

Minister of the Executive

- Support Net Metering through clear policy direction to the Public Utilities Board (PUB) to provide certainty to allow customers to recover their investments in renewable energy
- 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
- 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
- Enhance collaboration between Cabinet and Regular Members by 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 of available to appeal government decisions
- Do a better job of making our residents, particularly those in smaller communities, aware of available government programs and services, and how to access them, through Single Window Service Centres and our Government Service Officers
- In collaboration with the Minister Responsible for the Status of Women, improve gender equity in appointments to territorial boards and agencies

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 of Aboriginal Affairs and Intergovernmental Relations

- 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
- In collaboration with the Department of Finance, 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
- Collaborate with our partners in Yukon and Nunavut, and 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, 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
- Work to resolve outstanding land, resource and self-government agreements with the Akaitcho, Dehcho, NWT 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
- Seek to establish a joint committee between Cabinet Ministers and Regular Members to share information and discuss approaches on the advancement of land, resource, and self-government agreements as well as initiatives to enhance relationships with Aboriginal governments
- 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

- 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
- In collaboration with the Minister Responsible for the Status of Women:
 - 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 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



NOV - 7 2016

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

Mandate of the Government of the Northwest Territories

I am writing to confirm your mandate as Minister of Education, Culture and Employment. In addition to your formal portfolio, you will also be Minister Responsible for Youth as well as chair the Education, Training and Youth Committee of Cabinet. In this capacity, you will ensure coordination and collaboration between departments on key policy initiatives relating to youth.

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.

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.

.../2

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.

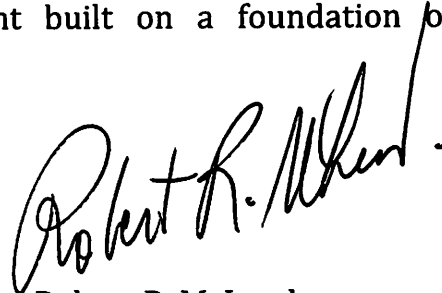
Your Deputy Ministers are accountable for assisting you to fulfill the responsibilities of your portfolio and the specific Mandate objectives for which you are accountable. You can rely upon your Deputy Ministers to advise you on process and policy, and to bring forward comprehensive options and advice 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, reading "Robert R. McLeod". The signature is written in a cursive style with a long, sweeping tail on the final letter.

Robert R. McLeod
Premier

Attachment

Minister of Education, Culture and Employment

- Take steps to close the skills gap using the Skills4Success strategic framework, and by working with Aurora College on a renewed strategic plan, refocus support for post-secondary institutions in NWT, improve outcomes from our Community Learning Centres, strengthening the apprenticeship program, and improve our career development service
- Get more 18-24 year-olds into the labour market by using a better mix of improved educational attainment and skill development, while matching skills with employer needs through improved career development supports
- In collaboration with the Department of Industry, Tourism and Investment, increase the number of immigrants working in NWT and increase investment by immigrants by implementing an immigration strategy that prioritizes streamlining application processes, increasing awareness of immigration programs, and consolidating our administrative supports
- In collaboration with the Department of Health and Social Services, implement the Right from the Start Framework to invest in early childhood development by:
 - working with stakeholders and communities to explore options for free play-based care for 4-year olds
 - revising the funding support model for licensed early childhood programs
 - 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 to support with programs and supports to help ensure their children have a strong foundation
- Implement the Education Renewal and Innovation Framework by:
 - implementing the renewed K-12 Inclusive Schooling Directive which provides greater direction on roles and responsibilities, increases the number of Program Support Teachers, increases emphasis on training, and increases accountability
 - 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

- implementing a comprehensive accountability framework for the JK-12 education system with integrated program and financial reporting processes
- 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
- undertaking a planning study on options for shared service administration across NWT school boards
- 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
- In collaboration with the Department of Municipal and Community Affairs, implement the Youth Resiliency program in schools and during after school programs to improve student outcomes and lower overall dropout rates
- 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
- Develop an action plan for universal daycare within the next two years, including a timeline for implementation
- Improve affordability of daycare, ensuring sustainability for operators of early childhood programs and expanding access to early childhood programs across the territory
- Work collaboratively with the NWT's francophone community to support French language education

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



NOV - 7 2016

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.

.../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 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



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.

.../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 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.

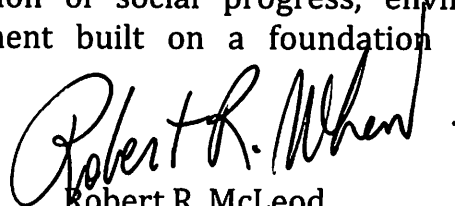
You can rely upon your Deputy Ministers to advise you on process and policy, and to bring forward comprehensive options and advice for your consideration, but it is your responsibility to provide clear direction to your Deputy Ministers, including your expectations with respect to cross-departmental 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 affect 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

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
- 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

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



NOV - 7 2016

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

Mandate of the Government of the Northwest Territories

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 the Workers' Safety and Compensation Commission, for Seniors, for Persons with Disabilities, and for the Public Utilities Board; you will also chair the Community Wellness and Safety Committee of Cabinet. In this latter capacity, you will ensure coordination and collaboration between departments on key policy initiatives relating to these responsibilities. You have also been appointed Government House Leader.

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.

.../2

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 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.

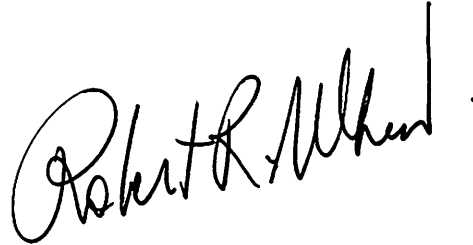
In addition to meeting the provisions of your departments' Establishment Policy, you are accountable for the specific Mandate commitments listed in the attachments to this mandate letter. Although they are not all included in the attachment, it is understood that you will continue to be accountable for 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, reading "Robert R. McLeod". The signature is written in a cursive style with a large initial "R" and a long vertical stroke at the end.

Robert R. McLeod
Premier

Attachment

Minister of Health and Social Services

- Enhance access to culturally-appropriate programs and services, and develop a comprehensive mental health and addictions framework that:
 - prioritizes improvements to outpatient mental health services, with a particular focus on youth mental health services in schools and the broader community
 - addresses gaps in integrated community-based services
 - evaluates our land-based addictions healing programs
 - models a mobile addictions treatment team
 - enhances treatment options at local and regional levels, including aftercare
 - compiles baseline data so that government can be better held to account for the performance of mental health and addictions services
- Continue implementing the Building Stronger Families action plan to transform child and family services by:
 - auditing to ensure compliance with the *Child and Family Services Act*
 - implementing a standardized approach to assessing children's immediate safety needs and future risk of harm
 - 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:
 - introducing a risk assessment tool to enable child protection workers to support families more effectively
 - ensuring services for children in care focus not just on safety, but also on stability and child development
 - improving the coordination, delivery and effectiveness of family services through an integrated care model
 - improving system supports for Aboriginal children and families including improving the cultural competence of service providers
- In collaboration with the Department of Justice, strengthen initiatives and partnerships to prevent and reduce family violence by:

- supporting five family violence shelters across the NWT, including support for the overall capacity of the people who work in these shelters
- providing funding to develop family violence protocols and response teams in regions with no shelters
- supporting programming for children who have witnessed violence
- continuing to implement 'What Will it Take?', the social marketing campaign on family violence
- In collaboration with the Department of Education, Culture and Employment, implement the Right from the Start Framework 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, Tłı̄chǫ, and Beaufort Delta regions, along with territorial program design
 - collaborating with the Department of Education, Culture and Employment to support parents with programs and supports to help ensure their children have a strong foundation
 - 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
 - reviewing the standards and delivery methods of the Healthy Family Program to determine whether there are more effective ways to reach families-at-risk
 - enhancing access to early intervention services for children 0-5
 - supporting 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:
 - promoting healthy eating in NWT communities through a variety of programs including Healthy Family Collective Kitchens and Drop the Pop
 - hosting Healthy Living Fairs in communities
 - increasing awareness and availability of smoking cessation aids
 - standardizing access to cancer screening across the NWT
 - 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
- developing and proposing updated tobacco control legislation
- Continue integration of the health and social services system 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 ensure seamless service delivery for all residents during the transition
- 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
- 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 updated capital projections for long-term care and dementia beds
 - developing financing options for long-term care facilities
 - proposing a regulatory framework for long-term care
 - developing and implementing an action plan for enhanced home and community care services
 - developing and implementing an action plan for expanded palliative care services
- Continue to work collaboratively to eliminate poverty in the NWT by funding community-based partners, convening meetings of stakeholders, finalizing indicators that allow performance to be assessed, and developing additional options for action
- 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
- 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



NOV - 7 2016

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

I am writing to confirm your mandate as Minister of Justice and Minister of Lands. In addition to your formal portfolios, you will also be Minister Responsible for the Northwest Territories Power Corporation, Minister Responsible of Public Engagement and Transparency, and chair the Governance Committee of Cabinet. In this capacity, you will ensure coordination and collaboration between departments on key policy initiatives relating to these responsibilities.

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.

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.

.../2

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 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.

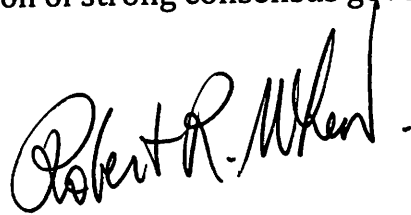
In addition to meeting the provisions of your departments' Establishment Policy, you are accountable for the specific Mandate commitments listed in the attachments to this mandate letter. Although they are not all included in the attachment, it is understood that you will continue to be accountable for 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, 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, reading "Robert R. McLeod". The signature is written in a cursive style with a prominent initial "R" and a long, sweeping underline.

Robert R. McLeod
Premier

Attachments

Minister of Justice

- Take into account mental health and addictions, and 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
- Explore options for expanding beyond Yellowknife, the Mediation and Parenting after Separation and Divorce Program
- In collaboration with the Department of Health and Social Services, strengthen initiatives and partnerships to prevent and reduce family violence by:
 - examining the feasibility of expanding the Domestic Violence Treatment Options Court beyond Yellowknife and Hay River
 - providing training, public information and outreach on the protections provided under the *Protection Against Family Violence Act*
- 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
- Seek to improve access to justice in the NWT, by expanding community legal outreach programs, making family law duty counsel services available to assist self-represented family members on first appearance in family court, and expanding public education on programs and services so that people know what help is out there and how to access it
- 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
- Support the RCMP and communities in their efforts to develop policing action plans in each community that reflect local priorities, including issues relating to youth
- 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

- Ensuring online training is available on access to information and protection of privacy requirements for GNWT employees as well as employees of territorial public bodies

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 Environment and Natural Resources, 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'eezhii Management Area
 - finalize the Recreational Land Management Framework, and the plan for the Yellowknife Periphery Area
 - 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 *NWT Lands Act*
 - developing and proposing amendments to the *Commissioner's Land Act*
 - collaborating with the Department of Industry, Tourism and Invest and the Department of Environment and Natural Resources to develop and propose amendments to the *Territorial Parks Act*
- Ensure that residents have meaningful opportunities to participate in the assessment of potential benefits and risks associated with resource development, including hydraulic fracturing

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 the department of Aboriginal Affairs and Intergovernmental Relations to lead the GNWT's participation in the Intergovernmental Council established pursuant to the Devolution Final Agreement

- 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 Public Engagement and Transparency

- Establish an Open Government Policy through public consultation and stakeholder engagement to provide a policy basis for a Government of the Northwest Territories approach
- Publish an Open and Accountable Government/Cabinet Manual document explaining the foundations and functions of consensus government
- Advance the principles of open data, and expand the volume and accessibility of open data from the territorial government
- Enhance awareness about how to access GNWT programs and services
- Enhance awareness about how to serve on territorial boards and agencies
- Promote gender equity on territorial boards and agencies
- Identify standards for public engagement by the Government of the Northwest Territories, including awareness, reporting, and data
- Promote awareness about information on government accountability, and enhancing the understanding and use of that information
- Support the review of the ATIPP Act and the implementation of the GNWT Privacy Framework
- Develop legislation within two years to establish an independent parliamentary Office of the Ombudsman



NOV - 7 2016

HONOURABLE WALLY SCHUMANN
MINISTER OF INDUSTRY, TOURISM AND INVESTMENT
MINISTER OF TRANSPORTATION
MINISTER OF PUBLIC WORKS AND SERVICES

Mandate of the Government of the Northwest Territories

I am writing to confirm your mandate as Minister of Industry, Tourism and Investment, Minister of Transportation, Minister of Public Works and Services, and chair of the Infrastructure Committee of Cabinet.

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.

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.

.../2

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.

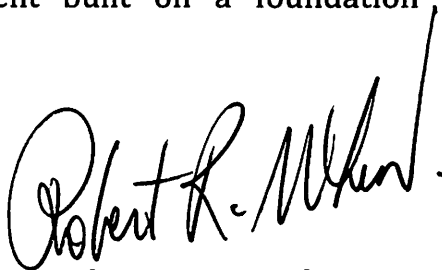
Your Deputy Ministers are accountable for assisting you to fulfill the responsibilities of your portfolio and the specific Mandate objectives for which you are accountable. You can rely upon your Deputy Ministers to advise you on process and policy, and to bring forward comprehensive options and advice 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 fluid and cursive, with a long vertical stroke extending upwards from the end.

Robert R. McLeod
Premier

Attachments

Minister of Industry, Tourism and Investment

- 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 oil and gas development in the territory
- Provide high quality public tourism facilities by modernizing our parks infrastructure and signage, erecting emergency shelters along remote highways, and expand tourism options by building new parks such as Doi'Toh Territorial Park in the Sahtu Region
- Invest in artist-to-market and product-to-market opportunity chains, with a particular emphasis on making investments that enable the showcasing of art and increase sales at the regional level
- 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, negotiate an agreement with the Fresh Water Fish Marketing Corporation to access markets outside of NWT, seek federal funding to 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
- In collaboration with the Department of Aboriginal Affairs and Intergovernmental Relations, pursue an agreement with the federal government on the management of offshore resources

- 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*
 - making amendments to the NWT Mining Regulations
 - collaborating with the Department of Lands and 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
- In collaboration with the Department of Education, Culture and Employment, Increase the number of immigrants working in NWT and increase investment by immigrants, by implementing an immigration strategy that prioritizes streamlining application processes, increasing awareness of immigration programs, and consolidating our administrative supports
- Develop and implement an Agriculture Strategy to increase domestic food production, improve distribution networks for NWT-produced foods, and to increase producer and supplier opportunities
- Expand the production and availability of local foods such as fish, country food, and garden produce.

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 Transportation

- Capture opportunities for investment in transportation infrastructure by working to secure funding to advance the Mackenzie Valley Highway, make an all-weather road from Highway 3 to Whatì, and improve access into the Slave Geologic Province
- Strengthen connections with private sector partners in transportation infrastructure, such as encouraging CN Rail to continue improving the rail line to Hay River to serve resupply needs and expand the system in accordance with demand
- Strengthen connections with public sector partners in transportation infrastructure, such as encouraging Fisheries and Oceans Canada 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

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

- Continuing the work with Aboriginal governments and Aboriginal groups on the Mackenzie Valley Highway and lead efforts to secure federal funding to advance the Wrigley to Norman Wells segment of the route through the regulatory phase
- Leading the enhancement of the Motor Vehicle Information System (MVIS) to provide better services to residents by increasing online accessibility to driver and motor vehicle services as well as commercial permitting services
- Pursuing federal infrastructure funding to develop a long-range infrastructure investment agreement that provides flexibility to address Northwest Territories priorities, allocates funding on a base rather than per capita formula, and specifically address the strategic needs of the North
- 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 of Public Works and Services

- Work with our partners in the territory and in the federation to implement a Canadian Energy Strategy, by participating in intergovernmental working groups on energy efficiency, energy delivery, technology and innovation, and transitioning our country towards a lower-carbon economy
- Participate in the pan-Canadian Task Force on Reducing Diesel in Off-Grid Communities
- 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, support residents and communities so that they can make investments into renewable energies, such as solar, and improve the energy efficiency of public housing
- 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
- Continue to investigate and implement renewable and alternative energy solutions to replace the use of imported diesel fuel for power generation in the Thermal Zone and reduce the use of diesel fuel for heating in all regions, including looking at the feasibility of wind energy, solar generation, geothermal and biomass energy initiatives
- Continue to explore the potential for the development of hydroelectric power and transmission lines, as well as the development of wind and solar energies to displace diesel generation while diversifying the NWT economy
- 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

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