

Mandate Letters
for the Executive Council
of the
20th Legislative Assembly



June 12, 2024

HONOURABLE R.J. SIMPSON
PREMIER
MINISTER OF EXECUTIVE AND INDIGENOUS AFFAIRS
MINISTER OF JUSTICE
GOVERNMENT HOUSE LEADER

Mandate of the Government of the Northwest Territories

As Premier, I will hold myself to the same standards that I have outlined for Ministers.

Cooperation and collaboration will be an integral feature of this government. I commit to encourage and support the strengthening relationships and information sharing between GNWT departments. Government's role is to serve its residents, and strong interdepartmental relationships will support the efficient and effective delivery of programs and services for our residents.

As Premier, I recognize the paramount importance of ensuring that our government consistently delivers sound, stable, and efficient programs that directly address the needs of residents. The efficient and effective delivery of government programs and services must remain at the forefront of this government's agenda. I will prioritize responsiveness to the evolving needs of our citizens, ensuring that every initiative is executed with precision and accountability. By upholding these standards, we not only demonstrate our commitment to good governance, but also cultivate a culture of trust and reliability within our communities.

As Chair of the Governance and Indigenous Affairs Committee-of-Cabinet, I will ensure cooperation between Ministers and departments on key initiatives relating to advancing Indigenous reconciliation in partnership with Indigenous governments and the federal government, advancing Aboriginal Rights negotiations, and advancing overall progress in addressing the Priorities of the 20th Legislative Assembly and the Mandate of this government.

Minister of Executive and Indigenous Affairs

As Minister of Executive and Indigenous Affairs, I will provide leadership and direct my department to carry out its Mandate as set out in the *Department of Executive and Indigenous Affairs Establishment Policy*. I will ensure that mutually respectful intergovernmental relationships between the GNWT and Indigenous, provincial, territorial, national, and international governments are established and maintained. I will also provide leadership in the negotiation and implementation of land, resources and self-government agreements that address Aboriginal rights in the Northwest Territories.

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

- Advance reconciliation and good governance by:
 - Working across government and collaborating with Indigenous governments to co-develop the Action Plan that is required by the *United Nations Declaration on the Rights of Indigenous Peoples Implementation Act (UNDRIP)*;
 - Working with Indigenous governments to identify and confirm shared priorities for engagement with the federal government;
 - Leading GNWT efforts to support NGOs to secure sustainable, multi-year funding by providing support and guidance in funding submissions to the Federal Government, private industry, and charitable organizations; and,
 - Reducing silos or barriers between departments and agencies and working with departments to align strategies and actions plans across government.

- Improve the suitability, accessibility, and affordability of housing options in the NWT by addressing homelessness through the following actions:
 - Working with partners to ensure accurate data is available to support actions to address homelessness;
 - Establishing a continuous mechanism to allow for ongoing and accurate decision making related to services and supports for homelessness;
 - Establishing inter-agency tables to coordinate information sharing and service delivery related to homelessness;
 - Implementing *A Way Home: A Comprehensive Strategy to Address Homelessness in the Northwest Territories*; and,
 - Supporting other departments and agencies to attract federal funding opportunities in support of homelessness and the northern housing continuum.

- Strengthen the economic foundation of the NWT, support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT by:
 - Implementing the provisions of Land Claim and Self-Government agreements, thereby providing certainty to land ownership and the regulatory process;
 - Bringing federal and Indigenous government partners together to advance collaboration related to major infrastructure projects;
 - Working with other departments and governments to ensure the Economic Measures provisions of finalized Land Claim Agreements are implemented; and,
 - Working across GNWT departments to identify the regionally-specific issues that are impacting land availability.

- Strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care by:
 - Supporting the Department of Health Social Services and Council of Leaders in working with the federal government to renew the approach to Non-Insured Health Benefits; and,
 - Working with Indigenous governments to advocate for the federal government to expand Non-Insured Health Benefits coverage to include Métis.

- Prevent, interrupt, and address the effects of trauma by:
 - Supporting the ongoing review of GNWT legislation through the UNDRIP working group;
 - Implementing Integrated Services with a focus on homelessness and working with partners to co-develop approaches to achieve integrated and person-centered services; and,
 - Facilitating the provision of federal Women and Gender Equality Canada funding to GNWT departments to support actions aligned with the National Action Plan to end Gender-Based Violence.

- Enhance the safety of residents and communities by:
 - Coordinating the Wildfire Evacuation After Action Review 2023 Fire Season;
 - Confirming an intergovernmental communication approach to emergencies with Indigenous governments; and,
 - Advocating for a new approach to federal investment in major infrastructure projects in the Northwest Territories.

- Promote the safety of residents and communities in the NWT by:
 - Identifying barriers to accessing services that address root causes of crime;
 - Identifying resources required to support reintegration efforts and crime prevention; and,
 - Providing One Window Service Centers with resources and support to enhance public education and awareness.

In addition to the Mandate objectives listed above, I am also accountable for:

- Working to strengthen the Council of Leaders and bilateral tables with Indigenous governments to enhance collaboration and co-development work in areas of shared priority;
- Leading GNWT efforts to streamline access and administration of funding intended for Indigenous governments and Indigenous organizations;
- Working with the Minister of Industry, Tourism and Investment, and with Indigenous governments to identify and address barriers to full participation in the responsible development of mineral and petroleum resources;
- Advancing the Integrated Service Delivery policy initiative;
- Ensuring departments work in a collaborative and coordinated fashion when developing advancing initiatives that impact areas across multiple departments or sectors;

- Ensuring departments are coordinated and strategic in their approach to engaging with federal departments and agencies when seeking policy and financial support from federal departments.
- Leading the review and update of the Negotiated Contracts Policy with the support of the Minister of Finance; and,
- Supporting the Minister of Finance in the development and implementation of the Indigenous Procurement Policy.

Minister of Justice

As Minister of Justice, I will be responsible for directing my department to carry out its Mandate as set out in the *Department of Justice Establishment Policy*, which includes carrying out the administration of justice in the Northwest Territories, including policing and corrections, in a manner which respects community and Indigenous values and encourages communities to assume increasing responsibilities. I will ensure that the government's administration of public affairs accords with the law. By virtue of my office, I will also be the Attorney General for the Northwest Territories, entrusted with the powers and charged with the duties specified in the *Department of Justice Act*.

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

- Advance reconciliation and good governance by:
 - Assessing legislative initiatives for consistency with UNDRIP; and,
 - Responding to access to information requests in a timely manner.
- Prevent, interrupt and address the effects of trauma by:
 - Providing corrections programming that supports offender rehabilitation and reintegration back into their home communities;
 - Developing a treatment program approval policy for offenders to attend approved treatment programs prior to sentencing; and,
 - Supporting communities to deliver community-led approaches to men's healing programming as a preventative approach to address family, intimate partner, and gender-based violence through the Men's Healing Fund.
- Promote the safety of residents and communities in the NWT by:
 - Supporting the establishment of a new Territorial Crime Reduction Unit within the RCMP "G" Division to disrupt illicit drug supply and enhance enforcement targeting criminal networks, and leveraging existing partnerships with the RCMP to provide opportunities for training, awareness and information sharing on the impact of illicit drugs;
 - Developing legislation to address illegal activities, including Safer Communities and Neighborhoods, Civil Forfeiture, and Trespass legislation;

- Developing enhanced guidance and tools for GNWT departments and agencies to enable efficient information sharing with law enforcement; and,
- Directing funding to community-based crime prevention and interventions targeting youth and young men.

In addition to the Mandate objectives listed above, I am also accountable for:

- Continuing the courts modernization project to streamline processes for the public and Court Services;
- Working with the Minister of Health and Social Services to develop options for integrating health and social services professionals in frontline policing responses for individuals in crisis; and,
- Working with the Minister of Industry, Tourism and Investment and with the Governments of Yukon and Nunavut, to secure support from the Federal Government for a North of Sixty Mineral Exploration Tax Credit.

Government House Leader

As Government House Leader, I am responsible for coordinating the conduct of government business in the Legislative Assembly and for the development of the government's overall legislative agenda. I will also provide regular updates to Caucus on the government's intended house business and legislative plans.

In addition to the Mandate objectives listed above, I am also accountable for:

- Applying the Macroeconomic Policy Framework to legislative proposals, bills, and proposed regulations as necessary to ensure that decisions consider important economic implications.

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R.J. Simpson
Premier



June 12, 2024

HONOURABLE CAROLINE WAWZONEK
DEPUTY PREMIER
MINISTER OF FINANCE
MINISTER OF INFRASTRUCTURE
MINISTER RESPONSIBLE FOR THE NORTHWEST TERRITORIES POWER CORPORATION

Mandate of the Government of the Northwest Territories

I am writing to confirm your Mandate as Minister of Finance, Minister of Infrastructure, and Minister Responsible for the Northwest Territories Power Corporation. As part of your Finance portfolio, you will also chair the Financial Management Board. You have also been appointed Deputy Premier.

As the Executive Council (Cabinet), of the Government of the Northwest Territories (GNWT), we are embarking on a collective journey that will lead the Territory through a period of transition and transformative change over the life of the 20th Legislative Assembly. Together, we will advance our shared vision of a Northwest Territories (NWT) that thrives in all aspects, promotes the use and advancement of our human and natural resources, establishes and maintains sustainable fiscal management, and advances cooperative governance with Indigenous governments.

Our collective success in achieving the Priorities of the 20th Legislative Assembly (the Priorities), requires the will and commitment of all Members of the Legislative Assembly to work together in their respective roles for the benefit of the residents of the NWT. In the spirit of consensus government, I expect you to maintain constructive, open, respectful, and collaborative relationships with both your Cabinet colleagues and Regular Members. The Guiding Principles and Process Conventions set out the core principles for communication, transparency, accountability and inclusive decision-making essential to effective consensus government in the NWT. As a Minister, you are accountable to the Legislative Assembly for upholding these principles, for your leadership, for the performance of your responsibilities, and for decisions made by Cabinet.

The GNWT is only one of the governments in the NWT. Collaboration with Indigenous governments and Indigenous organizations is fundamental to delivering our Mandate, and the NWT has the potential to demonstrate to Canada and the world what collaborative governance between Indigenous and public governments can achieve.

As a Minister, you should advance reconciliation and good governance as you work to implement the Mandate through commitment to achieving the objectives of the United Nations Declaration on the Rights of Indigenous Peoples; working to advance, settle and implement Indigenous rights agreements; implementing the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice; information-sharing and innovation through partnerships with Indigenous, federal, and community governments, non-governmental organizations and private industry; and honouring the GNWT's dedication to openness, transparency, and accountability.

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I expect Ministers to strengthen government-to-government relationships with Indigenous governments and advance issues of shared interest by jointly engaging with the federal government to increase funding to the NWT.

The Priorities of the 20th Legislative Assembly will guide our work through a challenging time. The GNWT must shift toward more collaborative, coordinated approaches to delivering programs and services, ensuring they are designed with a person-centred approach that prioritizes equity and ease of access for all residents. Departments will need to engage, collaborate, and communicate with each other across government in order to provide Cabinet with the best advice and most comprehensive options for consideration. Recognizing this need, I have not assigned symbolic client-based portfolios for Youth, Seniors, and Persons with Disabilities in this government. Instead, I expect all Ministers to direct their departments to work together to meet the needs of diverse client groups effectively and equitably within their department's existing establishment policies, and to find policy solutions that are person-centred by design and promote cohesive, efficient program and service delivery. The GNWT has identified Mandate Commitments aligned with each of the Priorities to realize this vision. I expect you, in collaboration with Cabinet colleagues, to use the appropriate Committee of Cabinet to advance Mandate commitments and develop coordinated proposals for Cabinet's consideration.

The GNWT has an amazing workforce, one which continuously strives to provide services and programs to the best of their ability to residents. As Ministers, we must provide public servants with the guidance and tools necessary for them to work with us in our commitment to serving the people of the NWT. I ask that you lead by example to show that collaboration is the key to success. Strengthening relationships and building new ways of working together will require innovation, creativity, adaptability, and humility across government and throughout the public service. We must conduct ourselves with professionalism and integrity, maintain confidentiality on all matters related to Cabinet and related discussions and proceedings, and never lose sight of our shared vision of an NWT where people are supported in the ways they wish to live, work, and grow.

The impacts of climate change demand immediate attention and should underpin responsible decision-making. Floods, wildfires, and permafrost degradation increasingly impact our operating context and are a source of strain financially, culturally, and emotionally. As a government, we must be responsive in the face of a changing environment and take action that instills public trust in our ability to support residents and meaningfully addresses the causes and effects of climate change.

We are faced with the challenge of providing the programs and services that residents expect and need while operating within a constrained fiscal reality. While this is a difficult task, it is not an impossible one. We have the opportunity to restore fiscal balance to the GNWT and set the Territory and its residents on a path for long term success through sound government spending. We will be guided by the Fiscal Sustainability Strategy to meet the challenges we face over the next four years, including unknown challenges that will inevitably arise, while also allocating government spending to appropriately address the Priorities of the 20th Legislative Assembly. By ensuring our fiscal house is in order, we will provide certainty and security for residents now and into the future.

In addition to ensuring that we are focusing our existing resources to have maximum impact, we must focus on economic development. This focus includes bridging the significant infrastructure gap between our Territory and the rest of Canada, as the well-being of residents is directly impacted by the strength and resiliency of infrastructure in the NWT. You are responsible for interdepartmental and intergovernmental collaboration to help streamline regulatory processes and maximize the benefits of development for Northerners. By supporting the development of suitable and affordable housing, transportation networks, clean and reliable energy systems, and digital infrastructure, we will enhance our economic potential, improve quality of life for residents and communities, enhance opportunities for education, skill development and entrepreneurship, and lay the groundwork for future growth and sustainability.

The Priorities of the 20th Legislative Assembly recognize that individual, collective, and intergenerational trauma is behind many of the health and social challenges impacting NWT families and communities. Colonization and systemic racism are root causes of this trauma for Indigenous peoples and must be addressed to reduce and prevent mental wellness and social issues. Cultural safety, including easy and equitable access, must be at the center of policy and program design. Advancing cultural safety requires engaging in meaningful anti-racism work individually and systemically. You are responsible for leading by example in this respect. Indigenous leaders have expressed a strong desire for the GNWT to engage them as partners in addressing the mental wellness and social issues facing residents by removing barriers and supporting the design and delivery of culturally appropriate, person-centred programs. You are responsible for supporting this by ensuring interdepartmental and intergovernmental cooperation, which includes advancing Integrated Service Delivery, and fostering a culture of solutions-oriented collaboration.

Our role as Cabinet is pivotal in guiding our government to achieve a shared vision for the future of the NWT. Together we can build the foundation for a united, resilient, and prosperous Territory grounded in true partnership and collaborative governance. I trust that you will work tirelessly beside me in the challenging and rewarding task of leading the GNWT to realize the fullest potential and aspirations of the NWT and its peoples; today and for generations to come.

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R.J. Simpson
Premier

Attachment

Minister of Finance

As Minister of Finance, you are responsible for directing your Department to carry out its Mandate as set out in the *Department of Finance Establishment Policy*, which includes 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. You are also responsible for regulating the insurance industry and controlling the sale of liquor and cannabis products in the Northwest Territories. 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:

- Advance reconciliation and good governance by:
 - Continuing to support the delivery of 'Living Well Together', the mandatory online training program for all GNWT employees;
 - Recruiting, training, and promoting a public service with the knowledge, competencies, and humility required to support reconciliation;
 - Developing a public service that is representative of the Indigenous population of the NWT;
 - Developing and implementing an Employee Satisfaction Action Plan that includes information gathering and policy initiatives; and,
 - Updating the IT Business Case template to ensure online service delivery is considered early in the development of a project proposal.
- Improve the suitability, accessibility and affordability of housing options in the NWT by:
 - Developing an in-depth, territory-wide housing needs analysis/assessment in partnership with Housing NWT, Indigenous Governments and community governments.
- Strengthen the economic foundation of the NWT, support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT by:
 - Applying the Macroeconomic Policy Framework to all proposed initiatives and existing programs with economic components to ensure that decisions are based on evidence and recognize important economic implications;
 - Advocating to CRTC for improved affordability, quality, reliability and competitive choice for broadband services in the NWT; and,
 - Revising the vendor complaint process and continuing to implement the vendor performance management policy.

- Strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care by:
 - Continuing to support employee development in health care professions through the Indigenous Development Training Program; and,
 - Supporting increases in the number of health care professionals in the NWT through the established Health Recruitment Unit that will work with HSS, NTHSSA and the TCSA to identify qualified candidates and promote positions within the organization.
- Prevent, interrupt, and address the effects of trauma by:
 - Continuing to implement the Indigenous Recruitment and Retention Framework and Action Plan to ensure that the policy initiatives, programs, training and resources are reviewed and developed to be trauma-informed and culturally appropriate, and that barriers to access are removed;
 - Continuing to collaborate with the Indigenous Employee Committee and the GNWT Advisory Committee on Diversity and Inclusion to review new and existing programs and initiatives with an anti-racist and cultural safety lens.
- Enhance the safety of residents and communities by:
 - Providing financial support to evacuation emergency relief program.

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

- Leading the GNWT in the implementation of the fiscal sustainability strategy and stewarding the fiscal health and sustainability of the GNWT through ongoing efforts to increase revenues, reduce expenditures and ensure every public dollar spent serves the needs of residents and communities;
- Leading the development and implementation of the Indigenous Procurement Policy with support from the Minister of Executive and Indigenous Affairs;
- Supporting the Minister of Executive and Indigenous Affairs in the review and update of the Negotiated Contracts Policy;
- Leading the advancement of Phase 2 of amendments to the *Property Assessment and Taxation Act*, in collaboration with the Minister of Municipal and Community Affairs; and,
- Advancing amendments to the *Payroll Tax Act* and *Public Service Act*.

Minister of Infrastructure

As Minister of Infrastructure, you are responsible for directing your Department to carry out its Mandate as set out in the *Department of Infrastructure Establishment Policy*, which includes providing services to the Government of the Northwest Territories with respect to the planning, design, construction, acquisition, operation and maintenance of government infrastructure; providing services to the public through the provision of petroleum fuels, marine freighting, driver and vehicle licensing and regulatory safety services; providing an enterprise-wide program focused on managing the information assets of government; and, promoting the development and increased use of energy efficient and renewable energy technologies, and the provision of regulatory safety services to the public. 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:

- Advance reconciliation and good governance by:
 - Defining ownership opportunities for Indigenous partners of the Taltson Hydro Expansion Project, and growing capacity and creating a framework for economic investment in the project;
 - Working with the Tlicho Government to advance the Tłı̄chǫ Transmission Line to enhance energy security in the region while lessening our reliance on diesel; and,
 - Undertaking a review of the governance and operating models for Marine Transportation Services.
- Strengthen the economic foundation of the NWT, support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT by:
 - Working with Procurement Shared Services to include requirements for training and targets for apprentices in all Infrastructure Design-Build projects.
 - Developing and releasing a new strategic approach to energy with targets that guide investment in cooperation with ECC and ITI;
 - Advancing planning and design of Taltson Hydro Expansion; and,
 - Working with the Economic Advisory Committee to finalize and implement the Yellowknife Airport Strategic Plan.
- Enhance the safety of residents and communities by:
 - Developing and launching a new highway conditions map and reporting system (Drive NWT) that links the travelling public with real time information on highway conditions, including cameras, traffic counters and environmental and weather information;
 - Researching, assessing, and undertaking feasibility studies for innovative, emerging technological solutions to reduce greenhouse gas emissions;
 - Working with MACA and Housing NWT to undertake policy, research and scoping to advance work towards the creation of an NWT *Building Standards Act*; and,

- Developing and implementing a new Safe Driving Campaign as part of interagency efforts under the NWT Alcohol Strategy to increase awareness of risks of impaired driving.

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

- Advancing construction of the Mackenzie Valley Highway;
- Ensuring Marine Transportation Services (MTS) operations prioritize community resupply over other activities;
- Exploring the Fleet Consolidation Initiative to seek efficiencies and economies of scale related to procurement, maintenance and evergreening of GNWT-owned vehicles; and,
- Optimizing office space usage.

Minister Responsible for the Northwest Territories Power Corporation

As Minister Responsible for the Northwest Territories Power Corporation (NTPC), you are responsible for directing NTPC to carry out its Mission to generate, transmit and distribute clean, reliable, and affordable energy to the Northwest Territories, in accordance with the *Northwest Territories Power Corporation Act*, to enrich the lives of Northerners and encourage living, working, and investing in the Northwest Territories.

In addition to the NTPC's goals, you are also responsible for:

- Working with the NTPC Board to develop an annual strategic planning process that supports effective reporting and increased transparency; and,
- Working with the NTPC Board on the development of industry-standard major project processes, improved risk management and budgeting, and the integration of innovation into decision making/planning processes for the NTPC.



June 12, 2024

HONOURABLE CAITLIN CLEVELAND
MINISTER OF EDUCATION, CULTURE AND EMPLOYMENT
MINISTER OF INDUSTRY, TOURISM AND INVESTMENT

Mandate of the Government of the Northwest Territories

I am writing to confirm your mandate as Minister of Education, Culture and Employment and as Minister of Industry, Tourism and Investment.

As the Executive Council (Cabinet), of the Government of the Northwest Territories (GNWT), we are embarking on a collective journey that will lead the Territory through a period of transition and transformative change over the life of the 20th Legislative Assembly. Together, we will advance our shared vision of a Northwest Territories (NWT) that thrives in all aspects, promotes the use and advancement of our human and natural resources, establishes and maintains sustainable fiscal management, and advances cooperative governance with Indigenous governments.

Our collective success in achieving the Priorities of the 20th Legislative Assembly (the Priorities), requires the will and commitment of all Members of the Legislative Assembly to work together in their respective roles for the benefit of the residents of the NWT. In the spirit of consensus government, I expect you to maintain constructive, open, respectful, and collaborative relationships with both your Cabinet colleagues and Regular Members. The Guiding Principles and Process Conventions set out the core principles for communication, transparency, accountability and inclusive decision-making essential to effective consensus government in the NWT. As a Minister, you are accountable to the Legislative Assembly for upholding these principles, for your leadership, for the performance of your responsibilities, and for decisions made by Cabinet.

The GNWT is only one of the governments in the NWT. Collaboration with Indigenous governments and Indigenous organizations is fundamental to delivering our Mandate, and the NWT has the potential to demonstrate to Canada and the world what collaborative governance between Indigenous and public governments can achieve.

As a Minister, you should advance reconciliation and good governance as you work to implement the Mandate through commitment to achieving the objectives of the United Nations Declaration on the Rights of Indigenous Peoples; working to advance, settle and implement Indigenous rights agreements; implementing the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice; information-sharing and innovation through partnerships with Indigenous, federal, and community governments, non-governmental organizations and private industry; and honouring the GNWT's dedication to openness, transparency, and accountability.

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I expect Ministers to strengthen government-to-government relationships with Indigenous governments and advance issues of shared interest by jointly engaging with the federal government to increase funding to the NWT.

The Priorities of the 20th Legislative Assembly will guide our work through a challenging time. The GNWT must shift toward more collaborative, coordinated approaches to delivering programs and services, ensuring they are designed with a person-centred approach that prioritizes equity and ease of access for all residents. Departments will need to engage, collaborate, and communicate with each other across government in order to provide Cabinet with the best advice and most comprehensive options for consideration. Recognizing this need, I have not assigned symbolic client-based portfolios for Youth, Seniors, and Persons with Disabilities in this government. Instead, I expect all Ministers to direct their departments to work together to meet the needs of diverse client groups effectively and equitably within their department's existing establishment policies, and to find policy solutions that are person-centred by design and promote cohesive, efficient program and service delivery. The GNWT has identified Mandate Commitments aligned with each of the Priorities to realize this vision. I expect you, in collaboration with Cabinet colleagues, to use the appropriate Committee of Cabinet to advance Mandate commitments and develop coordinated proposals for Cabinet's consideration.

The GNWT has an amazing workforce, one which continuously strives to provide services and programs to the best of their ability to residents. As Ministers, we must provide public servants with the guidance and tools necessary for them to work with us in our commitment to serving the people of the NWT. I ask that you lead by example to show that collaboration is the key to success. Strengthening relationships and building new ways of working together will require innovation, creativity, adaptability, and humility across government and throughout the public service. We must conduct ourselves with professionalism and integrity, maintain confidentiality on all matters related to Cabinet and related discussions and proceedings, and never lose sight of our shared vision of an NWT where people are supported in the ways they wish to live, work, and grow.

The impacts of climate change demand immediate attention and should underpin responsible decision-making. Floods, wildfires, and permafrost degradation increasingly impact our operating context and are a source of strain financially, culturally, and emotionally. As a government, we must be responsive in the face of a changing environment and take action that instills public trust in our ability to support residents and meaningfully addresses the causes and effects of climate change.

We are faced with the challenge of providing the programs and services that residents expect and need while operating within a constrained fiscal reality. While this is a difficult task, it is not an impossible one. We have the opportunity to restore fiscal balance to the GNWT and set the Territory and its residents on a path for long term success through sound government spending. We will be guided by the Fiscal Sustainability Strategy to meet the challenges we face over the next four years, including unknown challenges that will inevitably arise, while also allocating government spending to appropriately address the Priorities of the 20th Legislative Assembly. By ensuring our fiscal house is in order, we will provide certainty and security for residents now and into the future.

In addition to ensuring that we are focusing our existing resources to have maximum impact, we must focus on economic development. This focus includes bridging the significant infrastructure gap between our Territory and the rest of Canada, as the well-being of residents is directly impacted by the strength and resiliency of infrastructure in the NWT. You are responsible for interdepartmental and intergovernmental collaboration to help streamline regulatory processes and maximize the benefits of development for Northerners. By supporting the development of suitable and affordable housing, transportation networks, clean and reliable energy systems, and digital infrastructure, we will enhance our economic potential, improve quality of life for residents and communities, enhance opportunities for education, skill development and entrepreneurship, and lay the groundwork for future growth and sustainability.

The Priorities of the 20th Legislative Assembly recognize that individual, collective, and intergenerational trauma is behind many of the health and social challenges impacting NWT families and communities. Colonization and systemic racism are root causes of this trauma for Indigenous peoples and must be addressed to reduce and prevent mental wellness and social issues. Cultural safety, including easy and equitable access, must be at the center of policy and program design. Advancing cultural safety requires engaging in meaningful anti-racism work individually and systemically. You are responsible for leading by example in this respect. Indigenous leaders have expressed a strong desire for the GNWT to engage them as partners in addressing the mental wellness and social issues facing residents by removing barriers and supporting the design and delivery of culturally appropriate, person-centred programs. You are responsible for supporting this by ensuring interdepartmental and intergovernmental cooperation, which includes advancing Integrated Service Delivery, and fostering a culture of solutions-oriented collaboration.

Our role as Cabinet is pivotal in guiding our government to achieve a shared vision for the future of the NWT. Together we can build the foundation for a united, resilient, and prosperous Territory grounded in true partnership and collaborative governance. I trust that you will work tirelessly beside me in the challenging and rewarding task of leading the GNWT to realize the fullest potential and aspirations of the NWT and its peoples; today and for generations to come.

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R.J. Simpson
Premier

Attachment

Minister of Education, Culture and Employment

As Minister of Education, Culture and Employment, you are responsible for directing your Department to carry out its Mandate as set out in the *Department of Education, Culture and Employment Establishment Policy*, which includes providing residents of the Northwest Territories with access to quality programs, services and support to assist residents in making informed and productive choices for themselves and their families in regard to education, training, careers, employment and labour, child development, languages, culture and heritage. 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:

- Advance reconciliation and good governance by:
 - Engaging with Indigenous governments, through the NWT Council of Leaders Secretariat, and education partners, on additional customizations and modernizations to the *Education Act* to reflect unique circumstances of the NWT;
 - Implementing the NWT Indigenous Languages Action Plan to support Indigenous Languages in line with Articles 13, 14, and 15 of the *United Nations Declaration on the Rights of Indigenous Peoples*; and,
 - Together with EIA, working to advance Integrated Service Delivery, specifically through the Income Assistance Program and connections to the GNWT's Homelessness Strategy.
- Improve the suitability, accessibility and affordability of housing options in the NWT by:
 - Launching new Income Assistance Programs for Seniors and Persons with Disabilities, and continuing the Income Assistance Program with enhancements, including an integrated services approach; and,
 - Conducting a review of existing ECE land reserves.
- Strengthen the economic foundation of the NWT, support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT through:
 - Supporting the development of the post-secondary education landscape in the NWT through the implementation of the *Post-Secondary Education Act*;
 - Offering professional development opportunities for early childhood educators;
 - Increasing the number of employed Income Assistance clients;
 - Supporting recruitment and retention of Indigenous Language Instructors;
 - Providing communication, funding and other supports to increase the number of apprentices and certified journeypersons;
 - Working with ITI and other GNWT partners to advance plans to transition the diamond mine workforce; and
 - Participating in the Giant Mine Remediation Project as a co-proponent with the federal government to ensure regulatory requirements are met.

- Strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care by:
 - Implementing school-based mental health and wellness programs and services that support mental health promotion and preventative intervention services to JK-12 students.
- Prevent, interrupt and address the effects of trauma by:
 - Implementing the new Income Assistance for Seniors and Persons with Disabilities Program and enhanced Income Assistance Program with trauma-informed policies and procedures.
- Enhance the safety of residents and communities by:
 - Continuing to support education bodies in fulfilling the requirements of the Safe Schools regulations and encouraging education bodies to actively engage in community emergency plans through regular review of Safe School Plans; and,
 - Developing and implementing updated ECE business continuity plans that reflect ECE's responsibilities under the NWT Emergency Plan and ensure delivery of critical ECE services in emergencies.

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

- In collaboration with the Minister of Executive and Indigenous Affairs, establishing and implementing an approach for legislative development in coordination with Indigenous governments with respect to the *Education Act*;
- Working with the Minister of Housing NWT and the Minister of Finance to ensure market housing is available for teachers in small communities where lack of housing has been identified as a barrier to teacher retention;
- Working with the Minister of Industry, Tourism and Investment to consolidate arts programs into Industry, Tourism and Investment;
- Working with the Minister of Industry, Tourism and Investment to consolidate immigration into the Department of Education, Culture and Employment;
- Working with the Minister of Industry, Tourism and Investment and Prosper NWT to strengthen partnerships with organizations that support or provide training with the goal of increasing entrepreneurship;
- Working with the Minister of Municipal and Community Affairs to enhance community access to recreation infrastructure located within schools;
- Encouraging the expansion of Regional Training Partnership Committees to all regions; and,
- Continuing to work interdepartmentally to pursue the streamlining of programs and services across government.

Minister of Industry, Tourism and Investment

As Minister of Industry, Tourism and Investment, you are responsible for directing your Department to carry out its Mandate as set out in the *Department of Industry, Tourism and Investment Establishment Policy*, which includes 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:

- Advance reconciliation and good governance by:
 - Completing regulations under the *Mineral Resources Act* in collaboration with Indigenous governments as per the Intergovernmental Council Legislative Development Protocol;
 - Aligning programs under ITI's Grants and Contributions Policy to ensure consistent and transparent funding delivery in support of economic reconciliation; and,
 - Improving accessibility of the Northwest Territories Nominee Program streams.

- Improve the suitability, accessibility and affordability of housing options in the NWT by:
 - Working with the Department of Finance, Housing NWT and other partners to complete analysis and research on the NWT housing market to better describe the total housing continuum, supply and demand and quantify gaps and barriers;
 - Supporting community governments with their community economic development plans including identifying housing opportunities; and,
 - Supporting the transfer of skills from mine closures by working with Indigenous governments, Development Corporations, partners and departments to identify opportunities for skill transfer and workforce migration.

- Strengthen the economic foundation of the NWT, support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT through:
 - Working with ECE and other GNWT partners to advance plans to transition the diamond mine workforce;
 - Promoting and supporting mentorship and capacity-building programs in all non-extractive sectors;
 - Supporting Indigenous governments in increasing geoscience information about the resource potential of their lands;
 - participating in the Giant Mine Remediation Project as a co-proponent with the federal government to ensure regulatory requirements are met; and
 - Working with mineral and energy sector clients to assist them in business case development for infrastructure projects.

- Prevent, interrupt and address the effects of trauma by:
 - Reviewing programs under ITI's Grants and Contributions Policy to ensure that trauma-informed, anti-racist and cultural safety considerations are prioritized; and,
 - Working with industry partners on program design that identifies and addresses barriers and ensures culturally appropriate protocols and provisions.
- Enhance the safety of residents and communities by:
 - Participating in federal supply chain initiatives;
 - Supporting increased understanding of the impacts of permafrost thaw on infrastructure; and,
 - Supporting ECC with flood and permafrost hazard mapping integration, especially pertaining to community surficial geology maps and geotechnical information.

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

- Working with the Minister of Executive and Indigenous Affairs and Indigenous governments to identify and address barriers to full participation in the responsible development of mineral and petroleum resources;
- Working with the Minister of Environment and Climate Change to facilitate resource development through enhanced collaboration with the Single Window Pathfinders;
- Working with the Minister of Executive and Indigenous Affairs, and with the Governments of Yukon and Nunavut, to secure support from the Federal government for a North of Sixty Mineral Exploration Tax Credit;
- Working with the Minister of Education, Culture and Employment to consolidate arts programs into the Department of Industry, Tourism and Investment;
- Working with the Minister of Education, Culture and Employment to consolidate immigration into the Department of Education, Culture and Employment;
- Investigating options for fisheries management under the *Freshwater Fish Marketing Act*; and
- Advancing ITI's regulatory and policy initiatives.



June 12, 2024

HONOURABLE VINCE MCKAY
MINISTER OF MUNICIPAL AND COMMUNITY AFFAIRS
MINISTER RESPONSIBLE FOR THE WORKERS' SAFETY AND COMPENSATION COMMISSION
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 Municipal and Community Affairs, Minister Responsible for the Workers' Safety and Compensation Commission, and Minister Responsible for the Public Utilities Board.

As the Executive Council (Cabinet), of the Government of the Northwest Territories (GNWT), we are embarking on a collective journey that will lead the Territory through a period of transition and transformative change over the life of the 20th Legislative Assembly. Together, we will advance our shared vision of a Northwest Territories (NWT) that thrives in all aspects, promotes the use and advancement of our human and natural resources, establishes and maintains sustainable fiscal management, and advances cooperative governance with Indigenous governments.

Our collective success in achieving the Priorities of the 20th Legislative Assembly (the Priorities), requires the will and commitment of all Members of the Legislative Assembly to work together in their respective roles for the benefit of the residents of the NWT. In the spirit of consensus government, I expect you to maintain constructive, open, respectful, and collaborative relationships with both your Cabinet colleagues and Regular Members. The Guiding Principles and Process Conventions set out the core principles for communication, transparency, accountability and inclusive decision-making essential to effective consensus government in the NWT. As a Minister, you are accountable to the Legislative Assembly for upholding these principles, for your leadership, for the performance of your responsibilities, and for decisions made by Cabinet.

The GNWT is only one of the governments in the NWT. Collaboration with Indigenous governments and Indigenous organizations is fundamental to delivering our Mandate, and the NWT has the potential to demonstrate to Canada and the world what collaborative governance between Indigenous and public governments can achieve.

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As a Minister, you should advance reconciliation and good governance as you work to implement the Mandate through commitment to achieving the objectives of the United Nations Declaration on the Rights of Indigenous Peoples; working to advance, settle and implement Indigenous rights agreements; implementing the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice; information-sharing and innovation through partnerships with Indigenous, federal, and community governments, non-governmental organizations and private industry; and honouring the GNWT's dedication to openness, transparency, and accountability. I expect Ministers to strengthen government-to-government relationships with Indigenous governments and advance issues of shared interest by jointly engaging with the federal government to increase funding to the NWT.

The Priorities of the 20th Legislative Assembly will guide our work through a challenging time. The GNWT must shift toward more collaborative, coordinated approaches to delivering programs and services, ensuring they are designed with a person-centred approach that prioritizes equity and ease of access for all residents. Departments will need to engage, collaborate, and communicate with each other across government in order to provide Cabinet with the best advice and most comprehensive options for consideration. Recognizing this need, I have not assigned symbolic client-based portfolios for Youth, Seniors, and Persons with Disabilities in this government. Instead, I expect all Ministers to direct their departments to work together to meet the needs of diverse client groups effectively and equitably within their department's existing establishment policies, and to find policy solutions that are person-centred by design and promote cohesive, efficient program and service delivery. The GNWT has identified Mandate Commitments aligned with each of the Priorities to realize this vision. I expect you, in collaboration with Cabinet colleagues, to use the appropriate Committee of Cabinet to advance Mandate commitments and develop coordinated proposals for Cabinet's consideration.

The GNWT has an amazing workforce, one which continuously strives to provide services and programs to the best of their ability to residents. As Ministers, we must provide public servants with the guidance and tools necessary for them to work with us in our commitment to serving the people of the NWT. I ask that you lead by example to show that collaboration is the key to success. Strengthening relationships and building new ways of working together will require innovation, creativity, adaptability, and humility across government and throughout the public service. We must conduct ourselves with professionalism and integrity, maintain confidentiality on all matters related to Cabinet and related discussions and proceedings, and never lose sight of our shared vision of an NWT where people are supported in the ways they wish to live, work, and grow.

The impacts of climate change demand immediate attention and should underpin responsible decision-making. Floods, wildfires, and permafrost degradation increasingly impact our operating context and are a source of strain financially, culturally, and emotionally. As a government, we must be responsive in the face of a changing environment and take action that instills public trust in our ability to support residents and meaningfully addresses the causes and effects of climate change.

We are faced with the challenge of providing the programs and services that residents expect and need while operating within a constrained fiscal reality. While this is a difficult task, it is not an impossible one. We have the opportunity to restore fiscal balance to the GNWT and set the Territory and its residents on a path for long term success through sound government spending. We will be guided by the Fiscal Sustainability Strategy to meet the challenges we face over the next four years, including unknown challenges that will inevitably arise, while also allocating government spending to appropriately address the Priorities of the 20th Legislative Assembly. By ensuring our fiscal house is in order, we will provide certainty and security for residents now and into the future.

In addition to ensuring that we are focusing our existing resources to have maximum impact, we must focus on economic development. This focus includes bridging the significant infrastructure gap between our Territory and the rest of Canada, as the well-being of residents is directly impacted by the strength and resiliency of infrastructure in the NWT. You are responsible for interdepartmental and intergovernmental collaboration to help streamline regulatory processes and maximize the benefits of development for Northerners. By supporting the development of suitable and affordable housing, transportation networks, clean and reliable energy systems, and digital infrastructure, we will enhance our economic potential, improve quality of life for residents and communities, enhance opportunities for education, skill development and entrepreneurship, and lay the groundwork for future growth and sustainability.

The Priorities of the 20th Legislative Assembly recognize that individual, collective, and intergenerational trauma is behind many of the health and social challenges impacting NWT families and communities. Colonization and systemic racism are root causes of this trauma for Indigenous peoples and must be addressed to reduce and prevent mental wellness and social issues. Cultural safety, including easy and equitable access, must be at the center of policy and program design. Advancing cultural safety requires engaging in meaningful anti-racism work individually and systemically. You are responsible for leading by example in this respect. Indigenous leaders have expressed a strong desire for the GNWT to engage them as partners in addressing the mental wellness and social issues facing residents by removing barriers and supporting the design and delivery of culturally appropriate, person-centred programs. You are responsible for supporting this by ensuring interdepartmental and intergovernmental cooperation, which includes advancing Integrated Service Delivery, and fostering a culture of solutions-oriented collaboration.

Our role as Cabinet is pivotal in guiding our government to achieve a shared vision for the future of the NWT. Together we can build the foundation for a united, resilient, and prosperous Territory grounded in true partnership and collaborative governance. I trust that you will work tirelessly beside me in the challenging and rewarding task of leading the GNWT to realize the fullest potential and aspirations of the NWT and its peoples; today and for generations to come.

A handwritten signature in black ink, appearing to read 'R.J. Simpson', with a long horizontal stroke extending to the right.

R.J. Simpson
Premier

Attachment

Minister of Municipal and Community Affairs

As Minister of Municipal and Community Affairs, you are responsible for directing your Department to carry out its Mandate as set out in the *Department of Municipal and Community Affairs Establishment Policy*, which includes the development and maintenance of community governments that are responsive and responsible to the residents, with sufficient legal authority and resources to carry out community responsibilities, to provide public programs and services essential to good community life and to deal effectively with other governments and organizations. You are also responsible for protecting the interests of consumers. 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:

- Advance reconciliation and good governance by:
 - Developing a model for incorporating Indigenous Governments in emergency planning response and recovery;
 - Engaging regularly with the NWT Association of Communities and Local Government Administrators of the NWT on key community-government and governance issues; and,
 - Developing common or integrated programming for the sharing of information across departments to reduce administrative burdens and benefit public clients.
- Improve the suitability, accessibility, and affordability of housing options in the NWT by:
 - Supporting community governments through the capital planning process to identify land development needs identified in the Territorial Housing Needs Assessment to reduce barriers to housing development.
- Strengthen the economic foundation of the NWT, support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT by:
 - Implementing the Community Government Learning and Development Strategic Plan;
 - Developing and delivering a competency-based occupation certification program for Water Treatment Plant Operators that reduces barriers to certification; and,
 - Developing a Community Planning Framework and associated guides that support community governments to implement best practices and meet public needs.
- Strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care by:
 - Ensuring NWT 9-1-1 meets a sustainable standard of care.
- Prevent, interrupt and address the effects of trauma by:
 - Reviewing the sport and recreation system in the context of the Active Living Framework.

- Enhance the safety of residents and communities by:
 - Ensuring the NWT emergency management system remains relevant, effective, and responsive to the unique contexts of the NWT;
 - Continuing to support GNWT Strategies, including the 2030 NWT Climate Change Strategic Framework and the 2025-2029 Action Plan, and the NWT Waste Resources Management Strategy;
 - Updating and delivering climate change training to community governments; and,
 - Supporting compliance with the *Fire Prevention Act* and regulations through ensuring an efficient plan review process and increased regulatory activities by the Office of the Fire Marshal by increasing inspections capacity.

- Promote the safety of residents and communities in the NWT by:
 - Assisting community governments in implementing bylaws supporting public safety; and,
 - Developing an NWT Youth Strategy.

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

- Implementing changes to the Operations and Maintenance Funding Policy, developed in collaboration with the NWT Association of Communities, to address inequities between communities;
- Identifying and implementing solutions to address gaps in property assessment capacity for communities;
- Establishing a monitoring and evaluation framework for the community government funding policies in 2024-25;
- Working with the Minister of Education, Culture and Employment to enhance community access to recreation infrastructure located within schools;
- Exploring options to streamline process for the transfer of homeownership title in inter-generational residences;
- Collaborating with the Minister of Finance to advance Phase 2 of amendments to the *Property Assessment and Taxation Act*; and,
- Reviewing and updating the Disaster Assistance Policy and the Disaster Assistance Funding Policy with a focus on increasing clarity, accessibility, and flexibility to better support residents during recovery from disaster.

Minister Responsible for the Workers' Safety and Compensation Commission

As Minister Responsible for the Workers' Safety and Compensation Commission, you will support the Commission to carry out its Mission to promote workplace health and safety and provide no fault insurance to employers and care for injured workers in the Northwest Territories in accordance with the *Workers' Compensation Act*.

Minister Responsible for the Public Utilities Board

As Minister Responsible for the Public Utilities Board, you are responsible for directing the Public Utilities Board to carry out its Mandate to regulate public utilities in the Northwest Territories in accordance with the *Public Utilities Act*.



June 12, 2024

HONOURABLE JAY MACDONALD
MINISTER OF ENVIRONMENT AND CLIMATE CHANGE

Mandate of the Government of the Northwest Territories

I am writing to confirm your mandate as Minister of Environment and Climate Change. In addition to your formal portfolio, you will also Chair the Social Development Committee of Cabinet.

As the Executive Council (Cabinet), of the Government of the Northwest Territories (GNWT), we are embarking on a collective journey that will lead the Territory through a period of transition and transformative change over the life of the 20th Legislative Assembly. Together, we will advance our shared vision of a Northwest Territories (NWT) that thrives in all aspects, promotes the use and advancement of our human and natural resources, establishes and maintains sustainable fiscal management, and advances cooperative governance with Indigenous governments.

Our collective success in achieving the Priorities of the 20th Legislative Assembly (the Priorities), requires the will and commitment of all Members of the Legislative Assembly to work together in their respective roles for the benefit of the residents of the NWT. In the spirit of consensus government, I expect you to maintain constructive, open, respectful, and collaborative relationships with both your Cabinet colleagues and Regular Members. The Guiding Principles and Process Conventions set out the core principles for communication, transparency, accountability and inclusive decision-making essential to effective consensus government in the NWT. As a Minister, you are accountable to the Legislative Assembly for upholding these principles, for your leadership, for the performance of your responsibilities, and for decisions made by Cabinet.

The GNWT is only one of the governments in the NWT. Collaboration with Indigenous governments and Indigenous organizations is fundamental to delivering our Mandate, and the NWT has the potential to demonstrate to Canada and the world what collaborative governance between Indigenous and public governments can achieve.

As a Minister, you should advance reconciliation and good governance as you work to implement the Mandate through commitment to achieving the objectives of the United Nations Declaration on the Rights of Indigenous Peoples; working to advance, settle and implement Indigenous rights agreements; implementing the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice; information-sharing and innovation through partnerships with Indigenous, federal, and community governments, non-governmental organizations and private industry; and honouring the GNWT's dedication to openness, transparency, and accountability.

.../2

I expect Ministers to strengthen government-to-government relationships with Indigenous governments and advance issues of shared interest by jointly engaging with the federal government to increase funding to the NWT.

The Priorities of the 20th Legislative Assembly will guide our work through a challenging time. The GNWT must shift toward more collaborative, coordinated approaches to delivering programs and services, ensuring they are designed with a person-centred approach that prioritizes equity and ease of access for all residents. Departments will need to engage, collaborate, and communicate with each other across government in order to provide Cabinet with the best advice and most comprehensive options for consideration. Recognizing this need, I have not assigned symbolic client-based portfolios for Youth, Seniors, and Persons with Disabilities in this government. Instead, I expect all Ministers to direct their departments to work together to meet the needs of diverse client groups effectively and equitably within their department's existing establishment policies, and to find policy solutions that are person-centred by design and promote cohesive, efficient program and service delivery. The GNWT has identified Mandate Commitments aligned with each of the Priorities to realize this vision. I expect you, in collaboration with Cabinet colleagues, to use the appropriate Committee of Cabinet to advance Mandate commitments and develop coordinated proposals for Cabinet's consideration.

The GNWT has an amazing workforce, one which continuously strives to provide services and programs to the best of their ability to residents. As Ministers, we must provide public servants with the guidance and tools necessary for them to work with us in our commitment to serving the people of the NWT. I ask that you lead by example to show that collaboration is the key to success. Strengthening relationships and building new ways of working together will require innovation, creativity, adaptability, and humility across government and throughout the public service. We must conduct ourselves with professionalism and integrity, maintain confidentiality on all matters related to Cabinet and related discussions and proceedings, and never lose sight of our shared vision of an NWT where people are supported in the ways they wish to live, work, and grow.

The impacts of climate change demand immediate attention and should underpin responsible decision-making. Floods, wildfires, and permafrost degradation increasingly impact our operating context and are a source of strain financially, culturally, and emotionally. As a government, we must be responsive in the face of a changing environment and take action that instills public trust in our ability to support residents and meaningfully addresses the causes and effects of climate change.

We are faced with the challenge of providing the programs and services that residents expect and need while operating within a constrained fiscal reality. While this is a difficult task, it is not an impossible one. We have the opportunity to restore fiscal balance to the GNWT and set the Territory and its residents on a path for long term success through sound government spending. We will be guided by the Fiscal Sustainability Strategy to meet the challenges we face over the next four years, including unknown challenges that will inevitably arise, while also allocating government spending to appropriately address the Priorities of the 20th Legislative Assembly. By ensuring our fiscal house is in order, we will provide certainty and security for residents now and into the future.

In addition to ensuring that we are focusing our existing resources to have maximum impact, we must focus on economic development. This focus includes bridging the significant infrastructure gap between our Territory and the rest of Canada, as the well-being of residents is directly impacted by the strength and resiliency of infrastructure in the NWT. You are responsible for interdepartmental and intergovernmental collaboration to help streamline regulatory processes and maximize the benefits of development for Northerners. By supporting the development of suitable and affordable housing, transportation networks, clean and reliable energy systems, and digital infrastructure, we will enhance our economic potential, improve quality of life for residents and communities, enhance opportunities for education, skill development and entrepreneurship, and lay the groundwork for future growth and sustainability.

In your capacity as Chair of the Social Development Committee-of-Cabinet, you will ensure cooperation between Ministers and departments on key policy initiatives relating to children, youth, seniors, the overall health and wellness of residents, crime prevention and reduction, and Integrated Service Delivery and the coordination of government services to address social issues.

The Priorities of the 20th Legislative Assembly recognize that individual, collective, and intergenerational trauma is behind many of the health and social challenges impacting NWT families and communities. Colonization and systemic racism are root causes of this trauma for Indigenous peoples and must be addressed to reduce and prevent mental wellness and social issues. Cultural safety, including easy and equitable access, must be at the center of policy and program design. Advancing cultural safety requires engaging in meaningful anti-racism work individually and systemically. You are responsible for leading by example in this respect. Indigenous leaders have expressed a strong desire for the GNWT to engage them as partners in addressing the mental wellness and social issues facing residents by removing barriers and supporting the design and delivery of culturally appropriate, person-centred programs. You are responsible for supporting this by ensuring interdepartmental and intergovernmental cooperation, which includes advancing Integrated Service Delivery, and fostering a culture of solutions-oriented collaboration.

Our role as Cabinet is pivotal in guiding our government to achieve a shared vision for the future of the NWT. Together we can build the foundation for a united, resilient, and prosperous Territory grounded in true partnership and collaborative governance. I trust that you will work tirelessly beside me in the challenging and rewarding task of leading the GNWT to realize the fullest potential and aspirations of the NWT and its peoples; today and for generations to come.

A handwritten signature in black ink, appearing to read 'R.J. Simpson', written in a cursive style.

R.J. Simpson
Premier

Minister of Environment and Climate Change

As Minister of Environment and Climate Change, you are responsible for directing your Department to carry out its Mandate as set out in the *Department of Environment and Climate Change Establishment Policy*, which includes managing land, air, wildlife, and forests, and leading and coordinating the Government of the Northwest Territories in understanding and adapting to a changing climate; promoting, planning, and supporting the wise and sustainable use of natural resources, and protecting, restoring, and stewarding the environment for the social and economic benefit of all residents, while maintaining ecosystem health. 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:

- Advance reconciliation and good governance by:
 - Working collaboratively to support EIA in advancing progress on Indigenous Rights agreements, including aspects relating to the management of land and natural resources;
 - Continuing to work collaboratively with planning partners to advance land use planning in regions without plans and to complete the review of amendment applications for Regional Plans that are in place;
 - Continuing to provide funding for locally driven projects under the *NWT On the Land Collaborative*;
 - Developing common or integrated programming for the sharing of information across departments to reduce administrative burdens and benefit public clients; and,
 - Completing the optimization phase of the merger between the former departments of Lands and ENR to increase efficiency, performance and effectiveness in priority areas.
- Strengthen the economic foundation of the NWT, support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT by:
 - Promoting the creation of new conservation-related local employment opportunities in collaboration with Indigenous governments associated with both established and candidate protected areas;
 - Promoting sustainable development of resources via efficient and timely regulatory review and environmental assessment processes and decision making; and,
 - Completing and implementing Wildlife Management and Monitoring Plans and caribou range plans to support responsible development.
- Strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care by:
 - Working with HSS to support the early detection of infections and diseases in community wastewater; and,
 - Reducing the impact of wildlife-human interactions and diseases in wildlife that affect the health of residents and domestic animals.

- Prevent, interrupt and address the effects of trauma by:
 - Supporting and providing sustainable livelihoods activities, partnerships and programming to help provide access to country foods and opportunities for residents to be on the land; and,
 - Continuing to include health and wellness as a research priority within the Knowledge Agenda.
- Enhance the safety of residents and communities by:
 - Implementing the recommendations from the independent external After-Action Review of the 2023 wildfire season;
 - Continuing the practice of routine annual After-Action Reviews;
 - Supporting communities by providing advice on updated community wildfire protection plans including prevention through Fire Smart; and,
 - Working with other divisions and departments to develop and compile community hazard information such as flood maps and geo-surficial data for all NWT communities to inform emergency management planning and administration processes.

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

- Collaborating with Indigenous governments and Indigenous organizations to develop and implement an approach for the administration and management of traditional use cabins on public land;
- Advancing the conservation and recovery of barren-ground and boreal caribou in collaboration with Indigenous governments, Indigenous organizations, renewable resources boards and other co-management partners and neighbouring jurisdictions;
- Working with Alberta, British Columbia and Yukon to strengthen and continue implementation of transboundary water management agreements;
- Continuing to negotiate toward the completion of transboundary water management agreements with Saskatchewan and Nunavut; and,
- Working with the Minister of Industry, Tourism and Investment to facilitate resource development through enhanced collaboration with the Single Window Pathfinders.



June 12, 2024

HONOURABLE LUCY KUPTANA
MINISTER RESPONSIBLE FOR HOUSING NORTHWEST TERRITORIES
MINISTER RESPONSIBLE FOR THE STATUS OF WOMEN

Mandate of the Government of the Northwest Territories

I am writing to confirm your mandate as Minister Responsible for Housing Northwest Territories and as Minister Responsible for the Status of Women.

As the Executive Council (Cabinet), of the Government of the Northwest Territories (GNWT), we are embarking on a collective journey that will lead the Territory through a period of transition and transformative change over the life of the 20th Legislative Assembly. Together, we will advance our shared vision of a Northwest Territories (NWT) that thrives in all aspects, promotes the use and advancement of our human and natural resources, establishes and maintains sustainable fiscal management, and advances cooperative governance with Indigenous governments.

Our collective success in achieving the Priorities of the 20th Legislative Assembly (the Priorities), requires the will and commitment of all Members of the Legislative Assembly to work together in their respective roles for the benefit of the residents of the NWT. In the spirit of consensus government, I expect you to maintain constructive, open, respectful, and collaborative relationships with both your Cabinet colleagues and Regular Members. The Guiding Principles and Process Conventions set out the core principles for communication, transparency, accountability and inclusive decision-making essential to effective consensus government in the NWT. As a Minister, you are accountable to the Legislative Assembly for upholding these principles, for your leadership, for the performance of your responsibilities, and for decisions made by Cabinet.

The GNWT is only one of the governments in the NWT. Collaboration with Indigenous governments and Indigenous organizations is fundamental to delivering our Mandate, and the NWT has the potential to demonstrate to Canada and the world what collaborative governance between Indigenous and public governments can achieve.

As a Minister, you should advance reconciliation and good governance as you work to implement the Mandate through commitment to achieving the objectives of the United Nations Declaration on the Rights of Indigenous Peoples; working to advance, settle and implement Indigenous rights agreements; implementing the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice; information-sharing and innovation through partnerships with Indigenous, federal, and community governments, non-governmental organizations and private industry; and honouring the GNWT's dedication to openness, transparency, and accountability.

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I expect Ministers to strengthen government-to-government relationships with Indigenous governments and advance issues of shared interest by jointly engaging with the federal government to increase funding to the NWT.

The Priorities of the 20th Legislative Assembly will guide our work through a challenging time. The GNWT must shift toward more collaborative, coordinated approaches to delivering programs and services, ensuring they are designed with a person-centred approach that prioritizes equity and ease of access for all residents. Departments will need to engage, collaborate, and communicate with each other across government in order to provide Cabinet with the best advice and most comprehensive options for consideration. Recognizing this need, I have not assigned symbolic client-based portfolios for Youth, Seniors, and Persons with Disabilities in this government. Instead, I expect all Ministers to direct their departments to work together to meet the needs of diverse client groups effectively and equitably within their department's existing establishment policies, and to find policy solutions that are person-centred by design and promote cohesive, efficient program and service delivery. The GNWT has identified Mandate Commitments aligned with each of the Priorities to realize this vision. I expect you, in collaboration with Cabinet colleagues, to use the appropriate Committee of Cabinet to advance Mandate commitments and develop coordinated proposals for Cabinet's consideration.

The GNWT has an amazing workforce, one which continuously strives to provide services and programs to the best of their ability to residents. As Ministers, we must provide public servants with the guidance and tools necessary for them to work with us in our commitment to serving the people of the NWT. I ask that you lead by example to show that collaboration is the key to success. Strengthening relationships and building new ways of working together will require innovation, creativity, adaptability, and humility across government and throughout the public service. We must conduct ourselves with professionalism and integrity, maintain confidentiality on all matters related to Cabinet and related discussions and proceedings, and never lose sight of our shared vision of an NWT where people are supported in the ways they wish to live, work, and grow.

The impacts of climate change demand immediate attention and should underpin responsible decision-making. Floods, wildfires, and permafrost degradation increasingly impact our operating context and are a source of strain financially, culturally, and emotionally. As a government, we must be responsive in the face of a changing environment and take action that instills public trust in our ability to support residents and meaningfully addresses the causes and effects of climate change.

We are faced with the challenge of providing the programs and services that residents expect and need while operating within a constrained fiscal reality. While this is a difficult task, it is not an impossible one. We have the opportunity to restore fiscal balance to the GNWT and set the Territory and its residents on a path for long term success through sound government spending. We will be guided by the Fiscal Sustainability Strategy to meet the challenges we face over the next four years, including unknown challenges that will inevitably arise, while also allocating government spending to appropriately address the Priorities of the 20th Legislative Assembly. By ensuring our fiscal house is in order, we will provide certainty and security for residents now and into the future.

In addition to ensuring that we are focusing our existing resources to have maximum impact, we must focus on economic development.

This focus includes bridging the significant infrastructure gap between our Territory and the rest of Canada, as the well-being of residents is directly impacted by the strength and resiliency of infrastructure in the NWT. You are responsible for interdepartmental and intergovernmental collaboration to help streamline regulatory processes and maximize the benefits of development for Northerners. By supporting the development of suitable and affordable housing, transportation networks, clean and reliable energy systems, and digital infrastructure, we will enhance our economic potential, improve quality of life for residents and communities, enhance opportunities for education, skill development and entrepreneurship, and lay the groundwork for future growth and sustainability.

The Priorities of the 20th Legislative Assembly recognize that individual, collective, and intergenerational trauma is behind many of the health and social challenges impacting NWT families and communities. Colonization and systemic racism are root causes of this trauma for Indigenous peoples and must be addressed to reduce and prevent mental wellness and social issues. Cultural safety, including easy and equitable access, must be at the center of policy and program design. Advancing cultural safety requires engaging in meaningful anti-racism work individually and systemically. You are responsible for leading by example in this respect. Indigenous leaders have expressed a strong desire for the GNWT to engage them as partners in addressing the mental wellness and social issues facing residents by removing barriers and supporting the design and delivery of culturally appropriate, person-centred programs. You are responsible for supporting this by ensuring interdepartmental and intergovernmental cooperation, which includes advancing Integrated Service Delivery, and fostering a culture of solutions-oriented collaboration.

Our role as Cabinet is pivotal in guiding our government to achieve a shared vision for the future of the NWT. Together we can build the foundation for a united, resilient, and prosperous Territory grounded in true partnership and collaborative governance. I trust that you will work tirelessly beside me in the challenging and rewarding task of leading the GNWT to realize the fullest potential and aspirations of the NWT and its peoples; today and for generations to come.

A handwritten signature in black ink, appearing to read 'R.J. Simpson', with a long horizontal stroke extending to the right.

R.J. Simpson
Premier

Attachment

Minister Responsible for Housing Northwest Territories

As Minister Responsible for Housing Northwest Territories, you are responsible for directing Housing Northwest Territories to carry out its Mission as set out in the *Housing Northwest Territories Mission, Values and Vision* document, which includes increasing the wellbeing of individuals and communities by providing fair access to quality housing support for people most in need. To achieve these goals Housing NWT 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:

- Advance reconciliation and good governance by:
 - Engaging on a government-to-government basis to share information on housing, prioritize and partner on projects, and support the aspirations of each Indigenous Government for their housing assets, programs, plans, and projects in the short and longer term;
 - Using the NWT Housing Forum, established under the Council of Leaders, as a mechanism to discuss issues and priorities to support Indigenous Governments and the GNWT in approaching Canada together on housing priorities for the north; and,
 - Ensuring training is available to front line program staff within Housing NWT, and contracted housing providers, with a trauma-informed, anti-racist and cultural safety lens that is consistent with the United Nations Declaration on the Rights of Indigenous Peoples and National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice.
- Improve the suitability, accessibility, and affordability of housing options in the NWT by:
 - Delivering the CHB program to support private rental affordability and exploring opportunities to support the transition of Homeownership Entry Level Program (HELP) units to market rental units including the possible utilization of the CHB Program;
 - Developing housing needs analysis and assessments, including:
 - completing the Housing Needs Assessment to provide a good understanding of housing needs in each community and region;
 - developing an updated infrastructure deficit assessment for Housing NWT's owned residential assets to identify current and long-term capital investment needs;
 - developing, in partnership with Indigenous governments and municipalities, an in-depth housing needs analysis/assessment that examines current housing waiting lists, assessing demographic data, specific needs, and preferences of those on the list; and,
 - expanding the functionality of Housing NWT's Geographical Information System (GIS) to improve the availability of information for planning purposes and community engagement activities;
 - Working with Canada to seek an NWT-specific approach to CMHC funding and a new, sustainable funding approach to replace the 1997 Social Housing Agreement and address the declining funding for public housing operations under that agreement;
 - Making land available for housing development by:
 - demolishing Housing NWT owned surplus units that are beyond economic repair and removing derelict buildings;

- identifying Housing NWT owned lots that could be made available for other housing interests in communities; and,
 - working with ECC and MACA to take steps to facilitate availability of, and access to, land for housing construction by Housing NWT, Indigenous Governments and Development Corporations, Non-Government Organizations, and the private sector.
- Strengthen the economic foundation of the NWT, support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT by:
 - Piloting housing projects that combine modular and stick built construction;
 - Working with partner departments to reduce barriers to entrepreneurship for people living in public housing; and,
 - Working with ECC and MACA to take steps to make more land available and accessible for housing construction by any housing stakeholder.
- Strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care by:
 - Extending opportunities for front-line staff training to any housing provider, including shelter providers, Indigenous Governments, Local Housing Organizations (LHOs), and other Non-Government Organizations; and,
 - Supporting the retention of health and social services professionals by expanding market housing availability through partnerships.
- Prevent, interrupt and address the effects of trauma by:
 - Ensuring training is available to front line program staff within Housing NWT and to contracted housing providers to provide services with a trauma-informed, anti-racist and cultural safety lens;
 - Expanding the number of northern pathways program participants;
 - Supporting the implementation of the Homelessness Strategy and the inter-relationships between Housing NWT, LHOs, and their regional ISD units; and,
 - Piloting a transitional housing model for addictions recovery including appropriate supportive programming in partnership with HSS.
- Enhance the safety of residents and communities by:
 - Supporting NGOs, employers, LHOs, shelter and other supportive housing operators to have emergency plans and Business Continuity Plans to support operations and protecting vulnerable populations during emergencies;
 - Completing a risk analysis of climate change impacts on Housing NWT assets and preparing a mitigation strategy in collaboration with Department of Environment and Climate Change; and,
 - Increasing climate resiliency of public housing assets through design and construction by developing a Design Guidelines which would also support other developers and housing delivery agents.

- Promote the safety of residents and communities in the NWT by:
 - Working with LHOs to identify appropriate security measures, particularly in multi-unit buildings, to help protect individual tenants; and,
 - Increasing communication with public housing tenants on their rights and how to protect themselves when other tenants are not adhering to the terms of their tenancy agreements.

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

- Reducing lease costs by increasing Housing NWT's portfolio of owned public housing units;
- Reducing the construction and procurement costs of new public housing units by undertaking innovative design and procurement methods;
- Working with partners, including Indigenous Governments, the federal government and community governments, to explore all opportunities to leverage additional housing investment for the NWT wherever possible;
- Positioning Housing NWT to serve as a policy and program related resource for Indigenous Governments and Organizations seeking to understand, apply for and utilize federal funding opportunities;
- Exploring ways in which Housing NWT and Local Housing Organizations governance structures can be adjusted to better meet the needs of residents;
- Ensuring that Housing NWT and Local Housing Organizations are active partners in GNWT-wide efforts to improve client experience and to integrate services with an immediate focus on homelessness;
- Fostering a culture of person-centered service delivery in Housing NWT Local Housing Organizations; and,
- Working with the Minister of Education, Culture and Employment and the Minister of Finance to ensure market housing is available for teachers in small communities where lack of housing has been identified as a barrier to teacher recruitment and retention.

Minister Responsible for the Status of Women

As Minister Responsible for the Status of Women, you are responsible for supporting the Status of Women Council to carry out its Mission and Vision, in accordance with the *Status of Women Council Act*, by 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 2SLGBTQIPA+ people;
- Acting as an advocate for women and 2SLGBTQIPA+ 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;
- Advancing and implementing both the 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 related to recommendations in the Final Report; and,
- Supporting 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 Housing NWT.



June 12, 2024

HONOURABLE LESA SEMMLER
MINISTER OF HEALTH AND SOCIAL SERVICES

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 Chair the Economy, Energy and Climate Change Committee of Cabinet.

As the Executive Council (Cabinet), of the Government of the Northwest Territories (GNWT), we are embarking on a collective journey that will lead the Territory through a period of transition and transformative change over the life of the 20th Legislative Assembly. Together, we will advance our shared vision of a Northwest Territories (NWT) that thrives in all aspects, promotes the use and advancement of our human and natural resources, establishes and maintains sustainable fiscal management, and advances cooperative governance with Indigenous governments.

Our collective success in achieving the Priorities of the 20th Legislative Assembly (the Priorities), requires the will and commitment of all Members of the Legislative Assembly to work together in their respective roles for the benefit of the residents of the NWT. In the spirit of consensus government, I expect you to maintain constructive, open, respectful, and collaborative relationships with both your Cabinet colleagues and Regular Members. The Guiding Principles and Process Conventions set out the core principles for communication, transparency, accountability and inclusive decision-making essential to effective consensus government in the NWT. As a Minister, you are accountable to the Legislative Assembly for upholding these principles, for your leadership, for the performance of your responsibilities, and for decisions made by Cabinet.

The GNWT is only one of the governments in the NWT. Collaboration with Indigenous governments and Indigenous organizations is fundamental to delivering our Mandate, and the NWT has the potential to demonstrate to Canada and the world what collaborative governance between Indigenous and public governments can achieve.

As a Minister, you should advance reconciliation and good governance as you work to implement the Mandate through commitment to achieving the objectives of the United Nations Declaration on the Rights of Indigenous Peoples; working to advance, settle and implement Indigenous rights agreements; implementing the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice; information-sharing and innovation through partnerships with Indigenous, federal, and community governments, non-governmental organizations and private industry; and honouring the GNWT's dedication to openness, transparency, and accountability.

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I expect Ministers to strengthen government-to-government relationships with Indigenous governments and advance issues of shared interest by jointly engaging with the federal government to increase funding to the NWT.

The Priorities of the 20th Legislative Assembly will guide our work through a challenging time. The GNWT must shift toward more collaborative, coordinated approaches to delivering programs and services, ensuring they are designed with a person-centred approach that prioritizes equity and ease of access for all residents. Departments will need to engage, collaborate, and communicate with each other across government in order to provide Cabinet with the best advice and most comprehensive options for consideration. Recognizing this need, I have not assigned symbolic client-based portfolios for Youth, Seniors, and Persons with Disabilities in this government. Instead, I expect all Ministers to direct their departments to work together to meet the needs of diverse client groups effectively and equitably within their department's existing establishment policies, and to find policy solutions that are person-centred by design and promote cohesive, efficient program and service delivery. The GNWT has identified Mandate Commitments aligned with each of the Priorities to realize this vision. I expect you, in collaboration with Cabinet colleagues, to use the appropriate Committee of Cabinet to advance Mandate commitments and develop coordinated proposals for Cabinet's consideration.

The GNWT has an amazing workforce, one which continuously strives to provide services and programs to the best of their ability to residents. As Ministers, we must provide public servants with the guidance and tools necessary for them to work with us in our commitment to serving the people of the NWT. I ask that you lead by example to show that collaboration is the key to success. Strengthening relationships and building new ways of working together will require innovation, creativity, adaptability, and humility across government and throughout the public service. We must conduct ourselves with professionalism and integrity, maintain confidentiality on all matters related to Cabinet and related discussions and proceedings, and never lose sight of our shared vision of an NWT where people are supported in the ways they wish to live, work, and grow.

The impacts of climate change demand immediate attention and should underpin responsible decision-making. Floods, wildfires, and permafrost degradation increasingly impact our operating context and are a source of strain financially, culturally, and emotionally. As a government, we must be responsive in the face of a changing environment and take action that instills public trust in our ability to support residents and meaningfully addresses the causes and effects of climate change.

We are faced with the challenge of providing the programs and services that residents expect and need while operating within a constrained fiscal reality. While this is a difficult task, it is not an impossible one. We have the opportunity to restore fiscal balance to the GNWT and set the Territory and its residents on a path for long term success through sound government spending. We will be guided by the Fiscal Sustainability Strategy to meet the challenges we face over the next four years, including unknown challenges that will inevitably arise, while also allocating government spending to appropriately address the Priorities of the 20th Legislative Assembly. By ensuring our fiscal house is in order, we will provide certainty and security for residents now and into the future.

In addition to ensuring that we are focusing our existing resources to have maximum impact, we must focus on economic development. This focus includes bridging the significant infrastructure gap between our Territory and the rest of Canada, as the well-being of residents is directly impacted by the strength and resiliency of infrastructure in the NWT. You are responsible for interdepartmental and intergovernmental collaboration to help streamline regulatory processes and maximize the benefits of development for Northerners. By supporting the development of suitable and affordable housing, transportation networks, clean and reliable energy systems, and digital infrastructure, we will enhance our economic potential, improve quality of life for residents and communities, enhance opportunities for education, skill development and entrepreneurship, and lay the groundwork for future growth and sustainability.

In your capacity as Chair of the Economy, Energy and Climate Change Committee-of-Cabinet, you will ensure cooperation between Ministers and departments on key initiatives relating to economic growth and diversification, workforce development and training, energy policy, renewable and alternative energy solutions, and addressing climate.

The Priorities of the 20th Legislative Assembly recognize that individual, collective, and intergenerational trauma is behind many of the health and social challenges impacting NWT families and communities. Colonization and systemic racism are root causes of this trauma for Indigenous peoples and must be addressed to reduce and prevent mental wellness and social issues. Cultural safety, including easy and equitable access, must be at the center of policy and program design. Advancing cultural safety requires engaging in meaningful anti-racism work individually and systemically. You are responsible for leading by example in this respect. Indigenous leaders have expressed a strong desire for the GNWT to engage them as partners in addressing the mental wellness and social issues facing residents by removing barriers and supporting the design and delivery of culturally appropriate, person-centred programs. You are responsible for supporting this by ensuring interdepartmental and intergovernmental cooperation, which includes advancing Integrated Service Delivery, and fostering a culture of solutions-oriented collaboration.

Our role as Cabinet is pivotal in guiding our government to achieve a shared vision for the future of the NWT. Together we can build the foundation for a united, resilient, and prosperous Territory grounded in true partnership and collaborative governance. I trust that you will work tirelessly beside me in the challenging and rewarding task of leading the GNWT to realize the fullest potential and aspirations of the NWT and its peoples; today and for generations to come.

A handwritten signature in black ink, appearing to read 'R.J. Simpson', with a stylized flourish at the end.

R.J. Simpson
Premier

Minister of Health and Social Services

As Minister of Health and Social Services, you are responsible for directing your Department to carry out its Mandate as set out in the *Department of Health and Social Services Establishment Policy*, which includes promoting, protecting, and providing for the health and well-being of the people of the Northwest Territories. 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:

- Advance reconciliation and good governance by:
 - Developing and implementing funding structures that reduce administrative burdens for communities and increase local autonomy in program design;
 - Training Department of Health and Social Services staff and supporting GNWT departments in their delivery of cultural safety and anti-racism training by offering resources and promoting wise practices; and,
 - Clarifying and redefining roles and responsibilities for HSS corporate support and program and service delivery between the department and Authorities.
- Improve the suitability, accessibility, and affordability of housing options in the NWT by:
 - Collaborating with GNWT partners to increase access to transitional housing for individuals in recovery.
- Strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care by:
 - Contributing to the GNWT Restoring Balance exercise by progressively identifying, defining, and communicating core programs services for HSS system, including insured services;
 - Supporting youth in care as they transition from childhood to adulthood through the completion and implementation of the Child, Youth and Family Services Action Plan;
 - Prioritizing connection with NWT students and graduates for employment opportunities with the HSS System, and reducing barriers to entry into HSS professions for NWT residents; and,
 - Reviewing and updating the medical travel program, including scheduling, appointment coordination, and communication.
- Prevent, interrupt, and address the effects of trauma by:
 - Redesigning proposed respite and foster care model(s) for families receiving prevention and protection services;
 - Reviewing and developing HSS policies and programs that are culturally safe, anti-racist and trauma-informed; and,
 - Identifying system changes to strengthen engagement with the Indigenous Advisory Body.

- Enhance the safety of residents and communities by:
 - Updating HSS emergency response plans to reflect lessons learned from the after-action review, including clarification of HSS roles in overall GNWT response, and on a regular basis; and,
 - Establishing an HSS Emergency Management working group to provide oversight and coordination of HSS specific emergency response and support our partners.
- Promote the safety of residents and communities in the NWT by:
 - Developing and implementing elder abuse training and awareness campaigns for GNWT service providers and organizations serving seniors; and,
 - Working with partners to deliver education and awareness campaign focused on illicit drugs, by providing data, expertise, and tools.

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

- Defining insured and core services for the HSS system to inform prioritized service delivery within limited resources;
- Finalizing negotiations to recoup the full cost of delivering the federal Non-Insured Health Benefits Program from the federal government;
- Working with the Minister of Finance to develop a costed plan to amalgamate the Hay River and Northwest Territories Health and Social Services Authorities;
- Working with the Minister of Finance and the Minister of Executive and Indigenous Affairs to enhance the oversight and accountability of healthy authority budgeting processes;
- Ensuring implementation of the Health and Social Services Working Group under the NWT Council of Leaders;
- Amending the *Child and Family Services Act* to address recommendations from the Standing Committee on Social Development and to align with the federal *An Act respecting First Nations, Inuit and Métis children, youth and families* and recent changes in British Columbia and Manitoba;
- Working with Indigenous governments to advance modernization of the NWT Medical Travel Policy;
- Collaborating with the Minister of Executive and Indigenous Affairs to support Indigenous governments in their efforts to establish regional healing and trauma-treatment programming;
- Advancing Primary Health Care Reform and contributing to GNWT-wide efforts to integrate service delivery;
- Reviewing the Community Health Centre model with the goal of supporting seniors to age in place;

- Integrating Licensed Practical Nurses with their full scope of work across the entire health care system, including options for expansion to smaller communities; and,
- Advancing efforts to maximize scope of practice for all health care providers through Primary Health Care Reform and renewed care models.