



NOV - 7 2016

HONOURABLE ROBERT C. MCLEOD
DEPUTY PREMIER
MINISTER OF FINANCE
MINISTER OF ENVIRONMENT AND NATURAL RESOURCES
MINISTER OF HUMAN RESOURCES

Mandate of the Government of the Northwest Territories

I am writing to confirm your mandate as Minister of Finance and Chair of the Financial Management Board, Minister of Environment and Natural Resources, as well as Minister of Human Resources. In addition to your formal portfolios, you will also chair the Economy & Environment Committee of Cabinet. In this capacity, you will ensure coordination and collaboration between departments on key policy initiatives relating to economic growth and environmental sustainability. You have also been appointed Deputy Premier.

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, fiscally sustainable and prosperous territory. In your role as Chair of the Financial Management Board, it is my expectation that you will act to ensure 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.

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.



Robert R. McLeod
Premier

Attachments

Mandate of the Minister of Finance

- Complete the Mackenzie Valley Fibre Optic Link in order to help modernize the economy and enable growth in all economic sectors
- In collaboration with the Department of Aboriginal Affairs and Intergovernmental Relations, 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
- Continue to safeguard and improve the security and integrity of the information entrusted to government on behalf of residents, businesses and visitors
- Implement the government's new *Financial Administration Act* in order to improve government-wide planning and accountability, and overall fiscal responsibility
- Develop and implement a strategy to increase employment in small communities
- Reduce taxes on small businesses
- Review and develop amendments to the *Northwest Territories Heritage Fund Act* in light of devolution to ensure a defined revenue stream and stronger public governance
- 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

Minister of Environment and Natural Resources

- 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
- In collaboration with the Department of Lands, 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
 - finalize and implement the Water Stewardship Strategy action plan
 - 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:
 - collaborating with the Department of Lands and 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 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) 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 hydro, 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 wood bison, muskox, and moose
- Develop country food programming to promote opportunities for the consumption of foods such as fish, wildlife, berries, and mushrooms
- 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

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- 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
- Updating the NWT science agenda and developing a science strategy

Minister of Human Resources

- 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
- Review and modernize the *Public Service Act*
- Make progress in key areas within 20/20, the NWT Public Service Strategic Plan, 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

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