

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

February 19, 2025

Dear Prime Minister:

Pursuant to our terms of reference, the Independent Advisory Board for Senate Appointments submits to you this report on our work for the period of November 1, 2023 to January 31, 2025. We thank you for your continued confidence and for the opportunity to support such an important process.

Respectfully,



Huguette Labelle, Chair
Independent Advisory Board for Senate Appointments

Federal Members

Melissa Blake
François Rolland

Alberta

Linda Hughes
Sheila Risbud

British Columbia

Kathryn Berge
Linda Locke

Manitoba

Sofia Mirza
Ash Modha

New Brunswick

Ann McCain Evans
Donald J. Savoie

Nova Scotia

Heidi Jamieson-Mills
Corrine Sparks

Nunavut

Jeremiah Groves
David Omilgoitok

Ontario

Anthony Primerano
Murray Segal

Quebec

Kathy Fazel
Pierre Matuszewski

Saskatchewan

Dale Eisler
Jennifer Molloy

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Report of the Independent Advisory Board for Senate Appointments

November 1, 2023 to January 31, 2025

1. Introduction

This report has been prepared pursuant to paragraph 13 ([See Annex A](#)) of the terms of reference for the Independent Advisory Board for Senate Appointments (the 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 Advisory Board's eighth report, which covers the period from November 1, 2023 to January 31, 2025. 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 for the Advisory Board ([See Annex A](#)) were also approved by the GIC and made public through the same Order in Council; the GIC updated them in 2023 to allow for longer term lengths. 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 federal members, one of whom is appointed as Chair, and two members chosen from each of the provinces/territories where a vacancy is to be filled. The federal members participate in deliberations related to all vacancies, whereas the provincial/territorial members participate only in deliberations related to vacancies in their respective province/territory.

The following table indicates when Advisory Board members were appointed by the GIC for work that was completed during the period covered in this report.

Member	Appointment date and duration
Huguette Labelle (Chair), Melissa Blake (federal) and François Rolland (federal)	August 5, 2022 (two years) and August 5, 2024 (three years)
Anthony Primerano and Murray Segal (Ontario)	November 9, 2023 (two years)
Linda Hughes and Sheila Risbud (Alberta) Kathryn Berge and Linda Locke (British Columbia) Kathy Fazel and Pierre Matuszewski (Quebec)	January 19, 2024 (two years)
Sofia Mirza and Ash Modha (Manitoba) Jeremiah Groves and David Omilgoitok (Nunavut)	January 30, 2024 (two years)
Dale Eisler and Jennifer Molloy (Saskatchewan)	February 2, 2024 (two years)
Ann McCain Evans and Donald J. Savoie (New Brunswick) Heidi Jamieson-Mills and Corrine Sparks (Nova Scotia)	July 5, 2024 (two years)

Additional information on the establishment of the Advisory Board and the previous cycles can be found on our [website](#). Biographical notes for members involved during the period covered in this report can be found in [Annex B](#).

3. Outreach

Between February and December 2024, the Advisory Board engaged with more than 2,400 national, provincial, territorial, regional and local organizations across Canada to share information about the appointment process with 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. The Advisory Board secretariat also reached out to candidates in the targeted provinces to encourage them to reapply or to update their application as needed.

4. Application process

Canadians can apply directly for an appointment to the Senate through the Senate Application Management System. Since 2018, Canadians have been able to apply for a Senate appointment at any time, regardless of vacancy status for their province or territory. Applications received over the past two years, including nominations that individuals or organizations submit, and updates submitted to previous applications, were considered by the Advisory Board.

5. Meetings of the Advisory Board

Over the course of the period covered in this report, the Advisory Board met virtually and in person, as required, to establish lists of recommended candidates for 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 their delegate) acts as the *ex officio* secretary to the Advisory Board.

6. Review process

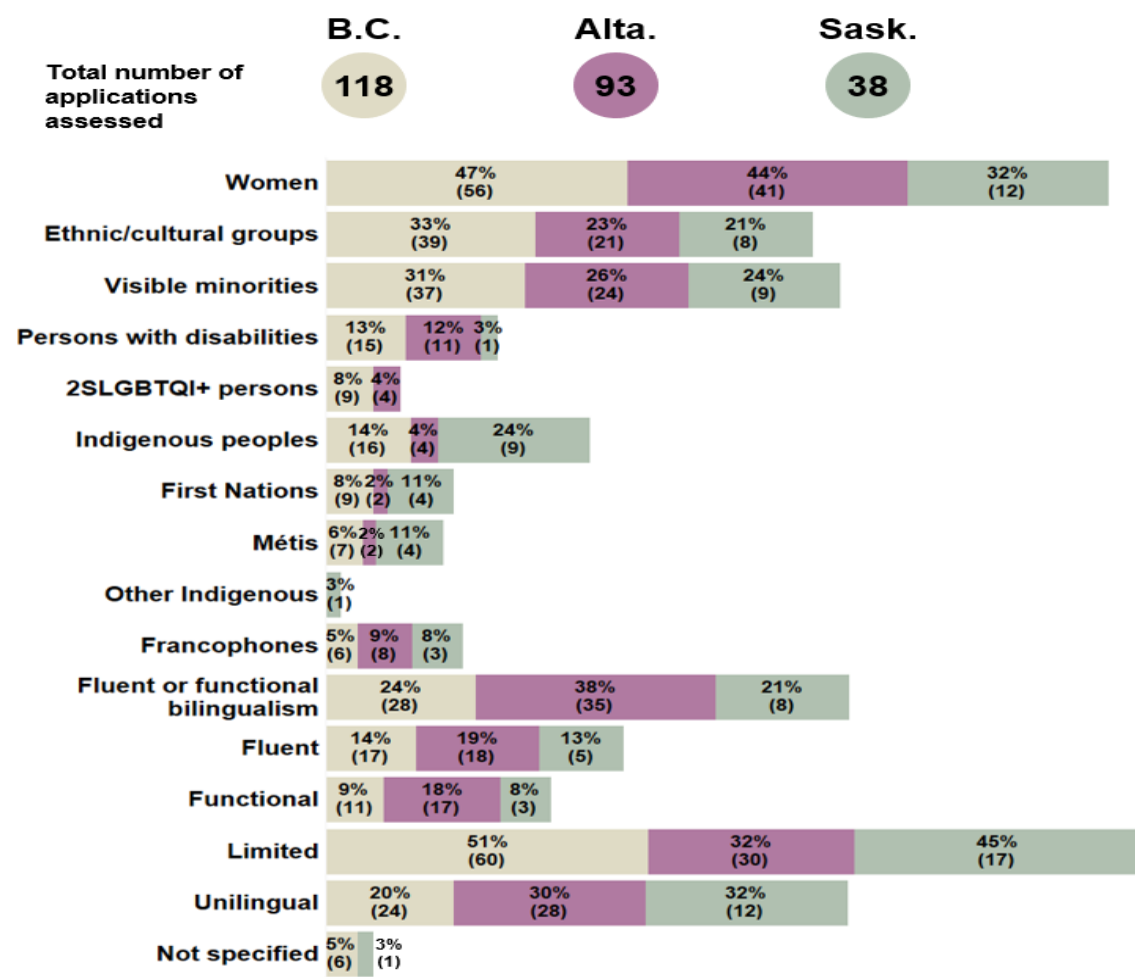
Members of the Advisory Board conducted a comprehensive review of the applications submitted for each jurisdiction, guided by the [assessment criteria](#). The Advisory Board also considered demographics as well as professional backgrounds and expertise, to help ensure a representative candidate pool that would complement the experience and expertise of sitting senators. At all times, members aimed to observe the highest standards of impartiality, integrity, objectivity, and confidentiality in their consideration of the candidates.

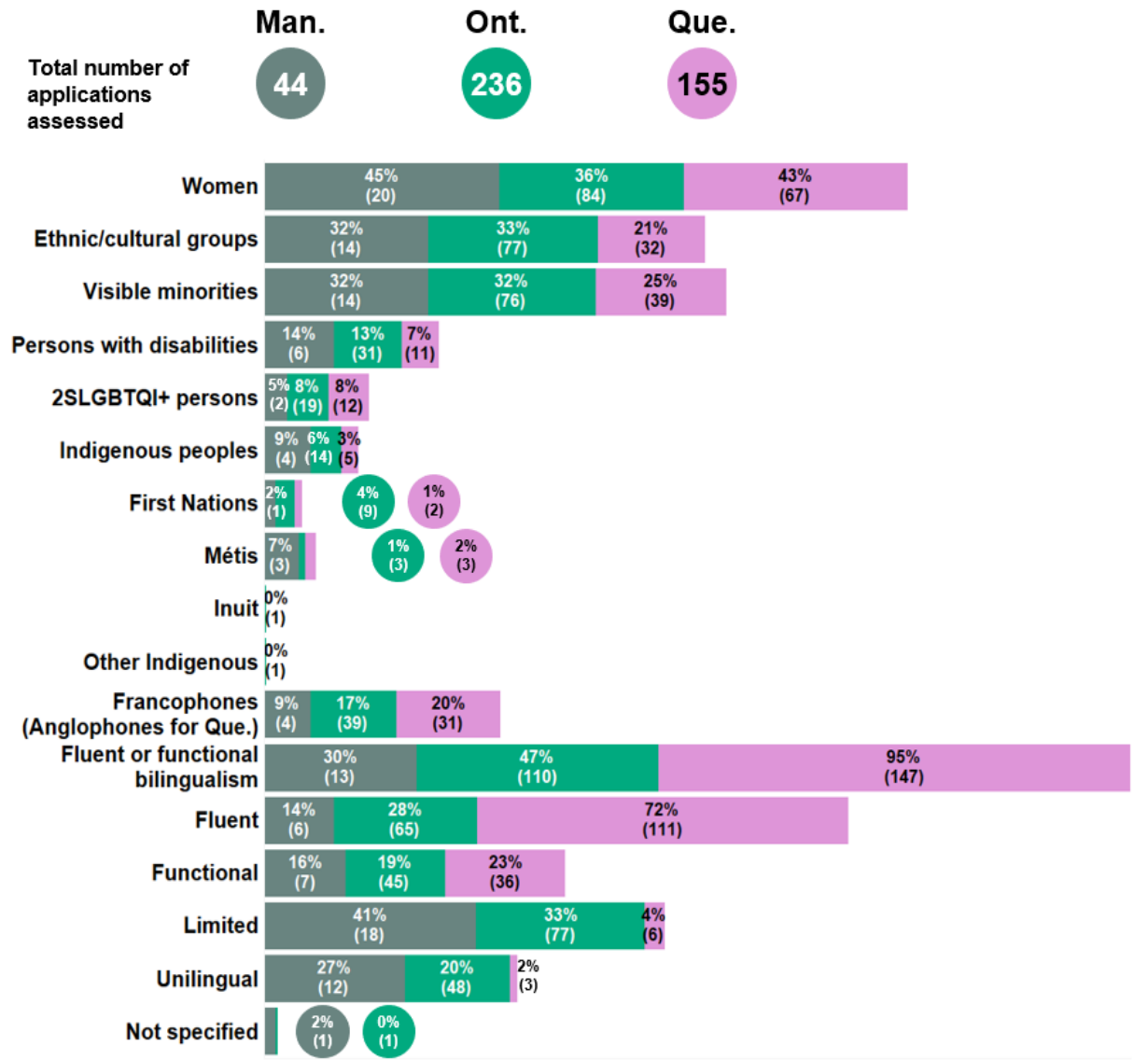
Federal members reviewed all the applications, while the provincial and territorial members reviewed only those that were received for their province or territory. Once the members completed their individual reviews, each provincial and territorial advisory board convened to undertake its deliberations and compile a list of recommendations for the Prime Minister, with decisions reached using a consensus approach. This is consistent with the approach used in previous cycles.

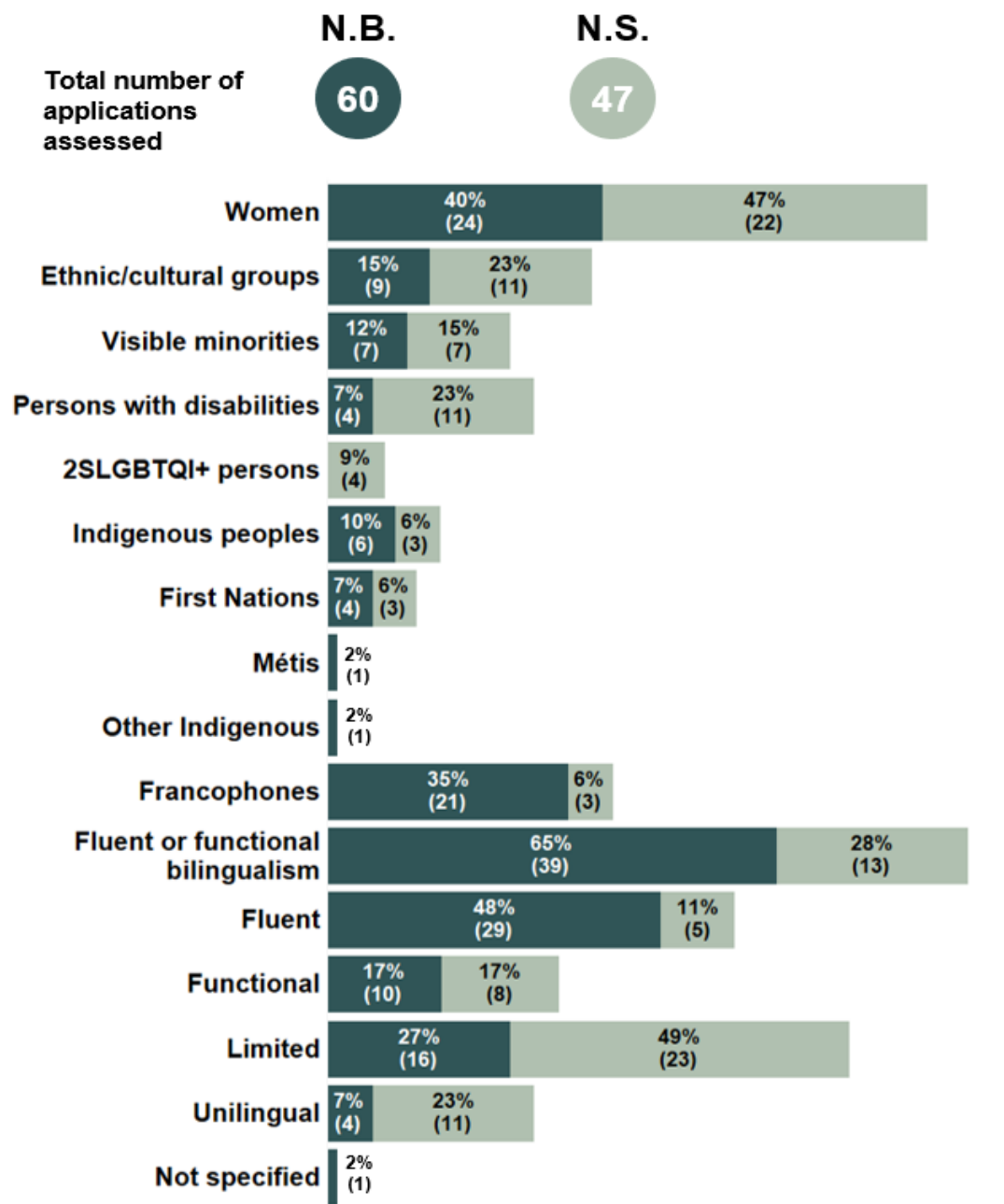
To confirm their suitability, the recommended candidates were subject to the due diligence required for those seeking public office.

7. Number of applications and diversity

The Advisory Board assessed 791 applications during the period covered in this report. The following data includes diversity information where candidates self-identified in their profile, including women, Indigenous Peoples, minority groups and persons with disabilities, and their official languages proficiency. For privacy reasons, due to the low number of applications received, Nunavut is not included in this data.







8. Recommendation process

The Advisory Board established a list of qualified candidates in alphabetical order (i.e. without ranking or prioritization) for each of the targeted vacancies, which was provided to the Prime Minister along with a synopsis highlighting the merits of each of the recommended candidates, as well as the application documents provided by the candidates.

9. Costs

In all cycles, the Advisory Board made efforts to minimize expenses. Further to the previous report, below are the final costs for the 2023–2024 fiscal year and anticipated costs for the 2024-2025 fiscal year.

Period covered	Total costs (Advisory Board and PCO Secretariat costs)	Advisory Board salaries ¹ and travel costs	PCO Secretariat salaries and operational costs
April 1, 2023 to March 31, 2024 (final costs)	\$454,686	\$45,673	\$409,013
April 1, 2024 to March 31, 2025 (anticipated costs)	\$514,936	\$106,921	\$408,015

¹ Includes per diems within the range of \$550 to \$650 for the Chair and \$375 to \$450 for other members.

In accordance with the terms of reference for the Advisory Board, the costs outlined in this report relate to the Advisory Board's activities. Additional costs incurred by PCO are part of PCO's operations and are reported through the department's reporting to Parliament.

10. Confidentiality

In keeping with the terms of reference, the Advisory Board's activities were conducted with strict confidentiality. Information that was brought before the members was held in confidence and information on candidacies was not disclosed, pursuant to the provisions of the *Access to Information Act* and the *Privacy Act*. Therefore, the Advisory Board has not and will not publicly share any information about the candidates.

11. Conclusion

The Advisory Board members appreciate the opportunity to serve their country on such an important initiative.

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 members of the Advisory Board are to be appointed for a term not exceeding three years.

(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 during the period covered by this report)

Huguette Labelle (Chair)

Huguette Labelle holds a PhD (education) degree from the University of Ottawa, and has honorary degrees from 12 Canadian universities and one 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 La 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 Global Financial Integrity, a member and former chair of Transparency International, a board member of the Global Centre for Pluralism and a board member of the Aga Khan Museum. Ms. Labelle is also a member of RESOLVE's Natural Resources and Energy Leadership Council and Advisory Board, and of the University of Ottawa Campaign Cabinet, as well as a former board member of UN Global Compact.

Ms. Labelle served for 19 years as deputy minister in various Canadian government departments, including Secretary of State, Transport Canada, the Public Service Commission and the Canadian International Development Agency.

Melissa Blake (federal member)

Melissa Blake was elected to six consecutive terms, beginning in 1998, for the Regional Municipality of Wood Buffalo. She was first elected as mayor in October 2004 and concluded her final term in 2017.

Being the top elected official for one of Canada's largest municipalities brought with it tremendous challenges and opportunities. Wood Buffalo is the heart of Canada's energy industry and is often subject to global scrutiny. When the 2016 Horse River Wildfire forced the evacuation of 88,000 people, Mayor Blake's strength and dedication earned the hearts and minds of Albertans, Canadians and the world. In Wood Buffalo, she worked hard to get her citizens "home".

Ms. Blake has served on numerous committees in addition to her regular council duties, including those related to development, protective services, community services and affordable housing. She has also served on two provincial associations.

Ms. Blake brought a range of experience from her corporate career to elected service, including public affairs, materials and services, and human resources. She holds a Bachelor of Administration degree from Athabasca University and has received numerous awards for her work.

She resides in Fort McMurray, Alberta, with her husband and two sons.

François Rolland (federal member)

The Honourable François Rolland was appointed a Superior Court of Quebec justice in 1996 and Chief Justice of the Superior Court of Quebec in 2004, a position he held until he retired in 2015.

Following his retirement, the Quebec government appointed Mr. Rolland as Director of the Voluntary Reimbursement Program, where he served until the program ended in November 2017. He also presides over private mediation and arbitration mandates involving mostly commercial matters, including large multi-jurisdictional class actions.

Mr. Rolland, *Advocatus Emeritus*, is an Officer of the Order of Canada, a founding member of the Institut québécois de réforme du droit et de la justice since 2018 and its Vice President since 2024, a member of the Canadian Bar Association (CBA), a founding member and former chair of the Judges' Forum of the CBA, and a past president of the CBA's Quebec Branch and of the Young Bar of Montréal. Mr. Rolland was awarded the Louis St-Laurent award for his exceptional contribution to the CBA and the CBA's Centennial Medal.

A board member of the Canadian Forum on Civil Justice, Mr. Rolland is also a member of the International Insolvency Institute and a Commissioner of Ethics for the Barreau du Québec. He was a member of the Board of Directors of the Centre d'accès à l'information juridique from 2015 to 2021, including Vice President from 2017 to 2019, and was Chair of the Board of Directors of Éducaloi from 2017 to 2023. He also taught ethics at the National Judicial Institute for 10 years.

The Honourable François Rolland graduated from University of Montréal in 1974 and was called to the Barreau du Québec in 1975. Before his appointment as a judge, he was a partner at the law firm Fasken Martineau, practising mainly in the field of commercial and civil litigation.

In 2019, he joined Langlois Lawyers as Senior Counsel, Mediator and Arbitrator.

Linda Hughes (member for Alberta)

Linda Hughes began her career at the *Edmonton Journal* in 1976 and became its Publisher and President in 1992. She was the first woman in Canada to hold this

position at a major newspaper, a position she held until her journalism career concluded in 2006. From 2003 to 2005, she was also the general manager for CanWest Media Works, which included responsibilities for the *Calgary Herald* and four Global TV stations.

Following her service on the Board of Directors of the Royal Alexandra Hospital Foundation, she served as Chair of the Board of Alberta Health Services from 2015 to 2019. She has also served on countless boards of directors, including the Torstar Corporation, the Edmonton Community Foundation, the Edmonton Homeless Commission, the United Way of the Alberta Capital Region, the Strategy Council for the Mazankowski Heart Institute and the National Newspaper Awards, to name but a few. From 2008 to 2012, she was Chancellor of the University of Alberta. In 2023, she was appointed to serve as a member of the Independent Advisory Board on Eligibility for Journalism Tax Measures.

Ms. Hughes, a member of the Alberta Order of Excellence, has received numerous awards, such as an Honorary Doctor of Laws and the Distinguished Alumni Award from the University of Victoria, and an Honorary Doctor of Laws from the University of Alberta. She was honoured by the YWCA with the Lifetime Achievement Award, and by Canadian Women in Communications with the Trailblazer Award. She has also been inducted into the Alberta Business Hall of Fame and the City of Edmonton Hall of Fame, and has received the Queen Elizabeth II Platinum Jubilee Medal and the Alberta Centennial Medal.

She graduated with honours from the University of Victoria with a Bachelor of Arts in History and Economics and was awarded a Southam Fellowship for Journalists to study at the University of Toronto.

Sheila Risbud (member for Alberta)

Sheila Risbud is a sustainable development leader with close to 30 years of experience in the private and public sectors. Over the past 10 years, she has been employed at Teck Resources Limited, a diversified natural resource company, where she has held progressively senior roles in the areas of regulatory and government affairs, Indigenous consultation and project development. She is currently the Vice President, Sustainable Development, Coal. Prior to joining Teck, she worked for the federal government for over 15 years with the Canadian Environmental Assessment Agency and Environment Canada.

Ms. Risbud is an active member of her community and was most recently the elected President and Chair of the Board of Directors for the Association Canadienne française de l'Alberta.

Ms. Risbud holds a Master of Arts and Bachelor of Arts from the University of Ottawa. She also completed the University of Alberta's Environmental Resource Management Program.

Kathryn Berge (member for British Columbia)

Kathryn Berge is an advocate, arbitrator and mediator specializing in wills and estates, family law and general civil litigation who lives in Victoria, British Columbia. She has served as an adjudicator for the British Columbia Civil Resolution Tribunal and the British Columbia Review Board.

She was an elected bencher (governor) of the Law Society of British Columbia from 2006 to 2013 and is now a life bencher. In 1996, she was designated Queen's Counsel.

She has previously served as chair of the Canadian Bar Association's Committee on Ethics and Professional Issues and of its National Awards Committee. She has also chaired provincial Canadian Bar Association sections on wills, estates and fiduciary relationships, alternative dispute resolution and family law.

Ms. Berge has been a legal instructor for many years, and a guest lecturer on legal issues and mediation at the Law Society of British Columbia, the University of Victoria and other institutions.

She has been awarded the Victoria Bar Association's Pamela Murray Award, the Canadian Bar Association, British Columbia Branch Women Lawyers Forum Award of Excellence and the Canadian Bar Association, British Columbia Branch President's Medal.

Ms. Berge received her Bachelor of Arts and Bachelor of Laws from the University of Alberta. She has served her community through volunteer work for local sports, school and community groups.

Linda Locke (member for British Columbia)

Linda Locke, King's Counsel, has dedicated her career to helping Indigenous people and other disadvantaged residents navigate their way through the Canadian legal system. She is the manager of the Hazelton-based Upper Skeena Counselling and Legal Assistance Society, which assists individuals across northern British Columbia with everything from poverty and family law to community development initiatives and access to justice issues. As manager of the USCLAS, she played a key role in the development and opening of the Hazelton Indigenous Court in 2022.

She was the first Indigenous woman in British Columbia to be appointed Queen's Counsel, an honour she received in 2006. A member of the Stó:lō Nation from the

Fraser Valley, Ms. Locke began her career as a social worker and, later, a probation officer. But it was her work as an Elizabeth Fry Society court worker that inspired her to consider a career in law. She attended law school at Queen's University and was the recipient of its Alumni Achievement Award in 2009. She was also the recipient of the Canadian Bar Association's Community Service Award in 2003. In 2024, the Canadian Bar Association, BC Branch honoured her with the prestigious Georges A. Goyer, QC Memorial Award for Distinguished Service.

Sofia Mirza (member for Manitoba)

Sofia Mirza has been practising law with Fillmore Riley LLP since 2002 and became a partner in 2012. She currently serves on several boards, including Manitoba's Advisory Council on Economic Immigration and Settlement, the Liquor, Gaming and Cannabis Authority of Manitoba, the Muslim Legacy Fund, Economic Development Winnipeg and the Winnipeg Chamber of Commerce. She is a past president of the Manitoba Bar Association, a former guest instructor at the Faculty of Law at the University of Manitoba and at other colleges in Canada, and an elected executive member of the Immigration Law Section of the Canadian Bar Association. Ms. Mirza is also a frequent speaker at conferences on immigration law matters. She applies her martial arts expertise as a 5th degree black belt and 2019 member of Team Canada in Shotokan Karate, along with her legal background, to serve as national arbitrator for the International Shotokan Karate Federation of Canada.

Ms. Mirza, King's Counsel, is a recipient of the Canadian Bar Association, Immigration Law Section's Volunteer Appreciation Award and was twice recognized as Lawyer of the Year in Immigration Law by *Best Lawyers in Canada*. She attended the University of Manitoba, where she obtained a Bachelor of Science Major, a Bachelor of Arts and a Bachelor of Laws.

Ash Modha (member for Manitoba)

Ash Modha is the CEO, Chairman and Founder of Mondetta Clothing. With its global headquarters in Winnipeg, his company designs and manufactures apparel globally for retailers worldwide.

In addition to leading Mondetta Clothing, Mr. Modha has also been involved in several non-profit endeavours and organizations, including the Board of Directors for the Health Sciences Foundation, the Bank of Canada's Blue Ribbon panel, the Royal Bank Young Advisory Council and the Premier's Economic Advisory Council, and has chaired an image task force and the Minister's Trade Advisory Council. He currently sits on the Board of Governors at Balmoral Hall School, is a member of The Associates' IDEA Committee and is a board member of the Business Council of Manitoba, for which

he co-chairs the Truth and Reconciliation Committee. Most recently, he joined Premier Wab Kinew's advisory team and now co-chairs the Premier's Business and Jobs Council.

Mr. Modha graduated from the University of Manitoba with a Bachelor of Arts in Economics.

Ann McCain Evans (member for New Brunswick)

Ann McCain Evans is a recipient of the Order of Canada in recognition of her philanthropic commitment. She has supported many innovative projects dedicated to arts and culture, health, education and the environment, at the regional, provincial and national levels. Her enduring commitment has benefited many boards, including those of the Beaverbrook Art Gallery, the Nature Trust of New Brunswick and Ovarian Cancer Canada. Through her leadership roles with The McCain Foundation and the Harrison McCain Foundation, she has ensured literacy and education initiatives have a lasting impact across Atlantic Canada, particularly in New Brunswick.

Ms. McCain Evans has also served on the Montreal Board of Trade, the Montreal SPCA, the Steering Committee of the Westmount Environment Action Committee, and the Huntsman Marine Science Centre. She was a director of the St. John Ambulance Foundation, Quebec Council and served on the Board of Governors at Acadia University.

She graduated with a Certificat, Langues, Littérature et Civilisation from L'Université de Grenoble in France as well as a BA in Politics and History from Trent University.

Donald J. 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, the World Bank, and the United Nations. He currently holds the Canada Research Chair in Public Administration and Governance at the Université de Moncton, and was Visiting Scholar at the Blavatnik School of Government Oxford University for the Hillary term 2024. 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.

A Companion of the Order of Canada as well as a recipient of the Order of New Brunswick and the Order of Moncton, 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 doctorate in philosophy and a doctorate in literature from Oxford University and has been awarded eight 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 more than 50 books and over 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 U.K., 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.

Heidi Jamieson-Mills (member for Nova Scotia)

Heidi Jamieson-Mills is a Chartered Professional Accountant and holds the position of VP of Finance for the IWK Health Centre Charitable Foundation. Prior to the IWK, she held the position of Senior Vice President Finance, Reporting and Treasury at Sobeys Inc where she had been employed since 2004. Previously, she worked for Grant Thornton LLP as an Accountant and Tax Manager. She is also a past member of the Board of Trustees for Crombie REIT.

Ms. Jamieson-Mills serves her community as Treasurer and Director of the Pictou County Community Health Centre Society. She is also past Treasurer and Director at the Aberdeen Health Foundation Society from 2017 to 2023. She has also held the Treasurer and Vice Chair roles at Tearmann Society for Abused Women, and been a Director for Highland Community Residential Services Foundation and the Race on the River, Dragonboat Society. Prior to this, she also served on several boards and groups such as the Finance Committee for the Atlantic Film Festival, the Plaid Marquee Film Society, the Pictou County Historical Society and Toastmasters Truro.

Ms. Jamieson-Mills was recognized as one of the Women's Executive Network Top 100 Most Powerful Women (Professional Category) in 2020, as well as one of Atlantic Canada's top 50 leaders under 35 in 2010.

She attended Dalhousie University and graduated with honours with a Bachelor of Commerce Co-op, concentration in Accounting.

Corrine Sparks (member for Nova Scotia)

A descendant of early Black settlers in Nova Scotia, Corrine “Connie” Sparks grew up in rural Nova Scotia and graduated from Mount Saint Vincent University with an economics degree. She went on to earn a Bachelor and a Master of Laws degree from Dalhousie University. After graduation with her LL.B, she practiced in a small law firm, specializing in family, real estate and civil litigation law; at this time she also served on the board of several organizations ranging from the Nova Scotia Home for Coloured Children to the Canadian Mental Health Association.

In 1987, Ms. Sparks was appointed to the Nova Scotia Family Court, becoming the first African Nova Scotian to be appointed to the Bench, and the first African Canadian female to serve on the judiciary in Canada. For several years, as part of the new judges training program offered by the Canadian Association of Provincial Court Judges, she lectured in the areas of gender, racial discrimination and the courts. She also served as chair of the education committee for the Nova Scotia Provincial Judges’ Association.

Internationally, Ms. Sparks has been honoured to work with the International Association of Women Judges (IAWJ), along with other international organizations. Throughout her career as a Family Court judge, for nearly thirty-five years, she has helped to promote judicial education, both at the provincial and national level. Her work with the IAWJ, Canadian Chapter, in particular, in keeping with its mandate, has helped to advance equality and human rights for women. Ms. Sparks has served on the board of directors; and was one of the founding members of the IAWJ, Canadian Chapter.

Her work has earned her numerous awards and recognition including the prestigious Weldon Award for Unselfish Public Service from the Schulich School of Law, the Bertha Wilson Touchstone Award from the Canadian Bar Association, the Harry Jerome African Canadian Achievement Award for Excellence in Law, and the Elizabeth Fry Society “Rebel with a Cause” Award. She was also inducted by the Dalhousie Law Alumni Association to the Bertha Wilson Honour Society and is the recipient of an honorary doctorate from Mount Saint Vincent University.

Jeremiah Groves (member for Nunavut)

Jeremiah Groves was born and raised in Iqaluit, where he now resides. Throughout his life, Mr. Groves has been passionate about Canadian history and the environment. He is an avid outdoorsman and harvester, and provides country food for his family and residents of Iqaluit, a passion that speaks to his deep commitment to traditional Inuit culture and values.

Mr. Groves has held positions with the Government of Nunavut and was the Director of Operations with Qikiqtaaluk Corporation before he joined the Qikiqtani Inuit Association

(QIA) as Executive Director in 2015. During his time with the QIA, he has overseen the expansion of both QIA and Inuit interests across the region in the areas of mining, marine protected areas and fisheries reconciliation. He is committed to ensuring that the QIA benefits all Inuit of the Qikiqtani Region for generations to come.

Mr. Groves attended Nunavut Sivuniksavut in Ottawa, Nunavut Arctic College (Environmental Technology Program), St. Mary's University (Project Management Studies) and Queen's University (Analytical Services Unit).

David Omilgoitok (member for Nunavut)

David Omilgoitok, from Cambridge Bay, is a management executive and a former senior public servant. Since 2012, he has been the President and CEO of Kitikmeot Corporation, the business development arm of the Kitikmeot Inuit Association. In this position, he serves as a board member overseeing a number of the Corporation's investments and works with a broad group of northern Indigenous peoples pursuing telecommunications interests.

Mr. Omilgoitok was formerly Chair of the Board of Qulliq Energy Corporation. Before that, he spent 22 years in public service with the governments of the Northwest Territories and Nunavut. From 2000 to 2010, he served as Deputy Minister of Executive and Intergovernmental Affairs and as Secretary to Cabinet for the Government of Nunavut.

Mr. Omilgoitok holds a diploma in business administration from the Northern Alberta Institute of Technology and is an alumnus of the Banff School of Advanced Management.

Anthony Primerano (member for Ontario)

Anthony Primerano is a business leader with over 20 years of experience assuring strategic successes in both the private and public sectors. He graduated with a Bachelor of Arts in political science from the University of Western Ontario and is currently the Director of Government Relations for the Laborers' International Union of North America—the largest trade union in North America, with 600,000 members. He was hired to improve the union's position within all levels of government, address key regulatory and policy issues, and clarify the union's messaging. He previously worked for MGIC, a mortgage insurance company based in the United States, to direct its marketing and communications strategy when it launched in the Canadian market. He has also worked as the ministerial chief of staff for Veterans Affairs Canada, National Defence and Canadian Heritage, and has advised Fortune 500 companies on corporate affairs, communications and reputation management.

Mr. Primerano served on the board of advisers for Clover Insurance Brokers, the oldest licensed brokerage firm in Canada, and the Canadian Museum for Human Rights, and he chaired the advisory board for Integrated Planning and Solutions, a multi-faceted insurance brokerage firm.

Mr. Primerano is an active volunteer within his community, particularly as a member of the Board of Directors for Ontario Track 3, a charitable organization that gives children with disabilities access to alpine sports. He has received a Governor General's award and the University of Toronto Arbor Award.

Murray Segal (member for Ontario)

Following a distinguished career with the Ontario government, including eight years as Deputy Attorney General of Ontario and a stint as Deputy Minister Responsible for Aboriginal Affairs, Murray Segal now practises as an independent legal counsel and consultant in Toronto. His practice focuses on helping the public and the broader public service to improve the delivery of services and access to justice.

Mr. Segal was the chief legal adviser to the Government of Ontario and an adviser to Cabinet, the Attorney General, other ministers and deputy ministers. In that capacity, he oversaw all government litigation and the development of legislation. Prior to serving as Deputy Attorney General, Mr. Segal was the Chief Prosecutor for the Province of Ontario, leading the largest provincial prosecution service in Canada.

Mr. Segal is certified as a criminal law specialist by the Law Society of Ontario and is the author of numerous legal publications, with a particular focus on the *Canadian Charter of Rights and Freedoms*, disclosure and procedure. He also frequently participates in continuing education programs.

Mr. Segal is a member of the Ontario Board of the Canadian Mental Health Association of Canada, past president of the Board of Directors of the Canadian Mental Health Association of Toronto and has served 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. He also serves as a presiding officer at inquests. Mr. Segal has authored many reports, including a report to the Province of Nova Scotia on the justice system's handling of the Rehtaeh Parsons matter. He also co-authored a report for the Province of Ontario on improving the Ontario Provincial Police's workplace culture, with an emphasis on sound mental health.

Kathy Fazel (member for Quebec)

As Senior Investment Counsellor for RBC PH&N Investment Counsel since 2006, Kathy Fazel provides comprehensive investment management for individuals, families,

corporations and charitable foundations. She previously worked at a leading Canadian investment management firm for almost 15 years as a financial analyst and portfolio manager. She obtained her Chartered Financial Analyst designation in 1994 after graduating from McGill University with a Bachelor of Commerce Joint Honours degree in Economics and Finance.

Ms. Fazel has a long history of volunteering in the community. She is the past President of the Board of the Foundation of Greater Montréal, for which she also chaired the Investment Committee and served as Vice President. She is also Governor Emerita at McGill University, after serving on the Board of Governors for over 10 years.

In recognition of her significant contributions to the community, Ms. Fazel received the Queen Elizabeth II Diamond Jubilee Medal. In 2018, she received the Award for Jury's Special Choice by the Association of Fundraising Professionals of Quebec to highlight her commitment to impactful volunteering. In 2020, she was named the winner of the Inspiration Award-Andrée Corriveau by the Association of Quebec Women in Finance. In 2023, the McGill Alumni Association honoured her with the D. Lorne Gales Special Recognition Award for her contributions and achievements in service to the McGill community.

Pierre Matuszewski (member for Quebec)

Pierre Matuszewski is a senior executive with over 40 years of experience in the Canadian financial services industry. From 1997 to 2018, he held various roles at Société Générale (Canada), a Schedule II Canadian chartered bank that is part of Société Générale, an international bank headquartered in France. He was also the first Canadian to lead the Canadian operations of Société Générale when he took over as President and CEO in 2009, a position he held until 2018. Earlier in his career, he held a number of senior management positions with various leading Canadian institutions.

Mr. Matuszewski was appointed to Export Development Canada's Board of Directors in 2018 and 2022, and currently sits on the boards of the Canadian Investor Protection Fund and FinDev Canada, and is Vice-Chair of the Board of Governors of McGill University. He is also past Chair of Financial Executives International (Canada), past Chair of Arion Baroque Orchestra and a former Captain in the Canadian Armed Forces (Reserve).

In addition to a Bachelor of Arts degree in Economics from Laval University and an MBA in Finance and Accounting from McGill University, Mr. Matuszewski holds numerous professional coaching and leadership certificates and runs his own executive coaching practice. In 2021, he was elected Councillor of the Village of Senneville, a community on the outskirts of Montréal.

Dale Eisler (member for Saskatchewan)

Dale Eisler has an extensive background in the federal public service and in Canadian journalism. He spent 16 years in senior positions with the Government of Canada, including Assistant Secretary to Cabinet (Consultations and Communications) at the Privy Council Office. He was also Assistant Deputy Minister for the Energy Security, Prosperity, Sustainability Task Force at Natural Resources Canada, Assistant Deputy Minister of Communications at Finance Canada and Consul General for Canada in Denver, Colorado.

Before joining the federal government, Mr. Eisler spent 26 years as a journalist in Saskatchewan and Alberta. He is also the author of three works of non-fiction and one historical novel that is based on his family history and became the basis for a feature film. His most recent book, *From Left to Right, Saskatchewan's Political and Economic Transformation*, was shortlisted by the Writers' Trust of Canada for the 2023 Shaughnessy Cohen Award as political book of the year. It won the Jennifer Welsh 2023 Saskatchewan Book Awards for scholarly writing.

Mr. Eisler received the 2013 Joan Atkinson Federal Public Service Award of Excellence. He is a senior policy fellow at the Johnson Shoyama Graduate School of Public Policy at the University of Regina and the Principal of Anton Group. He holds a Master of Arts from Vermont College (Union Institute) and Bachelor of Arts from the University of Saskatchewan.

Jennifer Molloy (member for Saskatchewan)

Jennifer Molloy has been CEO of the Royal University Hospital Foundation since March 2022. Prior to this role, she held several positions at the University of Saskatchewan, including Director of Development of the Western College of Veterinary Medicine and Development Officer at the College of Law. She has also held fundraising positions at St. Paul's Hospital Foundation and the Canadian Red Cross.

Ms. Molloy, a Certified Fund Raising Executive, served as President of the Association of Fundraising Professionals (Saskatoon Chapter) and volunteered as a director on the boards of READ Saskatoon and Haven Family Connections for several years. She also served on the boards of the Lakeview Community Association, the Parents' Child Development Cooperative and the Kidney Research Foundation of Saskatchewan, to name but a few.

Ms. Molloy is a recipient of the Queen Elizabeth II Golden Jubilee Medal. She holds a Bachelor of Arts (Sociology) from the University of Saskatchewan. She resides in Saskatoon.

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.
- 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

Non-Partisanship

Individuals must 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 an applicant.

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.

Additional considerations

Gender, Indigenous and Minority Representation

Individuals will be considered with a view to achieving gender balance in the Senate. Priority consideration will be given to applicants who represent Indigenous peoples and

linguistic, minority and ethnic communities, with a view to ensuring representation of those communities in the Senate.

Bilingualism

Fluency in both official languages will be considered an asset.

Annex D: News releases

Prime Minister announces the appointment of a senator/senators

(February 14, 2025)

<https://www.pm.gc.ca/en/news/news-releases/2025/02/14/prime-minister-announces-appointment-senator>

(February 7, 2025)

<https://www.pm.gc.ca/en/news/news-releases/2025/02/07/prime-minister-announces-appointment-senators>

(December 19, 2024)

<https://www.pm.gc.ca/en/news/news-releases/2024/12/19/prime-minister-announces-appointment-senators>

(September 25, 2024)

<https://www.pm.gc.ca/en/news/news-releases/2024/09/25/prime-minister-announces-appointment-senator>

(September 10, 2024)

<https://www.pm.gc.ca/en/news/news-releases/2024/09/10/prime-minister-trudeau-announces-appointment-senator>

(August 31, 2024)

<https://www.pm.gc.ca/en/news/news-releases/2024/08/31/prime-minister-announces-appointment-senator>

(August 17, 2024)

<https://www.pm.gc.ca/en/news/news-releases/2024/08/17/prime-minister-announces-appointment-senators>

(June 28, 2024)

<https://www.pm.gc.ca/en/news/news-releases/2024/06/28/prime-minister-announces-appointment-senator>

(February 13, 2024)

<https://www.pm.gc.ca/en/news/news-releases/2024/02/13/prime-minister-announces-appointment-senator>

(January 28, 2024)

<https://www.pm.gc.ca/en/news/news-releases/2024/01/28/prime-minister-announces-appointment-senator>

Prime Minister announces the appointment of a senator/senators (...continued)

(January 22, 2024)

<https://www.pm.gc.ca/en/news/news-releases/2024/01/22/prime-minister-announces-appointment-senator>

(December 20, 2023)

<https://www.pm.gc.ca/en/news/news-releases/2023/12/20/prime-minister-announces-appointment-senators>

(October 31, 2023)

<https://www.pm.gc.ca/en/news/news-releases/2023/10/31/prime-minister-announces-appointment-senators>

(July 6, 2023)

<https://www.pm.gc.ca/en/news/news-releases/2023/07/06/prime-minister-announces-appointment-senators>

(May 3, 2023)

<https://pm.gc.ca/en/news/news-releases/2023/05/03/prime-minister-announces-appointment-two-senators>

(November 21, 2022)

<https://pm.gc.ca/en/news/news-releases/2022/11/21/prime-minister-announces-appointment-three-senators>

(November 10, 2022)

<https://pm.gc.ca/en/news/news-releases/2022/11/10/prime-minister-announces-appointment-senator>

(September 26, 2022)

<https://pm.gc.ca/en/news/news-releases/2022/09/26/prime-minister-announces-appointment-two-senators>

(July 29, 2021)

<https://pm.gc.ca/en/news/news-releases/2021/07/29/prime-minister-announces-appointment-senators>

(June 22, 2021)

<https://pm.gc.ca/en/news/news-releases/2021/06/22/prime-minister-announces-appointment-three-senators>

(January 31, 2020)

<https://pm.gc.ca/en/news/news-releases/2020/01/31/prime-minister-announces-appointment-two-senators>

Prime Minister announces the appointment of a senator/senators (...continued)

(July 23, 2019)

<https://pm.gc.ca/en/news/news-releases/2019/07/23/prime-minister-announces-appointment-senator>

(December 12, 2018)

<https://pm.gc.ca/en/news/news-releases/2018/12/12/prime-minister-announces-appointment-four-senators>

(October 11, 2018)

<https://pm.gc.ca/eng/news/2018/10/11/prime-minister-announces-appointment-two-senators>

(October 3, 2018)

<https://pm.gc.ca/eng/news/2018/10/03/prime-minister-announces-appointment-three-senators>

(September 24, 2018)

<https://pm.gc.ca/eng/news/2018/09/24/prime-minister-announces-appointment-two-senators>

(June 20, 2018)

<https://pm.gc.ca/eng/news/2018/06/20/prime-minister-announces-appointment-senator>

(June 15, 2018)

<https://pm.gc.ca/eng/news/2018/06/15/prime-minister-announces-appointment-senator>

(June 6, 2018)

<https://pm.gc.ca/eng/news/2018/06/06/prime-minister-announces-appointment-two-senators>

(June 1, 2018)

<https://pm.gc.ca/eng/news/2018/06/01/prime-minister-announces-appointment-senator>

(March 15, 2018)

<https://pm.gc.ca/eng/news/2018/03/15/prime-minister-announces-appointment-senator>

(February 15, 2018)

<https://pm.gc.ca/eng/news/2018/02/15/prime-minister-announces-appointment-two-senators>

(December 4, 2017)

<https://pm.gc.ca/eng/news/2017/12/04/prime-minister-announces-appointment-two-new-senators>

Prime Minister announces the appointment of a senator/senators (...continued)

(August 30, 2017)

<https://pm.gc.ca/eng/news/2017/08/30/prime-minister-announces-appointment-new-senator>

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>

Canadians encouraged to apply for Senate appointments

(March 23, 2022)

<https://www.canada.ca/en/privy-council/news/2022/03/canadians-encouraged-to-apply-for-senate-appointments.html>

Government of Canada announces appointments to the Independent Advisory Board for Senate Appointments

(February 14, 2024)

<https://www.canada.ca/en/democratic-institutions/news/2024/02/government-of-canada-announces-appointments-to-the-independent-advisory-board-for-senate-appointments.html>

(January 23, 2024)

<https://www.canada.ca/en/democratic-institutions/news/2024/01/government-of-canada-announces-appointments-to-the-independent-advisory-board-for-senate-appointments.html>

Government of Canada announces appointments to the Independent Advisory Board for Senate Appointments (...continued)

(August 5, 2022)

<https://www.canada.ca/en/democratic-institutions/news/2022/08/minister-leblanc-announces-appointments-to-the-independent-advisory-board-for-senate-appointments.html>

(March 7, 2022)

<https://www.canada.ca/en/democratic-institutions/news/2022/03/minister-leblanc-announces-appointments-to-the-independent-advisory-board-for-senate-appointments.html>

(August 12, 2021)

<https://www.canada.ca/en/democratic-institutions/news/2021/08/minister-leblanc-announces-appointments-to-the-independent-advisory-board-for-senate-appointments.html>

(December 11, 2020)

<https://www.canada.ca/en/democratic-institutions/news/2020/12/minister-leblanc-announces-appointments-to-the-independent-advisory-board-for-senate-appointments.html>

(October 2, 2020)

<https://www.canada.ca/en/democratic-institutions/news/2020/10/minister-leblanc-announces-appointments-to-the-independent-advisory-board-for-senate-appointments.html>

(July 25, 2018)

<https://www.canada.ca/en/democratic-institutions/news/2018/07/minister-gould-announces-appointments-to-independent-advisory-board-for-senate-appointments.html>

(April 13, 2018)

<https://www.canada.ca/en/democratic-institutions/news/2018/04/acting-minister-of-democratic-institutions-announces-appointments-to-the-independent-advisory-board-for-senate-appointments.html>

Minister Gould announces improvements to the Senate appointments process – applications open now!

(February 21, 2018)

https://www.canada.ca/en/democratic-institutions/news/2018/02/minister_gould_announcesimprovementstothesenateappointmentsproce.html

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>

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>

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>