

Revised Ministerial
Mandate Letters for
18th Legislative
Assembly
Executive Council

December 5, 2017



DEC 05 2017

HONOURABLE ROBERT R. MCLEOD
MINISTER OF EXECUTIVE AND INDIGENOUS AFFAIRS

Mandate of the Government of the Northwest Territories (Revised)

In light of the revisions made to the *Mandate of the Government of the Northwest Territories 2016-2019*, I am writing to confirm your mandate as Minister of Executive and Indigenous Affairs, and chair of the Priorities and Planning Committee-of-Cabinet.

Together, Cabinet is responsible for implementing the Revised Mandate of the Government of the Northwest Territories in order to advance the priorities set by all Members of the 18th Legislative Assembly. The people of the Northwest Territories have entrusted all of us to manage effectively, prudently, and responsibly over the remaining two years of the term of this Assembly. It is my expectation that you will continue to do your part to achieve the Legislative Assembly's vision of a healthy, just, sustainable and prosperous territory.

We face both challenges and opportunities for the remainder of the term of the 18th Legislative Assembly. In order to grow the NWT economy we must stimulate economic growth, respond to the effects of climate change, and confront the rising cost of living. At the same time, we must continue to provide quality programs and services to residents. We know that in order to sustainably grow our economy we need to increase the territorial population, attract investment, settle outstanding land, resource, and self-government agreements, and address the ongoing impacts of colonialism and residential schools.

These pressures exist at a time when our fiscal situation requires a strong commitment to prudence and strong financial management. Difficult decisions will be required to ensure fiscal balance and future prosperity. More than ever, we must continue to ensure our actions are responsible and transparent.

We are well-positioned, in this post-devolution environment, to leverage our good working relationships and partnerships with other levels of government to our mutual benefit. Indeed, many of the Revised Mandate objectives, such as adapting to climate change, lowering the cost of living, and investing in strategic infrastructure and renewable and alternative energy solutions are aligned with the priorities of other governments, including the Government of Canada.

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Making the most of these advantages and achieving meaningful long-term change for the people of the Northwest Territories will require a disciplined and strategic approach to our relations with other governments, including the Government of Canada. To ensure that NWT priorities and needs are fully understood and factored into decisions and policies at the federal level, it will be important for all Ministers to speak clearly and consistently about the GNWT's priorities in all their dealings with their federal counterparts and avoid being diverted to initiatives and subjects of lower priority to our government. Maintaining a similar clarity in our interactions with our provincial and territorial counterparts, as well as Indigenous leaders, will further help improve awareness and understanding of GNWT priorities as outlined in our Federal Engagement Strategy.

People want a government that is more open and transparent, and which is clearly open to input from them. They also want their government to take the interests of all residents, in communities both big and small and in every region, into account. Meaningful dialogue and engagement with the residents of the NWT must be an ongoing priority for all Ministers.

The Guiding Principles of consensus government set out expectations for all Members, as well as the relationship between Cabinet and Regular Members. I expect Ministers to respect and act within the provisions of the Process Conventions governing Cabinet's communications, consultation and relationship with Standing Committees of the Legislative Assembly, Caucus and Regular Members. Our consensus government depends upon our collective commitment to working effectively together for the public good, in all that we do.

In addition to collaboration with Standing Committees, I expect Ministers will continue to work closely and effectively with each other, to ensure that all pertinent, cross-departmental perspectives are considered when solutions to complex issues are developed. Ministers should use the appropriate Committee-of-Cabinet to advance Mandate commitments.

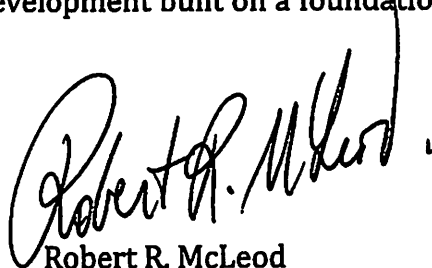
Your Deputy Minister is accountable for assisting you to fulfill the responsibilities of your portfolio and the specific Mandate objectives for which you are accountable. You can continue to rely upon your Deputy Minister to advise you on process and policy, and to bring forward comprehensive options and advice for your consideration, but it is your responsibility to provide clear direction to your Deputy Minister, including your expectations with respect to cross-departmental collaboration.

In addition to meeting the provisions of your Department's Establishment Policy, you are accountable for the specific Mandate commitments listed in the attachments to this mandate letter. Although they are not all included in the attachment, it is understood that you will continue to be accountable for the entire scope of programs, services and operations for the portfolios you hold.

As Minister, you must continue to exercise the utmost compliance with the *Conflict of Interest Act*, the *Financial Administration Act*, and the policies and procedures of the Financial Management Board. The role of Minister demands the highest ethical standards and must bear the closest scrutiny. Your actions will be the basis on which this government is measured for its commitment to ethical conduct, openness and transparency.

Our Cabinet has broad experience, fresh ideas, diverse backgrounds, a shared commitment to respectful relationships and transparency – qualities that will generate innovative solutions to complex problems. I have full confidence that our collective capacity will result in good governance, programs and services that improve the lives of residents, stronger relationships with Canada and provinces and territories, NWT Indigenous and municipal governments, and strategic investments that enable the prosperity of future generations and make the Northwest Territories an attractive place to live and work.

I look forward to working with you for the remainder of the term of the 18th Legislative Assembly to realize our commitments. While the future of the global economy and what this will mean for the Northwest Territories remains uncertain, I am certain that with a strong commitment to fiscal responsibility, thoughtful deliberation, respectful engagement and a willingness to innovate, we can achieve our vision of social progress, environmental sustainability and economic development built on a foundation of strong consensus government.



Robert R. McLeod
Premier

Attachment

Mandate of the Minister of Executive and Indigenous Affairs

- Support small communities by enhancing job-creation programs, building community capacity and supporting new economic opportunities, by establishing a committee with Cabinet Ministers and Regular Members on rural and remote communities
- Use the Land Use and Sustainability Framework to clearly and transparently collaborate with the Department of Lands and the Department of Environment and Natural Resources to develop an integrated comprehensive approach to the management of contaminated sites including prioritizing, sharing of responsibility in collaboration with other governments, monitoring, and a sound financial security system to prevent public liabilities
- Support Net Metering by providing clear policy direction to the Public Utilities Board (PUB), to provide certainty to allow customers to recover their investments in renewable energy
- In collaboration with the Department of Finance and our partners in Yukon and Nunavut, continue to work with the Government of Canada to increase the federal Northern Resident's Tax Deduction by at least 33 per cent, indexed to inflation
- Collaborate with our partners in Yukon and Nunavut and continue to work with the Government of Canada to increase federal investment in Nutrition North by at least \$40 million over four years and seek improvements to the transparency, accountability and effectiveness of the overall federal program
- Consistent with the policy of Respect, Recognition & Responsibility, continue to invite any regional or community Aboriginal governments that are not yet a party to one, to strengthen their intergovernmental relations with the GNWT through the negotiation of an intergovernmental memorandum-of-understanding
- Continue working to resolve outstanding land, resource and self-government agreements with the Akaitcho, Dehcho, Northwest Territory Métis Nation, Acho Dene Koe and the Government of Canada during the term of our government, and advocate that particular focus in our negotiations be placed on land quantum
- Continue to support the Intergovernmental Council towards implementation of the vision of cooperative and collaborative management of lands and

resources, as set out in the Lands and Resources Devolution Agreement

- Work with Aboriginal governments to jointly develop their human resource capacity, for example by participating in and evaluating the existing pilot project with the Gwich'in Tribal Council
- In collaboration with the Department of Industry, Tourism and Investment, pursue an agreement with the federal government on the management of offshore resources
- Maximize citizens' ability to access government by using consistent approaches to social media, visual identity, and overall communications
- Improve public visibility and accessibility of Cabinet by organizing Cabinet meetings in each region of the NWT, holding selected Committee-of-Cabinet meetings in public, and meeting with standing committees in public more frequently
- Enhance collaboration between Cabinet and Regular Members by ensuring early, regular and open consultation by Cabinet with Regular Members and Committees of the Legislative Assembly, exploring more options to formally work together, and strengthening processes for consistently sharing and tracking information provided to standing committees
- Develop and implement an effective communications plan to make residents aware of the mechanisms available to appeal government decisions
- In collaboration with the Minister Responsible for Public Engagement and Transparency,
 - establish an Open Government Policy to enhance civic participation, increase the availability and accessibility of information about government activities, and explore new technologies for openness and accountability
 - improve opportunities for meaningful public input into government decision making by improving access to government public engagement initiatives and reporting on how public views have shaped government decisions
 - develop legislation to establish an independent parliamentary office of the ombudsman
- In collaboration with the Minister Responsible for the Status of Women,
 - implement the calls to action of the Truth and Reconciliation Commission that fall within the jurisdiction of the territorial government, especially related to violence against indigenous women

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- and girls
- support and participate in a National Round Table and National Inquiry into Murdered and Missing Indigenous Women in collaboration with families, Aboriginal governments, the federal government, and other organizations
 - support a communications campaign to increase the participation of women in politics
 - improve gender equity in appointments to all territorial boards and agencies
 - In collaboration with the Minister Responsible for the Status of Women and the Department of Municipal and Community Affairs, continue to support the delivery of workshops that help to get women into politics

In addition to the Mandate objectives listed above, you are also accountable for:

- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy



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HONOURABLE ALFRED MOSES
MINISTER OF EDUCATION, CULTURE AND EMPLOYMENT
MINISTER RESPONSIBLE FOR YOUTH

Mandate of the Government of the Northwest Territories (Revised)

In light of the revisions made to the *Mandate of the Government of the Northwest Territories 2016-2019*, I am writing to confirm your mandate as Minister of Education, Culture and Employment. In addition to your formal portfolio, you will also continue to be Minister Responsible for Youth, and chair the Economy and Environment Committee-of-Cabinet.

Together, Cabinet is responsible for implementing the Revised Mandate of the Government of the Northwest Territories in order to advance the priorities set by all Members of the 18th Legislative Assembly. The people of the Northwest Territories have entrusted all of us to manage effectively, prudently, and responsibly over the remaining two years of the term of this Assembly. It is my expectation that you will continue to do your part to achieve the Legislative Assembly's vision of a healthy, just, sustainable and prosperous territory.

We face both challenges and opportunities for the remainder of the term of the 18th Legislative Assembly. In order to grow the NWT economy we must stimulate economic growth, respond to the effects of climate change, and confront the rising cost of living. At the same time, we must continue to provide quality programs and services to residents. We know that in order to sustainably grow our economy we need to increase the territorial population, attract investment, settle outstanding land, resource, and self-government agreements, and address the ongoing impacts of colonialism and residential schools.

These pressures exist at a time when our fiscal situation requires a strong commitment to prudence and strong financial management. Difficult decisions will be required to ensure fiscal balance and future prosperity. More than ever, we must continue to ensure our actions are responsible and transparent.

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We are well-positioned, in this post-devolution environment, to leverage our good working relationships and partnerships with other levels of government to our mutual benefit. Indeed, many of the Revised Mandate objectives, such as adapting to climate change, lowering the cost of living, and investing in strategic infrastructure, renewable and alternative energy solutions and the knowledge economy are aligned with the priorities of other governments, including the Government of Canada.

Making the most of these advantages and achieving meaningful long-term change for the people of the Northwest Territories will require a disciplined and strategic approach to our relations with other governments, including the Government of Canada. To ensure that NWT priorities and needs are fully understood and factored into decisions and policies at the federal level, it will be important for all Ministers to speak clearly and consistently about the GNWT's priorities in all their dealings with their federal counterparts and avoid being diverted to initiatives and subjects of lower priority to our government. Maintaining a similar clarity in our interactions with our provincial and territorial counterparts, as well as Indigenous leaders, will further help improve awareness and understanding of GNWT priorities as outlined in our Federal Engagement Strategy.

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The Guiding Principles of consensus government set out expectations for all Members, as well as the relationship between Cabinet and Regular Members. I expect Ministers to respect and act within the provisions of the Process Conventions governing Cabinet's communications, consultation and relationship with Standing Committees of the Legislative Assembly, Caucus and Regular Members. Our consensus government depends upon our collective commitment to working effectively together for the public good, in all that we do.

In addition to collaboration with Standing Committees, I expect Ministers will continue to work closely and effectively with each other, to ensure that all pertinent, cross-departmental perspectives are considered when solutions to complex issues are developed. Ministers should use the appropriate Committee-of-Cabinet to advance Mandate commitments.

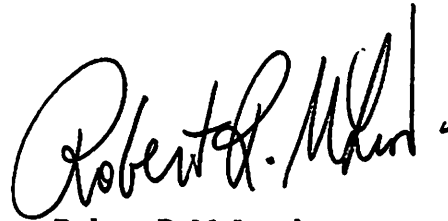
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As Minister, you must continue to exercise the utmost compliance with the *Conflict of Interest Act*, the *Financial Administration Act*, and the policies and procedures of the Financial Management Board. The role of Minister demands the highest ethical standards and must bear the closest scrutiny. Your actions will be the basis on which this government is measured for its commitment to ethical conduct, openness and transparency.

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I look forward to working with you for the remainder of the term of the 18th Legislative Assembly to realize our commitments. While the future of the global economy and what this will mean for the Northwest Territories remains uncertain, I am certain that with a strong commitment to fiscal responsibility, thoughtful deliberation, respectful engagement and a willingness to innovate, we can achieve our vision of social progress, environmental sustainability and economic development built on a foundation of strong consensus government.

A handwritten signature in black ink, appearing to read "Robert R. McLeod". The signature is fluid and cursive, with a prominent vertical stroke at the end.

Robert R. McLeod
Premier

Attachment

Mandate of the Minister of Education, Culture and Employment

- Get more 18-24 year olds into the labour market by removing barriers to employment, using a better mix of improved educational attainment, skill development, and matching skills with employer needs through improved career development supports
- In collaboration with the Department of Industry, Tourism and Investment and the federal government, increase the number of immigrants working in the NWT and increase investment by immigrants, and implement an immigration strategy that prioritizes streamlining application processes, increasing awareness of immigration programs, and consolidating our administrative supports
- Develop and foster the knowledge economy by:
 - Supporting the development and growth of post-secondary institutions and programs available in the NWT
 - Collaborating with the Department of Environment and Natural Resources to research the feasibility of creating a Northern Centre of Excellence to promote and support research, innovation, and use of traditional Indigenous knowledge, and foster partnerships with universities, governments and other organizations
- Support small communities by enhancing job-creation programs, building community capacity and supporting new economic opportunities, by:
 - Enhancing the Small Communities Employment Support Program
 - Developing and implementing a strategy to increase employment in small communities that guides the delivery of territorial programming and includes a performance measurement plan
- Continue implementing Right from the Start to improve early childhood development by:
 - Strengthening licensed early childhood programs through improving resource materials and increased training for early childhood workers
 - Collaborating with the Department of Health and Social Services and working with our partners to identify the need for any additional assessments for 3- and 4-year-olds entering school, beginning in the 2018-2019 school year
- Implement the Education Renewal and Innovation Framework by:
 - Developing options to increase the approaches available to students that lead to graduation, to improve graduation rates and to provide greater linkages to post-secondary schooling

- Expanding the NWT distance learning pilot project to increase access for NWT senior secondary students in all communities
- Implementing a renewed Aboriginal Language and Culture-based Education Directive in order to strengthen the role of schools in supporting Aboriginal language development and culture in programming
- Take steps to close the skills gap, by conducting a Foundational Review of Aurora College followed by a renewed strategic plan and any necessary updates to the Aurora College Act as informed by the Foundational Review, improving outcomes from Community Learning Centres, strengthening the apprenticeship program, and improving our career development services
- Develop legislation that outlines a quality assurance system on the basis of which post-secondary institutions will be recognized/authorized in the NWT
- Through Aurora College and other educational partners, develop and promote post-secondary programs designed to meet the Northwest Territories' needs in high-demand occupations identified in the Labour Market Forecast and Needs Assessment (2016)
- Strengthen culture and heritage in the NWT by implementing a renewed Aboriginal Language and Culture-based Education Directive in order to strengthen the role of schools in supporting Aboriginal language development and incorporate culture in programming, work with the Government of Canada towards a strengthened multi-year Canada-Northwest Territories Co-operation Agreement for French and Aboriginal Languages, develop an action plan for the Culture and Heritage Strategic Framework, and work with stakeholders to update the 2010 NWT Aboriginal Languages Plan: A Shared Responsibility
- Work collaboratively with the NWT's francophone community to support French language education
- Promote and improve student financial assistance to support NWT youth in developing the skills and abilities to meet their potential as well as territorial labour demand
- Improve the accessibility, affordability and inclusivity of child care in the NWT to allow all children aged 0 to 5 to experience an enriching, quality early learning environment, by:
 - Supporting the creation of new child care spaces and programs in all communities

- Ensuring the sustainability of existing early childhood development programs
- Creating an action plan for a phased-in approach to making childcare more accessible and affordable
- Build youth resiliency in schools by supporting school staff in using self-regulation instructional practices

In addition to the Mandate objectives listed above, you are also accountable for:

- Supporting the efforts of our government to build and maintain respectful government -to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy



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HONOURABLE CAROLINE COCHRANE
MINISTER OF MUNICIPAL AND COMMUNITY AFFAIRS
MINISTER RESPONSIBLE FOR THE NORTHWEST TERRITORIES HOUSING
CORPORATION
MINISTER RESPONSIBLE FOR THE WORKERS' SAFETY AND COMPENSATION
COMMISSION
MINISTER RESPONSIBLE FOR ADDRESSING HOMELESSNESS
MINISTER RESPONSIBLE FOR THE STATUS OF WOMEN

Mandate of the Government of the Northwest Territories (Revised)

In light of the revisions made to the *Mandate of the Government of the Northwest Territories 2016-2019*, I am writing to confirm your mandate as Minister of Municipal and Community Affairs and Minister Responsible for the Northwest Territories Housing Corporation. In addition to your formal portfolios, you will also be Minister Responsible for the Workers' Safety and Compensation Commission, Minister Responsible for the Status of Women, Minister Responsible for Addressing Homelessness, and continue as vice-chair of the Social Envelope Committee-of-Cabinet.

Together, Cabinet is responsible for implementing the Revised Mandate of the Government of the Northwest Territories in order to advance the priorities set by all Members of the 18th Legislative Assembly. The people of the Northwest Territories have entrusted all of us to manage effectively, prudently, and responsibly over the remaining two years of the term of this Assembly. It is my expectation that you will continue to do your part to achieve the Legislative Assembly's vision of a healthy, just, sustainable and prosperous territory.

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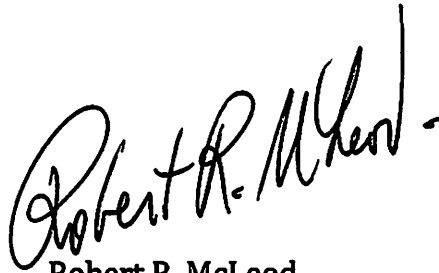
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Robert R. McLeod
Premier

Attachments

Mandate of the Minister of Municipal and Community Affairs

- Assist community governments as they innovate to address climate change, by supporting the development of community government capital plans and asset planning, and ensuring that training recognizes the challenges of climate change
- Continue to support opportunities for youth by ensuring effective youth programming such as the Youth Corps, Youth Contributors, Youth Ambassador Programs, Youth Centres, and Youth Tours
- Support community-based planning to help make land available for the construction of affordable housing and to support community governments in dealing with derelict properties in their community
- Assist community governments to improve energy efficiency and conservation, to reduce the impact of climate change by supporting development of community governments' capital, energy and asset plans, to ensure training includes challenges related to climate change, and enable community governments to use local improvement charges for the purpose of assisting residents and/or businesses in implementing energy efficiency retrofits and/or renewable energy technologies
- Support community governments to access available federal funding through the Investing in Canada Plan to invest in community public infrastructure
- Develop and implement a Northwest Territories physical activity strategy for all residents to improve health and fitness
- Continue to promote volunteerism by ensuring effective programming such as the Volunteer Development Fund, Outstanding Volunteer Awards, NGO Stabilization Fund, and the Community Volunteer Recognition Program
- Implement a territorial 9-1-1 program, including establishing new territorial legislation to help manage and govern the system
- Continue to fund after-school programs that build physical literacy and resiliency among youth through the efficient delivery of the Children and Youth Resiliency Program
- Continue to work in partnership with Aboriginal governments to explore the design and launch of a training program for First Nations governments with municipal-like responsibilities in order to help improve the governance and management capacity of those governments
- Take further action to monitor drinking water quality as well as support community-based water monitoring programs

- Continue to pursue and assist communities in accessing new federal funding for the enhancement of community government infrastructure, including implementing the asset management framework through the Gas Tax Agreement to ensure that all communities have asset management plans
- Develop a strategy to close the gap in funding levels to meet municipal core needs
- Install remote water monitoring stations in five additional communities and build three additional water treatment plants
- Work with stakeholders to develop and propose amendments to modernize the *Civil Emergency Measures Act* and to revitalize the Territorial Emergency Response Plan
- Develop and propose amendments to the *Fire Prevention Act*, and work with stakeholders to identify priorities for Community Fire Protection Plans
- Assist community governments with technical assistance in identifying energy efficiency improvements for community government buildings and taking action to improve energy efficiency
- In collaboration with the Department of Lands, work with community governments to find solutions to land tenure issues which present barriers to community planning
- In collaboration with the Department of Executive and Indigenous Affairs, continue to support the delivery of workshops that help to get women into politics

In addition to the Mandate objectives listed above, you are also accountable for:

- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy

Mandate of the Minister Responsible for the Northwest Territories Housing Corporation

- **Continue to implement northern solutions for northern housing by:**
 - **Demolishing vacant housing units that are beyond their useful life in order to support land requirements for new housing investment**
 - **Developing options for rationalizing public housing utility pricing structures to promote self-reliance**
 - **Developing options to support Aboriginal and local governments in their housing aspirations and initiatives to address homelessness**
 - **Developing program approaches such as Housing First to address high demand for single person households, including those that are homeless**
 - **Implementing community-based housing property management services in rural and remote communities to improve service levels**
 - **Reviewing the GNWT's homelessness supports and implementing recommendations that improve policy and program consistency between departments**
 - **Working in partnership with other orders of government to address affordable housing requirements in support of their service delivery to NWT residents**
 - **Ensuring that housing programs and services reflect community values and priorities**
 - **Developing housing programs and services that deliver households from core housing need**
 - **Reducing the number of households in core housing need in the NWT by 250 households per year for the next three years**
 - **Creating a comprehensive and fully-costed plan to reduce core need**
 - **Increasing lobbying of the federal government to halt the continued reduction in CMHC operation and maintenance funding**
 - **Preparing to take maximum advantage of federal housing funds when available**
- **Address the shortage of market housing in tax-based communities through collaboration with stakeholders, including the private sector, other governments, and third party organizations**
- **Improve the energy efficiency of public housing**
- **Support elders to live in their own homes for as long as possible and ensure adequate supports are available for those who can no longer do so, by:**

- **Building more Seniors' Supported Independent Living units**
- **Marketing preventative maintenance, renovation and mobility upgrades to assist seniors to age in place**

In addition to the Mandate objectives listed above, you are also accountable for:

- **Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy**
- **Supporting the efforts of our government to advance the federal engagement strategy**

Mandate of the Minister Responsible for the Status of Women

- In collaboration with the Department of Executive and Indigenous Affairs,
 - implement the calls to action of the Truth and Reconciliation Commission that fall within the jurisdiction of the territorial government, especially related to violence against indigenous women and girls
 - support and participate in a National Round Table and National Inquiry into Murdered and Missing Indigenous Women in collaboration with families, Aboriginal governments, the federal government, and other organizations
 - support a communications campaign to increase the participation of women in politics
 - improve gender equity in appointments to all territorial boards and agencies
- In collaboration with the Department of Executive and Indigenous Affairs, and the Department of Municipal and Community Affairs, support the delivery of workshops that help to get women into politics

In addition to the Mandate objectives listed above, you are also accountable for:

- As the lead Minister, bring forward issues of concern to women to the attention of Cabinet and/or the appropriate Minister
- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy

Mandate of the Minister Responsible for Addressing Homelessness

- In collaboration with the Northwest Territories Housing Corporation, continue to implement northern solutions for northern housing by:
 - Developing options to support Aboriginal and local governments in their housing aspirations and initiatives to address homelessness
 - Developing program approaches such as Housing First to address high demand for single person households, including those that are homeless
 - Reviewing the GNWT's homelessness supports and implementing recommendations that improve policy and program consistency between departments
 - Developing housing programs and services that deliver households from core housing need
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HONOURABLE ROBERT C. MCLEOD
DEPUTY PREMIER
MINISTER OF FINANCE
MINISTER OF ENVIRONMENT AND NATURAL RESOURCES

DEC 05 2017

Mandate of the Government of the Northwest Territories (Revised)

In light of the revisions made to the *Mandate of the Government of the Northwest Territories 2016-2019*, I am writing to confirm your mandate as Minister of Finance and Chair of the Financial Management Board, and Minister of Environment and Natural Resources. In addition to your formal portfolios, you will continue to serve as vice-chair of the Priorities and Planning and Energy and Climate Change Committees-of-Cabinet. You will also continue in the role of Deputy Premier.

Together, Cabinet is responsible for implementing the Revised Mandate of the Government of the Northwest Territories in order to advance the priorities set by all Members of the 18th Legislative Assembly. The people of the Northwest Territories have entrusted all of us to manage effectively, prudently, and responsibly over the remaining two years of the term of this Assembly. It is my expectation that you will continue to do your part to achieve the Legislative Assembly's vision of a healthy, just, sustainable and prosperous territory. In your role as Chair of the Financial Management Board, it is my expectation that you will act to ensure that the financial management and administration of the Government of the Northwest Territories is committed to responsible spending and prudent and affordable debt management to ensure the long-term fiscal sustainability of the government.

We face both challenges and opportunities for the remainder of the term of the 18th Legislative Assembly. In order to grow the NWT economy we must stimulate economic growth, respond to the effects of climate change, and confront the rising cost of living. At the same time, we must continue to provide quality programs and services to residents. We know that in order to sustainably grow our economy we need to increase the territorial population, attract investment, settle outstanding land, resource, and self-government agreements, and address the ongoing impacts of colonialism and residential schools.

.../2

These pressures exist at a time when our fiscal situation requires a strong commitment to prudence and strong financial management. Difficult decisions will be required to ensure fiscal balance and future prosperity. More than ever, we must continue to ensure our actions are responsible and transparent.

We are well-positioned, in this post-devolution environment, to leverage our good working relationships and partnerships with other levels of government to our mutual benefit. Indeed, many of the Revised Mandate objectives, such as adapting to climate change, lowering the cost of living, and investing in strategic infrastructure, renewable and alternative energy solutions and the knowledge economy are aligned with the priorities of other governments, including the Government of Canada.

Making the most of these advantages and achieving meaningful long-term change for the people of the Northwest Territories will require a disciplined and strategic approach to our relations with other governments, including the Government of Canada. To ensure that NWT priorities and needs are fully understood and factored into decisions and policies at the federal level, it will be important for all Ministers to speak clearly and consistently about the GNWT's priorities in all their dealings with their federal counterparts and avoid being diverted to initiatives and subjects of lower priority to our government. Maintaining a similar clarity in our interactions with our provincial and territorial counterparts, as well as Indigenous leaders, will further help improve awareness and understanding of GNWT priorities as outlined in our Federal Engagement Strategy.

People want a government that is more open and transparent, and which is clearly open to input from them. They also want their government to take the interests of all residents, in communities both big and small and in every region, into account. Meaningful dialogue and engagement with the residents of the NWT must be an ongoing priority for all Ministers.

The Guiding Principles of consensus government set out expectations for all Members, as well as the relationship between Cabinet and Regular Members. I expect Ministers to respect and act within the provisions of the Process Conventions governing Cabinet's communications, consultation and relationship with Standing Committees of the Legislative Assembly, Caucus and Regular Members. Our consensus government depends upon our collective commitment to working effectively together for the public good, in all that we do.

In addition to collaboration with Standing Committees, I expect Ministers will continue to work closely and effectively with each other, to ensure that all pertinent, cross-departmental perspectives are considered when solutions to complex issues are developed. Ministers should use the appropriate Committee-of-Cabinet to advance Mandate commitments.

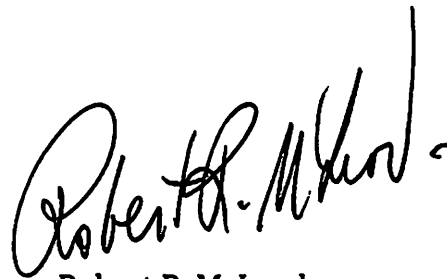
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In addition to meeting the provisions of your Departments' Establishment Policy, you are accountable for the specific Mandate commitments listed in the attachments to this mandate letter. Although they are not all included in the attachment, it is understood that you will continue to be accountable for the entire scope of programs, services and operations for the portfolios you hold.

As Minister, you must continue to exercise the utmost compliance with the *Conflict of Interest Act*, the *Financial Administration Act*, and the policies and procedures of the Financial Management Board. The role of Minister demands the highest ethical standards and must bear the closest scrutiny. Your actions will be the basis on which this government is measured for its commitment to ethical conduct, openness and transparency.

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I look forward to working with you for the remainder of the term of the 18th Legislative Assembly to realize our commitments. While the future of the global economy and what this will mean for the Northwest Territories remains uncertain, I am certain that with a strong commitment to fiscal responsibility, thoughtful deliberation, respectful engagement and a willingness to innovate, we can achieve our vision of social progress, environmental sustainability and economic development built on a foundation of strong consensus government.

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Robert R. McLeod
Premier

Attachments

Mandate of the Minister of Finance

- Continue to implement the government's Hard-to-Recruit initiative to link regional job vacancies with potential employees and on-the-job training for residents
- Reduce taxes on small businesses
- In collaboration with the Department of Environment and Natural Resource, the Department of Industry, Tourism and Investment, and the Department of Lands, in order to advance the territorial vision of land and resource management in accordance with the Land Use and Sustainability Framework, evolve our legislative, regulatory, and policy systems by reviewing and developing amendments to the Northwest Territories Heritage Fund Act in light of devolution to ensure a defined revenue stream and stronger public governance
- In collaboration with the Department of Executive and Indigenous Affairs, continue to collaborate with our partners in Yukon and Nunavut and work with the Government of Canada to increase the federal Northern Resident's Tax Deduction by at least 33 per cent, indexed to inflation
- Participate in all Canadian Radio-television and Telecommunications Commission (CRTC) proceedings that effect the north to ensure competitive and affordable broadband and telecommunication services for NWT residents
- In collaboration with the Department of Justice, improve access to information and the protection of privacy by continuing to safeguard and improve the security and integrity of the information entrusted to government on behalf of residents, businesses and visitors
- Improve collaboration for easier access to government programs and services online, including by:
 - aligning territorial approaches with pan-Canadian efforts to establish and use digital identities for online government
 - creating a single integrated online portal for residents and businesses to securely transact with government
 - participating in national surveys to assess both resident and business satisfaction with government service delivery

In addition to the Mandate objectives listed above, you are also accountable for:

- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy

- Supporting the efforts of our government to advance the federal engagement strategy
- Ensuring the Government adheres to the Fiscal Responsibility Policy in order to provide the fiscal capacity that would allow the Government of the Northwest Territories to make the necessary investments required to support the Mandate but not compromising its long-term fiscal sustainability
- Continue to promote the P3 Policy as a viable financing option that may allow for key strategic infrastructure investments to support growing and diversifying the economy
- Maintaining the GNWT's Aa1 (stable) credit rating
- Review and modernize the *Public Service Act*
- Make progress in key areas related to human resource management, with a particular emphasis on health, wellness and safety of employees, diversity and staff development
- Review and modernize the legislative and policy frameworks affecting human resources management as appropriate
- In collaboration with residents, Aboriginal governments, community governments and other stakeholders, develop and implement the policy, program and legislative regimes necessary to support the legalization of cannabis in the Northwest Territories

Mandate of the Minister of Environment and Natural Resources

- **Develop and foster the knowledge economy by:**
 - **Building upon the research vision developed in the GNWT Knowledge Agenda: Northern Research for Northern Priorities, and other strategic instruments, to support the generation of knowledge (e.g. traditional and local knowledge and western science) and innovation to enhance decision making and sustainable economic opportunities**
 - **Collaborating with the Department of Education, Culture and Employment to research the feasibility of creating a Northern Centre of Excellence to promote and support research, innovation, and use of traditional Indigenous knowledge, and foster partnerships with universities, governments and other organizations**
- **Through agreements with communities, help establish and/or expand self-sufficient businesses that sell products from renewable resource harvesting**
- **Build partnerships to expand resources available for community-based traditional economy programs, which could be used to support, amongst other things, local operators, culturally-based tourism, and the conservation economy**
- **Use the Land Use and Sustainability Framework to clearly and transparently:**
 - **Finalize and implement the Conservation Action Plan in order to finalize existing candidate protected areas**
 - **Establish Thaidene Nene Park**
 - **Continue to implement the Water Stewardship Strategy action plan**
 - **Collaborate with the Department of Lands and the Department of Executive and Indigenous Affairs to develop an integrated comprehensive approach to the management of contaminated sites including prioritizing, sharing of responsibility in collaboration with other governments, monitoring, and a sound financial security system to prevent public liabilities**
- **Advance the territorial vision of land and resource management in accordance with the Land Use and Sustainability Framework, and our legislative, regulatory, and policy systems by:**
 - **Developing protected areas legislation and collaborating with the Department of Industry, Tourism and Investment to develop and propose amendments to the *Territorial Parks Act***

- Developing and proposing amendments to the *Waters Act*
- Developing and proposing amendments to the *Environmental Protection Act* (including the development of air quality regulations)
- Developing and proposing amendments to the *Forest Management and Protection Act*
- Develop a strategy to manage the resources and potential economic and environmental benefits derived from household, commercial, and industrial garbage from private sector sources and in our municipalities
- Continue to implement the Traditional Knowledge Policy and Framework across the GNWT, while working with Aboriginal governments to develop an action plan to improve the inclusion of traditional knowledge in program development, implementation and decision making
- Support the Cumulative Impact Monitoring Program (CIMP) that supports the regulatory process and builds community capacity related to environmental monitoring, and respond to recommendations in the Northwest Territories Environmental Audit for improved environmental management.
- Negotiate with Yukon, Nunavut, and Saskatchewan towards the completion of transboundary water agreements
- Develop a territorial climate change strategy that takes into account northern energy demands and the cost of living, while reflecting international and national commitments to lower greenhouse gas emissions, exploring options for carbon pricing systems, and capturing local alternatives such as biomass, wind, geothermal and solar
- Finalize, in conjunction with Aboriginal governments, co-management partners and traditional user groups, a culturally appropriate, made in the north, hunter education program for delivery in all communities of the NWT
- Develop and implement a multi-year management strategy for barren-ground caribou in the Northwest Territories
- Develop a range plan for boreal caribou in the Northwest Territories
- Develop species-specific wildlife management strategies for the three wood bison herds and continue to monitor the populations of muskox, and moose
- Develop country food programming to promote opportunities for the consumption of foods such as fish, wildlife, berries, and mushrooms

- In collaboration with the Department of Infrastructure, expand and improve access to incentives for residents to invest in energy-efficient products, help businesses, condominiums, and cooperatives invest in energy conservation and efficiency, and support residents and communities so that they can make investments into renewable energies, such as solar
- Finalize a strategic plan to enhance existing programming and build new partnership initiatives to support healthy and sustainable traditional lifestyles
- Consult with Aboriginal governments to complete the next phase of regulation making under the *Wildlife Act*
- Finalize community wildland fire protection plans, and develop and propose amendments to modernize forest protection legislation

In addition to the Mandate objectives listed above, you are also accountable for:

- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy
- Amending the *Environmental Rights Act*
- Updating the NWT science agenda and developing a science strategy



DEC 05 2017

HONOURABLE LOUIS SEBERT
MINISTER OF JUSTICE
MINISTER OF LANDS
MINISTER RESPONSIBLE FOR THE NORTHWEST TERRITORIES POWER CORPORATION
MINISTER RESPONSIBLE FOR PUBLIC ENGAGEMENT AND TRANSPARENCY

Mandate of the Government of the Northwest Territories (Revised)

In light of the revisions made to the *Mandate of the Government of the Northwest Territories 2016-2019*, I am writing to confirm your mandate as Minister of Justice and Minister of Lands. In addition to your formal portfolios, you will also continue to be Minister Responsible for the Northwest Territories Power Corporation and Minister Responsible for Public Engagement and Transparency. You will also continue to serve as vice-chair of the Economy and Environment Committee-of-Cabinet.

As the Minister Responsible for the Northwest Territories Power Corporation, you will liaise with the Chair of the Board of Directors on matters pertaining to your role, as described in the relevant legislation establishing this Crown Corporation.

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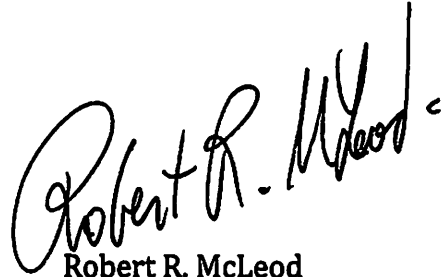
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I look forward to working with you for the remainder of the term of the 18th Legislative Assembly to realize our commitments. While the future of the global economy and what this will mean for the Northwest Territories remains uncertain, I am certain that with a strong commitment to fiscal responsibility, thoughtful deliberation, respectful engagement and a willingness to innovate, we can achieve our vision of social progress, environmental sustainability and economic development built on a foundation of strong consensus government.

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Robert R. McLeod
Premier

Attachments

Mandate of the Minister of Justice

- Taking into account mental health and addictions, continue to look at innovative ways to prevent and reduce crime such as integrated case management, wellness courts, domestic violence treatment options courts, and culturally appropriate correctional programs
- In collaboration with residents, Aboriginal governments, community governments and other stakeholders, develop and implement the policy, program and legislative regimes necessary to support the legalization of cannabis in the Northwest Territories
- Strengthen initiatives and partnerships to prevent and reduce family violence, by:
 - Continuing the support for a healing program for men who use violence in intimate relationships such as the Wek'eahkaa A New Day Healing Program
 - Continuing to provide training, public information and outreach on the protections provided under the *Protection Against Family Violence Act*
- Continuing to support the RCMP and communities in their efforts to strengthen partnerships to prevent and respond to violence by supporting the development of policing action plans in each community in accordance with each community's priorities
- Improve our social response to crime reduction by examining and analyzing social indicators, conducting research on what works to reduce crime, and identifying any gaps in territorial programming
- Improve access to information and the protection of privacy, by:
 - Developing and proposing amendments to the *Access to Information and Protection of Privacy Act (ATIPP Act)*
 - Creating a GNWT privacy framework and management programs, so that the privacy protections in the ATIPP Act are administered consistently and fairly
 - Continuing to provide online training on access to information and protection of privacy requirements for GNWT employees as well as employees of territorial public bodies
- In collaboration with the Minister Responsible for Public Engagement and Transparency and the Department of Executive and Indigenous Affairs, develop legislation to establish an independent parliamentary office of the ombudsman

In addition to the Mandate objectives listed above, you are also accountable for:

- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy

Mandate of the Minister of Lands

- In collaboration with the Department of Industry, Tourism and Investment, ensure that residents have meaningful opportunities to participate in the assessment of potential benefits and risks associated with resource development, including hydraulic fracturing
- Use the Land Use and Sustainability Framework to clearly and transparently:
 - Create a defined set of collective land use and sustainability objectives
 - Develop a method for integrating our land use and sustainability objectives into GNWT decision processes
 - Develop an approach to monitor and evaluate the degree to which GNWT decisions are contributing to our collective objectives
 - Complete land-use plans for all areas, including unsettled areas
 - implement the agreed upon governance structure for land use planning in the Wek'èezhì Management Area
 - Finalize the Recreational Leasing Management Framework, and the plan for the Yellowknife Periphery Area
 - Collaborate with the Department of Environment and Natural Resources and the Department of Executive and Indigenous Affairs to develop an integrated comprehensive approach to the management of contaminated sites including prioritizing, sharing of responsibility in collaboration with other governments, monitoring, and a sound financial security system to prevent public liabilities
- Advance the territorial vision of land and resource management in accordance with the Land Use and Sustainability Framework, and our legislative, regulatory, and policy systems by:
 - Developing and proposing amendments to the *Northwest Territories Lands Act*
 - Developing and proposing amendments to the *Commissioner's Land Act*
- Work to improve the NWT integrated resource management regime to ensure the regime reflects NWT interests and priorities
- In collaboration with the Department of Municipal and Community Affairs, work with community governments to find solutions to land tenure issues which present barriers to community planning

In addition to the Mandate objectives listed above, you are also accountable for:

- **Coordinating the GNWT participation in Environmental Assessment and Environmental Impact Review processes**
- **Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy**
- **Supporting the efforts of our government to advance the federal engagement strategy**

Mandate of the Minister Responsible for Public Engagement and Transparency

- In collaboration with the Department of Justice, improve access to information and the protection of privacy, by:
 - Supporting the development and proposal of amendments to the *Access to Information and Protection of Privacy Act* (ATIPP Act)
 - Supporting the creation of a GNWT privacy framework and management programs, so that the privacy protections in the ATIPP Act are administered consistently and fairly
 - Supporting the continued provision of online training on access to information and protection of privacy requirements for GNWT employees as well as employees of territorial public bodies
- In collaboration with the Minister of Executive and Indigenous Affairs,
 - Establish an Open Government Policy through public consultation and stakeholder engagement to provide a policy basis for a GNWT approach
 - Improve opportunities for meaningful public input into government decision making by improving access to government public engagement initiatives and reporting on how public views have shaped government decisions
 - Support the development and implementation of an effective communications plan to make residents aware of the mechanisms available to appeal government decisions
 - Develop legislation to establish an independent parliamentary Office of the Ombudsman

In addition to the Mandate objectives listed above, you are also accountable for:

- Promoting awareness about information on government accountability, and enhancing the understanding and use of that information
- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy



HONOURABLE GLEN ABERNETHY
GOVERNMENT HOUSE LEADER
MINISTER OF HEALTH AND SOCIAL SERVICES
MINISTER RESPONSIBLE FOR SENIORS
MINISTER RESPONSIBLE FOR PERSONS WITH DISABILITIES
MINISTER RESPONSIBLE FOR THE PUBLIC UTILITIES BOARD

DEC 05 2017

Mandate of the Government of the Northwest Territories (Revised)

In light of the revisions made to the *Mandate of the Government of the Northwest Territories 2016-2019*, I am writing to confirm your mandate as Minister of Health and Social Services. In addition to your formal portfolio, you will also be Minister Responsible for Seniors, for Persons with Disabilities, and for the Public Utilities Board; you will also continue to chair the Social Envelope Committee-of-Cabinet. You will also continue as Government House Leader.

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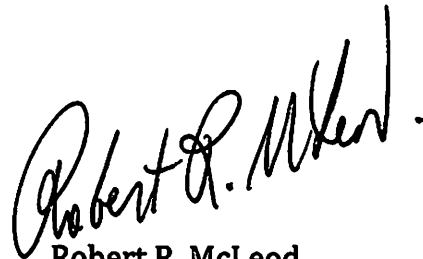
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A handwritten signature in black ink, reading "Robert R. McLeod". The signature is written in a cursive style with a small dash at the end.

Robert R. McLeod
Premier

Attachment

Mandate of the Minister of Health and Social Services

- **Continue implementing Right from the Start to improve early childhood development, by:**
 - Improving access to and outcomes of early intervention services for children 0-5 by looking at the results of evaluating NWT rehabilitation services and by continuing pilot projects in the Dehcho, Tłı̨chǫ, and Beaufort Delta regions, along with territorial program design
 - Continuing to support parents with programs and supports to help ensure their children have a strong foundation
 - Collaborating with the Department of Education, Culture and Employment and working with our partners to identify the need for any additional assessments for 3- and 4-year-olds entering school, beginning in the 2018-2019 school year
 - Improving oral health and developmental outcomes for children aged 0-5
 - Developing options to enhance access to birthing services and pre- and post-natal care, including development of a territorial midwifery model
 - Continuing to support community wellness initiatives with early childhood development funding and subject matter expertise
- **Enhance access to culturally-appropriate programs and services, and develop a comprehensive mental health and addictions framework that:**
 - Addresses gaps in integrated community-based services
 - Compiles baseline data so that government can be better held to account for the performance of mental health and addictions services
 - Enhances treatment options at local and regional levels, including aftercare
 - Evaluates our land-based addictions healing programs
 - Models a mobile addictions treatment team
 - Prioritizes improvements to outpatient mental health services, with a particular focus on youth mental health services in schools and the broader community
- **Enhance support to communities in crisis by providing appropriate responses to suicide, which include:**
 - Establishing a support team of headquarters and regional staff, to form a crisis response network that can respond and provide support to communities

- Providing specialized trauma informed training and critical incidence stress debriefing (CISD) training to the crisis response network
- Building surge capacity so there is coverage for team members participating on the network
- Utilizing the expertise of the crisis response network team members to promote enhanced suicide intervention activities
- Developing a program monitoring framework
- Support elders to live in their own homes for as long as possible and ensure adequate supports are available for those who can no longer do so, by:
 - Completing a review of existing programs in order to project, over a 20-year period, policy and financial needs
 - Developing and implementing an action plan for enhanced home and community care services
 - Developing and implementing an action plan for expanded palliative care services
 - Developing financing options for long-term care facilities
 - Proposing a regulatory framework for long-term care
- Continue implementing the Building Stronger Families action plan to transform child and family services by:
 - Continuing audits to ensure compliance with the *Child and Family Services Act*
 - Developing caseload and workload measures for child protection in order to monitor and track the resources that are required to ensure compliance with *the Child and Family Services Act*
 - Reviewing the standards and delivery methods of the Healthy Family Program to determine whether there are more effective ways to reach families-at-risk
- Continue to support at-risk children and families through preventative and collaborative approaches, including:
 - Ensuring services for children in care focus not just on safety, but also on stability and child development
 - Improving system supports for aboriginal children and families including improving the cultural competence of service providers
 - Improving the coordination, delivery and effectiveness of family services through an integrated care model

- **Continue implementing Right from the Start to improve early childhood development, by:**
 - Improving oral health and developmental outcomes for children aged 0-5
 - Developing options to enhance access to birthing services and pre- and post-natal care, including development of a territorial midwifery model
 - Continuing to support community wellness initiatives with early childhood development funding and subject matter expertise
- **Reduce the burden of chronic disease by promoting healthy lifestyles and improving screening and management, with specific focus on:**
 - Developing and proposing updated tobacco control legislation
 - Developing improved supports for patients and families battling cancer
 - Giving health care providers tools and training to support patients and families in the management of chronic disease such as diabetes
 - Continuing to host healthy living fairs in communities
 - Increasing awareness and availability of smoking cessation aids
 - Continuing to promote healthy eating in NWT communities through a variety of programs including healthy family collective kitchens and drop the pop
 - Standardizing access to cancer screening across the NWT
- **Continue integration of the health and social services system, including taking steps to bring the Hay River Health and Social Services Authority into the public service, to improve care for our people, by clarifying timelines, appointing people to Regional Wellness Councils and the NWT Health and Social Services Leadership Council, finalizing roles and responsibilities, and ensuring seamless service delivery for all residents during the transition**
- **Continue to work collaboratively to reduce poverty in the NWT by funding community-based partners, convening meetings of stakeholders, finalizing indicators that allow performance to be assessed, collecting information from these indicators into an annual report, and developing additional options for action, and ensuring continuous quality improvement to the administration of the Anti-Poverty Fund based on evaluation results**
- **Ensure effective supports and programs are in place for persons with disabilities by preparing an accessible inventory of the GNWT supports systems that already exist, and then by responding to previous evaluations of government supports**

- Reduce poverty in the NWT by implementing the GNWT commitments in the Territorial Anti-Poverty Action Plan, continuing to work with our partners to advance the plan and supporting communities' priorities for wellness
- Work with all relevant stakeholders, including non-government organizations from the disabilities sector, to complete the NWT disability review and develop a strategic framework and five-year action plan to ensure effective supports and programs are in place for persons with disabilities
- Strengthen initiatives and partnerships to prevent and reduce family violence by:
 - Continuing to implement 'What Will it Take?', the social marketing campaign on family violence
 - Providing funding to develop family violence protocols and response teams in regions with no shelters
 - Continuing to support five family violence shelters across the NWT, including support for the overall capacity of the people who work in these shelters
 - Continuing to support programming for children who have witnessed violence
- Continue to provide funding to Aboriginal community governments and work with communities to develop wellness plans that meet local needs and priorities

In addition to the Mandate objectives listed above, you are also accountable for:

- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy
- In collaboration with residents, Aboriginal governments, community governments and other stakeholders, develop and implement the policy, program and legislative regimes necessary to support the legalization of cannabis in the Northwest Territories



DEC 05 2017

HONOURABLE WALLY SCHUMANN
MINISTER OF INDUSTRY, TOURISM AND INVESTMENT
MINISTER OF INFRASTRUCTURE

Mandate of the Government of the Northwest Territories (Revised)

In light of the revisions made to the *Mandate of the Government of the Northwest Territories 2016-2019*, I am writing to confirm your mandate as Minister of Industry, Tourism and Investment and Minister of Infrastructure. In addition to your formal portfolios, you will continue to serve as chair the Energy and Climate Change Committee-of-Cabinet.

Together, Cabinet is responsible for implementing the Revised Mandate of the Government of the Northwest Territories in order to advance the priorities set by all Members of the 18th Legislative Assembly. The people of the Northwest Territories have entrusted all of us to manage effectively, prudently, and responsibly over the remaining two years of the term of this Assembly. It is my expectation that you will continue to do your part to achieve the Legislative Assembly's vision of a healthy, just, sustainable and prosperous territory.

We face both challenges and opportunities for the remainder of the term of the 18th Legislative Assembly. In order to grow the NWT economy we must stimulate economic growth, respond to the effects of climate change, and confront the rising cost of living. At the same time, we must continue to provide quality programs and services to residents. We know that in order to sustainably grow our economy we need to increase the territorial population, attract investment, settle outstanding land, resource, and self-government agreements, and address the ongoing impacts of colonialism and residential schools.

These pressures exist at a time when our fiscal situation requires a strong commitment to prudence and strong financial management. Difficult decisions will be required to ensure fiscal balance and future prosperity. More than ever, we must continue to ensure our actions are responsible and transparent.

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We are well-positioned, in this post-devolution environment, to leverage our good working relationships and partnerships with other levels of government to our mutual benefit. Indeed, many of the Revised Mandate objectives, such as adapting to climate change, lowering the cost of living, and investing in strategic infrastructure, renewable and alternative energy solutions and the knowledge economy are aligned with the priorities of other governments, including the Government of Canada.

Making the most of these advantages and achieving meaningful long-term change for the people of the Northwest Territories will require a disciplined and strategic approach to our relations with other governments, including the Government of Canada. To ensure that NWT priorities and needs are fully understood and factored into decisions and policies at the federal level, it will be important for all Ministers to speak clearly and consistently about the GNWT's priorities in all their dealings with their federal counterparts and avoid being diverted to initiatives and subjects of lower priority to our government. Maintaining a similar clarity in our interactions with our provincial and territorial counterparts, as well as Indigenous leaders, will further help improve awareness and understanding of GNWT priorities as outlined in our Federal Engagement Strategy.

People want a government that is more open and transparent, and which is clearly open to input from them. They also want their government to take the interests of all residents, in communities both big and small and in every region, into account. Meaningful dialogue and engagement with the residents of the NWT must be an ongoing priority for all Ministers.

The Guiding Principles of consensus government set out expectations for all Members, as well as the relationship between Cabinet and Regular Members. I expect Ministers to respect and act within the provisions of the Process Conventions governing Cabinet's communications, consultation and relationship with Standing Committees of the Legislative Assembly, Caucus and Regular Members. Our consensus government depends upon our collective commitment to working effectively together for the public good, in all that we do.

In addition to collaboration with Standing Committees, I expect Ministers will continue to work closely and effectively with each other, to ensure that all pertinent, cross-departmental perspectives are considered when solutions to complex issues are developed. Ministers should use the appropriate Committee of Cabinet to advance Mandate commitments.

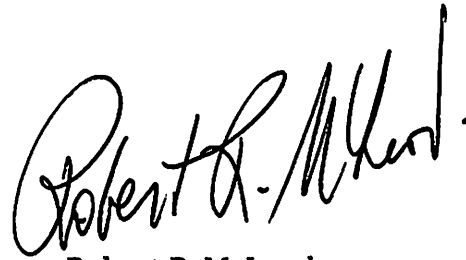
Your Deputy Ministers are accountable for assisting you to fulfill the responsibilities of your portfolio and the specific Mandate objectives for which you are accountable. You can continue to rely upon your Deputy Ministers to advise you on process and policy, and to bring forward comprehensive options and advice for your consideration, but it is your responsibility to provide clear direction to your Deputy Ministers, including your expectations with respect to cross-departmental collaboration.

In addition to meeting the provisions of your Departments' Establishment Policy, you are accountable for the specific Mandate commitments listed in the attachments to this mandate letter. Although they are not all included in the attachment, it is understood that you will continue to be accountable for the entire scope of programs, services and operations for the portfolios you hold.

As Minister, you must continue to exercise the utmost compliance with the *Conflict of Interest Act*, the *Financial Administration Act*, and the policies and procedures of the Financial Management Board. The role of Minister demands the highest ethical standards and must bear the closest scrutiny. Your actions will be the basis on which this government is measured for its commitment to ethical conduct, openness and transparency.

Our Cabinet has broad experience, fresh ideas, diverse backgrounds, a shared commitment to respectful relationships and transparency – qualities that will generate innovative solutions to complex problems. I have full confidence that our collective capacity will result in good governance, programs and services that improve the lives of residents, stronger relationships with Canada and provinces and territories, NWT Indigenous and municipal governments, and strategic investments that enable the prosperity of future generations and make the Northwest Territories an attractive place to live and work.

I look forward to working with you for the remainder of the term of the 18th Legislative Assembly to realize our commitments. While the future of the global economy and what this will mean for the Northwest Territories remains uncertain, I am certain that with a strong commitment to fiscal responsibility, thoughtful deliberation, respectful engagement and a willingness to innovate, we can achieve our vision of social progress, environmental sustainability and economic development built on a foundation of strong consensus government.

A handwritten signature in black ink, reading "Robert R. McLeod". The signature is written in a cursive, flowing style with a large initial 'R'.

Robert R. McLeod
Premier

Attachments

Mandate of the Minister of Industry, Tourism and Investment

- In collaboration with the Department of Education, Culture and Employment and with the federal government, increase the number of immigrants working in the NWT and increase investment by immigrants, and implement an immigration strategy that prioritizes streamlining application processes, increasing awareness of immigration programs, and consolidating our administrative supports
- Support mineral exploration and the mining sector, by implementing the Mineral Development Strategy, capturing opportunities to build transportation infrastructure that enables resources to get to market, closing the skills gap in the mining sector, implementing the Mining Incentive Program, developing and proposing a *Mineral Resources Act*, and supporting Aboriginal governments to build capacity in dealing with mining-related activities.
- Develop a long-term strategy to attract investment in oil and gas resources that will provide economic and energy benefits to NWT residents and businesses, while recognizing and protecting environmental, social, cultural and economic values
- In collaboration with the Department of Lands, ensure that residents have meaningful opportunities to participate in the assessment of potential benefits and risks associated with resource development, including hydraulic fracturing
- Develop and foster the knowledge economy, by:
 - Implementing the NWT Geological Survey Strategic Plan, including carrying out Slave Province geoscience studies, ensuring the availability of high quality geoscience knowledge to promote the successful exploration for and discovery of NWT mineral resources, and defining permafrost conditions that may impact future infrastructure development
 - Implementing the Resources and Energy Development Information (REDI) initiative to increase public awareness and understanding of NWT renewable and non-renewable mineral and energy resources and the means by which they can be developed in a responsible and sustainable manner
 - In partnership with other organizations, supporting the creation of a central repository that supports knowledge dissemination, research, and best practices for northern farming conditions, and promoting innovative farm practices and northern based greenhouse and related technologies

- Support the growth of Aboriginal business development corporations and the capacity of Aboriginal governments, through the completion and implementation of memoranda of understanding that reflect the economic opportunity objectives found in modern land claims
- Support small communities by enhancing job-creation programs, building community capacity and supporting new economic opportunities, by:
 - Updating the Support for Entrepreneurs and Economic Development (SEED) programs as necessary to better align with the needs of NWT entrepreneurs and businesses, including those in small communities
 - Implementing the Economic Opportunities Strategy
- Expand the agricultural sector by:
 - Implementing the Agriculture Strategy
 - Improving access to agricultural land
 - Updating agricultural funding programs
 - Supporting training for commercial farmers
- Continue to support the film industry to further develop the skills and competencies of NWT film producers, build infrastructure, assist below-the-line crew and support services, and help develop marketing and communications plans for films made in the NWT
- Finalize and implement the Commercial Fisheries Revitalization Strategy to increase fish production, encourage and mentor new entrants to the Great Slave Lake fishery, secure and build access to local and new markets for fishers, build a new fish processing plant in Hay River, and work with the Tu Cho Co-operative to promote and market fish caught in Great Slave Lake
- Develop a northern manufacturing strategy in collaboration with industry and the NWT's Manufacturer's Association to expand the manufacturing sector, identify potential areas of growth, promote, and market products manufactured in the NWT and aid in the professional and technological advancement of the industry
- Expand tourism options and provide high quality public tourism facilities by:
 - Expanding and modernizing our parks infrastructure and signage
 - Collaborating with the Department of Infrastructure to improve road side facilities along remote highways
 - Building new parks such as Doi'Toh Territorial Park in the Sahtú Region
- Increase exports by working with the tourism, diamonds, and traditional economy sectors to promote NWT products to international markets

- **Attract foreign direct investment, and cross-promote minerals, furs, fish, forest products, and tourism to investors and markets**
- **Advance the territorial vision of land and resource management in accordance with the Land Use and Sustainability Framework, and our legislative, regulatory, and policy systems by:**
 - **Developing and proposing a *Mineral Resources Act***
 - **Amending the NWT Mining Regulations**
 - **Collaborating with the Department of Environment and Natural Resources to develop and propose amendments to the *Territorial Parks Act***
 - **Developing and proposing amendments to the *Petroleum Resources Act***
 - **Developing and proposing amendments to the *Oil and Gas Operations Act***
- **Implement programs that support youth in their communities and in their schools to encourage local food production and consumption**
- **Reduce the burden of chronic disease by promoting healthy lifestyles and improving screening and management, with specific focus on expanding the production and availability of local foods such as fish, country food, and garden produce**
- **In collaboration with the Department of Executive and Indigenous Affairs, pursue an agreement with the federal government on the management of offshore resources**

In addition to the Mandate objectives listed above, you are also accountable for:

- **Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy**
- **Supporting the efforts of our government to advance the federal engagement strategy**

Mandate of the Minister of Infrastructure

- Work to secure funding to advance planning and construction of transportation projects, including three priority corridors: the Mackenzie Valley Highway, Th̄chq̄ All-season Road, and Slave Geological Province Access Corridor
- Strengthen connections with private sector partners in transportation infrastructure (rail, trucking, airline, and marine)
- Strengthen connections with public sector partners in transportation infrastructure, including working with the federal government to maintain federal community resupply port facilities and marine services in the NWT, to restore safe marine operating conditions in the Port of Hay River and at key sections of the Mackenzie River Corridor, and to improve charting and navigational aids
- Expand tourism options and provide high quality public tourism facilities by collaborating with the Department of Industry, Tourism and Investment to improve road side facilities along remote highways
- Reduce diesel use for heating and electricity in off-grid communities under the Pan-Canadian Framework on Clean Growth and Climate Change, as well as set targets for greenhouse gas reduction in the new NWT Energy Strategy and Climate Change Strategic Framework
- In collaboration with the Department of Environment and Natural Resources, expand and improve access to incentives for residents to invest in energy-efficient products, help businesses, condominiums, and cooperatives invest in energy conservation and efficiency, and support residents and communities so that they can make investments into renewable energies, such as solar
- Create a new three-year energy action plan, building on previous investments made over the past three years and the outcomes of the energy plan review
- Implement a new NWT Energy Strategy that will include renewable and alternative energy solutions and actions that the GNWT and our partners will undertake to meet targets for greenhouse gas reductions in heating and power generation as well as a 10-year strategy for investing federal and other funding towards energy projects
- Continue to develop and advance initiatives to displace diesel generation in the NWT, including:
 - Hydroelectric power and transmission lines, including the Taltson expansion

- Wind energy projects, including the Inuvik High Point Wind Project, and assessing the feasibility of wind energy projects in other communities or regions
- Solar energy projects
- Biomass energy projects
- Seeking federal funding under the Pan-Canadian Framework on Clean Growth and Climate Change
- Better use our existing hydroelectric resources by exploring options to respond to low water in the North Slave hydroelectric power system, improve hydro system water monitoring and reservoir management, and find ways to make use of surplus Taltson hydroelectric power in the South Slave region and beyond
- Improve collaboration for easier access to government programs and services online, including by:
 - Increasing online accessibility to driver and motor vehicle services as well as commercial permitting services

In addition to the Mandate objectives listed above, you are also accountable for:

- Continuing to work toward finalizing an infrastructure funding agreement with the federal government that specifically addresses the strategic infrastructure priorities of the NWT
- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy