



PREMIER OF MANITOBA

Room 204
Legislative Building
Winnipeg, Manitoba CANADA
R3C 0V8

October 18, 2018

Honourable Rochelle Squires
Minister of Sustainable Development
Minister Responsible for the Status of Women
Minister Responsible for Francophone Affairs
Room 344, 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 Sustainable Development, you are the lead in fulfilling the following commitments:

- Delivering our Made-in-Manitoba Climate and Green Plan;
- Developing comprehensive shared management strategies in consultation with First Nations, Metis and licensed hunters and anglers to give local communities a greater voice and ensure long-term sustainability of our fish and wildlife populations;
- Building on the progress we have made to curtail unsustainable and unsafe hunting practices such as night hunting to keep all Manitobans safe;
- Implementing effective and innovative big game surveys engaging the public and improving the transparency of population data;
- Developing a strategy to secure certification of Manitoba's commercial fisheries;
- Developing a framework to reconcile the needs of industry and rural and northern communities while continuing to enhance the network of protected areas in Manitoba's natural regions;
- Increasing access, use and enjoyment of our natural areas, and continuing discussions on the future of lands under park reserve status;
- Ensuring our forest fire services protect our communities;
- Improving customer service by converting Manitoba's paper-based licensing system for hunting and fishing to a new e-licensing platform;
- Engaging with private organizations to enhance our networks of trails available to hikers, off-road vehicles and snowmobiles; and
- Strengthening our recycling programs to reduce waste.

In partnership with your colleague, the Minister of Agriculture as well as stakeholders including landowners, private non-profit organizations, federal and municipal governments:

- Implementing watershed-based planning for drainage and water resource management with a goal of no net loss of water retention capacity in watersheds;
- Developing sustainable water management strategies that promote sustainable agricultural production and water conservation, and reduce red tape for drainage, conservation and irrigation works; and
- Implementing a province-wide program based on the Alternative Land Use Services (ALUS) model to help reduce flooding and improve water quality and nutrient management.

You will assist your colleague, the Minister of Finance, in repairing the agencies and processes involved in the management and sale of Crown Lands and Property.

As Minister Responsible for the Status of Women, you are the lead in fulfilling the following commitments:

- Improving the integration of government services in area of gender-based violence, enhancing collaboration across departments and seeking community partnerships to better meet the needs of Manitobans in critical situations;
- Monitoring the impact of new policies and reporting structures related to workplace sexual harassment in the public service, review data collected as per new reporting requirements, and provide advice and direction on emerging and best practices;
- Strengthening Manitoba's fight against family violence through improvements to the Family Violence Prevention Program; and
- Fostering greater coordination and integration amongst service providers and ensure that women and families have seamless access through the continuum of available services supporting transitions to independence. You will ensure that funding for community-based programs and agencies is flexible, effective and outcome focused.

As Minister Responsible for Francophone Affairs, you are the lead in fulfilling the following commitments with the assistance of the Francophone Affairs Advisory Council:

- Supporting the continued vitality of Manitoba's Francophone community; and
- Implementing the French-Language Services Policy.

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;
- Advancing reconciliation with Indigenous Manitobans, led by the Minister of Indigenous and Northern Relations; 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