

The Right Honourable Justin Trudeau  
Prime Minister of Canada  
80 Wellington Street  
Ottawa, Ontario  
K1A 0A2

August 18, 2017

Dear Prime Minister,

Pursuant to our Terms of Reference, the Independent Advisory Board for Senate Appointments submits to you this report on the most recent cycle for providing recommendations for appointments to the Senate of Canada. We thank you for your continued confidence and for the opportunity to serve such an important process.

Respectfully,



Huguette Labelle  
Chair

**Federal members:**

Daniel Jutras  
Indira Samarasekera

**Nova Scotia members:**

Jennifer Gillivan  
Ramona Lumpkin

**New Brunswick members:**

Donald Savoie  
Roxanne Tarjan

**Ontario members:**

Dawn Lavell Harvard  
Murray Segal

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# Report of the Independent Advisory Board for Senate Appointments Winter 2017 (December 2016 – August 2017)

## 1. Introduction

This report has been prepared pursuant to paragraph 13 of the Terms of Reference ([See Annex A](#)) of the Independent Advisory Board for Senate Appointments (Advisory Board) which states:

### *Reporting*

**13 (1)** Within three months after submitting the names of qualified candidates to the Prime Minister, under the transitional process and following each subsequent appointment process, the Advisory Board must provide a report, in both official languages, to the Prime Minister that contains information on the process, including on the execution of the terms of reference, the costs relating to the Advisory Board's activities and statistics relating to the applications received.

**(2)** In addition, the report may provide recommendations for improvements to the process.

**(3)** The report must be made public.

This is the third report of the Advisory Board and covers the *Winter 2017* process. The Advisory Board's previous reports are available on our [website](#).

## 2. Establishment of the Advisory Board

The Advisory Board is an independent and non-partisan body whose mandate is to provide non-binding merit-based recommendations to the Prime Minister on Senate nominations. It was established by the Governor in Council (GIC) on January 19, 2016 ([Order in Council PC 2016-0011](#)). The Terms of Reference ([See Annex A](#)) for the Advisory Board were also approved by the GIC and made public through the same Order in Council. Members of the Advisory Board are appointed pursuant to paragraph 127.1(1)(c) of the *Public Service Employment Act* as special advisers to the Prime Minister.

The Advisory Board consists of three permanent federal members, one of whom is appointed as Chairperson, and two members chosen from each of the provinces where a vacancy is to be filled. The federal members participate in deliberations related to all vacancies, whereas the provincial members participate in deliberations related to vacancies in their respective province. The initial appointment duration of the federal members varied to allow the staggering of terms (30 months for Chairperson, 24 months for one member and 18 months for the other). Provincial members were appointed for a period of one year. Provincial members from Ontario were renewed for an additional year, effective January 19, 2017.

Further information on the establishment of the Advisory Board and the previous processes can be found on our [website](#). Biographical notes for members involved in the cycle covered by this report can be found in [Annex B](#).

### 3. Implementation of the new appointments process

Since its establishment in January 2016, the Advisory Board has conducted three Senate appointments processes, with the most recent process launched on December 20, 2016.

#### Transitional Process (*Winter 2016*)

The first phase, or the *transitional process*, was launched in the winter of 2016 to fill vacancies in Manitoba, Ontario and Quebec. Applicants were required to be nominated by an organization in order to be considered for a vacancy. This first phase saw 284 applications and concluded with the appointment of seven Senators in March 2016. More information can be found in our [Transitional Process Report \(March 31, 2016\)](#).

#### First Cycle of the Permanent Process (*Summer 2016*)

The *first cycle of the permanent process* was launched in the summer of 2016. This cycle marked the first time that an open application process was implemented, whereby Canadians could apply without being nominated by an organization. In this first cycle, applications were received through our new, online system. Twenty appointments were made in November and December 2016 following the *Summer 2016* process – one in British Columbia, two in Manitoba, two in New Brunswick, two in Nova Scotia, six in Ontario, one in Prince Edward Island and six in Québec. One of the individuals named for Manitoba later declined appointment; the seat remains vacant. More information can be found in our [Permanent Process Report \(July to November 2016\)](#).

#### Current Cycle (*Winter 2017*)

The *Winter 2017* process sought to fill anticipated vacancies in New Brunswick, Nova Scotia and Ontario. This process was similar to *Summer 2016* in that Canadians could apply through an open process without being nominated by an organization. Five vacancies were a result of the mandatory retirement age of 75. Two additional vacancies were due to resignation. A total of six vacancies representing New Brunswick, Nova Scotia and Ontario were advertised to be filled through the *Winter 2017* process. The second resignation was considered as part of the *Winter 2017* process.

Winter 2017 Process		
Province	Vacancies	Date of Retirement or Resignation
New Brunswick	1	February 2017
Nova Scotia	3	January 2017
		January 2017
		November 2017

<b>Ontario</b>	3	January 2017
		May 2017
		August 2017

It should be noted that vacancies expected in other provinces, due to the mandatory retirement age, will be dealt with in a future process.

#### **4. Application Process**

As indicated previously, Canadians had the opportunity to apply directly for an appointment to the Senate under the permanent process. Applicants applied online through the [Senate Appointments Self-Serve system](#).

The application period was open for five weeks from December 20, 2016 to January 25, 2017. Applicants could upload and update their application packages at any point up to January 25, 2017 at 23:59 Eastern Time.

A complete application package included an application form, curriculum vitae, three reference letters and a background check consent form. The application form was designed to verify elements of the assessment criteria. It addressed the constitutional requirements, as well as the merit-based criteria. In particular, the personal statement provided applicants with an opportunity to highlight their skills and experience, and to demonstrate how they met the knowledge requirements, personal qualities, and/or qualifications related to the role of Senator. The curriculum vitae and reference letters were used as supporting documents as they spoke to the applicants' experience, character and suitability for the position.

Applicants who applied previously (*Winter 2016* or *Summer 2016*) for New Brunswick, Nova Scotia and Ontario vacancies were contacted shortly after the launch and provided with instructions on how to re-apply, should they wish to be considered. Applicants who applied to the *Winter 2016* process were asked to re-apply online using the new forms. Individuals who applied to the *Summer 2016* process had the option to either reuse their application package or submit new supporting documents.

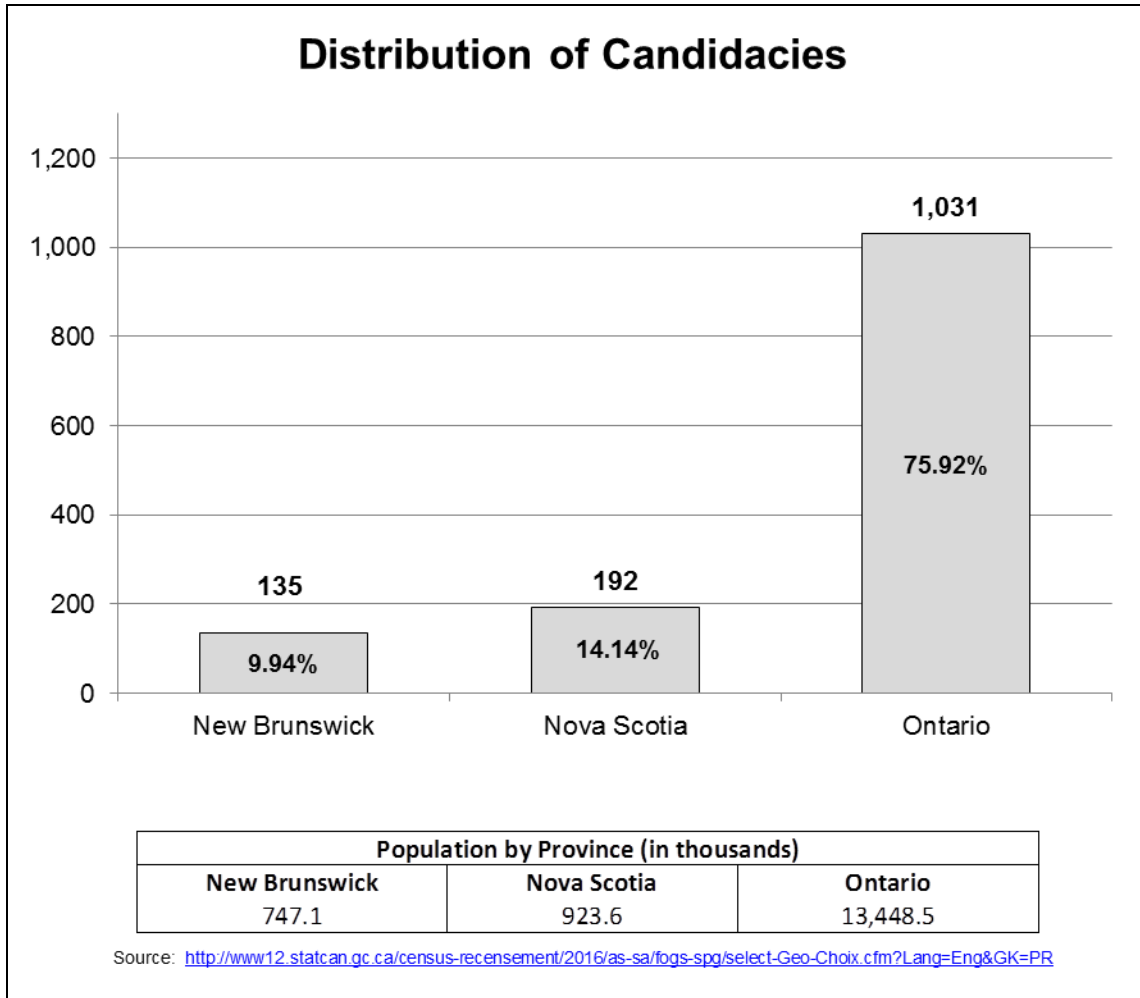
During the application period, bilingual help desk services were available to the public. Agents provided assistance, responded to inquiries and shared general information with applicants by phone and email. Further, Advisory Board Secretariat staff assisted applicants who requested accommodations due to disabilities or accessibility issues.

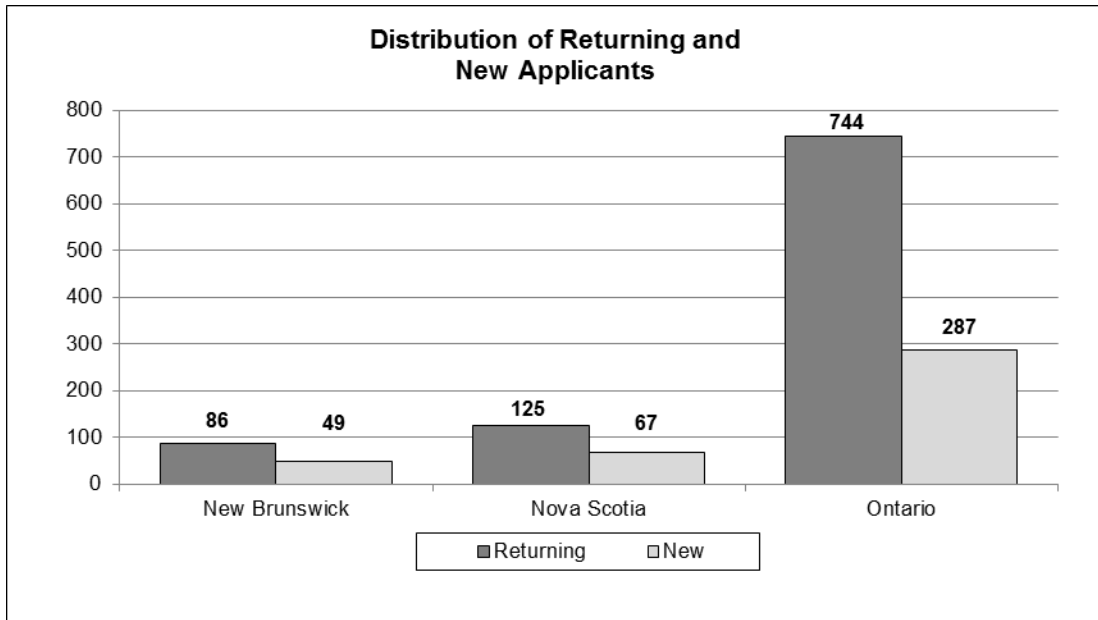
In total, over 100 emails and more than 200 telephone calls were exchanged by help desk staff with applicants and others during the application period, from December 20, 2016 to January 25, 2017. Moreover, the Advisory Board's website had more than 145,000 visits during the same period. The influx of website traffic and re-occurring intake for the provinces involved in this cycle may explain the reduced dependency on support staff from previous processes.

## 5. Analysis of Applications

**1,358  
applicants**

The Advisory Board received a total of 1,358 applications during the *Winter 2017* process. The pool of applicants proved to include a diverse slate of individuals with a wide breadth of backgrounds, skills, knowledge and experience.



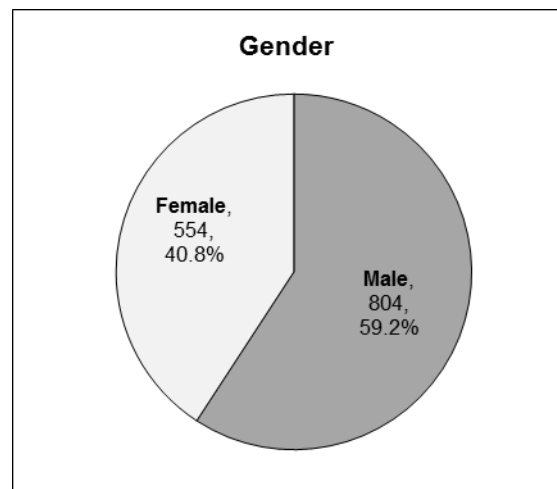


Demographic analysis demonstrates that outreach and communications efforts were effective in reaching Indigenous, linguistic and ethnic minority communities. The Advisory Board also placed particular emphasis on outreach to women’s organizations, as the proportion of women who applied during the previous cycle was below the national workforce availability statistics.

We will continue to monitor demographic data to help inform our outreach efforts in the future.

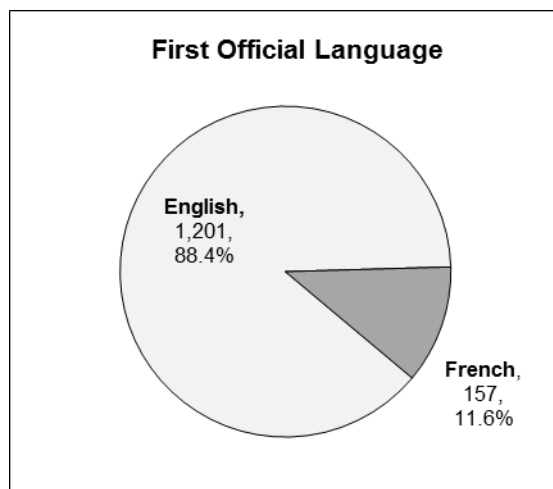
### **Gender**

Of the 1,358 applicants, 40.8% were female, while 59.2% were male. The percentage of women who applied during this process is slightly below the 2015 national workforce availability estimate (40.8% vs. 48.2%).<sup>1</sup>



<sup>1</sup> <https://www.canada.ca/en/employment-social-development/services/labour-standards/reports/employment-equity-2016.html#h2.4-h3.1>

### First Official Language



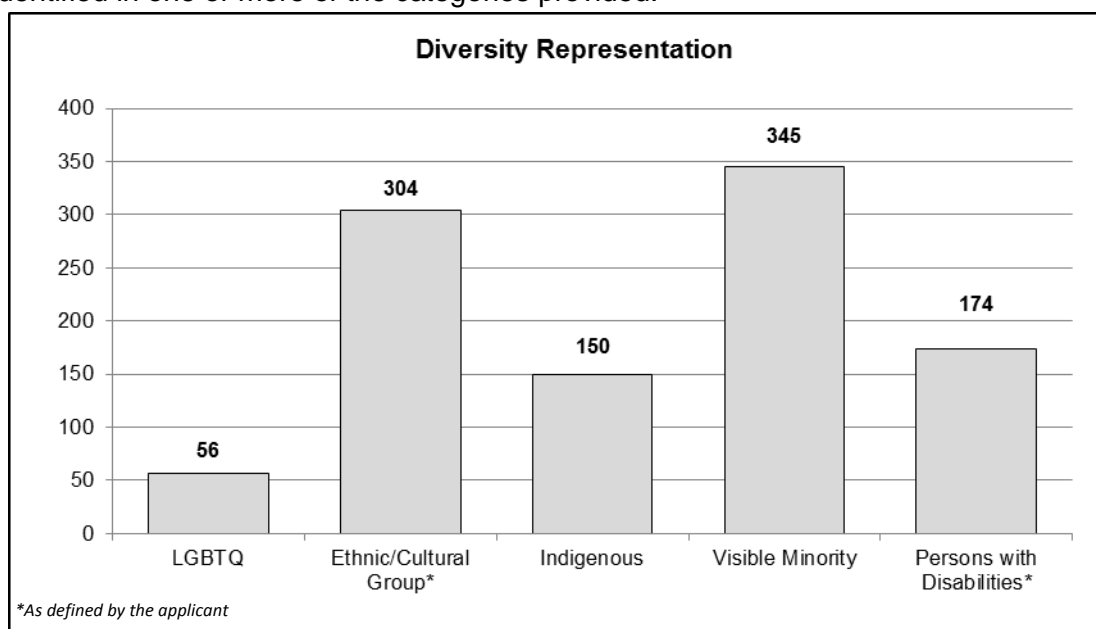
Applicants were asked to identify their first official language. The majority of applicants identified English as their first official language (88.4%), with a smaller number of applicants identifying French as their first official language (11.6%). The representation of applicants who identified French as their first official language was lower when compared with the Canadian population (11.6% vs. 23.2%).<sup>2</sup> The representation was more favourable when compared with provincial population figures included in this cycle: Ontario (10.3% vs. 4.3%), New Brunswick (30.4% vs. 31.9%) and Nova Scotia (5.2% vs. 3.3%).<sup>3</sup>

### Diversity (self-identified)

**721**  
**self-identified**

Applicants had the option to provide responses to questions regarding diversity when creating their online profile. The LGBTQ, Visible Minority and Indigenous categories had a defined definition, whereas the Ethnic/Cultural Group and persons with disabilities sections were defined by the applicant.

Applicants were able to self-identify in more than one diversity group. A total of 721 applicants self-identified in one or more of the categories provided.



<sup>2</sup> <http://officiallanguages.gc.ca/en/statistics/canada>

<sup>3</sup> <http://officiallanguages.gc.ca/en/statistics/province-territory>



Indigenous representation is significantly higher than Canadian workforce population (11.0% vs. 3.5%)<sup>4</sup>, as is representation of persons with disabilities (12.8% vs. 4.9%). Visible minority representation is also above that of the Canadian workforce population (25.4% vs. 17.8%).

A further breakdown of the data by province can be found in [Annex E](#).

## 6. Communications, Media and Public Affairs

On December 20, 2016, the Minister of Democratic Institutions announced that the Advisory Board would begin accepting applications for the anticipated Senate vacancies in New Brunswick, Nova Scotia and Ontario.

<https://www.canada.ca/en/democratic-institutions/news/2016/12/process-fill-upcoming-senate-vacancies-new-brunswick-nova-scotia-ontario-begins.html>

The following day, the Advisory Board published its report on the first cycle of the permanent process from July to November 2016 and concurrently communicated the launch of the process.

<https://www.canada.ca/en/privy-council/news/2016/12/independent-advisory-board-senate-appointments-launches-new-application-intake-publishes-report.html>

The website content was updated and the revised application form was made available. The Advisory Board's website also included the assessment criteria, frequently asked questions, and background information on the Advisory Board and the Senate.

## 7. Consultations and Outreach

The Advisory Boards' ongoing outreach efforts aim to ensure that a diverse slate of individuals, with a variety of backgrounds, skills, knowledge and experience desirable for a well-functioning Senate are brought forward.

The Advisory Board engaged with national, provincial and local organizations to share information regarding the appointment process broadly among Canadians. Organizations were invited to reach-out to their members and networks to identify high-calibre candidates who met the assessment criteria and encourage them to apply.

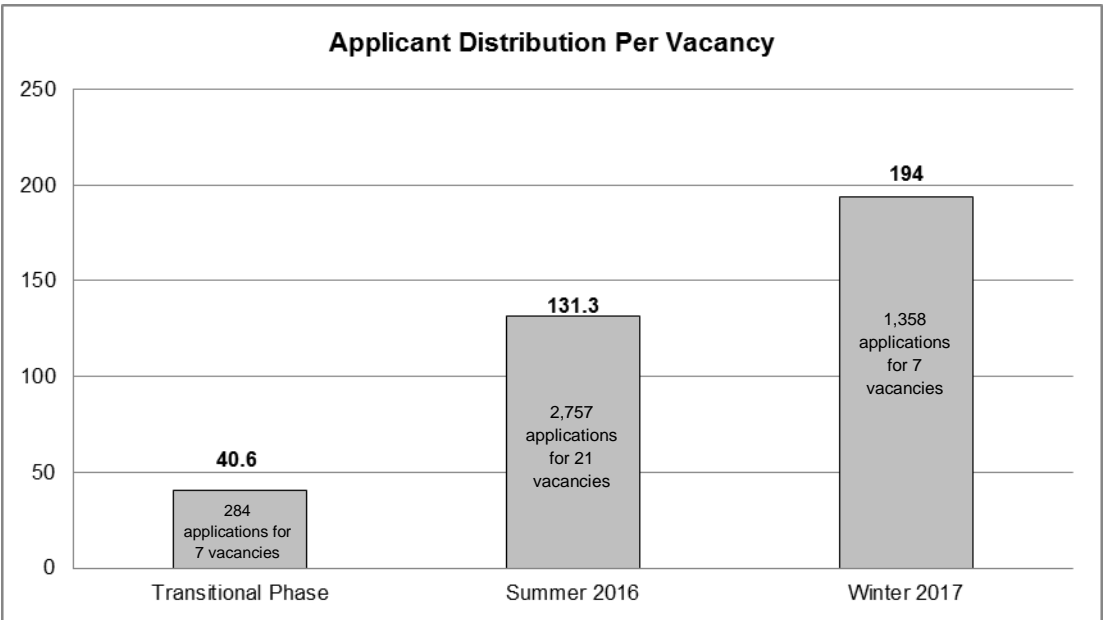
**790  
organizations**

In total, to help ensure that the largest number of individuals were made aware of the process, the Advisory Board contacted approximately 790 organizations across the country in December 2016. This was an increase from the 750 organizations that were contacted in the *Summer 2016* intake cycle.

<sup>4</sup> <https://www.canada.ca/en/employment-social-development/services/labour-standards/reports/employment-equity-2016.html#h2.4-h3.2>

In compiling the list of organizations to contact, the Advisory Board took into consideration the Government of Canada’s intention to achieve gender balance and representation of Indigenous peoples, linguistic, minority and ethnic communities in the Senate, as detailed in the Terms of Reference.

A full list of the organizations that received a direct email communication from the Advisory Board is included in [Annex F](#). These organizations represented Indigenous peoples, women, people with disabilities, LGBTQ groups, linguistic, minority and ethnic communities, service groups, educational and academic organizations, professional and regulatory organizations, the not-for-profit sector, as well as labour and business interests. The number of applicants per vacancy has continued to grow on a cycle by cycle basis.



\*Summer 2016 includes a vacancy for which a proposed appointment was made, and later declined by the applicant.

**8. Meetings of the Advisory Board**

A total of three in-person meetings were held in Ottawa during the *Winter 2017* process. A number of teleconferences was also used over the course of the cycle to provide updates, engage in discussions and minimize costs related to travel.

Each of the three provincial committees met to review the candidacies received to prepare their recommendations to the Prime Minister.

As noted in the Terms of Reference, the Advisory Board is supported by the Privy Council Office (PCO) and the head of the Senior Personnel Secretariat (or his/her delegate) acts as the *ex officio* secretary to the Advisory Board.

## **9. Review process**

Members of the Advisory Board conducted a comprehensive and detailed review of the applications submitted for their consideration. Federal members reviewed all 1,358 applications, while the provincial members reviewed only those that were received for their province. Applications were not screened before being provided to the members for their consideration.

Once the members completed their individual reviews, the provincial committees convened in Ottawa to pursue their deliberations. This was consistent with the approach used for previous processes. The meeting atmosphere gave way to fruitful discussions and concluded with a list of recommendations to the Prime Minister. Decisions were achieved using a consensus approach. Deliberations as a result of the further mandate received in May 2017 were conducted via teleconference.

The assessment criteria, as provided by the Prime Minister, were used as the foundation for the review of applications and were applied in a fair and consistent manner. Additionally, the provincial committees took several other factors into consideration, such as gender, diversity, language, age, civic involvement and professional background, as well as the individuals' ability to maintain a non-partisan approach as a Senator.

The recommended candidates were subject to the typical due diligence required for those seeking public office to confirm their suitability.

At all times, the members strove to observe the highest standards of impartiality, integrity, objectivity and confidentiality in consideration of candidates.

## **10. Recommendation process**

In accordance with the original mandate for this cycle, the Advisory Board respected the timeframe requested by the Prime Minister in submitting our recommendations.

A further mandate was issued in May 2017 in order to provide additional recommendations upon the resignation of a Senator (Ontario). No further intake of applications was required. This mandate requested the Advisory Board submit recommendations to the Prime Minister as soon as possible.

We established a list of five qualified candidates for each of the seven vacancies in three provinces, including five for New Brunswick, 15 for Nova Scotia and 15 for Ontario.

The Prime Minister was provided with a package that included the list of recommended candidates. These candidates were not prioritized, but rather listed in alphabetical order. The package included a short synopsis to highlight the merits of each of the recommended candidates, as well as more detailed information from their candidacy submission.

## **11. Costs**

Further to our previous report, we are pleased to provide the final costs for the *Summer 2016* process as well as preliminary costs for the current *Winter 2017* cycle. In all cycles, the Advisory Board made efforts to minimize expenses.

As with previous reports, the Advisory Board provides estimated costs for the most recent cycle as expenses are still being tabulated. In addition, estimated costs from previous cycles are finalized.

Total costs for the *Summer 2016* cycle were \$675,150. This included travel expenditures related to the Advisory Board's work and members' per diems (within the range of \$550 - \$650 for the Chairperson and \$375 - \$450 for other members), totaling \$161,740. This represented the work of 17 board members; three federal members as well as two provincial members for each of the provinces involved (British Columbia, Manitoba, New Brunswick, Nova Scotia, Ontario, Prince Edward Island and Quebec). The remainder of the expenses are incremental costs incurred by the PCO to support the Advisory Board, including salaries and translation costs.

Expenses for the *Winter 2017* cycle are still being processed. Estimated costs are in the range of \$422,000. Of that amount, estimated travel expenditures for the Advisory Board's in-person meetings and per diems for members' work will total approximately \$75,000.

We note that, in accordance with the Advisory Board's Terms of Reference, the costs reported in these reports relate to the Advisory Board's activities. Additional costs incurred by the PCO, in particular those related to information technology, are part of the PCO's operations and are reported through their usual reporting to Parliament.

## **12. Post-announcement**

All applicants who are not appointed to the Senate will receive a message expressing our appreciation for their participation. Furthermore, applicants will be notified that, as new vacancies arise in their province, we will communicate with them to let them know. We will also express our appreciation to the organizations that encouraged individuals to apply and look forward to their continued engagement in future Senate appointment processes. Updates on future opportunities will be posted on the Advisory Board's [website](#) as new information becomes available.

## **13. Confidentiality**

In keeping with the Terms of Reference, the Advisory Board's activities are conducted under strict confidentiality. Information that is brought before the members must be held in confidence and information on candidacies cannot be disclosed, pursuant to the provisions of the *Access to Information Act* and *Privacy Act*. Therefore, the Advisory Board will not share publicly any information pertaining to candidates.

## **14. Conclusion and Next Steps**

The Advisory Board appreciates the opportunity to serve its country on such an important initiative and looks forward to continuing its work of providing independent advice to the Prime Minister as part of the next cycle of the permanent process.

## **Annex A: Terms of Reference for the Advisory Board**

### **Mandate**

**1** The Independent Advisory Board for Senate Appointments (“Advisory Board”) is an independent and non-partisan body whose mandate is to provide non-binding merit-based recommendations to the Prime Minister on Senate nominations.

### **Composition of the Advisory Board**

**2 (1)** Members of the Advisory Board are appointed pursuant to paragraph 127.1(1)(c) of the *Public Service Employment Act* as special advisers to the Prime Minister.

**(2)** The Advisory Board is to consist of

**(a)** three permanent federal members (“federal members”), one of which is to be appointed as Chairperson; and

**(b)** two *ad hoc* members chosen from each of the provinces or territories where a vacancy is to be filled (“provincial members”).

**(3)** The federal members must participate in deliberations relating to all existing and anticipated Senate vacancies.

**(4)** The provincial members must participate only in deliberations relating to existing and anticipated Senate vacancies in their respective province or territory.

### **Length of Advisory Board Terms**

**3 (1)** The federal members of the Advisory Board are to be appointed for two-year terms. Provincial members are to be appointed for terms not exceeding one year.

**(2)** Despite subsection (1), the initial appointments of the federal members will vary in length in order to permit the staggering of terms, as follows:

**(a)** the term of the first Chairperson is 30 months;

**(b)** the terms of each of the first two other federal members are 24 months and 18 months respectively.

**(3)** The terms of Advisory Board members may be renewed.

**(4)** The Advisory Board is to be convened at the discretion and on the request of the Prime Minister who may establish, revise or extend any of the timelines set out in this mandate.

### **Support**

**4** The Advisory Board is to be supported by the Privy Council Office. The head of the Senior Personnel Secretariat, or his or her delegate, acts as an *ex officio* secretary to the Advisory Board.

### **Recommendations**

**5** In accordance with the terms of this mandate, the Advisory Board must provide to the Prime Minister for his consideration, within the time period set by the Prime Minister upon the convening of the Advisory Board, a list of five qualified candidates for each vacancy in the Senate with respect to each province or territory for which there is a vacancy or anticipated

vacancy and for which the Advisory Board has been convened. The Prime Minister may take into consideration all of the qualified candidates with respect to all vacancies for that province or territory.

## **Recommendation Process**

**6** The members of the Advisory Board must:

- (a)** at all times, observe the highest standards of impartiality, integrity and objectivity in their consideration of all potential candidates;
- (b)** meet at appropriate intervals to set out its agenda, assess candidates, and engage in deliberations;
- (c)** apply fairly and with consistency the criteria provided by the Prime Minister in assessing whether potential candidates meet the qualifications, including those set out in the *Constitution Act, 1867*, for Senate appointments;
- (d)** interview potential candidates, at the Advisory Board's discretion, and verify any references provided by potential candidates;
- (e)** in establishing a list of qualified candidates, seek to support the Government of Canada's intent to achieve gender balance and to ensure representation of Indigenous peoples and linguistic, minority and ethnic communities in the Senate; and
- (f)** comply with the *Privacy Act*, the *Conflict of Interest Act*, and the *Ethical and Political Activity Guidelines for Public Office Holders*.

**7 (1)** The members of the Advisory Board must declare any direct or indirect personal interest or professional or business relationship in relation to any candidate if such an interest or relationship could reasonably be considered to represent an actual or perceived conflict of interest.

**(2)** The declaration set out in subsection (1) must include a statement as to any gifts or hospitality received by the member from the candidate.

**(3)** If such a declaration is made, the Advisory Board must decide, having regard to the nature of the relationship, if the member must withdraw from any deliberation about the candidate.

**(4)** If the Advisory Board decides that the member must withdraw from any deliberation in relation to a candidate, those deliberations are undertaken by the remaining members of the Advisory Board, provided the number of members is not less than three.

## **Consultations**

**8 (1)** In this mandate, "transitional process" means the initial recommendations to be made by the Advisory Board in early 2016 for the appointment of five Senators in order to fill two vacancies in Ontario, one in Quebec and two in Manitoba.

**(2)** Under the transitional process, the Advisory Board must undertake consultations, which could include groups which represent Indigenous peoples and linguistic, minority and ethnic communities, provincial, territorial and municipal organizations, labour organizations, community-based service groups, arts councils, and provincial or territorial chambers of commerce, in order to ensure that a diverse slate of individuals, with a variety of backgrounds, skills, knowledge and experience desirable for a well-functioning Senate are brought forward for the consideration of the Advisory Board.

**9** Subsequent to the transitional process, an open application process is to be established to allow Canadians to apply for appointment to the Senate.

**10** Advisory Board members may travel for the purpose of performing their functions, including for meeting with candidates and individuals or groups as part of their consultations.

## **Confidentiality**

**11 (1)** All personal information provided to, and deliberations of, the Advisory Board are confidential and must be treated in accordance with the provisions of the *Privacy Act*.

**(2)** Any records created or received by the Advisory Board members that are under the control or will be under the control of the Privy Council Office are subject to the *Access to Information Act* and the *Privacy Act*.

**(3)** The members of the Advisory Board must maintain as confidential any information brought before them in the conduct of their work.

**(4)** Members of the Advisory Board must sign a confidentiality agreement as a precondition of their appointment.

**12** No candidate is to be named publicly without their prior written consent.

## **Reporting**

**13 (1)** Within three months after submitting the names of qualified candidates to the Prime Minister, under the transitional process and following each subsequent appointment process, the Advisory Board must provide a report, in both official languages, to the Prime Minister that contains information on the process, including on the execution of the terms of reference, the costs relating to the Advisory Board's activities and statistics relating to the applications received.

**(2)** In addition, the report may provide recommendations for improvements to the process.

**(3)** The report must be made public.



## **Annex B: Biographical notes on the members of the Advisory Board**

(Members involved in the *Winter 2017* cycle)

### **Huguette Labelle (Chair)**

Huguette Labelle holds a PhD (education) degree from the University of Ottawa, has honorary degrees from twelve Canadian universities, and from the University of Notre Dame, United States. She is a Companion of the Order of Canada. In addition, she is a recipient of the Order of Ontario, the Vanier Medal of the Institute of Public Administration of Canada, the Outstanding Achievement Award of the Public Service of Canada, the McGill University Management Achievement Award and the Francophonie's Ordre de la Pléiade.

Ms. Labelle is Emeritus Governor of the University of Ottawa, and was Chancellor of the University of Ottawa from 1994 to 2012. She is currently Vice-Chair of the Rideau Hall Foundation Board, Vice-Chair of the International Senior Advisory Board of the International Anti-Corruption Academy, member of the Advisory Group to the Asian Development Bank on Climate Change and Sustainable Development, member of the Board of the Global Centre for Pluralism, Board member of Global Financial Integrity, Board member of the Aga Khan Museum, member of the Advisory Committee of the Order of Ontario and Chair of the Selection Committee for Master's Scholarships on Sustainable Energy Development. Ms. Labelle is also a member of the Advisory Group to the Secretary General of the Organisation for Economic Co-operation and Development (OECD) on Integrity and Anti-Corruption, the University of Ottawa President's International Advisory Board, and the University of Ottawa Campaign Cabinet. She is also a former Chair of Transparency International, as well as a former Board member of UN Global Compact.

Ms. Labelle also served for a period of nineteen years as Deputy Minister of different Canadian Government departments including Secretary of State, Transport Canada, the Public Service Commission and the Canadian International Development Agency.

### **Daniel Jutras (Federal member)**

Daniel Jutras joined the Faculty of Law, McGill University in 1985 after clerking with Chief Justice Antonio Lamer at the Supreme Court of Canada. He was the Dean of the Faculty of Law from 2009 to 2016. Professor Jutras became an Associate Professor in 1991, and was promoted to the rank of Full Professor in 2001. Since 2011, he has held the Arnold Wainwright Chair in Civil Law. He was awarded one of the Mérites du Barreau du Québec in 2016. He is a former Director of the Institute of Comparative Law and has served as Associate Dean (Admissions and Placement), and Associate Dean (Academic) in the Faculty of Law.

From 2002 to 2004, Professor Jutras was on leave from the Faculty of Law, and acted as personal secretary to the Chief Justice of Canada, the Right Honourable Beverley McLachlin, in the position of Executive Legal Officer of the Supreme Court of Canada.

Professor Jutras' teaching and research interests are in civil law and comparative law, and he now conducts research in the law of obligations from a comparative and pluralist perspective. He is also pursuing research projects on judicial institutions and civil procedure. Professor

Jutras is frequently invited to speak on these issues before judicial and academic audiences in Canada and in Europe.

Professor Jutras is a graduate of Harvard Law School, and of Université de Montréal, where he received the Governor General's Gold Medal. In 2013, Professor Jutras was appointed by the Supreme Court of Canada to serve as *amicus curiæ* in the *Reference re Senate Reform*. The same year, he was awarded a Queen Elizabeth II Diamond Jubilee Medal. In 2014, the Barreau du Québec awarded Dean Jutras the *Advocatus Emeritus* (Ad. E.) distinction.

### **Indira Samarasekera** (Federal member)

Indira Samarasekera served as the 12th President and Vice-Chancellor of the University of Alberta, from 2005 to 2015. She also served as Vice-President Research at the University of British Columbia from 2000 to 2005. She is currently a Senior Advisor for Bennet Jones LLP and serves on the Board of Directors of the Bank of Nova Scotia, and Magna International. She serves on the boards of TransCanada Corporation, the Asia-Pacific Foundation, the Rideau Hall Foundation, the Perimeter Institute of Theoretical Physics and the selection panel for Canada's Outstanding CEO of the Year. She is also a former Distinguished Fellow in Residence at the Liu Institute for Global Issues at the University of British Columbia.

Dr. Samarasekera is internationally recognized as one of Canada's leading metallurgical engineers for her groundbreaking work on process engineering of materials, especially steel processing. She held the Dofasco Chair in Advanced Steel Processing at the University of British Columbia. She has consulted widely for industry worldwide leading to the implementation of her research discoveries.

Dr. Samarasekera has also devoted her career to advancing innovation in higher education and the private sector, providing national and international leadership through invited lectures and participation on national and international boards and councils.

She was awarded the Order of Canada in 2002 for outstanding contributions to steel process engineering. In 2014, she was elected to the National Academy of Engineering in the United States, the profession's highest honour. As a Hays Fulbright Scholar, she earned an MSc from the University of California in 1976. In 1980, she was granted a PhD in metallurgical engineering from the University of British Columbia.

### **Donald Savoie** (member for New Brunswick)

Dr. Donald J. Savoie is a leading Canadian expert on public policy, public administration and federalism. Born in New Brunswick, Dr. Savoie is a proud Acadian who has served as an advisor to several federal, provincial and territorial government departments and agencies, private-sector entities, independent associations, the Organization for Economic Co-operation and Development (OECD), the World Bank, and the United Nations. He currently holds the Canada Research Chair in Public Administration and Governance at the Université de Moncton. He previously held senior positions with the federal government, including Assistant Secretary of the Treasury Board and Deputy Principal of the Canadian Centre for Management Development. Dr. Savoie has also served as a member on several boards of directors for both private and public sector organizations.

A recipient of the Order of Canada and the Order of New Brunswick, Dr. Savoie is also an elected Fellow of the Royal Society of Canada. He has received several awards and prizes for his work internationally, notably the Vanier Gold Medal (1999), the Trudeau Fellowships Prize (2004), the Sun Life Public Service Citation Award (2004), the prestigious 2015 Killam Prize in recognition of his exceptional career achievements in social sciences, and the 2016 Donner Prize for best Canadian book on public policy.

He obtained a D.Phil. in 1979 and a D.Litt. in 2000 from Oxford University and has been awarded seven honorary doctorates by Canadian universities. Dr. Savoie was elected a Visiting Fellow at All Souls College, Oxford in 2006 and named Visiting Professor at the London School of Economics in 2007. He was also a Senior Fulbright Scholar at Harvard University in 2001-2002.

A prolific author, Dr. Savoie has published forty-five books and has written another 200 articles in leading journals of political science, public administration and public policy and in some of the world's leading newspapers in Canada, the United Kingdom, India and the United States. Averse to cynicism in politics, his extensive knowledge and his experience of great institutions have convinced him of the real possibility that they can be instrumental in furthering the welfare of individuals.

#### **Roxanne Tarjan** (member for New Brunswick)

Roxanne Tarjan received a Bachelor of Nursing degree from the University of New Brunswick in 1977. Her career in nursing began in Campbellton, NB, and continued over the next two decades in a variety of positions including: Staff Nurse, Nurse Manager, Assistant Director of Nursing, and Director of Nursing in Bathurst, NB.

Ms. Tarjan joined the Nurses Association of New Brunswick, the professional regulatory organization for registered nurses in that province, in 1998 as a Nursing Practice Consultant, a position she held until being named its Executive Director in 2001. She retired in 2015 after 14 years as Executive Director.

She previously served on the Board of Directors of the Canadian Nurses Protective Society and the Canadian Council of Registered Nurse Regulators, as well as an Advisor to the Board of Directors of the Canadian Nurses Association and a member of the NB2026 Roundtable.

Additionally, Ms. Tarjan recently sat as a Director of Dialogue NB, an organization that promotes and celebrates understanding, respect, appreciation and inclusion among the Francophone and Anglophone cultures of New Brunswick. She is actively involved in and is a contributor to the Giving Society of the New Brunswick Association for Community Living, a non-profit, non-governmental organization that works with individuals living with an intellectual disability and their families. She recently completed a term as a Director of the organization.

#### **Jennifer Gillivan** (member for Nova Scotia)

Jennifer Gillivan, ICD.D is President and CEO of the IWK Health Centre Foundation, which raises funds to help the IWK Health Centre provide critical and specialized care to women, children, youth and families throughout the Maritime Provinces.

Ms. Gillivan has an extensive background in philanthropy, partnerships, strategy, marketing and leadership. Born and educated in Dublin, Ireland, she immigrated to Canada in 1982. Prior to joining the IWK Foundation, Ms. Gillivan worked with the Canadian Broadcasting Corporation for 14 years, most recently as Director of Partnerships, Communications, Marketing and Brand for the CBC across Canada. She is an active member of her community, serving on the boards of The Halifax Partnership, the Canadian Children's Pediatric Hospital Foundations, Children's Miracle Network CDO Advisory Board and The Sobey School of Business Advisory Board. She is also a past board member of the Nova Scotia Community College Foundation, Churchill Academy, Symphony Nova Scotia, and the Atlantic Film Festival, to name a few.

Ms. Gillivan has received two CBC English Television Awards for her pioneer work with the partnership practice, and has also received the Halifax Ambassador Award and a Progress Halifax Women of Excellence Award. She was listed as one of the top 50 CEO's of Atlantic Canada for 2014, 2015 and 2017. In 2017 she was awarded the Halifax Chamber of Commerce Business Person of the Year. Ms. Gillivan was awarded the RBC Women of Excellence Entrepreneur Award and the BMO Women's Leadership Award. Ms. Gillivan is an active member of the Rotman School of Business "Judy Project" Advisory Board and enjoys motivational speaking. She also completed the Ivey School of Business KPMG Community Shift program.

#### **Ramona Lumpkin** (member for Nova Scotia)

Dr. Ramona Lumpkin was been the President and Vice-Chancellor of Mount Saint Vincent University from 2010 until 2017. She holds a PhD in English Literature from the University of Kentucky and is a former Fulbright Scholar to England. She has held important academic and administrative leadership positions at several universities in Canada and the United States, including Principal of Huron University College and Vice-President Academic and Provost of Royal Roads University in Victoria. In July 2014, she was appointed as a member of the Order of Canada in recognition of her leadership in post-secondary education and her promotion of community-based learning initiatives.

Throughout her career, Dr. Lumpkin has been actively engaged in women's studies, in advocacy on behalf of women's issues and in promoting the role of women in higher education. At the University of Kentucky, she served on the founding committee of the annual Women Writers Conference. At Wayne State University, Dr. Lumpkin belonged to the President's Commission on the Status of Women. In her role at Mount Saint Vincent University, Dr. Lumpkin coordinated the development of the Mount's new five-year strategic plan, Mount 2017: Making a Difference, and the execution of the university's most ambitious capital campaign to date, Project TWENTY12, which funded the construction of the Margaret Norrie McCain Centre for Teaching, Learning and Research, a building that celebrates the role women have played in shaping our society.

As past Chair of the Association of Atlantic Universities, Dr. Lumpkin has made significant contributions to the Atlantic region and has become a valued contributor to many organizations and initiatives shaping the future of Nova Scotia. She is currently Chair of Engage Nova Scotia.

#### **Dawn Lavell Harvard** (member for Ontario)

Dr. Dawn Lavell Harvard, PhD, is the Director, First Peoples House of Learning at Trent University. Prior to taking on this role in 2016, she served as President of the Native Women's

Association of Canada (NWAC), having previously been Vice-President of NWAC for almost three years.

She is a proud member of the Wikwemikong First Nation, the first Aboriginal Trudeau Scholar, and has worked to advance the rights of Aboriginal women as the President of the Ontario Native Women's Association for 11 years.

Dr. Lavell Harvard is a full-time mother of three girls. She has followed in the footsteps of her mother Jeannette Corbiere Lavell, a noted advocate for Indigenous women's rights. Since joining the Board of the Ontario Native Women's Association as a youth director in 1994, Dr. Lavell Harvard has been working toward the empowerment of Aboriginal women and their families.

She was co-editor of the original volume on Indigenous Mothering entitled "Until Our Hearts Are on the Ground: Aboriginal Mothering, Oppression, Resistance and Rebirth" and has since released "Mothers of the Nations," which she co-edited with Kim Anderson, and "Forever Loved: Exposing the Hidden Crisis of Missing and Murdered Indigenous Women and Girls in Canada," which she co-edited with Jennifer Brant.

### **Murray Segal** (member for Ontario)

Following a distinguished career with the Ontario government, including eight years as Deputy Attorney General of Ontario and former Deputy Minister Responsible for Aboriginal Affairs, Murray Segal now practices as independent legal counsel and consultant in Toronto. He is also counsel to Henein Hutchinson LLP. His practice includes assisting the public and broader public service in improving the delivery of services.

Mr. Segal was the chief legal advisor to the Government of Ontario and advisor to Cabinet, the Attorney General, other Ministers, and Deputy Ministers. He oversaw all government litigation and is experienced in developing legislation.

Prior to his time as the Deputy Attorney General, Mr. Segal was the Chief Prosecutor for the Province of Ontario, leading the largest prosecution service in Canada.

Mr. Segal is certified as a Criminal Law Specialist by the Law Society of Upper Canada and is the author of numerous legal publications including in the areas of the *Canadian Charter of Rights and Freedoms*, disclosure, and procedure. He is also a frequent participant in continuing education programs.

Mr. Segal is on the Board of Directors of the Canadian Mental Health Association of Toronto and on the Board of Trustees of the Centre for Addiction and Mental Health. In 2013, he was appointed as a member of the Ontario Review Board. In October 2015, Mr. Segal released a Report to the Province of Nova Scotia on the justice system's handling of the Rehtaeh Parsons matter.

## **Annex C: Assessment Criteria**

### **Constitutional eligibility requirements**

An individual must meet the constitutional eligibility requirements at the time of appointment to the Senate.

#### **Age**

An individual must be a minimum of 30 years of age and be less than 75 years of age.

#### **Citizenship**

An individual must be a citizen of Canada.

#### **Net Worth in Real and Personal Property**

An individual must own property with a net value of \$4,000 in the province for which he or she is appointed, and have an overall net worth of \$4,000 in real and personal property.

In the case of Quebec, a nominee must have his or her real property qualification in the electoral division for which he or she is appointed, or be resident in that electoral division.

- Senators from Quebec must represent one of [24 electoral divisions](#).

#### **Residency**

An individual must be a resident of the province for which he or she is appointed.

- An individual must have his or her place of permanent residence in the province or territory of vacancy at the time of application and appointment. The permanent residence of an individual is where the person is ordinarily present and has made his or her home for a minimum period of two years leading up to the application. The individual must provide documentation of residence in the province or territory.
- Despite rule 1, an exception to the two-year requirement may be made in a case where an individual is temporarily absent from the province or territory of vacancy for reasons of employment or education but can provide satisfactory proof he or she intends to return to his or her permanent residence in the province or territory of vacancy.

#### **Merit-based criteria established by the Government**

##### **Gender, Indigenous and Minority Balance**

Individuals will be considered with a view to achieving gender balance in the Senate. Priority consideration will be given to individuals who represent Indigenous peoples and linguistic, minority and ethnic communities, with a view to ensuring representation of those communities in the Senate consistent with the Senate's role in minority representation.

##### **Non-Partisanship**

Individuals will be asked to demonstrate to the Advisory Board that they have the ability to bring a perspective and contribution to the work of the Senate that is independent and non-partisan. They will also have to disclose any political involvement and activities. Past political activities would not disqualify a nominee.

### **Knowledge Requirement**

Individuals must demonstrate a solid knowledge of the legislative process and Canada's Constitution, including the role of the Senate as an independent and complementary body of sober second thought, regional representation and minority representation.

### **Personal Qualities**

Individuals must demonstrate outstanding personal qualities, including adhering to the principles and standards of public life, ethics, and integrity.

Individuals must demonstrate an ability to make an effective and significant contribution to the work of the Senate, not only in their chosen profession or area of expertise, but the wide range of other issues that come before the Senate.

### **Qualifications Related to the Role of the Senate**

An individual must demonstrate one of the following criteria:

- a high level of experience, developed over many years, in the legislative process and public service at the federal or provincial/territorial level; and/or,
- a lengthy and recognized record of service to one's community, which could include one's Indigenous, ethnic or linguistic community; and/or,
- recognized leadership and an outstanding record of achievement in the nominee's profession or chosen field of expertise.

### **Asset Qualifications**

**Bilingualism:** fluency in both official languages will be considered an asset.

## Annex D: News Releases

**The Independent Advisory Board for Senate Appointments launches new application intake and publishes its report** (December 21, 2016)

<https://www.canada.ca/en/privy-council/news/2016/12/independent-advisory-board-senate-appointments-launches-new-application-intake-publishes-report.html?=&wbdisable=true>

**Process to fill upcoming Senate vacancies in New Brunswick, Nova Scotia and Ontario begins** (December 20, 2016)

<https://www.canada.ca/en/democratic-institutions/news/2016/12/process-fill-upcoming-senate-vacancies-new-brunswick-nova-scotia-ontario-begins.html>

**List of anticipated Senate vacancies in New Brunswick, Nova Scotia and Ontario in 2017** (December 20, 2016)

<https://www.canada.ca/en/democratic-institutions/news/2016/12/list-anticipated-senate-vacancies-new-brunswick-nova-scotia-ontario-2017.html>

**Prime Minister announces intention to recommend the appointment of new Senators** (November 2, 2016)

<http://pm.gc.ca/eng/news/2016/11/02/prime-minister-announces-intention-recommend-appointment-six-new-senators>

(October 31, 2016)

<http://pm.gc.ca/eng/news/2016/10/31/prime-minister-announces-intention-recommend-appointment-six-new-senators>

(October 27, 2016)

<http://pm.gc.ca/eng/news/2016/10/27/prime-minister-announces-intention-recommend-appointment-nine-new-senators>

(March 18, 2016)

<http://pm.gc.ca/eng/news/2016/03/18/prime-minister-announces-intention-recommend-appointment-seven-new-senators>

**Minister of Democratic Institutions announces launch of the permanent phase of the independent Senate appointments process** (July 7, 2016)

<https://www.canada.ca/en/democratic-institutions/news/2016/7/minister-of-democratic-institutions-announces-launch-of-the-permanent-phase-of-the-independent-senate-appointments-process.html>

**Report of the Independent Advisory Board for Senate Appointments** (April 5, 2016)

<https://www.canada.ca/en/democratic-institutions/news/2016/4/report-of-the-independent-advisory-board-for-senate-appointments.html>



**Minister of Democratic Institutions announces establishment of the Independent Advisory Board for Senate Appointments** (January 19, 2016)

<https://www.canada.ca/en/democratic-institutions/news/2016/1/minister-of-democratic-institutions-announces-establishment-of-the-independent-advisory-board-for-senate-appointments.html>

**Government Announces Immediate Senate Reform** (December 3, 2015)

<https://www.canada.ca/en/democratic-institutions/news/2015/12/government-announces-immediate-senate-reform.html>

## Annex E: Statistics on Candidacies

### Summary

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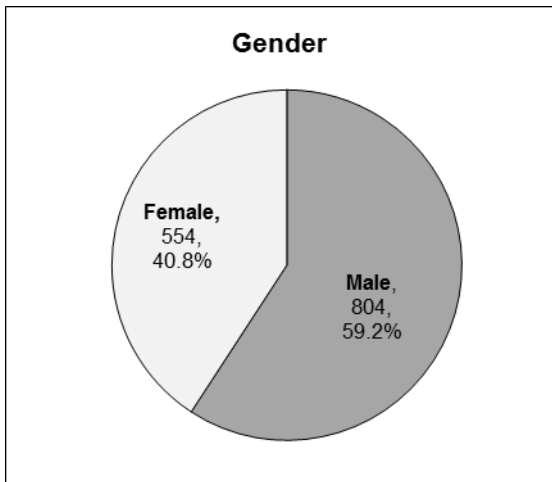
#### Key facts (based on 2011 Census data)<sup>5</sup>:

- The percentage of **women** who applied is below the Canadian workforce population (40.8% vs. 48.2%).
- The percentage of applicants identifying French as their **first official language** is lower than the Canadian population representation (11.6% vs. 23.2%).
- **Indigenous** representation is significantly higher than the Canadian workforce population (11.0% vs. 3.5%).
- **Visible minority** representation is higher than the Canadian workforce population (25.4% vs. 17.8%).
- Representation of **persons with disabilities** is higher than the Canadian workforce population (12.8% vs. 4.9%).

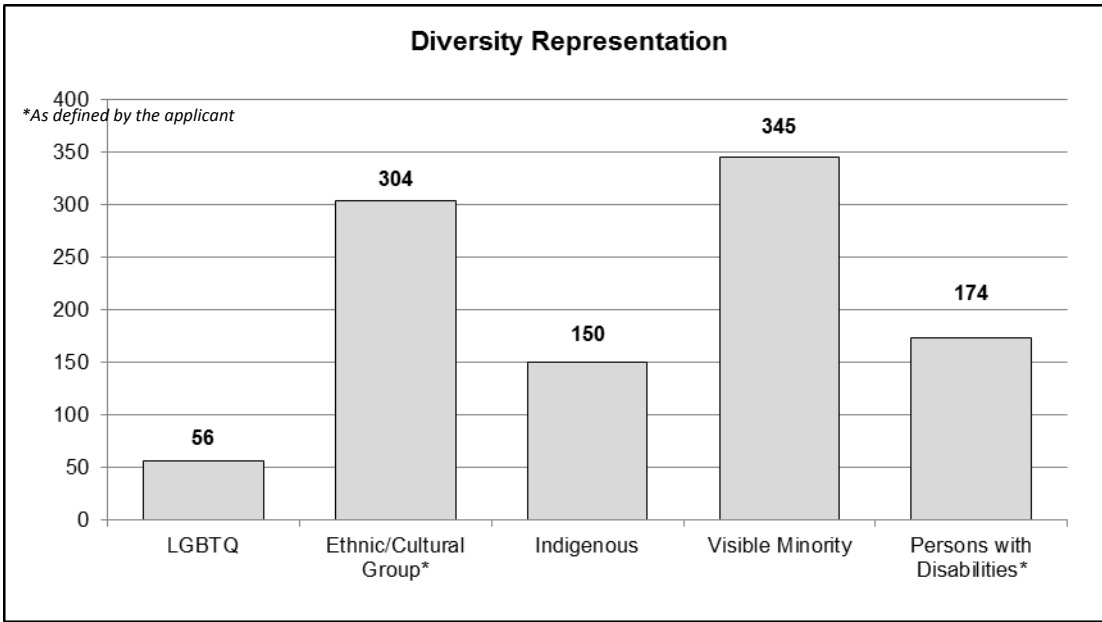
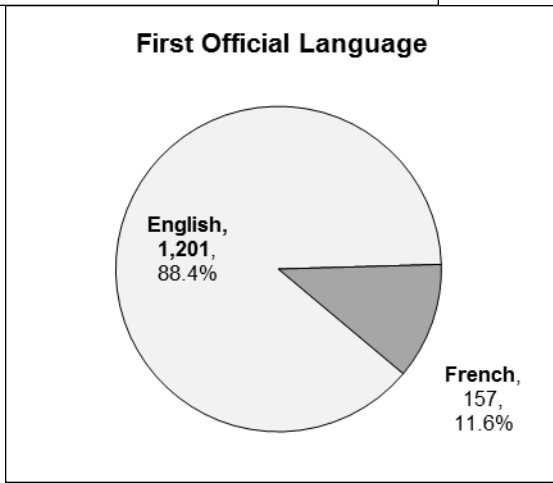
**1,358  
applicants**

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<sup>5</sup> <http://officiallanguages.gc.ca/en/statistics/canada>  
<https://www.canada.ca/en/employment-social-development/services/labour-standards/reports.html>



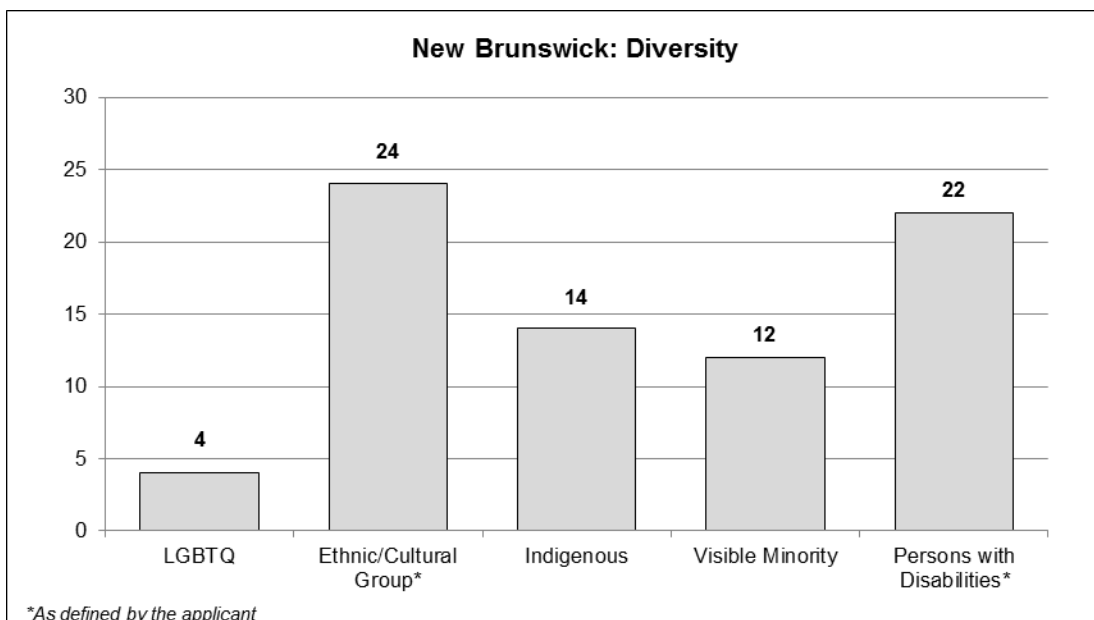
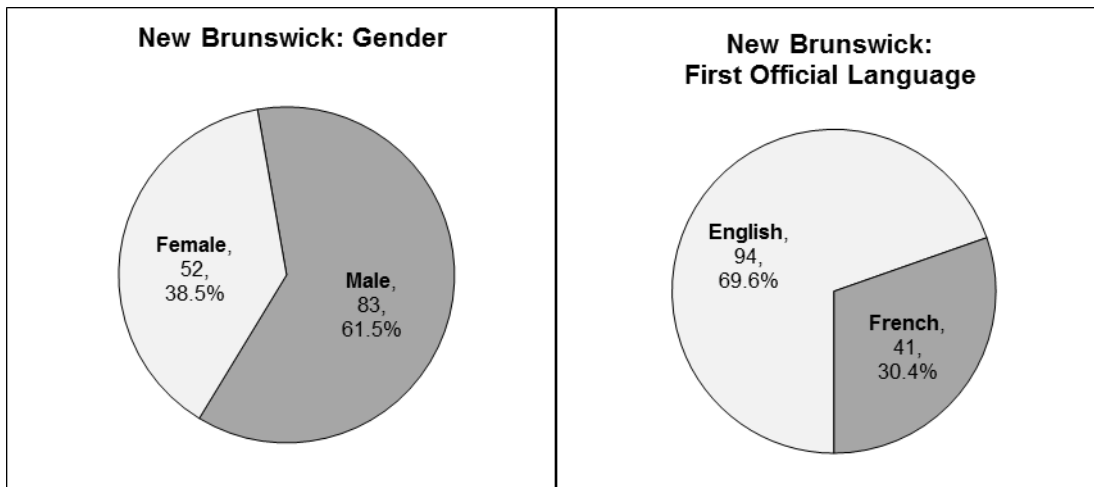
**135  
applicants**



**New Brunswick**

**Key facts (based on 2011 Census data):**

- Representation of women is below the New Brunswick workforce population (38.5% vs. 48.3%).
- The percentage of applicants identifying French as their **first official language** is slightly lower than the New Brunswick population representation (30.4% vs. 31.9%).
- **Indigenous** representation is considerably higher than the New Brunswick workforce population (10.4% vs. 2.6%).
- **Visible minority** representation is significantly above that of the New Brunswick workforce population (8.9% vs. 2.2%).
- Representation of **persons with disabilities** is significantly higher than the New Brunswick workforce population (16.3% vs. 5.3%).

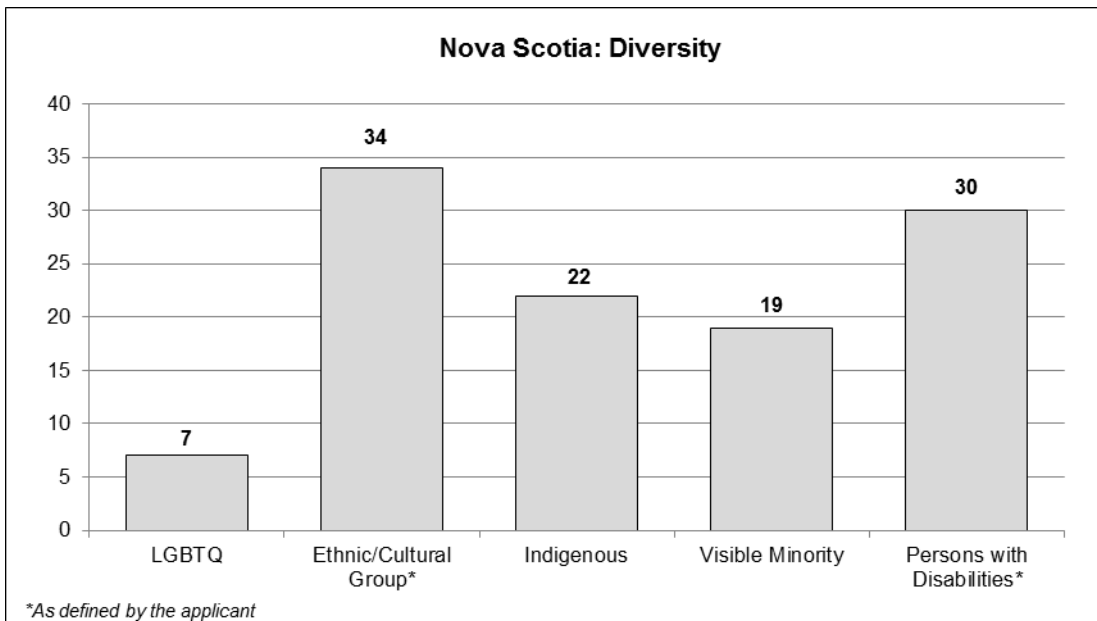
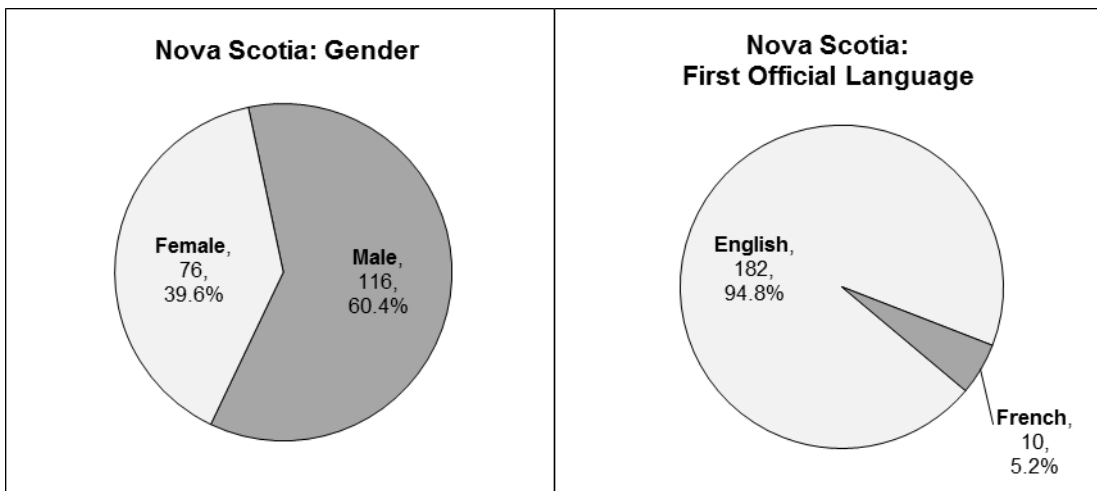


## Nova Scotia

**Key facts (based on 2011 Census data):**

- Representation of women is below the Nova Scotia workforce population (39.6% vs. 49.2%).
- The percentage of applicants identifying French as their **first official language** is slightly higher than the Nova Scotia population representation (5.2% vs. 3.3%).
- **Indigenous** representation is significantly higher than the Nova Scotia workforce population (11.5% vs. 3.4%).
- **Visible minority** representation is above that of the Nova Scotia workforce population (9.9% vs. 4.5%).
- Representation of **persons with disabilities** is higher than the Nova Scotia workforce population (15.6% vs. 7.2%).

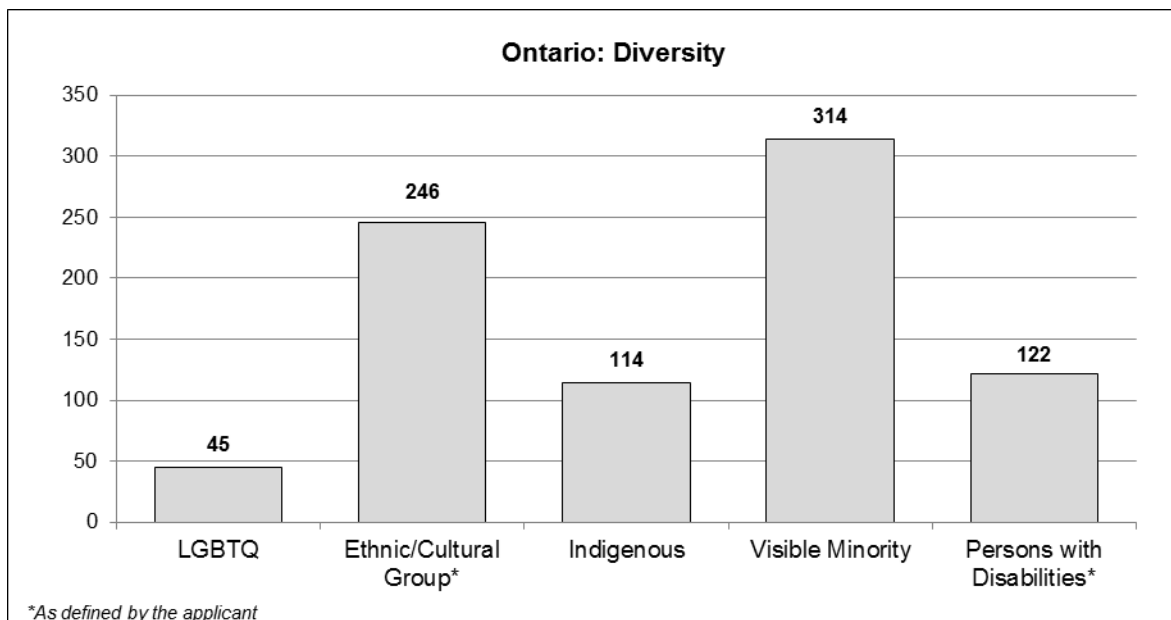
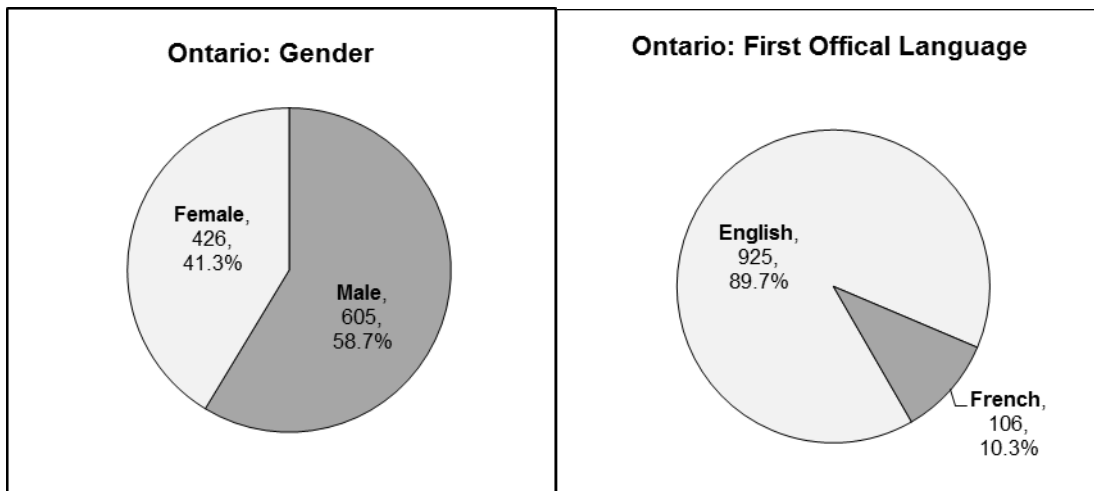
**192  
applicants**



**Ontario**

**Key facts (based on 2011 Census data):**

- Representation of women is below the Ontario workforce population (41.3% vs. 48.7%).
- The percentage of applicants identifying French as their **first official language** is higher than the Ontario population representation (10.3% vs. 4.3%).
- **Indigenous** representation is significantly higher than the Ontario workforce population (11.1% vs. 2.1%).
- **Visible minority** representation is above that of the Ontario workforce population (30.5% vs. 24.4%).
- Representation of **persons with disabilities** is higher than the Ontario workforce population (11.8% vs. 5.5%).



## Annex F: List of organizations

Building on the guidance for the transitional process included in the Terms of Reference, the Advisory Board chose to undertake broad-based outreach efforts to communicate information about the application process for the subsequent rounds of recommendations for Senate

appointments. The list below was developed by the Advisory Board prior to the launch of the process and includes only those organizations that received an official email communication from the Advisory Board (organization names are listed in the language submitted by the Advisory Board members). It also includes organizations located in provinces that had vacancies in previous cycles, such as Quebec, in order to support broad awareness. Additional outreach was undertaken by members through both direct and indirect communication approaches, such as email, phone calls and in-person contact.

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55+ BC Games (BC Seniors Games Society)

A

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A & O: Support Services for Older Adults	Adult Vocational Training - Dartmouth
Aboriginal Business Education Partners, University of Manitoba	Affiliation of Multicultural Societies and Services Agencies of BC
Aboriginal Chamber of Commerce	African Communities of Manitoba Inc.
Aboriginal Financial Officers Association of BC	Aga Khan Foundation for Canada
Aboriginal Health and Wellness Centre of Winnipeg Inc.	Alliance Arc-en-ciel Québec
Aboriginal Social Work Society in Manitoba	ALS Society of New Brunswick and Nova Scotia
Aboriginal Tourism Association of BC	Alzheimer Society Nova Scotia
Aboriginal Vision for the North End	Amherst and Area Chamber of Commerce
Aboriginal Women's Association of PEI	Andrews Street Family Centre
Aboriginal Women's Professional Association	Anglican Church of Canada
Acadia Divinity College	Annapolis Valley First Nation
Acadia First Nation	Antigonish Women's Resource Centre
Acadia University	AODA Alliance
Action ontarienne contre la violence faite aux femmes	Art City
Adsum for women and children	Art Gallery of Nova Scotia
	Art Gallery of Ontario
	Arthritis Society (Manitoba Division)
	Arts BC

Artscape	Association of Municipalities of Ontario
Assemblée des Premières Nations du Québec et du Labrador	Association of Progressive Muslims of Canada
Assembly of First Nations	Association of Registered Nurses of Prince Edward Island
Assembly of First Nations - Council of Women	Association Québécoise des Centres de la Petite Enfance
Assembly of Manitoba Chiefs	Association québécoise du loisir municipal
Assembly of Nova Scotia Mi'kmaq Chiefs	Association québécoise pour le loisir des personnes handicapées
Association des conseils scolaires des écoles publiques de l'Ontario	Associations of Colleges and Universities
Association des enseignantes et des enseignants franco-ontariens	Ateliers cinq épices
Association des services de garde en milieu scolaire	Atlantic Chamber of Commerce
Association for Co-operative Education	Atlantic Council for International Cooperation
Association for Manitoba Archives	Atlantic Film Festival
Association franco-ontarienne des conseils scolaires catholiques	Atlantic Policy Congress of First Nationals Chiefs Secretariat
Association Musées Nouveau-Brunswick	Atlantic Provinces Library Association
Association nationale des éditeurs de livres	Atlantic School of Theology
Association of Atlantic Universities	Aurora Family Therapy Centre
Association of Canadian Publishers	Awasis Agency of Northern Manitoba
Association of Community Colleges of Canada	AWO Refugee & Immigrant Services
Association of Management, Administrative and Professional Crown Employees of Ontario	Az-Zahraa Islamic Centre

**B**

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B'nai Brith Canada	Banques alimentaires du Québec
Banque de Montréal	Barreau du Québec



BC Agricultural Council  
BC Association of Aboriginal Friendship Centres  
BC Association of Community Response Networks  
BC Chamber of Commerce  
BC Children's Hospital  
BC Federation of Labour  
BC Government and Service Employees Union  
BC Heritage Fairs  
BC Muslim Association  
BC Salmon Farmers Association  
BC Teachers Federation  
BC Wheelchair Sports Association  
BC Young Farmers Association  
Bear River First Nation  
Big Brothers Big Sisters of Greater Halifax  
Big Brothers Big Sisters of Winnipeg  
Bishop's University  
Black Business Initiative

Black Cultural Centre for Nova Scotia  
Boys & Girls Clubs of Greater Halifax  
Boys & Girls Clubs of Winnipeg  
Brandon University  
Bridgewater Area Chamber of Commerce  
British Columbia Aboriginal Network on Disability Society  
British Columbia Arts Council  
British Columbia Association of Police Boards  
British Columbia Environment Industry Association  
British Columbia Historical Federation  
British Columbia Institute of Technology  
British Columbia Library Association  
British Columbia Museums Association  
British Columbia Psychological Association  
British Columbia Women's Institute  
Brock University  
Business Council of Canada  
Business Council of Manitoba

## C

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Caledon Institute of Social Policy  
Camosun College  
Canada's National Artillery Museum  
Canada's National Ballet School  
Canadian Academy of Engineering

Canadian Association for the Advancement of Women and Sport and Physical Activity  
Canadian Association for the Fifty-Plus  
Canadian Association of Chiefs of Police  
Canadian Association of Management Consultants

Canadian Association of Midwives	Canadian Council of Registered Nurse Regulators
Canadian Association of Paediatric Health Centres	Canadian Council on International Cooperation
Canadian Association of Social Workers	Canadian Deaf Sports Association
Canadian Association of University Teachers	Canadian Education Association
Canadian Bar Association	Canadian Environmental Law Association
Canadian Bar Association - British Columbia	Canadian Ethnocultural Council
Canadian Bar Association - New Brunswick	Canadian Federation of Business and Professional Women
Canadian Bar Association - Nova Scotia	Canadian Federation of Independent Business
Canadian Bar Association - Prince Edward Island	Canadian Federation of Students - Ontario
Canadian Bar Association - Québec	Canadian Federation of University Women
Canadian Breast Cancer Foundation - Dartmouth Chapter	Canadian Federation of University Women - Atlantic Chapter
Canadian Centre for Ethics in Sport	Canadian Federation of University Women - Ontario Chapter
Canadian Centre for Gender and Sexual Diversity	Canadian Film Centre
Canadian Chamber of Commerce	Canadian Foundation for Health Care Improvement
Canadian Christian Relief and Development Association	Canadian Foundation for Women's Health
Canadian Community Economic Development Network - Manitoba	Canadian Labour Congress
Canadian Conference of Catholic Bishops	Canadian Lawyers for International Human Rights
Canadian Council of Churches	Canadian Lesbian and Gay Archives
Canadian Council of Muslim Women	Canadian Manufacturers and Exporters
Canadian Council of Muslim Women - PEI/Halifax Chapter	Canadian Medical Association
	Canadian Mennonite University
	Canadian Mental Health Association

Canadian Mental Health Association - British Columbia

Canadian Mental Health Association - Halifax-Dartmouth

Canadian Mental Health Association - New Brunswick

Canadian Mental Health Association - Prince Edward Island

Canadian Mental Health Association - Winnipeg

Canadian Museum Association

Canadian Muslim Women's Institute

Canadian National Institute for the Blind - Manitoba

Canadian Nurses Association

Canadian Nurses Protective Society

Canadian Opera Company

Canadian Paralympic Committee

Canadian Paraplegic Association (Manitoba)

Canadian Paraplegic Association (Nova Scotia)

Canadian Psychological Association

Canadian Public Health Association

Canadian Red Cross

Canadian Red Cross Society (Manitoba Region)

Canadian Research Institute for the Advancement of Women

Canadian School Boards Association

Canadian Sport Institute Ontario

Canadian Teacher's Federation

Canadian Union of Public Employee - PEI

Canadian Union of Public Employees

Canadian Vehicle Manufacturers Association

Canadian Wildlife Federation

Canadian Women Construction

Canadian Women's Foundation

Cancer Care Ontario

Cape Breton University

Capilano University

Capsana

CARE

Caregivers Nova Scotia

Carleton University

Carrefour action municipale

Centraide du Grand Montréal

Centrale des syndicats du Québec

Centre culturel franco-manitobain

Centre for Addiction and Mental Health

Centre for Research and Education on Violence Against Women and Children

Centre for Women in Business (Mount Saint Vincent University)

Centre francophone de Toronto

Centre ontarien de prévention des agressions

Centre Renaissance Centre	Coalition des Familles LGBT
Certified General Accountants Association of Nova Scotia	Coalition québécoise sur la problématique du poids
Certified Organic Associations of BC	Collège Acadie Î.-P.-É.
Chambre de Commerce LGBT du Québec	Collège des médecins
Chambre des notaires de Québec	College of Licensed Practical Nurses of Nova Scotia
Charlottetown Police Services	College of New Caledonia
Chartered Professional Accountants Canada	College of Physicians and Surgeons of New Brunswick
Chartered Professional Accountants - British Columbia	College of Physicians and Surgeons of Nova Scotia
Chartered Professional Accountants - Nova Scotia	College of Physicians and Surgeons of Prince Edward Island
Chartered Professional Accountants - Ontario	College of Registered Nurses of British Columbia
Chef's Table Society of British Columbia	College of Registered Nurses of Nova Scotia
Chiefs of Ontario	College of the Rockies
Child and Youth Care Association of New Brunswick	Colleges Ontario
Chinese Professionals Association of Canada	Commissaire à la santé et au bien-être du Québec
Chinese Society of Nova Scotia	Commission d'enquête sur les femmes disparues ou assassinées
Christian Horizons	Commission de développement des Ressources Humaines des Premières Nations du Québec
Churchill Academy	Commission de la Santé et des Services Sociaux des Premières Nations
City of Toronto	Commission des droits de la personne et de la jeunesse du Québec
Clean Air Partnership	
Clean Foundation	
Climate Action Network	
Club de la médaille d'or	

Community Education Development Association  
Community Financial Counselling Services  
Community Food Centers  
Community Foundations of Canada  
Community Living BC  
Community Living Ontario  
Community Living Winnipeg  
Community Ownership Solutions Inc.  
Community Social Services Employers Association of BC  
Community Unemployed Help Centre  
Concordia University  
Confederacy of Mainland Mi'kmaq  
Confédération des syndicats nationaux  
Congress of Aboriginal Peoples  
Congress of Black Women of Manitoba Inc.

Conseil de la magistrature du Canada  
Conseil de la magistrature du Québec  
Conseil des initiatives pour le progrès en alimentation  
Conseil du statut de la femme  
Conseil québécois du loisir  
Consulting Engineers of Nova Scotia  
COSTI Immigrant Services  
Council of Forest Industries  
Council of Ontario Universities  
Council of Women of Winnipeg  
CPA Education Foundation  
Craft Council of British Columbia  
Cree Nation Tribal Health Centre  
Croquarium  
Culture PEI  
Cuso International

## D

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Daily Bread Food Bank  
Dalhousie University  
David Suzuki Foundation  
Developmental Disabilities Association  
Dialogue New Brunswick

Disability Alliance BC  
Doctors of British Columbia  
Douglas College  
Dragonfly Centre for Autism

## E

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EAGLE Urban Transition Centre  
Ecojustice

École de Technologie supérieur  
École national d'administration publique

École Polytechnique de Montréal  
Education Quality and Accountability Office  
Education Workers' Alliance of Ontario  
Égale Action  
Egale Canada Human Rights Trust  
Elementary Teachers' Federation of Ontario  
Elizabeth Fry Society of Manitoba  
Elmwood Community Resource Centre and Area Association Inc.  
Emily Carr University of Art and Design  
End Homelessness Winnipeg  
Engage Nova Scotia  
Engineering Institute of Canada  
Engineers & Geoscientists of New Brunswick

Engineers Nova Scotia  
Engineers Prince Edward Island  
Engineers without Borders  
Environment Probe  
Environmental Defence  
Environmental Health Association of BC  
Equal Voice  
Equal Voice - New Brunswick Chapter  
Equal Voice - Nova Scotia Branch  
Équiterre  
Eskasoni First Nation  
Extenso  
Eyaa-Keen Healing Centre Inc.

## F

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Family Dynamics  
Farm Folk City Folk  
Fédération comité de parents Québec  
Fédération Commissions scolaires Québec  
Fédération de l'Âge D'Or du Québec - Île de Montréal  
Fédération de l'Âge D'Or du Québec  
Fédération des Chambres de commerce du Québec  
Fédération des Communautés Francophones et Acadiennes

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Fédération des femmes Acadiennes de la Nouvelle-Écosse  
Fédération des femmes acadiennes et francophones du Nouveau-Brunswick  
Fédération des femmes du Québec  
Fédération des syndicats de l'enseignement  
Fédération des travailleurs et travailleuses du Québec  
Fédération éducateurs physiques enseignants au Québec  
Fédération kinésiologues du Québec  
Federation of Canadian Municipalities

Federation of Law Societies  
Federation of Muslim Women  
Fédération professionnelle des journalistes  
du Québec  
Fédération québécoise des municipalités  
Fire Fighters Association of Ontario  
Fisheries Museum of the Atlantic  
Fondation des maladies du coeur et de  
l'AVC

Fondation des Patros  
Fondation du Grand Montréal  
Fondation OLO  
Forest Products Association of Canada  
Fort Garry Women's Resource Centre  
Fusion Halifax

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## G

Gaelic Council of Nova Scotia  
Georgian Bay Native Women's Association  
Girl Guides - Manitoba  
Global Diversity Exchange  
Glooscap First Nation  
Good Neighbours Active Living Centre  
Graffiti Art Programming  
Greater Charlottetown Area Chamber of  
Commerce

Greater Halifax Partnership  
Greater Moncton Chamber of Commerce  
Greater Vancouver Board of Trade  
Greater Victoria Chamber of Commerce  
Green Table Network  
Groupe entreprises en santé  
Guid'amies franco-manitobains

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## H

Habitat for Humanity Canada  
Halifax Chamber of Commerce  
Health Association Nova Scotia  
Health PEI  
Healthy Minds Cooperative

HeartWood Centre for Community Youth  
Development  
HEC Montreal  
Heritage BC  
Holland College  
Hospice Palliative Care Association of PEI

Hot Docs

Human Development Council

Humanitarian Coalition

Huron University College

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**I**

IMAGINE Canada

ImagineAbility

Immigrant & Refugee Community  
Organization of Manitoba

Immigrant and Multicultural Services  
Society

Immigrant Centre Manitoba Inc.

Immigrant Women Services Ottawa

Immigrant Women's Association of  
Manitoba

Inclusion BC

Independent Electricity System Operator

Independent Living Resource Centre

Indo-Canadian Women's Association

Infirmières et infirmiers sans frontières

Institut national de la recherche scientifique

Institute for Ocean Research Enterprise

Institute of Corporate Directors

International Institute for Sustainable  
Development

International Institute of Women's  
Rights - Manitoba

International Women's Forum, Atlantic  
Chapter

Inuit Tapiriit Kanatami

Italian Canadian Cultural Association of  
Nova Scotia

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**J**

Jamaican Canadian Association

Jewish Child and Family Services

Jewish Federation of Greater Vancouver

Jewish Foundation of Manitoba

Jewish Heritage Centre of Western Canada

John Howard Society of Manitoba

Junior Achievement Nova Scotia

Justice Institute of British Columbia

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**K**

Kā Ni Kānichihk

KAIROS

Keewatin Tribal Council

Kelowna Chamber of Commerce

Kildonan Youth Activity Centre

Knowles Centre Inc.

Kwantlen Polytechnic University



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## L

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L'Assemblée de la francophonie de l'Ontario	Law Society of New Brunswick
L'Association des enseignantes et des enseignants francophones du Nouveau-Brunswick	Law Society of PEI
La Chambre de commerce acadienne et francophone de l'Î.-P.-É.	Law Society of Upper Canada
La Société de l'Acadie du Nouveau-Brunswick	Le Cercle Molière
La survivance	Le Conseil d'entreprises du Nouveau-Brunswick
Lakehead University	Le Conseil économique du Nouveau-Brunswick inc.
L'Alliance des Femmes de la Francophonie Canadienne	Learning Disabilities Association of Manitoba
Langara College	Learning Disabilities Association of PEI
L'Arche Winnipeg Inc.	Lebanese Chamber of Commerce in Nova Scotia
Laurentian University	Legal Information Society of Nova Scotia
Law Society of Manitoba	Les Impatients
	LOUD Business

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## M

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Ma Mawi Wi Chi Itata Centre	Manitoba Association of Newcomer Serving Organizations
Macdonald Youth Services	Manitoba Bar Association
Main Street Project	Manitoba Chamber of Commerce
Maison d'Amitié	Manitoba Council for International Cooperation
Ma-Mow-We-Tak Friendship Centre	Manitoba Farm Women's Conference
Manitoba 4-H Council Office	Manitoba Federation of Labour
Manitoba Archaeological Society	Manitoba Film & Music
Manitoba Arts Council	Manitoba Foundation for the Arts Inc.
Manitoba Association for Rights and Liberties	

Manitoba Genealogical Society Inc.  
Manitoba Heritage Council  
Manitoba Historical Society  
Manitoba Interfaith Immigration Council  
Manitoba Keewatinowi Okimakanak  
Manitoba League for Persons with Disabilities  
Manitoba Métis Federation  
Manitoba School Improvement Program  
Manitoba Women's Institute  
Manitoba Writers' Guild  
Manufacturiers et Exportateurs du Québec  
Maples Youth Activity Centre  
Maritime Conservatory of Performing Arts  
Maritime Museum of the Atlantic  
Marlene Street Resource Centre  
Martin Prosperity Institute  
Marymount  
MATCH International  
Maytree Foundation  
McGill University  
McMaster University  
Meals on Wheels of Winnipeg  
Medecins sans frontieres  
Mediation Services: A Community Resource for Conflict Resolution  
Medical Society of PEI  
Membertou First Nation  
Mental Health Foundation of Nova Scotia  
Mental Health Commission of Canada  
Métis National Council  
Metrolinx  
Metropolitan Action Committee on Violence Against Women and Children  
Mi'kmaq Confederacy of PEI  
Mi'kmaw Economic Benefits Office  
Mi'kmaw Kina'matnewey  
Mi'kmaw Native Friendship Centre  
Millbrook First Nation  
Minwaashin Lodge Aboriginal Women's Support Centre  
Mood Disorders Association of Manitoba  
Mount Allison University  
Mount Carmel Clinic  
Mount St. Vincent University  
Multicultural Council of PEI  
Multiple Sclerosis Society of Canada - Winnipeg Chapter  
Music Canada  
Muslim Association of New Brunswick

## N

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National Association of Friendship Centres	New Brunswick Public Libraries
National Association of Women Lawyers	New Brunswick Senior Citizens Federation
National Ballet School	New Brunswick Teachers' Association
National Screen Institute	New Brunswick Teachers' Federation
National Trust for Canada	New Brunswick Women's Council
Native Council of Nova Scotia	New Brunswick Women's Institute
Native Council of PEI	New Directions for Children, Youth, Adults and Families
Native Women's Resource Centre of Toronto	New Life Ministries
Native Women's Association of Canada	Nicola Valley Institute of Technology
Native Women's Transition Centre	North End Community Renewal Corporation
Nature Canada	North End Women's Centre
Ndinawemaaganag Endaawaad	North Island College
Neptune Theatre	North Point Douglas Women's Centre
New Brunswick Aboriginal Peoples Council	Northern Association of Community Councils
New Brunswick Association of Community Business Development Corporation	Northern Lights College
New Brunswick College of Pharmacists	Northwest Community College
New Brunswick Craft Council	Northwestern Ontario Women's Centre
New Brunswick Firefighters Association	NorWest Co-op Community Health
New Brunswick for Community Living	Nova Scotia Barristers' Society
New Brunswick interscholastic athletic association	Nova Scotia Business Inc.
New Brunswick Medical Society	Nova Scotia College of Art and Design
New Brunswick Multicultural Council Inc	Nova Scotia Community College
New Brunswick Nurses Union	Nova Scotia Disabled Persons Commission
	Nova Scotia Environmental Network

Nova Scotia Government and General Employees Union

Nova Scotia Health Research Foundation

Nova Scotia Human Rights Commission

Nova Scotia Museum of Natural History

Nova Scotia Native Women's Association

Nova Scotia Rainbow Action Project

Nurses Association of New Brunswick

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## O

Observatoire de la qualité de l'offre alimentaire

Ocean Wise, Vancouver Aquarium

Office des affaires francophones

Office des professions du Québec

Offshore Energy Research Association

Okanagan College

Ontario Association of Interval and Transition Houses

Ontario Bar Association

Ontario Catholic School Trustees' Association

Ontario Chamber of Commerce

Ontario Coalition of Rape Crisis Centres

Ontario Council of Agencies Serving Immigrants

Ontario Energy Board

Ontario English Catholic Teachers Association

Ontario Federation of Agriculture

Ontario Federation of Labour

Ontario Gay & Lesbian Chamber of Commerce

Ontario Hospital Association

Ontario Judicial Council

Ontario Long Term Care Association

Ontario Medical Association

Ontario Network of Sexual Assault/Domestic Violence Care and Treatment Centres

Ontario Nurses Association

Ontario Professional Fire Fighters Association

Ontario Provincial Police Association

Ontario Public School Boards' Association

Ontario Public Service Employees Union

Ontario Rainbow Association of the Deaf

Ontario Secondary School Teachers' Federation

Ontario Teachers' Federation

Ontario Undergraduate Student Alliance

Ontario Women's Health Network

Opaskwayak Cree Nation

Opaskwayak Cree Nation Child & Family

Opération enfant soleil

Opportunities for Employment  
Ordre des administrateurs agréés  
Ordre des infirmières et infirmiers  
Ordre professionnel diététistes du Québec

Oshki-Giizhig  
Oxfam Canada  
Oyate Tipi Cumini Yape Inc.

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**P**

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PacificSport Northern BC  
Palliative Manitoba  
Paq'tnkek First Nation  
PARO Centre for Women's Enterprise  
ParticipACTION  
Pauktuutit Inuit Women of Canada  
PEI Association for Newcomers to Canada  
PEI Business Women's Association  
PEI Council of People with Disabilities  
PEI Counselling Association  
PEI Early Childhood Development Association  
PEI Home and School Federation  
PEI School Athletic Association  
PEI Senior Citizen's Foundation  
PEI Teachers' Federation  
PEI Union of Public Sector Employees  
PEI Women's Institute

PFLAG Canada (Parents, Families and Friends of Lesbians and Gay)  
Philanthropic Foundations of Canada  
Pictou Landing First Nation  
Plan International Canada  
Pluri-elles (Manitoba)  
Police Association of Ontario  
Pollution Probe  
Powerstream  
Pregnancy & Family Support Services  
Pride PEI  
Prince Edward Island Firefighters Association  
Provincial Council of Women of Manitoba, Inc.  
Public Accountants Board of Nova Scotia  
Public Accountants Council for the Province of Ontario  
Public Policy Forum

**Q**

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Qmunity  
Quebec Community Groups Network

Queen's University

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## R

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Radio Television Digital News Association  
Canada

Rainbow Health Ontario

Rainbow Resource Centre

Reaching E-Quality Employment Services

Red River College

Regroupement des cuisines collectives du  
Québec

Réseau Accès Participation

Réseau action femmes

Réseau du sport étudiant du Québec

Réseau québécois de Villes et Villages en  
santé

Resource Assistance for Youth

Rose & Max Rady Jewish Community  
Centre

Rossbrook House

Royal Aviation Museum of Western Canada

Royal Canadian Mounted Police

Royal Manitoba Theatre Centre

Royal Roads University

Rural Ontario Municipal Association

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## S

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Saint John Board of Trade

Salvation Army - Ontario Central East  
Divison

Samara Canada

Save the Children Canada

School of Public Policy and Governance,  
University of Toronto

Science North

Second Story Women's Centre

SEED Winnipeg

Senior Citizens Association of BC

Sexuality Education Resource Centre

Sierra Club of Canada - Ontario Chapter

Simon Fraser University

Sipekne'katik First Nation (Indian Brook)

Social Planning Council of Winnipeg

Société de soins palliatifs

Société Nationale de l'Acadie

Society for Canadian Women in Science  
and Technology

Society for Manitobans with Disabilities

Soroptimist International of Winnipeg

SOS Children's Villages Canada

Soulpepper

South Winnipeg Family Information

Special Olympics

Spence Neighbourhood Association

Sport BC

Sport Manitoba	Stroke Recovery Association of Manitoba
Sport Nova Scotia	St-Thomas University
Sport PEI	Sustainable Forest Initiative
Sports Québec	Swampy Cree Tribal Council
St. Andrews Chamber of Commerce	Sydney and Area Chamber of Commerce
St. Francis Xavier University	Symphony Nova Scotia
St. Mary's University	Syndicat de la fonction publique et parapublique du Québec
Stratford Festival	

## T

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Tablée des chefs	TIAPEI - Tourism Industry Association of Prince Edward Island
Teen Stop Jeunesse	
Télé-Université	Toronto Environmental Alliance
The 519 Community Centre	Toronto Hydro
The Laurel Centre	Toronto International Film Festival
The Ontario Federation of Indigenous Friendship Centres	Toronto Region Board of Trade
The Pas Friendship Centre	Tourism, heritage and culture New Brunswick
The Winnipeg Foundation	Transportation Association of Canada
Thompson Rivers University	Trent University
	True North Sports and Entertainment Ltd.

## U

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Ukrainian Canadian Congress	Union des municipalités du Québec
Unama'ki Institute of Natural Resources	Union of British Columbia Indian Chiefs
UNIFOR	Union of Nova Scotia Indians
Union des artistes	United Way Centraide Canada
	United Way of Greater Toronto

United Way Winnipeg	University College of the North
Université de Moncton	University of British Columbia
Université de Montréal	University of King's College
Université du Québec	University of Manitoba
Université du Québec à Chicoutimi	University of Manitoba Press
Université du Québec à Montréal	University of New Brunswick
Université du Québec à Rimouski	University of Ottawa
Université du Québec à Trois-Rivières	University of Prince Edward Island
Université du Québec en Abitibi-Témiscamingue	University of the Fraser Valley
Université du Québec en Outaouais	University of Toronto
Université Laval	University of Victoria
Université Sainte Anne	University of Winnipeg
Université Sherbrooke	University Women's Club of Winnipeg
Université St-Boniface	Urban Circle Training Centre Inc.
	Urban Indigenous Theatre Company Inc.

## V

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Vancouver Community College	Villa Rosa Inc.
Vancouver Island University	Vivre en ville
Vélo Québec	Volunteer Manitoba

## W

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Wagmatcook First Nation	West Central Women's Resource Centre
Waycobah First Nation	Windsor University
Wellesley Institute	Winnipeg Art Gallery
West Broadway Youth Outreach	Winnipeg Central Park Women's Resource Centre
West Central Community Program	Winnipeg Chamber of Commerce



Winnipeg Labour Council	Women's Business Network
Winnipeg Public Library	Women's Enterprise Center
Wolseley Family Place	Women's Enterprise Organizations of Canada
Woman's Place Resource Centre	Women's Equality PEI
Women Active Nova Scotia	Women's Equality, Government of New Brunswick
Women in Communications and Technology	Women's Executive Network
Women in Law Enforcement Ontario	Women's Health Clinic
Women in Leadership Foundation	Women's Law Association of Ontario
Women in Local Government	Women's Legal Education and Action Fund
Women of Influence	Women's Place Resource Centre
Women Unlimited	World University Services Canada
Women's Art Association of Canada	World Vision Canada
Women's Business Enterprises	World Wildlife Fund Canada
Women's Enterprise Centre of Manitoba	

## Y

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YMCA-YWCA of Winnipeg	Youth Project
York University	YWCA
Young Women in Business	YWCA - Halifax
Youth Agencies Alliance	YWCA - Moncton



## Addendum to the Report for the Winter 2017 Cycle

The purpose of this addendum is to inform of additional work completed by the Independent Advisory Board for Senate Appointments (Advisory Board) after the Report for the Winter 2017 Cycle was submitted to the Prime Minister on August 18, 2017.

Further to the mandate issued by the Prime Minister to the Advisory Board in May 2017 to provide additional recommendations for Ontario vacancies in the Senate, the Advisory Board undertook further review of candidacies and placed a concentrated effort on the Southwestern region of the province, bearing in mind that this region was not represented in the Senate.

The Advisory Board established a list of five qualified candidates residing in this region, bringing the total number of Winter 2017 cycle recommendations for Ontario to 20. These additional recommendations were provided to the Prime Minister on November 14, 2017.

Sincerely,



Huguette Labelle

Chair

On behalf of the Advisory Board (for Ontario):

Daniel Jutras (Federal Member)

Dawn Lavell Harvard (Provincial Member, Ontario)

Murray Segal (Provincial Member, Ontario)