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HONOURABLE CAROLINE WAWZONEK
MINISTER OF FINANCE
MINISTER OF INDUSTRY, TOURISM AND INVESTMENT
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 Finance, Minister of Industry, Tourism and Investment, and Minister Responsible for the Status of Women. As part of your Finance portfolio you will also chair the Financial Management Board.

Consensus government in the Northwest Territories depends on a collective commitment by all Members of the Legislative Assembly to work together, within their respective roles, openly and cooperatively. As Premier, I have committed to improving and enhancing the relationship among Cabinet and Regular Members. I expect all Ministers to make effective and regular dialogue with Members an ongoing priority and to work closely and respectfully with Standing Committees at every appropriate opportunity.

Cabinet must work as a cohesive team given the collective nature of Cabinet decision making, recognizing that many of the issues we will be tackling do not exist in silos. Ministers should use the appropriate Committee-of-Cabinet to advance commitments and develop coordinated proposals for Cabinet's consideration. We must conduct ourselves with professionalism and integrity, and maintain confidentiality on all matters related to Cabinet and Cabinet related meetings, discussions and proceedings.

As Cabinet Ministers, we have the collective responsibility to advance the priorities of the 19th Legislative Assembly by implementing the Mandate of the Government of the Northwest Territories, tabled on February 7, 2020. In addition to carrying out all of the duties associated with the portfolios you hold and meeting the provisions of your Department's Establishment Policy, you are accountable for fulfilling the specific Mandate commitments listed in the attachment to this letter and for tracking and reporting on your progress.

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As a Cabinet, we have agreed that our decisions will reflect the Guiding Principles we tabled on December 10, 2019. These principles should guide us and our departments in both our assessment of issues and our decision-making. We must lead with courage and compassion in the best interests of the people of the Northwest Territories.

A productive partnership between Indigenous governments and the Government of the Northwest Territories is fundamental to the success of our Mandate and the future prosperity of our territory. The decisions we make as Cabinet should always reflect our commitment to reconciliation and the affirmation and advancement of Indigenous rights and self-determination. I expect every Minister to foster constructive and respectful government-to-government relationships with our Indigenous partners and to seek ways to advance reconciliation, recognize and affirm Aboriginal rights, and support expanded program and service delivery by Indigenous governments.

Successfully achieving our Mandate commitments will also require a close working partnership with community and municipal governments across the territory. Ministers must also build effective working relationships with federal, provincial and territorial counterparts to foster the strategic government-to-government relationships required to fulfill our shared goals and to leverage support for Northern priorities.

The people of the Northwest Territories want accountable government that is open, transparent and reflective of their interests, in keeping with the principles of our Open Government Policy. I expect the fulfillment of every Minister's mandate to be carried out in meaningful dialogue with all residents and stakeholders, including GNWT staff, the broad business community, and investors.

You must also uphold the principles of open, transparent, and evidence-based decisions, solution-oriented service delivery and effective public awareness of government operations and decision-making.

Economic uncertainty, increasing impacts and awareness of climate change and complex social needs create significant challenges for the Government of the Northwest Territories. While decisive action is required, our fiscal situation calls for prudent, publicly accountable financial management.

Difficult decisions will be required on the part of all elected leaders to meet the best interests of residents while ensuring fiscal balance and maintaining future resources. This requires careful financial decision making to support meaningful and effective investments in jobs, in people and in communities across the Northwest Territories.

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 coordinated and committed to responsible spending and prudent debt management to ensure the long-term fiscal sustainability of the government.

The COVID-19 pandemic has changed not only the NWT, but the entire world. Cabinet and departments reacted quickly to put essential supports in place. Work will need to continue to support NWT residents and businesses as the NWT faces potential future waves of the pandemic, but also moves towards social and economic recovery. Ministers will need to work collaboratively with MLAs and each other to determine how best to provide supports while being mindful of the need to fulfill the GNWT's mandate.


We also must acknowledge the reality that the Northwest Territories is not immune to systemic racism and systemic discrimination. Unconscious bias and discrimination hinder our ability to fully embrace the vibrant diversity of the Northwest Territories, advance our collective priorities, and achieve inclusion and cooperation. It is critical to address the ongoing legacies of colonialism and the devastating impacts it has had on Indigenous people's culture, language, education and health. As Minister, I expect you to support the GNWT in its efforts to build a territory where all persons, including Indigenous people and people of all racial backgrounds, have an equal opportunity to succeed, as well as advancing the Truth and Reconciliation Commission's Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice.

As Minister you must exercise utmost compliance with the *Conflict of Interest Act*, the *Financial Administration Act*, the Respectful Workplace Policy and all other policies and procedures of the Financial Management Board and of Executive Council (Cabinet). The role of Minister demands the highest ethical standards and bears the closest scrutiny. Your actions will be the basis on which this Government is measured for its ethical and respectful conduct, professionalism and impartiality.

Your Deputy Ministers are responsible for assisting you to fulfill the responsibilities of your portfolios and the specific Mandate objectives for which you are accountable. You can rely on your Deputy Ministers and other skilled public servants as key sources of advice on process and policy and to bring forward comprehensive options for your consideration. You are, however, responsible for providing clear direction to your Deputies, including your expectations for interdepartmental and intergovernmental collaboration.

Our Cabinet brings together diverse backgrounds, fresh perspectives, and a shared dedication to the people of the Northwest Territories. I am certain that, working together with our colleagues in the Legislative Assembly and our Indigenous and other government partners, we will develop innovative solutions to the complex and long- standing issues Northerners face, ensuring a bright future for the Northwest Territories well beyond our own four year term.

I am honoured and excited to be working with you to achieve this.


Caroline Cochrane
Premier

Attachment

Minister of Finance

As Minister of Finance you are responsible for obtaining, managing and controlling the financial, human, information and technology resources required to support the implementation of Government of the Northwest Territories' policies and programs and ensuring effective, efficient and economical management of financial human, information and technology resources.

In addition to the Departmental goals, you will undertake the following to support the achievement of the Government's Mandate:

- Co-lead with the Minister of Industry, Tourism and Investment the efforts of our government to increase economic diversification by supporting growth in non- extractive sectors and setting regional diversification targets by:
 - Working with Indigenous and community governments to identify and advance economic opportunities;
 - Increasing tourism in the Northwest Territories with a focus on increasing tourism outside of Yellowknife;
 - Advancing the knowledge economy; and
 - Encouraging entrepreneurship by reducing red tape and regulatory burdens on small businesses.
- Co-lead with the Minister of Industry, Tourism and Investment the efforts of our government to adopt a benefit retention approach to economic development by:
 - Maximizing benefits from development while maintaining competitiveness;
 - Increasing the success in meeting objectives under Socio-economic Agreements; and
 - Increasing opportunities for equity participation with local Indigenous governments in economic development projects.
- Lead our government's efforts to make strategic infrastructure investments that connect communities, expand the economy and lower the cost of living by:
 - Leading government support for the development of fast and reliable broadband internet services for Northwest Territories communities; and
 - Co-leading, with the Minister of Infrastructure, our government's efforts to advance the Taltson Hydro Expansion project.

- Support the Minister of Infrastructure to lead our government's efforts to make strategic infrastructure investments that connect communities, expand the economy or reduce the cost of living by:
 - Advancing the development of the Mackenzie Valley Highway and the
 - Modernizing airport infrastructure.
- Support the Minister of Executive and Indigenous Affairs to lead our government's efforts to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) by:
 - Identifying, prioritizing and strengthening key actions to further implement UNDRIP.
- Support the Minister of Executive and Indigenous Affairs to lead our government's efforts to increase regional decision-making authority by:
 - Ensuring that GNWT decision-making reflects the full understanding of communities and regions.
- Support the Minister of Environment and Natural Resources to lead our government's efforts to ensure climate change impacts are specifically considered when making government decisions by:
 - Integrating climate change considerations into GNWT decision-making processes.
- Support the Minister of Environment and Natural Resources, Minister of Infrastructure and Minister of Executive and Indigenous Affairs to lead efforts to strengthen our government's leadership and authority on climate change.
- Along with the Minister of Infrastructure, support the Minister of Industry, Tourism and Investment to lead our government's efforts to ensure procurement and contracting maximizes benefits to residents and businesses by:
 - Strengthening GNWT procurement policies and practices;
 - Increasing awareness of GNWT contracting opportunities; and
 - Improving participation in BIP by NWT companies.

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

- Undertaking a review of the NWT Liquor and Cannabis Commission's pricing policy to ensure Northwest Territories licensees have the ability to participate competitively in new business opportunities;
- Initiating consultation on a new *Liquor Act*;
- Modernizing the *Public Service Act*;
- Enhancing and promoting programs to ensure the public service is more representative of the people of the Northwest Territories;
- Leading the development of cross-departmental program evaluation and management, including improved performance measures and monitoring, to ensure that funding allocated to existing programs and services provides an optimal return on investment; and
- Working to improve service delivery to individuals who interact with government by:
 - Advancing the Integrated Service Delivery framework for the improvement of outcomes for at-risk populations and improve collaboration and integrated case management across supporting services; and
 - Advancing the design and implementation of the eServices portal to provide a unified digital "one-stop-shop" for people to transact with government.

Minister of Industry, Tourism and Investment

As Minister of Industry, Tourism and Investment you are responsible for promoting economic self-sufficiency through the responsible development of mineral and petroleum resources; the development of renewable industries, including agriculture, commercial fishing, film and the traditional economy; and the promotion and support of tourism and parks, trade and investment, business, and manufacturing and secondary industries, to create a prosperous, diverse and sustainable economy for the benefit of all residents. To achieve these goals your Department engages in a broad range of activities that you continue to be accountable for.

In addition to the Departmental goals, you will undertake the following to support the achievement of the Government's Mandate:

- Lead, with the support of the Minister of Finance, the efforts of our government to increase economic diversification by supporting growth in non-extractive sectors and setting regional diversification targets by:
 - o Working with Indigenous and community governments to identify and advance economic opportunities;
 - o Increasing tourism in the NWT with a focus on increasing tourism outside of Yellowknife;
 - o Advancing the knowledge economy; and
 - o Encouraging entrepreneurship by reducing red tape and regulatory burdens on small businesses.
- Lead the efforts of our government to increase resource exploration and development by:
 - o Attracting and supporting both early-stage and advanced exploration projects;
 - o Increasing local supply and production of natural gas; and
 - o Enhancing Indigenous participation in the resource sector.
- Lead the efforts of our government to adopt a benefit retention approach to economic development by:
 - o Maximizing benefits from development while maintaining competitiveness;
 - o Increasing the success in meeting objectives under Socio-Economic Agreements; and
 - o Increasing opportunities for equity participation with local Indigenous governments in economic development projects.

- Lead, with support from the Minister of Health and Social Services, the Minister of Environment and Natural Resources, and the Minister of Lands, the efforts of our government to increase food security through locally produced, harvested and affordable food by:

- o Supporting the development of the food industry;
- o Increasing country food harvesting; and
- o Working with Canada to increase the flexibility of the Nutrition North Program to better serve NWT residents.

- Co-lead with the Minister of Education, Culture and Employment, and with the support of the Minister of Environment and Natural Resources and the Minister Responsible for the NWT Housing Corporation, efforts of our government to increase employment in small communities by:

- o Increasing seasonal, part-time and full-time employment in small communities;
- o Preparing residents for current and future job and business development opportunities; and
- o Supporting small communities in developing skilled tradespeople to increase the numbers of journeypersons and apprentices in those smaller communities.

- Lead, with the support of the Minister of Finance and the Minister of Infrastructure, the efforts of our government to ensure procurement and contracting maximizes benefits to residents and businesses by:

- o Strengthening GNWT procurement policies and practices;
- o Increasing awareness of GNWT contracting opportunities; and
- o Improving participation in BIP by NWT companies.

- Support the Minister of Executive and Indigenous Affairs to lead our government's efforts to increase regional decision-making authority by:

- o Ensuring that GNWT decision-making reflects the full understanding of communities and regions.

- Support the Department of Executive and Indigenous Affairs in efforts to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) by:

- o Identifying, prioritizing and strengthening key actions to further implement UNDRIP.

- Support the Minister of Environment and Natural Resources, the Minister of Infrastructure, and the Minister of Executive and Indigenous Affairs to strengthen the government's leadership and authority on climate change by:

- o Implementing the *2030 NWT Climate Change Strategic Framework and 2030 Energy Strategy*;
- o Improving coordination and communication around climate change; and
- o Working with national and international organizations to advocate for the consideration of the unique NWT and northern perspectives on climate change impacts, adaptation, and mitigation.

- Support the Minister of Infrastructure and the Minister of Finance in efforts to lead our government's efforts to make strategic infrastructure investments that connect communities, expand the economy or reduce the cost of living by:

- o Advancing the development of the Mackenzie Valley Highway, the Slave Geologic Province Corridor and the Taltson Hydro Expansion project;
- o Supporting the development of fast and reliable broadband internet services for Northwest Territories communities; and
- o Modernizing airport infrastructure.

In addition to the Mandate objectives listed above, you are also accountable for: Developing the regulations under the *Mineral Resources Act* to bring the new Act into force;

- Continuing to promote geoscience studies delivered by the NWT Geological Survey to support decision making/planning processes for the NWT; and
- Complete Regional Economic Development plans.
- Support the sustainability, recovery and growth of the tourism sector across the NWT.
- Continue economic diversification and growth through development, review and/or implementation of sectoral strategies.
- Encouraging business immigration to the NWT to support economic diversification.
- Improve the competitive environment for NWT's exploration and mining industry.

Minister Responsible for the Status of Women

As Minister Responsible for the Status of Women, you are responsible for promoting the political, social and economic equality of all women in the Northwest Territories by:

- Providing a cross-government perspective on issues related to women and LGBT2QAA people;
- Acting as an advocate for women and LGBT2QAA people within the NWT;
- Working collaboratively with the NWT Status of Women's Council and the NWT Native Women's Association to advance women in leadership;
- Promoting the participation of women in the political process at all levels;
- Working to ensure the advancement and future implementation of both a NWT and National Action Plan on Missing and Murdered Indigenous Women and Girls, as well as advocating for change in GNWT processes and policies as it relates to recommendations in the Final Report; and
- Support cross-government work around Domestic Violence with the support of the Ministers of Health and Social Services, Justice, Education Culture and Employment and the Minister Responsible for the NWT Housing Corporation.