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

Mandate of the Government of the Northwest Territories

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 Status of Women, Minister Responsible for Addressing Homelessness, and chair the Cost of Living Committee of Cabinet. In this latter capacity, you will ensure coordination and collaboration between departments on key policy initiatives relating to these responsibilities.

Together, Cabinet is responsible for implementing the 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 next four years. It is my expectation that you will do your part to achieve the Legislative Assembly's vision of a healthy, just, sustainable and prosperous territory.

There are both challenges and opportunities ahead of us. 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.

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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 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 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.

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 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 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 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, and 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 Aboriginal 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 to realize our commitments. The future of the global economy, and what this will mean for the Northwest Territories, remains uncertain.

However, 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 written in a cursive style with a large initial "R" and a distinct "M".

Robert R. McLeod
Premier

Attachments

Minister of Municipal and Community Affairs

- Offer online delivery of a community government training curriculum to build capacity for careers that focus on community governance
- 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 as they innovate to address energy efficiency and conservation, address climate change by supporting the development of community government capital plans and asset planning, and ensure training recognizes the challenges of climate change, and enable community governments to set up revolving funds for energy efficiency measures
- Leverage available funding through the New Building 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
- Promote volunteerism by ensuring effective programming such as the Volunteer Development Fund, Outstanding Volunteer Awards, NGO Stabilization Fund, and the Community Volunteer Recognition Program
- 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
- Install remote water monitoring stations in five additional communities and build three additional water treatment plants
- Continue to pursue new federal funding for the enhancement of community government infrastructure, and implement the asset management framework through the Gas Tax Agreement to ensure that all community infrastructure lifespan is extended and new infrastructure is delivered in a manner that takes into account new building technologies that assist in climate change adaptation and energy efficiencies
- Develop a strategy to close the gap in funding levels to meet municipal core needs

- 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 Education, Culture and Employment and the Minister Responsible for Youth, implement the Youth Resiliency program in schools and during after school programs to improve student outcomes and lower overall dropout rates
- In collaboration with the Minister Responsible for Youth, support opportunities for youth by ensuring effective programming such as the Youth Corps, Youth Contributors, Youth Ambassador Programs, Youth Centres, Youth Tours, and Children and Youth Resiliency Program

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

Minister Responsible for the Northwest Territories Housing Corporation

- Continue to implement northern solutions for northern housing by:
 - 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
 - working in partnership with other orders of government to address affordable housing requirements in support of their service delivery to NWT residents
 - implementing community based housing property management services in rural and remote communities to improve service levels
 - developing options for rationalizing public housing utility pricing structures to promote self-reliance
 - demolishing vacant housing units that are beyond their useful life in order to support land requirements for new housing investment
 - developing options to support Aboriginal and local governments in their housing aspirations and initiatives to address homelessness
- In collaboration with the Minister Responsible for Seniors, build more Seniors' Supported Independent Living units
- In collaboration with the Minister Responsible for Seniors, market 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

Minister Responsible for Addressing Homelessness

- In collaboration with the Northwest Territories Housing Corporation, continue to implement northern solutions for northern housing by:
 - 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 options to support Aboriginal and local governments in their housing aspirations and initiatives to address homelessness

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

Minister Responsible for the Status of Women

- In collaboration with the Department of Aboriginal Affairs and Intergovernmental Relations:
 - support 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 the delivery of workshops that help to get women into politics
 - support a communications campaign to increase the participation of women in politics
- In collaboration with the Department of the Executive, improve gender equity in appointments to territorial boards and agencies

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