



PREMIER OF MANITOBA

Room 204
Legislative Building
Winnipeg, Manitoba CANADA
R3C 0V8

October 18, 2018

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

Dear Colleague:

The people of this great province gave us a mandate two years ago to build a better Manitoba. As a government, we have listened, and we have learned. We have made real progress on the mandates we issued in May of 2016 to begin fixing our finances, repairing our services and rebuilding our economy.

The old way of doing things, where government just got bigger and more expensive is over.

For the first time in nearly two decades, our government is serving the interests of the people instead of the people working to serve the interests of government.

There is much more to do. I expect progress to continue as we work together on behalf of Manitoba taxpayers. Our government is about building safer, greener and more prosperous communities and our government must continue to earn the people's trust every hour of the day, every day of the week and every month of the year.

This mandate letter is an opportunity to renew and refresh our commitment to a better, more affordable government for Manitobans. I expect each Cabinet Minister will provide leadership and effective management of their respective portfolios.

Not only will our ministers reflect the values of hard-working Manitobans, they will apply the kind of frugality, dedication and honesty the people expect from their elected representatives.

Our mandate from Manitobans includes a commitment to improve in key areas:

- Most improved job creation and economic growth.
- Most improved partnerships with business and industry.
- Most improved province in achieving outcomes from the delivery of quality services.
- Most improved province in public finances.

Your Mandate

As Minister of Indigenous & Northern Relations, you will be the lead Minister in working positively and respectfully with Indigenous and Northern communities and supporting reconciliation efforts across government. In all of your efforts, you will work with your federal counterparts to ensure that they live up to their constitutional obligations to our Indigenous Communities.

In particular, you are responsible for the following commitments:

- Finalizing and ensuring the consistent implementation of a framework for respectful and productive consultations with Indigenous communities, including agreements to address adverse effects on indigenous rights;
- Engaging with Indigenous communities and all Manitobans to develop a comprehensive Reconciliation Strategy;
- Building respectful and effective partnerships to responsibly and sustainably develop our natural resources; and
- Ensuring the ongoing implementation of Manitoba's Treaty Land Entitlement obligations; and
- Furthering reconciliation through a principled approach that will enhance opportunities for economic development with full participation of Indigenous communities.

You will work with your Cabinet colleagues to ensure we fulfill the following platform commitments, in particular:

- Developing a policy framework for Urban Reserves with the Minister of Municipal Relations;
- Completing Operation Return Home; and
- Implementing our Look North program with the Minister of Growth, Enterprise and Trade.

As part of our Cabinet team, you will assist your colleagues in fulfilling the following commitments:

- Implementing our economic development strategy, led by the Minister of Growth, Enterprise and Trade;
- Fixing our finances, reducing red tape, transforming government and reporting outcomes, led by the Minister of Finance;
- Delivering our Made-in-Manitoba Climate and Green Plan, led by the Minister of Sustainable Development; and
- Achieving more Open Government, led by the Minister of Justice.

I expect you to consult with your Deputy Minister and other senior officials in your department to ensure that decisions are based on the best advice and facts available. The province's professional public servants are a rich resource that is to be respected and nurtured under your

leadership. In return, you should expect accurate and timely information to assist you in making the best decisions possible.

We are committed to ensuring all employees are treated with dignity and respect. There is no place for harassment of any kind in the civil service or any workplace, you must remain vigilant in ensuring there is no wrong door and not sit silent if you see others around you falling short of these standards.

The ability to fulfil our platform is predicated on that mutual respect. That respect will be extended to all members of Cabinet, Caucus and the Legislature. We must all display the highest ethical standards and individual ministers will maintain a professional, collegial tone.

I expect you to be knowledgeable about your files and ready to explain decisions to colleagues and citizens alike. We must never forget that citizens have placed their trust in us to carry out the duties as their elected officials, and the added responsibility of high office places an even greater burden on you to lead by example.

As a government, we have signaled our intention to be accountable for all of our summary government, including many of the government entities outside of your core departments that have lacked direction over the past decades. They are very much part of our government team and Manitobans have the same expectations of achievement of outcomes in the other services that these entities provide.

Our government works as a team, and you must listen carefully to your colleagues within Caucus. I remind you that it is equally critical to reach out beyond the walls of the Legislature so that our decisions are informed by Manitobans.

There will be no room for arrogance, presumption and high-handedness in our government. Ministers must remain connected to communities and understand their concerns. You will communicate our decisions and policies clearly, regularly and transparently.

The mandate I am setting out for you is not just a series of goals, they are the crucial building blocks for a better Manitoba. We promised a prosperous future for Manitobans – and with your dedication and passion, we will succeed in delivering it to them.

We have been entrusted with the rare privilege of serving our province. I know you are as grateful as I am for this opportunity. Let us work hard every day to fulfil that responsibility.

Sincerely,

Original signed by

Brian Pallister