

May 3, 2016

Honourable Eileen Clarke  
Minister of Indigenous & Municipal Relations  
Room 301 Legislative Building  
Winnipeg, Manitoba R3C 0V8

Dear Colleague,

Thank you for agreeing to serve Manitoba as Minister of Indigenous & Municipal Relations. Together, our party has been given a mandate to restore trust in government and improve the lives of Manitobans and their families. This is a high honour and privilege we have been given. It will be our focus every day in government.

At the outset, I want to remind you of the need to comport yourself at all times with personal and professional integrity as a representative of our new government. I insist we adhere to the highest possible standards of accountability and respect in the conduct of the province's business. Accordingly, I expect you to be fully aware and compliant with all ethical rules and guidelines currently established as well as those which will be part of our Open Government Initiative.

### **Most Improved Province**

We asked for and received a mandate from Manitobans to improve our province in several key areas. We will be judged on how well we deliver on this. This government will relentlessly focus on these results. I expect us to be a government of results. We must strive each day to deliver high quality public services to citizens at reasonable cost to taxpayers.

A fundamental part of our platform commitment to Manitobans is to ensure our province improves in key areas. All ministers are expected to support and deliver on all of these commitments with colleagues. As Minister of Indigenous & Municipal Relations, you have a key role to play in delivering on these particular Most Improved Province commitments:

- Most improved province in partnership initiatives with business and communities;
- Most improved province in job creation performance.

## Your Mandate

As Minister of Indigenous & Municipal Relations, you will be the lead Minister in delivering the following platform commitments:

- the fulfillment of our platform commitments to local government, including:
  - Developing a new partnership process with the Association of Manitoba Municipalities (AMM) and the City of Winnipeg to establish a basket-funding model and lessen the frustrating application-based funding approach. We look forward to this dialogue with all of our municipalities across Manitoba.
  - Working with the AMM and the City of Winnipeg to prioritize capital projects based on a return on investment model in advance of major capital decisions - not for short-term political motivation, as has been the practice under the Selinger NDP.
  - Reducing red tape and allowing more efficient access to programs through a single window system.
  - Ensuring all infrastructure dollars budgeted are fully allocated and spent to benefit all municipalities. The PC party has committed to invest no less than \$1 billion annually in strategic infrastructure.
  - Working with municipalities through our commitment to a new and improved doctor retention and recruitment program.
- the fulfillment of our platform commitments to work positively and respectfully with Indigenous people and communities, including:
  - Establish a duty to consult framework for respectful and productive consultations with Indigenous communities.
  - Build respectful and effective partnerships involving all levels of government to responsibly and sustainably develop our natural resources.
  - work with the federal government on enhanced education funding for those students on reserves.
- The fulfillment of our platform commitments to work positively and respectfully with northern Manitobans and communities.

You will form teams with your cabinet colleagues to ensure we fulfill the following platform commitments, in particular:

- the Minister of Infrastructure to:
  - Invest no less than \$1 billion a year in strategic infrastructure with the goal of supporting economic growth in Manitoba.
  - Our funding will be guaranteed and predictable to enable better civic and business planning and will provide a measurable return on investment.
  - Make it a top priority to build the flood protection necessary to keep Manitobans and their communities safe, beginning with the outlet needed to alleviate flooding around Lake Manitoba.
- the Minister of Growth, Enterprise and Trade in supporting Urban Aboriginal Economic Development Zones in partnership with First Nations to create jobs and economic opportunities together.
- the Minister of Finance in reducing red tape. You will reduce red tape to benefit municipal governments as part of this government wide project.

- The Minister of Sustainable Development and The Minister of Growth, Enterprise and Trade in the fulfillment of our platform commitments to work positively and respectfully with northern Manitobans and communities, including:
  - Create a special, targeted program for Northern Manitoba called Yes! North.
  - Develop partnerships needed to attract new companies, assist entrepreneurs, and facilitate expansion of existing businesses to provide quality jobs and a stronger economy in the North, focused on two priority areas:
    - 1) Sustainable development of natural resources, including forestry and mining.
    - 2) Tourism opportunities, including beluga whale watching, polar bear and aurora borealis tours, fishing and hunting.

### **Working With Manitobans and the Public Service**

Our government will be a listening government. Our government will be a responsible and responsive government. As a minister and representative of this new government, I expect you to work constructively and cooperatively with citizens and stakeholders to hear their views and communicate the decisions and priorities of the government. Having secured the people's trust in this election, we must work hard every day to earn it anew.

Manitoba's civil service will be a key partner with us to deliver on our commitments and serve the public. Our commitment to protecting front line services for people and the jobs of those who deliver them is one I expect all ministers to work towards.

I made a decision at the outset to reduce the size of Cabinet and set a new tone at the top in ensuring value in government services. That tone at the top extends to how I expect you and your colleagues to work with your departmental officials and other civil servants you encounter in the course of your professional duties. I expect you to forge a collaborative working relationship with your deputy minister and senior officials. I also expect you to be accessible to officials within your department, to listen to their advice, to hear their concerns, and understand that while they are here to serve in a professional non-partisan manner, they are also our employees who deserve our respect.

### **Cabinet, Caucus and the Legislature**

Being a minister brings significant responsibility with your new duties. That responsibility extends to ensuring you are fully briefed and knowledgeable about your portfolio issues and obligations when engaging with colleagues at Cabinet and in the Legislature. I expect all ministers to know their files and bring a collegial working style to making decisions at Cabinet and Cabinet Committees.

You have also been named first acting Minister of Sustainable Development and second acting Minister of Crown Services.

Caucus is a vital part of our governance model. I remind you that all caucus members are full and equal colleagues in the work and direction of this government. I expect you to work closely at all times with your caucus colleagues providing them with information as they carry out their duties and being accessible to them in the conduct of their duties. From time to time, individual caucus members will be assigned to work with you on specific projects by me. You will treat them as full cabinet colleagues in this capacity.

The Legislative Assembly remains the foundation of our democracy and is essential for representative and accountable government. We shall treat it respectfully. I expect all ministers to be briefed, ready, and available to answer questions, explain decisions, and engage colleagues in the Legislature as well as citizens that appear before it.

As we work together, I will be evaluating individual and collective performance of ministers as they deliver their mandates and support and work collaboratively with ministerial and caucus colleagues.

Manitobans expect us to work for them as a team. I know I can count on your personal support and commitment to do so as you shall have my personal support and commitment to work with you in your new duties and responsibilities.

We have been given a rare privilege to serve our province. I know you are as grateful as I am for this opportunity. Let us make Manitobans proud once more of their government.

Sincerely,

Original signed by Brian Pallister, Premier

Premier Brian Pallister