implications of climate change on Arctic marine ecosystems.
- Work with the Minister of Fisheries, Oceans and the Canadian Coast Guard to increase the proportion of Canada's marine and coastal areas that are protected— to five percent by 2017, and ten percent by 2020—supported by new investments in community consultation and science.

Mr. Jean-Yves Duclos: Minister of Families, Children and Social Development

As Minister your overarching goal will be to increase Canadians' economic and social security. All Canadian children deserve a real and fair chance to succeed, and all Canadians should be able to live with dignity. I trust you will keep these principles uppermost in your mind as you deliver on our commitments, and I know you will undertake your work in a collaborative way with an appreciation that provinces and municipalities play a leadership role in these areas.

You will be the leader of a strong team of Ministers, supported by the Minister of Employment, Workforce Development and Labour and the Minister of Sport and Persons with Disabilities.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Work with the Minister of Finance to design and implement the Canada Child Benefit (CCB), which will build on the existing Canada Child Tax Benefit and the National Child Benefit Supplement and will replace the Universal Child Care Benefit.
- Work with the Minister of Finance to improve the income security of lower income seniors living alone by increasing the Guaranteed Income Supplement (GIS) by ten percent, indexing Old Age Security (OAS) and GIS payments to a new Senior's Price Index, cancelling the increase in age of eligibility for OAS (65 to 67), and working with provinces and territories to ensure adequate and coordinated support programs to address seniors' poverty.
- Work with the Minister of Indigenous and Northern Affairs to launch consultations with provinces and territories and Indigenous Peoples on a National Early Learning and Childcare Framework as a first step towards delivering affordable, high-quality, flexible and fully inclusive child care.
- Lead the development of a Canadian Poverty Reduction Strategy that would set targets to reduce poverty and measure and publicly report on our progress, in collaboration

with the Minister of Employment, Workforce Development and Labour. Our strategy will align with and support existing provincial and municipal poverty reduction strategies.

- Work with the Minister of Employment, Workforce Development and Labour to fulfill our commitment to provide more generous and flexible leave for caregivers and more flexible parental leave.
- In your role as Minister responsible for the Canada Mortgage and Housing Corporation, work with the Minister of Infrastructure and Communities to develop a strategy to re-establish the federal government's role in supporting affordable housing, including:
 - prioritizing infrastructure investments in affordable housing and seniors' housing, including finding ways to support the municipal construction of new housing units and refurbishment of existing ones;
 - providing support to municipalities to maintain rent-geared-to-income subsidies in co-ops;
 - providing communities the money they need for Housing First initiatives that help homeless Canadians find stable housing;
 - working with the Minister of Finance to encourage the construction of new affordable rental housing by removing all GST on new capital investments in affordable rental housing;
 - working with the Minister of Finance to modernize the existing Home Buyers' Plan to allow Canadians impacted by sudden and significant life changes to buy a house without tax penalty;
 - working with the Minister of Finance to ensure that the new Canada Infrastructure Bank provides financing to support the construction of new, affordable rental housing;
 - working with the Minister of Public Services and Procurement to conduct an inventory of all available federal lands and buildings that could be repurposed, and making some of these lands available at low cost, or no cost, for affordable housing;
 - undertaking a review of escalating home prices in high-priced housing markets and considering all policy tools that could keep home ownership within reach for more Canadians;
 - bringing forward a proposal to prevent mortgage fraud; and
 - using the restored mandatory long-form census to ensure that decisions on housing are made using the best and most up-to-date data available.
- Work with the Minister of Sport and Persons with Disabilities, as well as with provinces, territories and stakeholders, to develop a *National Disabilities Act* to eliminate systemic barriers and deliver equality of opportunity to all Canadians living with disabilities.
- Work with the Minister of Employment, Workforce Development and Labour to develop a Social Innovation and Social Finance strategy.
- Work with the Minister of Public Services and Procurement to set transparent service standards so that Canadians get timely access to the benefits to which they are entitled.

Mr. William Francis Morneau: Minister of Finance

As Minister, your overarching goal will be to use the fiscal and budgeting tools at our disposal to implement our New Plan for a Strong Middle Class. That plan is grounded in the understanding that a healthy economy starts with a strong and growing middle class and that we must invest to strengthen the middle class and those working hard to join it. Canadians have elected us on our commitment to invest to create sustainable growth and economic opportunity for more Canadians. You are expected to lead the fiscal implementation of our plan and ensure that we create good quality jobs and improve economic opportunity and security for Canadians. You will ensure that our fiscal plan is realistic, sustainable, prudent, transparent, and is communicated to Canadians in a way that is accurate and understandable. I expect you to help Canadians understand the economic challenges and opportunities we face and to provide leadership in steering Canada towards a more prosperous, inclusive, sustainable economic future.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes, including our first Budget, to deliver on your top priorities:

- Ensure that our fiscal plan is sustainable by meeting our fiscal anchors of balancing the budget in 2019/20 and continuing to reduce the federal debt-to-GDP ratio throughout our mandate.
- Implement the middle-class tax cut and pay for it by asking the wealthiest one percent of Canadians to give a little more.
- Cancel income splitting and other unfairly targeted tax breaks, while retaining income splitting of pensions for seniors.
- Support the Minister of Children, Families and Social Development with the implementation of the Canada Child Benefit (CCB), which will build on the existing Canada Child Tax Benefit and the National Child Benefit Supplement and will replace the Universal Child Care Benefit.
- Meet with your provincial and territorial colleagues at your earliest opportunity to begin a process to enhance the Canada Pension Plan to provide more income security to Canadians when they retire.
- Support the Minister of Employment, Workforce Development and Labour in delivering on our plan to make post-secondary education more affordable for students from low- and middle-income families.
- Work with the President of the Treasury Board and your Ministerial colleagues to conduct a review of tax expenditures and other spending to reduce poorly targeted and inefficient measures, wasteful spending, and government initiatives that are ineffective or have outlived their purpose.
- Work with the Minister of Infrastructure and Communities to ensure any unspent infrastructure funds are automatically transferred to municipalities through a temporary top-up of the Gas Tax Fund.
- Remove the GST on new capital investments in rental housing and modernize the existing Home Buyers' Plan to support Canadians impacted by sudden and significant life changes.
- Work with the Minister of National Revenue to allow charities to do their work on behalf of Canadians free from political harassment, and modernize the rules governing the charitable and non-for-profit sectors. This will include clarifying the rules governing "political activity," with an understanding that charities make an important contribution

to public debate and public policy. A new legislative framework to strengthen the sector will emerge from this process.

- Work with the Minister of Infrastructure and Communities to develop the Canada Infrastructure Bank to provide low-cost financing (including loan guarantees) for new municipal infrastructure projects in our priority investment areas.
- Support the Minister of Employment, Workforce Development and Labour in improving and modernizing Employment Insurance and the job training system.
- Work with the Minister of Employment, Workforce Development and Labour to ensure that EI contributions are only used to fund EI programs.
- Work with the Minister of Employment, Workforce Development and Labour to provide a 12-month break on Employment Insurance premiums for firms that hire new younger workers into permanent positions in 2016, 2017, or 2018.
- Work with the Minister of Indigenous and Northern Affairs to establish a new fiscal relationship that lifts the 2% cap on annual funding increases and moves towards sufficient, predictable and sustained funding for First Nations communities.
- Work with the Minister of Natural Resources to enhance existing tax measures to generate more clean technology investments and work with the provinces and territories to make Canada's tax system highly competitive for investments in the research, development, and manufacturing of clean technology.
- Work with the Minister of Environment and Climate Change in creating a new Low Carbon Economy Trust to help fund projects that materially reduce carbon emissions under the new pan-Canadian framework.
- Work with the Minister of Environment and Climate Change to fulfill our G20 commitment and phase out subsidies for the fossil fuel industry over the medium-term.
- Develop proposals to allow a Canadian Exploration Expenses tax deduction only in cases of unsuccessful exploration and re-direct any savings to investments in new and clean technologies.
- Work with the Minister of Innovation, Science and Economic Development to ensure tax measures are efficient and encourage innovation, trade and the growth of Canadian businesses.
- Work with the Ministers of Innovation, Science and Economic Development and International Trade to develop appropriate investments and strategies for the auto sector to adjust to Canada's potential participation in the Trans-Pacific Partnership.
- Work with the President of Treasury Board to make government accounting and financial reporting more consistent, transparent and understandable to Canadians. This should include providing costing analysis for all proposed legislation and receiving Parliamentary approval for borrowing plans.
- Restore the tax credit for labour-sponsored funds to support economic growth and help Canadians save for their retirement.
- Introduce a new tax benefit to help teachers and early childhood educators with the cost of school supplies.
- Enhance the Northern Benefit Deduction to help northern Canadians with the high cost of living and support the growth of northern economies.
- Work with the Ministers of International Trade and International Development and La Francophonie on development financing issues.
- Repeal the *Federal Balanced Budget Act*.

Mr. Hunter Tootoo: Minister of Fisheries, Oceans and the Canadian Coast Guard

As Minister, your overarching goal will be to protect our three oceans, coasts, waterways and fisheries and ensure that they remain healthy for future generations. Canada is uniquely blessed with an abundance of freshwater and marine and coastal areas that are ecologically diverse and economically significant. Canada has a responsibility to the world to steward our resources with care.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Work with the Minister of Environment and Climate Change to increase the proportion of Canada’s marine and coastal areas that are protected—to five percent by 2017, and ten percent by 2020—supported by new investments in community consultation and science.
- Restore annual federal funding for freshwater research, and make new investments in Canada’s Experimental Lakes Area.
- Restore funding to support federal ocean science and monitoring programs, to protect the health of fish stocks, to monitor contaminants and pollution in the oceans, and to support responsible and sustainable aquaculture industries on Canada’s coasts.
- Use scientific evidence and the precautionary principle, and take into account climate change, when making decisions affecting fish stocks and ecosystem management.
- Work with the provinces, territories, Indigenous Peoples, and other stakeholders to better co-manage our three oceans.
- Support the Minister of Environment and Climate Change to renew our commitment to protect the Great Lakes, the St. Lawrence River Basin, and the Lake Winnipeg Basin.
- Act on recommendations of the Cohen Commission on restoring sockeye salmon stocks in the Fraser River.
- Work with the Minister of Transport to review the previous government’s changes to the Fisheries and Navigable Waters Protection Acts, restore lost protections, and incorporate modern safeguards.
- Work with the Ministers of Transport, Natural Resources and Environment and Climate Change to formalize the moratorium on crude oil tanker traffic on British Columbia’s North Coast, including the Dixon Entrance, Hecate Strait, and Queen Charlotte Sound.
- Work with the Minister of Environment and Climate Change and the Minister of Natural Resources, to immediately review Canada’s environmental assessment processes and introduce new, fair processes that will:
 - restore robust oversight and thorough environmental assessments of areas under federal jurisdiction, while also working with provinces and territories to avoid duplication;
 - ensure that decisions are based on science, facts, and evidence, and serve the public interest;
 - provide ways for Canadians to express their views and opportunities for experts to meaningfully participate; and
 - require project advocates to choose the best technologies available to reduce environmental impacts.
- Re-open the Maritime Rescue Sub-centre in St. John’s, Newfoundland and the Kitsilano Coast Guard Base in Vancouver.

- Work with the Minister of Public Services and Procurement to meet the commitments that were made for new Coast Guard vessels as part of the National Shipbuilding and Procurement Strategy.
- Work with the Minister of Transport and the Minister of Environment and Climate Change to improve marine safety.
- Work with the Minister of Environment and Climate Change and the Minister of Science to examine the implications of climate change on Arctic marine ecosystems.

Mr. Stephane Dion: Minister of Foreign Affairs

As Minister, your overarching goal will be to restore constructive Canadian leadership in the world and to advance Canada's interests. This renewed leadership will serve our security and economic interests, but it will also support the deeply held Canadian desire to make a real and valuable contribution to a more peaceful and prosperous world.

You will be the leader of a strong team of Ministers, supported by the Minister of International Trade and the Minister of International Development and La Francophonie.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Improve relations with the United States, our closest ally and most important economic and security partner, and strengthen trilateral North American cooperation with the United States and Mexico. This would include working with the relevant Ministers to:
 - work with the United States to make substantial progress on reducing impediments to trade and commerce between our countries, including by improving border infrastructure and security, streamlining cargo inspection, and facilitating the movement of people. This should include increased engagement with provinces on border and regulatory issues;
 - work with relevant ministers, including the Ministers of International Trade and Environment and Climate Change, to prepare for the North American Leaders Summit in Canada;
 - develop a North American clean energy and environment agreement; and
 - support the Minister of Immigration, Refugees and Citizenship in lifting the Mexican visa requirement.
- Ensure a close link between defence policy, foreign policy and national security.
- Revitalize Canada's public diplomacy, stakeholder engagement, and cooperation with partners in Canada and abroad.
- Reenergize Canadian diplomacy and leadership on key international issues and in multilateral institutions. This would include:
 - in collaboration with the Minister of Environment and Climate Change, making Canada a leader of international efforts to combat climate change;
 - working with the Minister of National Defence, to increase Canada's support for United Nations peace operations and its mediation, conflict-prevention, and post-conflict reconstruction efforts;
 - working with the Minister of International Development and La Francophonie, to champion the values of inclusive and accountable governance, peaceful

- pluralism and respect for diversity, and human rights including the rights of women and refugees; and
 - acceding to the Arms Trade Treaty.
- Increase Canada's educational and cultural interaction with the world. This would include:
 - supporting the Minister of Canadian Heritage to restore the Promart and Trade Routes International cultural promotion programs, update their design, and increase related funding

Dr. Jane Philpott: Minister of Health

As Minister, your overarching goal will be to strengthen our publicly-funded universal health care system and ensure that it adapts to new challenges. Healthcare across Canada is changing at a rapid pace to keep up with the changing needs of an aging population and advances in health technology. The federal government must be an essential partner in improving outcomes and quality of care for Canadians. I expect you to work with provincial and territorial governments to support them in their efforts to make home care more available, prescription drugs more affordable, and mental health care more accessible. When Canadians are in good physical and mental health, they are able to work better, be more productive, and contribute more fully to our economy while living healthier, happier lives. Our health care system provides Canadians with peace of mind, but we need to make the investments necessary to ensure it can continue to evolve and innovate.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Engage provinces and territories in the development of a new multi-year Health Accord. This accord should include a long term funding agreement. It should also:
 - support the delivery of more and better home care services. This includes more access to high quality in-home caregivers, financial supports for family care, and, when necessary, palliative care;
 - advance pan-Canadian collaboration on health innovation to encourage the adoption of new digital health technology to improve access, increase efficiency and improve outcomes for patients;
 - improve access to necessary prescription medications. This will include joining with provincial and territorial governments to buy drugs in bulk, reducing the cost Canadian governments pay for these drugs, making them more affordable for Canadians, and exploring the need for a national formulary; and
 - make high quality mental health services more available to Canadians who need them.
- Promote public health by: increasing vaccination rates; introducing new restrictions on the commercial marketing of unhealthy food and beverages to children, similar to those now in place in Quebec; bringing in tougher regulations to eliminate trans fats and to reduce salt in processed foods, similar to those in the United States; and improving food labels to give more information on added sugars and artificial dyes in processed foods.
- Work with the Minister of Sport and Persons with Disabilities in increasing funding to the Public Health Agency of Canada to support a national strategy to raise awareness for parents, coaches, and athletes on concussion treatment.

- Introduce plain packaging requirements for tobacco products, similar to those in Australia and the United Kingdom.
- Support the Ministers of Justice and Public Safety and Emergency Preparedness on efforts that will lead to the legalization and regulation of marijuana.
- Work with the Minister of Indigenous and Northern Affairs to update and expand the Nutrition North program, in consultation with Northern communities.

Mr. John McCallum: Minister of Immigration, Refugees and Citizenship

As Minister, your overarching goal will be to reopen Canada's doors to welcome those who want to contribute to our country's success. Canadians are open, accepting, and generous—qualities that should be reflected in Canada's immigration policies and in our approach to welcoming those seeking refuge from conflict and war. Our communities are strengthened when we come together to welcome newcomers who want to build a better Canada and to help those in need.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Lead government-wide efforts to resettle 25,000 refugees from Syria in the coming months.
- As part of the Annual Immigration Levels Plan for 2016, bring forward a proposal to double the number of entry applications for parents and grandparents of immigrants to 10,000 a year.
- Give additional points under the Entry Express system to provide more opportunities for applicants who have Canadian siblings.
- Increase the maximum age for dependents to 22, from 19, to allow more Canadians to bring their children to Canada.
- Bring forward a proposal regarding permanent residency for new spouses entering Canada.
- Develop a plan to reduce application processing times for sponsorship, citizenship and other visas.
- Fully restore the Interim Federal Health Program that provides limited and temporary health benefits to refugees and refugee claimants.
- Establish an expert human rights panel to help you determine designated countries of origin, and provide a right to appeal refugee decisions for citizens from these countries.
- Modify the temporary foreign workers program to eliminate the \$1,000 Labour Market Impact Assessment fee to hire caregivers and work with provinces and territories to develop a system of regulated companies to hire caregivers on behalf of families.
- Lead efforts to facilitate the temporary entry of low risk travellers, including business visitors, and lift the visa requirement for Mexico.
- Work with the Minister of Justice and the Minister of Public Safety and Emergency Preparedness to repeal provisions in the *Citizenship Act* that give the government the right to strip citizenship from dual nationals.
- Eliminate regulations that remove the credit given to international students for half of the time that they spend in Canada and regulations that require new citizens to sign a declaration that they intend to reside in Canada.

Dr. Carolyn Bennett: Minister of Indigenous and Northern Affairs

As Minister, your overarching goal will be to renew the relationship between Canada and Indigenous Peoples. This renewal must be a nation-to-nation relationship, based on recognition, rights, respect, co-operation, and partnership. I expect you to re-engage in a renewed nation-to-nation process with Indigenous Peoples to make real progress on the issues most important to First Nations, the Métis Nation, and Inuit communities—issues like housing, employment, health and mental health care, community safety and policing, child welfare, and education.

In particular, I expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- To support the work of reconciliation, and continue the necessary process of truth telling and healing, work with provinces and territories, and with First Nations, the Métis Nation, and Inuit, to implement recommendations of the Truth and Reconciliation Commission, starting with the implementation of the United Nations Declaration on the Rights of Indigenous Peoples.
- Develop, in collaboration with the Minister of Justice, and supported by the Minister of Status of Women, an approach to, and a mandate for, an inquiry into murdered and missing Indigenous women and girls in Canada, including the identification of a lead minister.
- Undertake, with advice from the Minister of Justice, in full partnership and consultation with First Nations, Inuit, and the Métis Nation, a review of laws, policies, and operational practices to ensure that the Crown is fully executing its consultation and accommodation obligations, in accordance with its constitutional and international human rights obligations, including Aboriginal and Treaty rights.
- Work with the Minister of Finance to establish a new fiscal relationship that lifts the 2% cap on annual funding increases and moves towards sufficient, predictable and sustained funding for First Nations communities.
- Make significant new investments in First Nations education to ensure that First Nations children on reserve receive a quality education while respecting the principle of First Nations control of First Nations education.
- Work with residential school survivors, First Nations, Métis Nation, Inuit communities, provinces, territories, and educators to incorporate Aboriginal and treaty rights, residential schools, and Indigenous contributions into school curricula.
- Work, on a nation-to-nation basis, with the Métis Nation to advance reconciliation and renew the relationship, based on cooperation, respect for rights, our international obligations, and a commitment to end the status quo.
- Collaborate with the Ministers of Natural Resources, Environment and Climate Change and Fisheries, Oceans and the Canadian Coast Guard to ensure that environmental assessment legislation is amended to enhance the consultation, engagement and participatory capacity of Indigenous groups in reviewing and monitoring major resource development projects.
- Work with the Minister of Health to update and expand the Nutrition North program, in consultation with Northern communities.
- Work with the Minister of Families, Children and Social Development to launch consultations with provinces and territories and Indigenous Peoples on a National Early

Learning and Childcare Framework as a first step towards delivering affordable, high-quality, flexible and fully inclusive child care.

- Work, in collaboration with the Minister of Infrastructure and Communities, and in consultation with First Nations, Inuit, and other stakeholders, to improve essential physical infrastructure for Indigenous communities including improving housing outcomes for Indigenous Peoples.
- Work with the Minister of Status of Women to support the Minister of Infrastructure and Communities in ensuring that no one fleeing domestic violence is left without a place to turn by growing and maintaining Canada's network of shelters and transition houses.
- Work with the Minister of Employment, Workforce Development and Labour and the Minister of Innovation, Science and Economic Development to promote economic development and create jobs for Indigenous Peoples.

Mr. Amarjeet Sohi: Minister of Infrastructure and Communities

As Minister, your overarching goal will be to begin to rebuild Canada for the 21st Century. This will require significant new investments in public transit, green infrastructure, and social infrastructure like affordable housing, as well as key strategic infrastructure that will increase trade and economic growth. You should undertake your work in a collaborative way, with an appreciation that provincial and territorial governments are key partners in successful infrastructure projects. I expect you to re-engage our municipal governments as key partners in the development of our plans and to ensure that across our government we collaborate with municipalities on issues that affect them. I also expect you to align our efforts with existing provincial, territorial and municipal priorities, so long as these are in the long-term public interest.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes, including our first Budget, to deliver on your top priorities:

- Develop a 10-year plan to deliver significant new funding to provinces, territories and municipalities. This plan should ensure both immediate increased investments in infrastructure and long-term, predictable funding should support provincial, territorial and municipal priorities, improve access to, and governance of, existing infrastructure programs, increase data collection capacity and promote better asset management of infrastructure in Canada. The plan should focus on:
 - public transit;
 - social infrastructure, including affordable housing, seniors' facilities, early learning and child care, and cultural and recreational infrastructure;
 - green infrastructure, including investments in local water and wastewater facilities, clean energy, climate resilient infrastructure like flood mitigation systems, and infrastructure to protect against changing weather; and
 - making changes to the Building Canada Fund so that it is more transparent and approval processes are sped up, which would include removing the P3 screen for projects. It should also be more focused on strategic and trade enabling infrastructure priorities, including roads, bridges, transportation corridors, ports, and border gateways.

This process should result in bilateral agreements with provinces and territories on infrastructure investments. You should also work with the Minister of Finance to ensure any unspent infrastructure funds are automatically transferred to municipalities through a temporary top-up of the Gas Tax Fund.

- Work with the Minister of Families, Children and Social Development to create a housing strategy to re-establish the federal government’s role in supporting affordable housing.
- Work with the Minister of Finance to establish the Canada Infrastructure Bank to provide low-cost financing (including loan guarantees) for new municipal infrastructure projects in our priority investment areas. This new institution will work in partnership with other orders of governments and Canada’s financial community, so that the federal government can use its strong credit rating and lending authority to make it easier—and more affordable—for municipalities to finance the broad range of infrastructure projects their communities need. This should include preparing for the launch of a new Canadian Green Bond that can enable additional investments when a lack of capital represents a barrier to projects.
- Support the Minister of Public Safety and Emergency Preparedness in a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats.
- Support the Minister of Indigenous and Northern Affairs to improve essential physical infrastructure for Indigenous communities including improving housing outcomes for Indigenous Peoples.
- Work with the Minister of Status of Women and the Minister of Indigenous and Northern Affairs to ensure that no one fleeing domestic violence is left without a place to turn by growing and maintaining Canada’s network of shelters and transition houses.
- Move forward on a toll-free replacement for the Champlain Bridge.

**Mr. Navdeep Singh Bains:
Minister of Innovation, Science and Economic Development**

As Minister, your overarching goal will be to help Canadian businesses grow, innovate and export so that they can create good quality jobs and wealth for Canadians. You will achieve this goal by working with provinces, territories, municipalities, the post-secondary education system, employers and labour to improve the quality and impact of our programs that support innovation, scientific research and entrepreneurship. You will collaborate with provinces, territories and municipalities to align, where possible, your efforts. I expect you to partner closely with businesses and sectors to support their efforts to increase productivity and innovation. You will work closely with the Minister of International Trade to help Canadian firms compete successfully in export markets.

You will be the leader of a strong team of ministers, consisting of the Minister of Science and the Minister of Small Business and Tourism. You will also be the portfolio Minister for the six regional development agencies.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes, including our first Budget, to deliver on your top priorities:

- Restore the long-form census and update legislation governing Statistics Canada to reinforce the institution's independence.
- Improve the quality of publicly available data in Canada. This will require working with Statistics Canada, the President of the Treasury Board and other departments and agencies to develop an Open Data initiative that would consider big data and make more of the data paid for by Canadians available to the public.
- Develop an Innovation Agenda that includes:
 - expanding effective support for incubators, accelerators, the emerging national network for business innovation and cluster support, and the Industrial Research Assistance Program. These investments will target key growth sectors where Canada has the ability to attract investment or grow export-oriented companies. You will assist the Minister of Finance to ensure tax measures are efficient and encourage innovation, trade and the growth of Canadian businesses; and
 - working with Regional Development Agencies to make strategic investments that build on competitive regional advantages. For those communities that have relied heavily on one sector in the past for economic opportunities, investments that support transition and diversification may be appropriate. Communities that have relied on traditional manufacturing are likely to require specific strategies to support economic growth.
- Support the Ministers of Environment and Climate Change and Natural Resources in making strategic investments in our clean technology sector.
- Support the Ministers of Natural Resources, Environment and Climate Change, Indigenous and Northern Affairs, and Fisheries, Oceans and the Canadian Coast Guard in making investments that will make our resource sectors world leaders in the use and development of clean and sustainable technology and processes.
- With the support of the Ministers of Finance and International Trade, develop appropriate investments and strategies for the auto sector to adjust to Canada's potential participation in the Trans-Pacific Partnership.
- Support the Minister of International Trade in the development of programs to support Canadian businesses to increase their exports, expand the range of their trading partners, and adjust to, take advantage of, and prepare for, the implementation of new trade agreements.
- Support the Minister of Public Safety and Emergency Preparedness in a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats.
- Support the Minister of Science in establishing new Canada Research Chairs in sustainable technologies.
- Increase high-speed broadband coverage and work to support competition, choice and availability of services, and foster a strong investment environment for telecommunications services to keep Canada at the leading edge of the digital economy.
- Work with the Minister of Indigenous and Northern Affairs and the Minister of Employment, Workforce Development and Labour to promote economic development and create jobs for Indigenous Peoples.
- Work with the Ministers of Public Services and Procurement and National Defence to ensure the identification of industrial benefits for Canadian firms, including in the Naval and Canadian Coast Guard fleet renewal and the National Shipbuilding Procurement Strategy.

**Ms. Marie-Claude Bibeau:
Minister of International Development and La Francophonie**

You will be part of a strong team of ministers led by the Minister of Foreign Affairs. As Minister, your overarching goal will be to lead Canada's efforts to provide humanitarian assistance to help reduce poverty and inequality in the world.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Refocus Canada's development assistance on helping the poorest and most vulnerable, and supporting fragile states. This would include:
 - consulting with Canadian stakeholders and international aid organizations to create a new policy and funding framework to guide Canada's aid decisions, empower people, and support broad-based, sustainable growth in the developing world;
 - supporting the implementation of the 2030 Agenda for Sustainable Development, a global set of development goals adopted by the United Nations in September 2015;
 - working with the Minister of Foreign Affairs to champion the values of inclusive and accountable governance, peaceful pluralism, respect for diversity, and human rights including the rights of women and refugees;
 - ensuring that Canada's valuable development focus on Maternal, Newborn and Child Health is driven by evidence and outcomes, not ideology, including by closing existing gaps in reproductive rights and health care for women;
 - making Canada a leader in development innovation and effectiveness, including by strengthening aid transparency and supporting better data collection and analysis, and by examining current and new aid delivery mechanisms and partnerships; and
 - in collaboration with the Minister of Environment and Climate Change and the Minister of Finance, providing assistance to countries that are vulnerable to the destabilizing effects of climate change, including through climate finance.
- Work with the Minister of Finance on development financing issues.
- Work with the Minister of Immigration, Refugees and Citizenship on international migration issues, and on our commitment to resettle 25,000 refugees from Syria.
- Work with me, and the Minister of Employment, Workforce Development and Labour, to integrate international opportunities into the Youth Service Program.
- Ensure Canada's strong and sustained engagement in the Organisation internationale de la Francophonie.

Ms. Chrystia Freeland: Minister of International Trade

You will be part of a strong team of ministers led by the Minister of Foreign Affairs. As Minister, your overarching goal will be to increase Canada's trade and attract job-creating investment to Canada, focusing on expanding trade with large fast-growing markets, including China and India, and deepening our trade links with traditional partners.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Develop strategies to implement the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) and consult on Canada's potential participation in the Trans-Pacific Partnership (TPP). This will include working with relevant ministers and provinces and territories to support adjustment in sectors including agriculture, the auto sector, and compensation for incremental cost increases to public drug plans arising from CETA.
- Implement and expand Canada's Free Trade Agreements globally. This should include implementation of agreements with Israel, Chile and Ukraine.
- Promote Canadian agricultural interests during future trade negotiations.
- Develop a new Canadian Trade and Export Strategy to support Canadian businesses exporting to international markets and help Canadian jurisdictions attract foreign direct investment. This strategy will include actively partnering with business to help firms grow—as all our major partners and competitors do. This strategy will include:
 - creating a strengthened Investment in Canada Office, headed by a Chief Executive Officer, to work seamlessly with provincial, territorial, and municipal governments and provide concierge services to promote business investment in Canada so that potential investors will have a one-window shop to make investing in Canada simpler and more attractive;
 - the development of trade agreement implementation plans to help Canadian businesses take advantage of the opportunities that flow from trade agreements. These plans will pull together resources from across government, including from institutions such as Export Development Canada and the Business Development Bank of Canada. It may also include reviewing the roles of these organizations so that they are better aligned with our new trade strategy;
 - the development of a targeted strategy to promote trade and investment with emerging markets, with particular attention to China and India. This strategy should include the mobilization of our small- and medium-sized enterprises and the rich diversity of Canada's population; and
 - improved supports to Canadian companies looking to export and Canadian communities looking to attract investments. These supports will include working with provinces to re-open trade promotion services.
- Working with the Minister of Innovation, Science and Economic Development, you will engage with provincial, territorial and municipal governments to ensure our strategies, to the greatest extent possible, are aligned to strengthen the overall Canadian brand and reduce complexity and administrative burden for foreign investors and Canadian companies engaged in international trade.
- Support the Ministers of Environment and Climate Change, Innovation, Science and Economic Development, and Natural Resources to make strategic investments in clean technology and our resource sectors. We want Canadian firms to be world leaders in the use and development of clean and sustainable technology and processes that can be exported globally.
- Support the Minister of Canadian Heritage to restore the Trade Routes and PromArt international cultural promotion programs.

- Support the Minister of Foreign Affairs to strengthen our relationship with our North American partners, advance bilateral and trilateral initiatives to reduce impediments to trade between our countries and to strengthen North America's global competitiveness. You should also support the Ministers of Environment and Climate Change and Natural Resources in developing a North American clean energy and environment agreement.
- Work with the Ministers of Finance and International Development and La Francophonie on development financing issues.

Ms. Jody Wilson-Raybould: Minister of Justice, and Attorney General of Canada

You have a double role as both Minister of Justice and the Attorney General of Canada. As Minister of Justice, you are the legal advisor to Cabinet. In this capacity you are responsible with the administration of justice, including policy in such areas as criminal law, family law, human rights law, public law and private international law, constitutional law and Aboriginal justice. As the Attorney General of Canada, you are the chief law officer of the Crown, responsible for conducting all litigation for the federal government and for upholding the Constitution, the rule of law, and respect for the independence of the courts.

As Minister, your overarching goal will be to ensure our legislation meets the highest standards of equity, fairness and respect for the rule of law. I expect you to ensure that our initiatives respect the Constitution of Canada, court decisions, and are in keeping with our proudest legal traditions. You are expected to ensure that the rights of Canadians are protected, that our work demonstrates the greatest possible commitment to respecting the Charter of Rights and Freedoms, and that our government seeks to fulfill our policy goals with the least interference with the rights and privacy of Canadians as possible.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Lead a process, supported by the Minister of Health, to work with provinces and territories to respond to the Supreme Court of Canada decision regarding physician-assisted death.
- Develop, in collaboration with the Minister of Indigenous and Northern Affairs, and supported by the Minister of Status of Women, an approach to, and a mandate for, an inquiry into murdered and missing Indigenous women and girls in Canada, including the identification of a lead Minister.
- Review our litigation strategy. This should include early decisions to end appeals or positions that are not consistent with our commitments, the Charter or our values.
- You should conduct a review of the changes in our criminal justice system and sentencing reforms over the past decade with a mandate to assess the changes, ensure that we are increasing the safety of our communities, getting value for money, addressing gaps and ensuring that current provisions are aligned with the objectives of the criminal justice system. Outcomes of this process should include increased use of restorative justice processes and other initiatives to reduce the rate of incarceration amongst Indigenous Canadians, and implementation of recommendations from the inquest into the death of Ashley Smith regarding the restriction of the use of solitary confinement and the treatment of those with mental illness.

- Work with the Minister of Public Safety and Emergency Preparedness and the Minister of Indigenous and Northern Affairs to address gaps in services to Aboriginal people and those with mental illness throughout the criminal justice system.
- Working with the Ministers of Public Safety and Emergency Preparedness and Health, create a federal-provincial-territorial process that will lead to the legalization and regulation of marijuana.
- Undertake modernization efforts to improve the efficiency and effectiveness of the criminal justice system, in cooperation with provinces and territories. This should include improved use of information technology to make the system more efficient and timely, exploration of sentencing alternatives and bail reform, and the creation of a unified family court.
- Support the Minister of Canadian Heritage to restore a modern Court Challenges Program.
- Work with the Ministers of Finance and National Revenue to develop a modernized regulatory and legal framework governing the Charitable and Not-for-Profit sectors.
- Engage all parties in the House of Commons to ensure that the process of appointing Supreme Court Justices is transparent, inclusive and accountable to Canadians. Consultations should be undertaken with all relevant stakeholders and those appointed to the Supreme Court should be functionally bilingual.
- Support the Minister of Public Safety and Emergency Preparedness in his efforts to repeal key elements of Bill C-51, and introduce new legislation that strengthens accountability with respect to national security and better balances collective security with rights and freedoms.
- Support the Minister of Public Safety and Emergency Preparedness in his efforts to repeal key elements of Bill C-42 and implement our commitment to reduce the number of handguns and assault weapons on our streets.
- Implement our platform commitments to toughen criminal laws and bail conditions in cases of domestic assault, in consultation with stakeholders and with the goal of keeping survivors and children safe. You should undertake this work in consultation with the Minister of Status of Women and the Minister of Public Safety and Emergency Preparedness.
- Work with the President of the Treasury Board to enhance the openness of government, including supporting his review of the *Access to Information Act* to ensure that Canadians have easier access to their own personal information, that the Information Commissioner is empowered to order government information to be released and that the Act applies appropriately to the Prime Minister's and Ministers' Offices, as well as administrative institutions that support Parliament and the courts.
- Introduce government legislation to add gender identity as a prohibited ground for discrimination under the *Canadian Human Rights Act*, and to the list of distinguishing characteristics of "identifiable group" protected by the hate speech provisions of the *Criminal Code*.

Mr. Harjit Singh Sajjan: Minister of National Defence

As Minister, your overarching goal will be to ensure that the Canadian Armed Forces are equipped and prepared, if called upon, to protect Canadian sovereignty, defend North America, provide disaster relief, conduct search and rescue, support United Nations peace operations,

and contribute to the security of our allies and to allied and coalition operations abroad. It will be important that you ensure a close link between defence policy, foreign policy, and national security. I also ask you to work closely with your colleague, the Minister of Veterans Affairs and Associate Minister of National Defence, to ensure a seamless transition for Canadian Forces members to the programs and services of Veterans Affairs.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Work with the Minister of Foreign Affairs to end Canada’s combat mission in Iraq and Syria, refocusing Canada’s efforts in the region on the training of local forces and humanitarian support.
- Ensure that the Canadian Armed Forces have the equipment they need. This includes:
 - working with the Minister of Finance to maintain current National Defence spending levels, including current planned increases;
 - working with the Minister of Public Services and Procurement to launch an open and transparent competition to replace the CF-18 fighter aircraft, focusing on options that match Canada’s defence needs; and
 - working with the Minister of Public Services and Procurement to invest in strengthening the Navy, while meeting the commitments that were made as part of the National Shipbuilding Procurement Strategy.
- Work with the Minister of Foreign Affairs to renew Canada’s commitment to United Nations peace operations. This includes:
 - making Canada’s specialized capabilities—from mobile medical teams, to engineering support, to aircraft that can carry supplies and personnel—available on a case-by-case basis;
 - working with the Minister of Foreign Affairs to help the United Nations respond more quickly to emerging and escalating conflicts and providing well-trained personnel to international initiatives that can be quickly deployed, such as mission commanders, staff officers, and headquarters units; and
 - leading an international effort to improve and expand the training of military and civilian personnel deployed on peace operations, while insisting that any peacekeepers involved in misconduct be held accountable by their own country and the United Nations.
- Maintain Canada’s strong commitments to the North American Aerospace Defence Command (NORAD) and to the North Atlantic Treaty Organization (NATO).
- Conduct an open and transparent review process to create a new defence strategy for Canada, replacing the now-outdated Canada First Defence Strategy.
- Renew Canada’s focus on surveillance and control of Canadian territory and approaches, particularly our Arctic regions, and increase the size of the Canadian Rangers.
- Work with senior leaders of the Canadian Armed Forces to establish and maintain a workplace free from harassment and discrimination.
- Work with the Minister of Veterans Affairs and Associate Minister of National Defence to reduce complexity, overhaul service delivery, and strengthen partnerships between National Defence and Veterans Affairs.
- Support the Minister of Public Safety and Emergency Preparedness in a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats.

- Work with the Minister of Veterans Affairs and Associate Minister of National Defence to develop a suicide prevention strategy for Canadian Armed Forces personnel and veterans.

Ms. Diane Lebouthillier: Minister of National Revenue

As Minister, your overarching goal will be to ensure that the CRA is fairer, more helpful, and easier to use. The Canada Revenue Agency (CRA) exists to serve Canadians. You will lead the government's work to overhaul its service model so that people who interact with the CRA feel like valued clients, not just taxpayers.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Ensure that CRA is a client-focused agency that will:
 - proactively contact Canadians who are entitled to, but are not receiving, tax benefits;
 - offer to complete returns for some clients, particularly lower-income Canadians and those on fixed incomes, whose financial situation is unchanged year-to-year;
 - support more Canadians who wish to file taxes using no paper forms; and
 - deliver correspondence and other communications that are straightforward and easy to read.
- Allow charities to do their work on behalf of Canadians free from political harassment, and modernize the rules governing the charitable and not-for-profit sectors, working with the Minister of Finance. This will include clarifying the rules governing "political activity," with an understanding that charities make an important contribution to public debate and public policy. A new legislative framework to strengthen the sector will emerge from this process. This should also include work with the Minister of Families, Children and Social Development to develop a Social Finance and Social Enterprise strategy.
- Invest additional resources to help the CRA crack down on tax evaders and work with international partners to adopt strategies to combat tax avoidance.

Mr. James Gordon Carr: Minister of Natural Resources

Throughout Canada's history, our prosperity has been built on our natural resources. It is a core responsibility of the federal government to help get our natural resources to market, but that is only possible if we achieve the required public trust by addressing environmental, Indigenous Peoples', and local concerns. As Minister of Natural Resources, your overarching goal will be to ensure that our resource sector remains a source of jobs, prosperity, and opportunity within the context of a world that increasingly values sustainable practices and low carbon processes. This requires continued investment and support for innovation in our natural resource sectors.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Work closely with provinces and territories to: develop a Canadian Energy Strategy to protect Canada’s energy security; encourage energy conservation; and bring cleaner, renewable energy onto a smarter electricity grid.
- Work with the Minister of Innovation, Science and Economic Development to invest in clean technology producers, so that they can tackle Canada’s most pressing environmental challenges and create more opportunities for Canadian workers.
- Work with the Minister of Innovation, Science and Economic Development and other responsible ministers to support innovation and the use of clean technologies in our natural resource sectors, including the forestry, fisheries, mining, energy, and agricultural sectors.
- Work with the Minister of Finance to explore opportunities to enhance existing tax measures to generate more clean technology investments, and engage with provinces and territories to make Canada the world’s most competitive tax jurisdiction for investments in the research, development, and manufacturing of clean technology.
- Work with the Minister of Environment and Climate Change, the Minister of Fisheries, Oceans and the Canadian Coast Guard, and the Minister of Indigenous and Northern Affairs to immediately review Canada’s environmental assessment processes to regain public trust and introduce new, fair processes that will:
 - restore robust oversight and thorough environmental assessments of areas under federal jurisdiction, while also working with provinces and territories to avoid duplication;
 - ensure that decisions are based on science, facts, and evidence, and serve the public’s interest;
 - provide ways for Canadians to express their views and opportunities for experts to meaningfully participate, including provisions to enhance the engagement of Indigenous groups in reviewing and monitoring major resource development projects; and
 - require project proponents to choose the best technologies available to reduce environmental impacts.
- Modernize the National Energy Board to ensure that its composition reflects regional views and has sufficient expertise in fields such as environmental science, community development, and Indigenous traditional knowledge.
- Work in partnership with the United States and Mexico and the Minister of Environment and Climate Change and the Minister of Foreign Affairs to develop an ambitious North American clean energy and environmental agreement.

Mr. Ralph Goodale: Minister of Public Safety and Emergency Preparedness

As Minister, your overarching goal will be to lead our government’s work in ensuring that we are keeping Canadians safe. This goal must be pursued while protecting the rights of Canadians, and with an appreciation that threats to public security arise from many sources, including natural disasters, inadequate regulations, crime, terrorism, weather-related emergencies, and public health emergencies. I will expect you to work with your colleagues to ensure a close link between defence policy, foreign policy, and national security.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Assist the Leader of the Government in the House of Commons in the creation of a statutory committee of Parliamentarians with special access to classified information to review government departments and agencies with national security responsibilities.
- Work to repeal, in collaboration with the Minister of Justice, the problematic elements of Bill C-51 and introduce new legislation that strengthens accountability with respect to national security and better balances collective security with rights and freedoms.
- Create an Office of the Community Outreach and Counter-radicalization Coordinator.
- Lead a review of existing measures to protect Canadians and our critical infrastructure from cyber-threats, in collaboration with the Minister of National Defence, the Minister of Innovation, Science and Economic Development, the Minister of Infrastructure and Communities, the Minister of Public Services and Procurement, and the President of the Treasury Board.
- Take action to get handguns and assault weapons off our streets by working with the Minister of Justice to strengthen controls on handguns and assault weapons, including by repealing some elements of Bill C-42.
- Enhance compensation benefits for public safety officers who are permanently disabled or killed in the line of duty, including the creation of a compensation benefit for firefighters, police officers, and paramedics.
- Work with provinces and territories and the Minister of Health to develop a coordinated national action plan on post-traumatic stress disorder, which disproportionately affects public safety officers.
- Restore funding to provinces and territories to support Heavy Urban Search and Rescue teams.
- Work with provinces and territories, Indigenous Peoples, and municipalities to develop a comprehensive action plan that allows Canada to better predict, prepare for, and respond to weather-related emergencies and natural disasters.
- Support the Minister of Justice and the Minister of Health on efforts that will lead to the legalization and regulation of marijuana.
- Work with the Minister of Justice and the Minister of Indigenous and Northern Affairs to address gaps in services to Indigenous Peoples and those with mental illness throughout the criminal justice system.
- Take action to ensure that the RCMP and all other parts of your portfolio are workplaces free from harassment and sexual violence.

Ms. Judy Foote: Minister of Public Services and Procurement

As Minister, your overarching goal will be to ensure that the services provided by your portfolio are delivered efficiently, and in a way that makes citizens feel respected and valued. At the same time, I expect that you will ensure that the government's internal services are held to an equally high standard and that procurement processes reflect modern best practices. The delivery of government services, including procurement practices, should reflect public expectations around transparent, open, and citizen-centred government and should serve our policy goals of sustainable economic growth that grows the middle class.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Undertake a review of Canada Post to make sure it provides the high-quality service that Canadians expect at a reasonable price.
- Work with the President of the Treasury Board and the Minister of Families, Children and Social Development, who is responsible for Service Canada, to establish new performance standards and set up a mechanism to conduct rigorous assessments of the performance of key government services and report findings publicly. As well, support the President of the Treasury Board in the development of a new service strategy that aims to create a single online window for all government services with new performance standards.
- Work with the Minister of National Defence and the Minister of Innovation, Science and Economic Development to launch an open and transparent competition to replace the CF-18 fighter aircraft, focusing on options that match Canada's defence needs.
- Prioritize the National Shipbuilding Procurement Strategy to support renewal of the Canadian Coast Guard fleet and to ensure the Royal Canadian Navy is able to operate as a true blue-water maritime force.
- Modernize procurement practices so that they are simpler, less administratively burdensome, deploy modern comptrollership, and include practices that support our economic policy goals, including green and social procurement.
- Support the Minister of Employment, Workforce Development and Labour to restore a fair and balanced approach to organized labour by repealing Bills C-377 and C-525 and implementing a modern Fair Wages Policy.
- Work with the Minister of Infrastructure and Communities to conduct an inventory of all available federal lands and buildings that could be repurposed for affordable housing in communities.

Ms. Kirsty Duncan: Minister of Science

You are part of a strong team of Ministers led by the Minister of Innovation, Science and Economic Development. We are a government that believes in science—and a government that believes that good scientific knowledge should inform decision making. We believe that investments in scientific research, including an appropriate balance between fundamental research to support new discoveries and the commercialization of ideas, will lead to good jobs and sustainable economic growth. As Minister of Science, your overarching goal will be to support scientific research and the integration of scientific considerations in our investment and policy choices. Support for science is an essential pillar in our strategy to create sustainable economic growth and support and grow the middle class.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Create a Chief Science Officer mandated to ensure that government science is fully available to the public, that scientists are able to speak freely about their work, and that scientific analyses are considered when the government makes decisions.
- Support your colleagues in the review and reform of Canada's environmental assessment processes to ensure that environmental assessment decisions are based on science, facts, and evidence.

- Support the Minister of Employment, Workforce Development and Labour in efforts to help employers create more co-op placements for students in science, technology, engineering, mathematics, and business programs.
- Support your Ministerial colleagues as they re-insert scientific considerations into the heart of our decision making and investment choices.
- Lead the establishment of new Canada Research Chairs in sustainable technologies, working with the Minister of Innovation, Science and Economic Development.
- Work in collaboration with the Minister of Fisheries, Oceans and the Canadian Coast Guard and the Minister of Environment and Climate Change to examine the implications of climate change on Arctic marine ecosystems.
- Examine options to strengthen the recognition of, and support for, fundamental research to support new discoveries.

Ms. Bardish Chagger: Minister of Small Business and Tourism

You are part of a strong team of ministers led by the Minister of Innovation, Science and Economic Development. As Minister of Small Business and Tourism, your overarching goal will be to help small businesses grow through trade and innovation, and to promote increased tourism to Canada.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Support the Minister of Innovation, Science and Economic Development in launching an Innovation Agenda to expand support for incubators and accelerators, as well as the emerging national network for business innovation and cluster support. In addition, work with him as he clarifies innovation and business development programs, including the Industrial Research Assistance Program, and new programs, to ensure we are world leaders in clean and sustainable technologies and to ensure that our programs are supportive of small businesses that are seeking to become more productive, more innovative and more export-oriented.
- Work with the Minister of International Trade to prepare and execute a new Canadian international trade strategy to ensure that programs and approaches are supportive of small and medium-sized enterprises (SMEs). Specifically, work to make it easier for SMEs to take advantage of government financing and export-oriented supports.
- Work with the Minister of Finance as the small business tax rate reduction is implemented to ensure that it is used to support small businesses, rather than used to reduce personal income tax obligations for high-income earners.
- Engage provincial, territorial, and municipal governments to create as much alignment as possible with complementary programs delivered by other governments to support SMEs.
- Work with your provincial, territorial, and municipal counterparts to promote Canadian tourism and strengthen the Canadian brand abroad for tourists.
- Support your Ministerial colleagues as they seek ways to reduce the administrative burden on small business.
- Support the Minister of Environment and Climate Change, who is responsible for Parks Canada, in promoting Canada's National Parks and in working with nearby communities, where possible, to help grow local eco-tourism industries and create jobs.

Ms. Carla Qualtrough: Minister of Sport and Persons with Disabilities

In your role as Minister of Sport, you will support the Minister of Canadian Heritage. In your role as Minister of Persons with Disabilities, you will support the Minister of Families, Children and Social Development. As Minister of Sport and Persons with Disabilities, your overarching goal will be to promote healthier Canadians through sport and recreation, and to ensure greater accessibility and opportunities for Canadians with disabilities.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Lead an engagement process with provinces, territories, municipalities, and stakeholders that will lead to the passage of a *Canadians with Disabilities Act*. In this work, you will be supported by the Minister of Families, Children and Social Development.
- Work with the Minister of Infrastructure and Communities to deliver on our commitment to support the construction of recreational infrastructure that allows more children access to sport and recreation.
- Work with the Minister of Health and the Public Health Agency of Canada to support a national strategy to raise awareness for parents, coaches, and athletes on concussion treatment.
- Work with the Minister of Canadian Heritage to include sport and recreation in championing government-wide efforts to promote the celebration of Canada 150, with a particular emphasis on celebrating the achievements of athletes and persons with disabilities.
- Lead preparations for the 2016 Rio Olympics and Paralympics and future international sporting events.
- Create greater links between our elite athletes and young Canadians to promote health and achievement among youth.

Ms. Patricia Hajdu: Minister of Status of Women

You are part of a strong team of ministers led by the Minister of Canadian Heritage. As Minister of Status of Women, your overarching goal will be to ensure government policy, legislation, and regulations are sensitive to the different impacts that decisions can have on men and women. During our time in government, I expect to make meaningful progress on reducing the wage gap between men and women and to encourage an increase in the number of women in senior decision-making positions and on boards in Canada, as well as make progress towards better representation of women where they have traditionally been under-represented, such as in the skilled trades.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Work with experts and advocates to develop and implement a comprehensive federal gender violence strategy and action plan, aligned with existing provincial strategies. You

- will be supported by the Minister of Justice to make any necessary criminal code changes and by the President of the Treasury Board who will develop strategies to combat sexual harassment in federal public institutions.
- Work with the Privy Council Office to ensure that a gender-based analysis is applied to proposals before they arrive at Cabinet for decision making.
 - Support the Privy Council Office as it develops monitoring and reporting processes to ensure that the government's senior appointments are merit-based and demonstrate gender parity.
 - Support the Minister of Infrastructure and Communities and the Minister of Indigenous and Northern Affairs in ensuring that no one fleeing domestic violence is left without a place to turn by growing and maintaining Canada's network of shelters and transition houses.
 - Support the Minister of Public Safety and Emergency Preparedness in reviewing current gender- and culturally-sensitive training policies for federal front-line law enforcement officers to ensure that they are strong and effective.
 - Support the Minister of Employment, Workplace Development and Labour and work with your ministerial colleagues in taking action to ensure that Parliament and federal institutions are workplaces free from harassment and sexual violence.
 - Support the Minister of Justice and the Minister of Indigenous and Northern Affairs to develop a process and mandate for an inquiry into murdered and missing Indigenous women and girls in Canada.

Dr. Marc Garneau: Minister of Transport

As Minister, your overarching goal will be to ensure that Canada's transportation system supports our ambitious economic growth and job creation agenda. Canadians require a transportation system that is safe, reliable and facilitates trade and the movement of people and goods. I will expect you to encourage maximum alignment between the strategic goals of our plans for roads, ports and airports so that our systems are integrated, sustainable and allow Canadians and businesses to more easily engage globally.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Work with the Minister of Infrastructure and Communities, who will have the lead, and in consultation with provincial and territorial governments as well as municipalities, to develop and implement an Infrastructure Strategy which will see significant investments made to improve public transit infrastructure and green infrastructure. The Strategy should also improve access to, and governance of, existing infrastructure programs, increase data collection capacity, promote better asset management of infrastructure in Canada and provide better supports for local communities.
- Work with the Minister of Infrastructure and Communities, who will have the lead, on the delivery of a newly-focused Building Canada Fund which will make greater investments in Canada's roads, bridges, transportation corridors, ports, and border gateways, helping Canada's manufacturers get their goods to market.
- Propose measures to reinforce railway safety.

- Lead, with the support of the Minister of Agriculture and Agri-food and in the context of responding to the review of the *Canada Transportation Act*, a full review of the Canadian grain transportation system.
- Work with the Minister of Fisheries, Oceans and the Canadian Coast Guard and the Minister of Environment and Climate Change to improve marine safety.
- Work with the Minister of Fisheries, Oceans and the Canadian Coast Guard to review the previous government's changes to the *Fisheries Act* and the *Navigable Waters Protection Act*, restore lost protections, and incorporate modern safeguards.
- Formalize a moratorium on crude oil tanker traffic on British Columbia's North Coast, working in collaboration with the Minister of Fisheries, Oceans and the Canadian Coast Guard, the Minister of Natural Resources and the Minister of Environment and Climate Change to develop an approach.

Mr. Kent Hehr:
Minister of Veterans Affairs and Associate Minister of National Defence

Veterans and their families have earned our respect and gratitude. Veterans should not have to fight their own government for the support and compensation they have earned. As Minister of Veterans Affairs and Associate Minister of National Defence, your overarching goal will be to ensure that our government lives up to our sacred obligation to veterans and their families. I expect you to ensure that veterans receive the respect, support, care, and economic opportunities they deserve. You will ensure that we honour the service of our veterans and provide new career opportunities, make it easier for veterans to access services—including mental health services—and do more to support the families of Canada's veterans. I ask you to work closely with your colleague the Minister of National Defence to ensure a seamless transition for Canadian Forces members to the programs and services of your department.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes, including our first Budget, to deliver on your top priorities:

- Work with the Minister of National Defence to reduce complexity, overhaul service delivery, and strengthen partnerships between Veterans Affairs and National Defence.
- Re-establish lifelong pensions as an option for our injured veterans, and increase the value of the disability award, while ensuring that every injured veteran has access to financial advice and support so that they can determine the form of compensation that works best for them and their families.
- Expand access to the Permanent Impairment Allowance to better support veterans who have had their career options limited by a service-related illness or injury.
- Provide injured veterans with 90 percent of their pre-release salary, and index this benefit so that it keeps pace with inflation.
- Create a new Veterans Education Benefit that will provide full support for the costs of up to four years of college, university, or technical education for Canadian Forces veterans after completion of service.
- Improve career and vocational assistance for veterans through ensuring that job opportunities for returning veterans are included in Community Benefits Agreements for new federally-funded infrastructure projects.

- Deliver a higher standard of service and care, and ensure that a “one veteran, one standard” approach is upheld.
- Re-open the nine Veterans Affairs service offices recently closed, hire more service delivery staff, and fully implement all of the Auditor General’s recommendations on enhancing mental health service delivery to veterans.
- Create two new centres of excellence in veterans’ care, including one with a specialization in mental health, post-traumatic stress disorder and related issues for both veterans and first responders.
- Provide greater education, counselling, and training for families who are providing care and support to veterans living with physical and/or mental health issues as a result of their service.
- End the time limit for surviving spouses to apply for vocational rehabilitation and assistance services.
- Increase the veteran survivor’s pension amount from 50 percent to 70 percent.
- Eliminate the “marriage after 60” clawback clause, so that surviving spouses of veterans receive appropriate pension and health benefits.
- Double funding to the Last Post Fund to ensure that all veterans receive a dignified burial.
- Work with the Minister of National Defence to develop a suicide prevention strategy for Canadian Armed Forces personnel and veterans.

Mr. Scott Brison: President of the Treasury Board

As President of the Treasury Board, your overarching goal will be to lead the management agenda of the government and oversee the implementation and delivery of Cabinet-approved initiatives. I want you to lead the government’s efforts to ensure that departments and other federal organizations are able to use the best available information. Responsible governments rely on sound evidence to make decisions to ensure we obtain good value for our money. You should work with your colleagues to ensure that they are devoting a fixed percentage of program funds to experimenting with new approaches to existing problems and measuring the impact of their programs. I expect you to instill a strengthened culture of measurement, evaluation, and innovation in program and policy design and delivery. This should include publicly releasing all key information that informs the decisions we make.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Establish new performance standards, in collaboration with the Minister of Families, Children and Social Development, who is responsible for Service Canada, the Minister of Public Services and Procurement, the Minister of Democratic Institutions, and the Minister of Innovation, Science and Economic Development, and set up a mechanism to conduct rigorous assessments of the performance of key government services and report findings publicly. As well, develop a new service strategy that aims to create a single online window for all government services with new performance standards.
- Strengthen oversight on government advertising and modernize the Communications Policy of the Government of Canada to reflect the modern digital environment.

- Take a leadership role to review policies to improve the use of evidence and data in program innovation and evaluation, more open data, and a more modern approach to comptrollership.
- Strengthen the oversight of taxpayer dollars and the clarity and consistency of financial reporting. Ensure consistency and maximum alignment between the Estimates and the Public Accounts and exercise due diligence regarding costing analysis prepared by departments for all proposed legislation and programs.
- Work with the Leader of the Government in the House of Commons to improve reporting to Parliament.
- Ensure that all federal services are delivered in full compliance with the *Official Languages Act*, supported by the Minister of Canadian Heritage.
- Accelerate and expand open data initiatives and make government data available digitally, so that Canadians can easily access and use it.
- Work with the Minister of Justice to enhance the openness of government, including leading a review of the *Access to Information Act* to ensure that Canadians have easier access to their own personal information, that the Information Commissioner is empowered to order government information to be released and that the Act applies appropriately to the Prime Minister's and Ministers' Offices, as well as administrative institutions that support Parliament and the courts.
- Bargain in good faith with Canada's public sector unions.
- Work with the Minister of Finance and your colleagues to conduct a review of tax expenditures and other spending to reduce poorly targeted and inefficient measures, wasteful spending, and government initiatives that are ineffective or have outlived their purpose.
- Take action to ensure that the public service is a workplace free from harassment and sexual violence.

ADDENDUM—THE ORGANIZERS OF THIS MATERIAL

J. Phillip Nicholson

A graduate of *Carleton University* (BA Hons Geography), *University of Oxford* (MA Economics and Politics), and the *Massachusetts Institute of Technology* (MCP Planning) where he was a *CMHC Graduate Fellow*, Mr. Nicholson has served as a policy advisor to more than 250 clients in the public, private, voluntary and academic sectors, including virtually every major department and agency of the Government of Canada. He has been the principal analyst, advisor and author or co-author of more than 120 policy and program memoranda to Cabinet, spanning social, economic, health, environmental, national security and general governance issues, including at least one—and often several—in every year of every Ministry since 1973.

Jane Coghlan

The former editor of legal publications in western Canada and English language journals in Japan, Ms. Coghlan is a senior consultant specializing in research, fact finding and editing of decision documents and communications materials setting out policy and program proposals for senior management and Cabinet consideration. A skilled and experienced organizer, she has coordinated numerous stakeholder consultation processes, planning sessions, and training courses for diverse audiences, all dealing with complex and challenging policy issues or program initiatives, typically at the national level.

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Glen G.D. Milne

A graduate of the *University of Toronto* (B. Arch) and *University of Pennsylvania* (M. Arch.), Mr. Milne practised in Canada, England and Finland, and taught at *Ohio University* and *North Carolina State University*, before co-founding the School of Architecture at *Carleton University*, where he lectured in architecture, sociology and public administration.

Mr. Milne's consulting work focuses on strategic facilitation, public consultation, policy design, work planning, and team capacity building. Clients include federal, municipal and Indigenous governments, the Canadian Forces, the voluntary sector, media and IT corporations, and industrial and professional associations. He provides training on group facilitation techniques, how government works, and the art and politics of policy making.

Making Policy: A Guide to How the Federal Government Works

Drawing on insights from his extensive practice in public policy and advocacy, Mr. Milne publishes the annually-updated, illustrated, bilingual publication *Making Policy: A Guide to How the Federal Government Works*. The January 2016 edition will include the initiatives of the new government of Prime Minister Justin Trudeau. Copies can be ordered at www.howgovernmentworks.ca or by contacting Glen at glen@glenmilne.ca