



Ministerial Mandate Letters (December 16, 2021)
Summary of Points of Interest for the RPIC Board of Directors

This *Summary of Points of Interest* from the federal Ministerial Mandate letters issued on December 16, 2021, was prepared for the Real Property Institute of Canada's (RPIC) Board of Directors to help inform planning and programming to fulfil the Institute's mission "To foster and enable professional development, knowledge exchange and lifelong learning across the federal government real property community."

Part I includes a list of expectations for all Ministers. Part II is the list of categories under which the points of interest are grouped. Part III is a detailed list of Ministerial obligations/expectations, by category. Many obligations involve more than one Minister, and some could fit into more than one category. To avoid duplication and for easy reference, the information was categorized by the primary element of the obligation (the writer's opinion only) and presented by the lead Minister with reference to co-leads and/or supporting Ministers.

Part I General – Expectations in all letters:

- Finish the fight against COVID-19 and support the recovery of a strong middle class.
- Seek opportunities to support a whole-of-government effort to reduce emissions, create clean jobs and address the climate-related challenges communities are already facing.
- Implement the United Nations Declaration on the Rights of Indigenous Peoples and work in partnership with Indigenous Peoples to advance their rights.
- Include and collaborate with various communities, and actively seek out and incorporate the diverse views of Canadians. This includes women, Indigenous Peoples, Black and racialized Canadians, newcomers, faith-based communities, persons with disabilities, LGBTQ2 Canadians, and, in both official languages.
- Ensure that public policies are informed and developed through an intersectional lens, including applying frameworks such as Gender-based Analysis Plus (GBA Plus) and the quality-of-life indicators in decision-making.
- Evaluate ways to update practices to ensure Government continues to meet the challenges of today and tomorrow.

Part II – Categories of Interest to Federal Real Property Professionals:

1. Real Property/Infrastructure/Program Initiatives (federal)
2. Infrastructure and/or Climate Change Funding or Tax Credits – includes funding to other levels of government, Indigenous communities, and industry innovators
3. Initiatives for Fighting Climate Change/Environment/Conservation
4. Crown-Indigenous Relations and Engagement
5. Procurement
6. Digital Government
7. Governance -New Agencies or Organizations
8. Legislative initiatives
9. Federal Public Service and Capacity Building

Part III – Presented by Category of Interest and Ministerial Responsibility:

1. Real Property/Infrastructure/Construction related issues:

- **Minister of Intergovernmental Affairs, Infrastructure and Communities**
Support the Windsor-Detroit Bridge Authority in advancing the completion of the Gordie Howe International Bridge.

Launch Canada's first National Infrastructure Assessment to help identify needs and priorities in the built environment and support long-term planning toward a net-zero emissions future.
- **Minister of Public Services and Procurement Canada**
Continue to improve crossings in the National Capital Region, moving forward with Budget 2019 commitments to replace the Alexandra Bridge, addressing the demonstrated need for an additional National Capital Region crossing

with the Long-Term Integrated Interprovincial Crossings Plan led by the National Capital Commission (NCC), and investing to rehabilitate and maintain existing crossings, including the Chaudière and Macdonald-Cartier bridges.

Advance work to rehabilitate and reinvigorate places and buildings of national significance under the responsibility of the NCC and Public Services and Procurement Canada.

Continue working with the Minister of Fisheries, Oceans and the Canadian Coast Guard and the Minister of National Defence, with the support of the Minister of Innovation, Science, and Industry, to renew the fleets of the Canadian Coast Guard and Royal Canadian Navy, advance the shipbuilding industry, including the process to add a third Canadian shipyard as a strategic partner to the National Shipbuilding Strategy.

- **Minister of Environment and Climate Change**

Identify, and prioritize the clean-up of, contaminated sites in areas where Indigenous Peoples, racialized and low-income Canadians live.

Establish 10 new national parks and 10 new national marine conservation areas (NMCAs) in the next five years, working with Indigenous communities on co-management agreements for these national parks and NMCAs.

Establish at least one new national urban park in every province and territory, with a target of 15 new urban parks by 2030. Also invest in existing national parks.

Continue to build and connect the Trans Canada Trail and create new opportunities for Canadians to access it, by increasing annual funding and growing the trail network to help create 10,000 jobs over the next five years.

Invest in the Meteorological Service of Canada to upgrade infrastructure, including information technology, to ensure it continues to effectively perform its vital functions of monitoring changes in the weather, climate, water, ice and air quality, and predicting weather and environmental conditions.

- **Minister of Defence**

Ensure the CAF is a 21st century military with the capabilities, equipment, and culture to implement Canada's Defence Policy, *Strong, Secure, Engaged*.

Work with the United States to expand cooperation on continental defence and Arctic security, including by modernizing NORAD. This includes, but is not limited to, replacing the North Warning System, and investing in infrastructure and capabilities to support operations in the North. See letter for more details.

Work with the Minister of Foreign Affairs, the Minister of Northern Affairs, and partners to defend Arctic sovereignty and implement the Arctic and Northern Policy Framework

- **Minister of Fisheries and Oceans and the Coast Guard**

Work to support sustainable, stable, prosperous fisheries through the continued implementation of the modernized *Fisheries Act*.

Support the long-term sustainable growth of Canada's fish and seafood sector, ensuring Canada is positioned to succeed in the fast-growing global ocean sectors of the blue economy and advancing reconciliation, conservation, and climate objectives.

Work in close collaboration with all stakeholders, to implement the Pacific Salmon Strategy and to make new investments and develop a conservation strategy to restore and rebuild wild Atlantic salmon populations and their habitats.

Continue to protect and restore our oceans and coasts. See details in the letter.

Continue to support improvement in Small Craft Harbours and work to ensure investments in harbours are resulting in climate-resilient infrastructure that serves the needs of the fishing industry and local residents.

Work with the Minister of Public Safety, the President of the Queen's Privy Council for Canada and Minister of Emergency Preparedness, the Minister of Transport, and the Minister of Health, among other colleagues, to ensure the Government of Canada continues to be prepared to proactively mitigate, and respond to, emerging incidents and hazards.

- **Minister of Transport**

Launch a procurement process and move forward with the High Frequency Rail project in the Toronto to Quebec City corridor using electrified technology, working towards the goal of extending the high frequency rail project to Southwestern Ontario.

Complete the Ports Modernization Review with an aim to update governance structures that promote investment in Canadian ports.

Continue to work with all stakeholders involved, toward the rapid completion of the Lac-Mégantic bypass.

Complete negotiations to repatriate and rehabilitate the Quebec Bridge.

With the support of the Minister of Intergovernmental Affairs, Infrastructure and Communities and the Minister of Innovation, Science, and Industry, work to reduce and prevent supply chain bottlenecks in Canada's transportation networks through the National Trade Corridors Fund and legislative and regulatory authorities.

- **Minister of International Trade, Export Promotion, Small Business and Economic Development**

With the Minister of Innovation, Science, and Industry, work to strengthen and secure supply chains, including through the *Roadmap for a Renewed U.S.-Canada Partnership*, and pursue opportunities more broadly for market diversification and trade facilitating infrastructure.

- **Minister of Housing, Diversity, and Inclusion**

Support the conversion of empty office and retail space in the federal portfolio and in commercial buildings into market-based housing; work with municipalities to support a fast-track permitting system for conversions; and undertake reforms to the Rental Construction Financing Initiative to ensure the program is maximizing affordability, energy efficiency and accessibility outcomes.

Introduce enhancements to the Federal Lands Initiative to ensure the federal government is more effectively deploying its inventory of lands to advance the objectives of the National Housing Strategy.

Accelerate the Government's commitment to end chronic homelessness among Veterans through the Rapid Housing Initiative, a new rent supplement program, wrap around supports and a dedicated stream of funding for Veterans within the National Housing Co-Investment Fund. *Supported by the Minister of Veterans Affairs.*

With the Minister of Crown-Indigenous Relations, Minister of Northern Affairs, Minister of Indigenous Services and Minister of Intergovernmental Affairs, Infrastructure and Communities, and in partnership with First Nations, Inuit and Métis communities, continue to make immediate and long-term investments to support ongoing work to close the infrastructure gap by 2030, with a particular focus on expediting investments in Indigenous housing, with over half of the funding available by the upcoming summer construction period.

With Indigenous partners, and supported by the Minister of Northern Affairs, co-develop an Urban, Rural and Northern Indigenous Housing Strategy, a stand-alone companion to the National Housing Strategy, supported by dedicated investments, and create Canada's first-ever National Indigenous Housing Centre.

- **President of the Queen's Privy Council and Minister Responsible for Emergency Preparedness**

Contribute to the development of rural infrastructure priorities in line with the Government's broader infrastructure strategy.

Contribute to the development of rural housing priorities in line with the Government's broader housing strategy.

- **Minister of Public Safety**

Work with the Minister Natural Resources and President of the Queen's Privy Council and Minister of Emergency Preparedness to make communities safe and increase forest resilience to wildfire, including training 1,000 new community-based firefighters, investing in equipment and other measures to reduce risks from wildfire and supporting fire management by Indigenous communities.

Continue modernizing infrastructure and processes at Canada's ports of entry, including digital and right touch technology for travellers, and ensuring the safety, security, and integrity of our borders.

Working with the Minister of Justice and Attorney General of Canada, Minister of National Defence and Minister of Innovation, Science, and Industry, and with the support of the Minister of Foreign Affairs to continue advancing the National Cyber Security Action Plan, ensuring Canada is well positioned to adapt to and combat cyber risks, and ensure the security and integrity of Canada's critical systems.

Work with the Minister of National Defence, the Minister of Foreign Affairs, and the Minister of Innovation, Science, and Industry, and in collaboration with implicated ministers, to develop and implement a renewed National Cyber Security Strategy.

2. Infrastructure and/or Climate Change Funding/Reporting and Tax Credits – other levels of government and Indigenous Communities and Industry Innovators:

- **Minister of Finance**

Top up the Safe Return to Class Fund for ventilation improvement projects across Canada, provide funding for First Nations to improve indoor air quality in on-reserve schools, and introduce a tax credit for small businesses to make it easier for them to invest in better ventilation.

Introduce other investment tax credits: For capital invested in Carbon Capture, Utilization and Storage projects; for Renewable Energy and Battery Storage solutions; Mineral Explorations for minerals essential to manufacture vital clean technologies; and other broad range clean technologies.

Launch an annual program of green bond issuances with an initial issuance of \$5 billion; and consult with financial experts, including the Sustainable Finance Action Council, to develop a net-zero capital allocation strategy to accelerate Canada's transition to a prosperous net-zero future.

Supported by the Minister of Environment and Climate Change, work with provinces and territories to move toward mandatory climate-related financial disclosures based on the Task Force on Climate-related Financial Disclosures framework and require federally regulated institutions, including financial institutions, pension funds and government agencies, to issue climate-related financial disclosures and net-zero plans.

- **Minister of Intergovernmental Affairs, Infrastructure and Communities and Minister responsible for the Canada Infrastructure Bank (CIB)**

Continue making meaningful investments in infrastructure across the country. Focus must be on the successful and timely delivery of the government's growth-generating investments in public transit and green and social infrastructure.

With the support of the Deputy Prime Minister and Minister of Finance, continue to ensure the CIB has the support it needs for its core purpose of attracting private sector and institutional investment to expand the scope of public infrastructure investment in Canada, in line with the Government's public policy objectives.

Continue the transformation of public transit in Canada by accelerating major public transit projects, supporting the switch to zero-emission buses, developing rural transit solutions and continuing the roll-out of the National Active Transportation Strategy.

Support communities through additional investments to increase air quality and indoor ventilation systems.

With the support of the Minister of Natural Resources and the President of the Queen's Privy Council for Canada and Minister of Emergency Preparedness, build on the foundation of the Disaster Mitigation and Adaptation Fund and continue seeking opportunities to scale the construction of climate-resilient infrastructure across Canada, with a particular emphasis on communities most at risk.

Make additional investments through the Natural Infrastructure Fund to support community-led public green space projects by municipalities, Indigenous communities, and non-profit organizations.

- **Minister of Housing, Diversity and Inclusion**

Invest in a new Housing Accelerator Fund to support municipalities in increasing the housing supply in Canada's largest cities through measures such as inclusionary zoning, increased densification, reductions in construction approval timelines and the rapid development of vacant or underused lands.

With the support of the Deputy Prime Minister and Minister of Finance, make critical investments and priority policy decisions to expand Canada's housing supply, and continue to advance the government's investments in affordable housing and extend the model of co-operative housing to new communities.

Increase funding to the National Housing Co-Investment Fund to help affordable housing providers acquire land and buildings to build and preserve more units, extend the model of co-operative housing to new communities, accelerate critical repairs, and develop projects for vulnerable groups including women, youth, and people with disabilities.

- **Minister of Natural Resources**

Work with the Minister of Environment and Climate Change to help protect old growth forests, notably in British Columbia, by advancing a nature agreement with B.C., establishing a \$50 million B.C. Old Growth Nature Fund, and

ensuring First Nations and Métis, local communities and workers are partners in shaping the path forward on nature protection.

- **Minister of Environment and Climate Change**

Work with the Minister of International Development to mobilize and provide climate finance to support developing country adaptation, mitigation, and resilience.

Work with the Minister of Innovation, Science and Industry on the creation of a new infrastructure and innovation fund that will scale-up and commercialize made-in-Canada technologies and solutions for the reuse and recycling of plastics.

- **Minister of Agriculture and Agri-Food Canada**

As part of a green agricultural plan for Canada, increase support to farmers to develop and adopt agricultural management practices to reduce emissions, store carbon in healthy soil and enhance resiliency, and triple funding for clean tech on farms.

3. Fighting Climate Change /Environment/Conservation (not covered in other sections)

- **Minister of Finance**

Bolster inclusive economic recovery and growth that supports efforts to achieve the 2030 climate goals and accelerates the transition to a net-zero economy no later than 2050.

Ensure budgetary measures are consistent with the Government's climate goals and the legislated requirement to achieve net-zero emissions by no later than 2050. Make appropriate investments to achieve a 100 per cent net-zero electricity system by 2035, accelerate the adoption of zero-emissions vehicles and other clean technologies, and advance the decarbonization of buildings and broader industry.

Work with the Minister of Environment and Climate Change, and with the support of the Minister of Natural Resources, to accelerate the G20 commitment to eliminate fossil fuel subsidies from 2025 to 2023, develop a plan to phase out public financing of the fossil fuel sector.

- **Minister of Environment and Climate Change – Drive the Climate Plan**

Support colleagues across government to ensure delivery of all policy and fiscal measures outlined in the government's Strengthened Climate Plan, implement the *Canadian Net-Zero Emissions Accountability Act*, and, by the end of March 2022, bring forward an updated Emissions Reduction Plan to achieve a 40 to 45 per cent reduction in emissions by 2030 from 2005 levels.

Work with all Canadians and the Net-Zero Advisory Body to identify ways to further accelerate climate action to achieve net-zero emissions as soon as possible and no later than 2050 and to pursue efforts to limit the increase in average global temperatures to 1.5°C above pre-industrial levels.

With the support of the Minister of Natural Resources, cap oil and gas sector emissions at current levels and ensure that the sector makes an ambitious and achievable contribution to meeting the country's 2030 climate goals, with five-year targets to stay on track.

Make progress on methane emission reductions by developing a plan to reduce emissions across the broader Canadian economy consistent with the Global Methane Pledge and require through regulations the reduction of oil and gas methane emissions in Canada by at least 75 per cent below 2012 levels by 2030.

In collaboration with the Minister of Foreign Affairs, continue Canadian leadership in international efforts to combat climate change.

Work with the Minister of International Trade, Export Promotion, Small Business and Economic Development to continue Canada's leadership on the global effort to phase out coal-powered electricity and the mining of thermal coal and ban thermal coal exports from and through Canada as swiftly as possible, and no later than 2030.

With the support of the Minister of Natural Resources, introduce a Clean Electricity Standard to achieve a net-zero clean electricity grid by 2035 and to achieve a 100 per cent net-zero emitting electricity future.

Continue to put a rising price on pollution and protect Canadian jobs and competitiveness through smart carbon pricing design.

Finalize Canada's first National Adaptation Strategy in 2022, setting clear goals and indicators to measure progress and strengthen the business case for adaptation.

Work with the Minister of Public Safety and the President of the Queen's Privy Council for Canada and Minister of Emergency Preparedness, with support of the Minister of Natural Resources, Minister of Innovation, Science and Industry and the Sustainable Finance Action Council, to develop a climate data strategy to ensure that the private sector and communities have access to data to inform planning and infrastructure investments.

To achieve Zero Plastic Waste by 2030: See details in the letters. Includes the establishment of a federal public registry.

Build on the Ocean Plastics Charter by working with leading countries on the development of a new global agreement on plastics.

- **Minister of Intergovernmental Affairs, Infrastructure and Communities**

Continue to lead the engagement with provincial governments and utilities across Atlantic Canada to shape a clear path forward for the Atlantic Loop initiative to connect suppliers of clean power across Atlantic Canada to transition away from coal and help transform how Canada powers the economy and communities. *Supported by the Minister of Natural Resources, Minister of Environment and the Minister responsible for the Atlantic Canada Opportunities.*

Create open-access climate toolkits to help infrastructure owners and investors develop projects that contribute to Canada's path to net-zero emissions

- **Minister of Indigenous Services**

In collaboration with the Minister of Environment and Climate Change and the Minister of Crown-Indigenous Relations, continue to work in partnership with First Nations, Inuit and the Métis Nation to address climate change and its impacts, and chart collaborative strategies.

- **Minister of Agriculture and Agri-food Canada**

Work with provinces and territories to update business risk management programs, including to integrate climate risk management, environmental practices, and climate readiness.

Working with provincial and territorial governments, develop the next agricultural policy framework to continue to support the sustainable economic growth of the agriculture and agri-food sector, ensuring climate action and resilience are core to the framework.

- **Minister of Natural Resources**

In support of Canada's efforts to achieve a 100 per cent net-zero electricity system by 2035, *with the support of the Minister of Intergovernmental Affairs, Infrastructure and Communities*, advance near-term consultations with provinces, territories, and Indigenous communities to develop and implement strategies to decarbonize electricity systems.

Work with the Minister of Innovation, Science and Industry to:

- develop and launch a Canadian Critical Minerals Strategy; and

- develop a sustainable battery innovation and industrial ecosystem in Canada, including to establish Canada as a global leader in battery manufacturing, recycling, and reuse.

Reduce pollution from transportation by adding 50,000 new electric vehicle chargers and hydrogen stations to Canada's network and supporting the installation of charging stations in existing buildings. For details about trucks, see letter.

Work with provinces and territories, communities, and Indigenous Peoples to develop and implement a National Net-Zero Emissions Building Strategy to achieve net-zero emissions from buildings by 2050, with interim milestones.

Work with the Minister of Innovation, Science and Industry on the development of model building codes, including publishing a net-zero emissions building code and model retrofit code by the end of 2024 that align with national climate objectives and provide a standard for climate-resilient buildings.

Continue to implement the Natural Climate Solutions Fund and deliver on the plan to plant 2 billion trees across the country over 10 years as a nature-based solution to help reverse nature loss and fight climate change.

Protect homes and communities from the impacts of climate change by completing work with provinces and territories to develop flood maps for higher-risk areas, advancing work to complete flood mapping nation-wide, supporting the development of a portal to provide centralized access to information on flood risks, and expanding the eligibility requirements of the Canada Greener Home Grants to include more climate resilience measures.

- **Minister of Innovation, Science and Industry**
With the support of the Minister of Environment and Climate Change and the Minister of Natural Resources, lead the implementation of the Net Zero Accelerator Initiative to support the strategic review of large-scale investments targeting key industrial sectors across all regions.

Support the Mines to Mobility Strategy by attracting anchor investments in key areas like minerals processing, cell manufacturing and zero-emissions vehicle parts and assembly manufacturing, and use all tools, including the *Investment Canada Act*, to ensure the protection and development of critical minerals. This will include working with the *Minister of Natural Resources* to develop and launch a Canadian Critical Minerals Strategy – further details in letters.

Advance efforts to ensure that Canada is a world leader in clean technology. This includes helping to drive the development of Canadian clean technology companies and small and medium enterprises working in decarbonization. See further details in letter.

Work to amend the National Building Code of Canada to specify firefighter and first responder safety as a core objective.

- **Minister of Transport**
Continue to support Canada’s transition to net zero by advancing measures to: Improve the affordability and accelerate the adoption of zero-emission vehicles, including used vehicles, by Canadian households and businesses; develop a strategy to decarbonize emission-intensive on-road freight; and support global efforts to reduce emissions in the air and marine sectors.

Advance measures that further improve the safety and security of Canada’s rail system, particularly considering the impacts of climate change and severe weather on railway operations.

- **President of the Privy Council Office and Minister of Emergency Preparedness**
Play a coordinating and convening role to support the Prime Minister and Cabinet colleagues through acute phases of rapid emergency responses.

Strengthen Canada’s all hazards approach to emergency management, drawing on best practice of the government’s Five Eyes partners. See details in letters.

Assessing the response to Requests for Federal Assistance from provinces and territories, including assistance from the Canadian Armed Forces.

- **Minister of Fisheries, Oceans and the Canadian Coast Guard**
Continue to work with the Minister of Environment and Climate Change and partners to ensure Canada meets its goals to conserve 25 per cent of lands and waters by 2025, and 30 per cent of each by 2030, working to halt and reverse nature loss by 2030 in Canada, achieve a full recovery for nature by 2050 and champion this goal internationally.

Make new investments in coastal and ocean areas that have a high potential to absorb and store carbon, like tidal wetlands, seagrass meadows and riparian habitats.

Expand climate vulnerability work to better inform marine conservation planning and management.

4. Collaboration and Investments with Indigenous Partners (items not included in other sections)

- **Minister of Indigenous Services and Minister responsible for the Federal Economic Development Agency for Northern Ontario:**

Renew and strengthen Canada’s relationship with First Nations, Inuit, and Métis communities to advance self-determination through strong economic recovery and growth, including ensuring accessibility of Indigenous business supports.

Eliminate all remaining long-term drinking water advisories on reserve and make sure that long-term investments and resources are in place to prevent future ones, including by investing \$6 billion to ensure sustainable access to clean water in First Nations communities.

- **Minister of Natural Resources**
Continue to develop a new national benefits-sharing framework to ensure that First Nations and Métis Nation communities directly benefit from major resource projects in their territories, and that Inuit communities benefit from major resource projects in Inuit Nunangat.

- **Minister of Northern Affairs**

Working in partnership with Indigenous Peoples, Inuit, First Nations and Métis and territorial and provincial governments, continue to implement and advance key priorities of the Arctic and Northern Policy Framework.

Continue to support territorial planning for hydroelectricity projects and other forms of renewable energy (e.g., wind and solar) and invest in renewable, sustainable, and affordable sources of energy.

Work with the Minister of National Defence, the Minister of Foreign Affairs, and partners to defend Arctic sovereignty and implement the Arctic and Northern Policy Framework.

In close collaboration with the Minister of Indigenous Services, Minister of Crown-Indigenous Relations and the President of the Queen's Privy Council and Minister of Emergency Preparedness, work with First Nations and provincial and territorial government partners to strengthen the governance and service delivery for First Nations emergency preparedness, management, and recovery.

- **Minister of Fisheries, Oceans, and the Canadian Coast Guard**

In partnership with Indigenous Peoples, continue to implement commitments made under the Oceans Protection Plan, and support the Minister of Transport in launching the next phase of the Oceans Protection Plan.

Work with Indigenous partners to better integrate traditional knowledge into planning and policy decisions.

- **Minister of Crown-Indigenous Relations**

Provide funding towards the construction of a permanent home for the National Centre for Truth and Reconciliation and ensure it has sustained financial resources to successfully fulfil its mandate, with dedicated ongoing support for the work on missing children and unmarked graves.

Continue to lead and coordinate the work required of all ministers to accelerate the implementation of the Truth and Reconciliation Commission's *Calls to Action*. **Supported by the Minister of Indigenous Services.**

Continue to support Indigenous-led processes for rebuilding and reconstituting their nations and advancing self-determination, and work in partnership on the implementation of the spirit and intent of treaties, and land claim and self-government agreements with appropriate oversight mechanisms to hold the federal government accountable.

Work with Indigenous partners and relevant Ministers to accelerate the Recognition of Indigenous Rights and Self-determination processes, with particular focus on reforming federal government structures.

Accelerate ongoing work with First Nations to redesign federal policies on additions-to-reserves and the Specific Claims process to provide just and timely resolution.

Work with existing and traditional Indigenous governments and leaders, whose nations and forms of governance were suppressed and ignored historically by the federal government, to restore respectful nation-to-nation relations, in the spirit of self-determination, by renewing and updating treaty relationships where they exist, including pre-confederation treaties, and by seeking viable, trusting and respectful relationships where no treaty exists.

Work with Inuit to finalize a co-developed Inuit Nunangat Policy and accelerate its implementation, continue work to fully implement Inuit land claim agreements.

Continue moving forward on Self Government Recognition and Implementation Agreements with the Manitoba Métis Federation, the Métis Nation of Alberta, the Métis Nation of Ontario, and the Métis Nation of Saskatchewan, and on the Self-Government Framework Agreement with the Northwest Territory Métis Nation.

In close collaboration with the Minister of Indigenous Services, the Minister of Northern Affairs and the President of the Queen's Privy Council and Minister of Emergency Preparedness, work with First Nations and provincial and territorial government partners to strengthen the governance and service delivery for First Nations emergency preparedness, management, and recovery.

- **Minister of Environment and Climate Change Canada**

Work with First Nations, Inuit, and Métis partners to support new Indigenous Guardians programs and establish new Indigenous Guardians Networks and support Indigenous communities to build capacity to establish more Indigenous Protected and Conserved Areas.

5. Procurement

- **Minister of Public Services and Procurement**

Continue the modernization of procurement practices so they support Canada's economic policy goals, including balanced procurement opportunities with Canada's trading partners, providing value for money, ensuring practices are open and transparent and require suppliers of goods and services to apply the highest ethical and sustainability standards across their supply chains.

Continue to advance government-wide initiatives to increase the diversity of bidders on government contracts, including small businesses and businesses led by Indigenous Peoples, Black and racialized Canadians, women, LGBTQ2 Canadians and other under-represented groups.

Lead the implementation of the requirement for federal departments and agencies to ensure a minimum of 5 per cent of the total value of federal contracts are held by Indigenous businesses.

Strengthen federal procurement practices to prioritize reusable and recyclable products in support of the government's goal of zero plastic waste and work with the Minister of Innovation, Science, and Industry to support procurement of Canadian clean technology.

Ensure the ongoing delivery of defence procurements in support of Canada's Defence Policy, *Strong, Secure, Engaged*.

Work with the Minister of Intergovernmental Affairs, Infrastructure and Communities and the Minister of Natural Resources to introduce a new Buy Clean Strategy to support and prioritize the use of made-in-Canada low-carbon products in Canadian infrastructure projects.

- **Minister of Labour**

Modernize the Federal Contractors Program to ensure federal contractors are paying their employees the federal minimum wage to fulfill commitments in respect of Environmental, Social and Governance leadership and government procurement.

- **Minister of International Trade, Export Promotion, Small Business and Economic Development**

Ensure that Canada's trading relationships are mutually beneficial economic relationships, **work with the Deputy Prime Minister and Minister of Finance** to introduce a reciprocal procurement policy that will ensure goods and services are procured from countries that grant Canadian businesses a similar level of market access.

6. Digital Government

- **President of Treasury Board**

Building on the vision outlined in Canada's Digital Government Strategy, lead the Government's work to advance digital government to better serve Canadians – details in the Mandate letter.

- **Minister of Innovation, Science, and Industry**

Establish a digital policy task force to integrate efforts across government and position Canada as a leader in the digital economy and in shaping global governance of emerging technologies.

7. Governance/New Agencies/Appointments/Centres of Excellence

- **Minister of Environment and Climate Change**

With the support of the Minister of Agriculture and Agri-Food Canada: Establish a Canada Water Agency and implement a strengthened Freshwater Action Plan, including a historic investment to provide funding to protect and restore large lakes and river systems – details in the Mandate letters.

- **Minister of Foreign Affairs**

Work with the Minister of National Defence and NATO partners to establish a new NATO Centre of Excellence on Climate and Security based in Canada to ensure Canada and its allies are prepared to respond to climate-related threats and emergencies.

- **Minister of International Development and Minister responsible for the Pacific Economic Development Agency of Canada**

Build the strength of *the new Pacific Economic Development Agency of Canada*.

- **Minister of Housing, Diversity, and Inclusion**
Proceed with *the appointment of a new Federal Housing Advocate* to monitor progress in meeting the goals of the National Housing Strategy.
- **Minister of Natural Resources**
Establish a *Pan-Canadian Grid Council* to promote infrastructure investments, smart grids, grid integration and electricity sector innovation.

Work with the Minister of Innovation, Science, and Industry to establish a *global centre for excellence* on methane detection and elimination.

Work with the President of the Queen’s Privy Council for Canada and Minister of Emergency Preparedness to take steps to *establish an international centre of excellence in Canada* focused on firefighter training and coordination and wildfire management.

Building off successful investments in the Green Construction through Wood and Investments in Forest Industry Transformation programs, *launch a Low-Carbon Building Materials Innovation Hub*.

8. Legislative Initiatives:

- **Minister of Health**
Modernize and strengthen the *Pest Control Products Act* to ensure it supports transparency, use of independent scientific evidence and input to the decision-making process.
- **Minister of Employment, Workforce Development and Disability Inclusion**
Implementation of the *Accessible Canada Act* and the harmonization of accessibility standards across Canada.

- **Minister of Environment and Climate Change Canada**
Enact a strengthened *Canadian Environmental Protection Act* to protect everyone, including people most vulnerable to harm from toxic substances and those living in communities where exposure is high.

Recognize the “right to a healthy environment” in federal law and introduce legislation to require the development of an environmental justice strategy and the examination of the link between race, socio-economic status, and exposure to environmental risk.

Introduce comprehensive legislation to protect federally owned historic places.

Following the establishment of a Canada Water Agency, advance modernization of the *Canada Water Act* to reflect Canada’s Fresh Water reality, including climate change and Indigenous rights.

- **Minister of Justice and Attorney General**
Fully implement the *United Nations Declaration on the Rights of Indigenous Peoples Act* and work with Indigenous Peoples to accelerate the co-development of an action plan to achieve the objectives of the Declaration. **Supported by all ministers, and in particular the Minister of Crown-Indigenous Relations, Minister of Indigenous Services and Minister of Natural Resources.**

Work with Indigenous partners to appoint a Special Interlocutor who will work with Indigenous communities and provincial and territorial governments to support the development of a legal and regulatory framework to advance justice regarding unmarked graves and make recommendations related to federal laws, regulations, policies and practices surrounding unmarked and undocumented graves and burial sites at residential schools.

- **Minister of Official Languages Act and Minister for ACOA**
Swiftly reintroduce An Act for the Substantive Equality of French and English and the Strengthening of the Official Languages Act by early 2022.
- **Minister of Canadian Heritage**
Work with First Nations, Inuit, and the Métis Nation to ensure that the *Indigenous Languages Act* continues to be fully implemented and is supported by long-term, predictable, and sustainable funding in order to preserve, promote and revitalize Indigenous languages in Canada.

- **Minister of Labour**
Work with the Minister of Natural Resources in moving forward with legislation and comprehensive action to achieve a Just Transition - to a low carbon economy.

Secure passage of amendments to the *Canada Labour Code* to:

- provide 10 days of paid sick leave for all federally regulated workers.
- include mental health as a specific element of occupational health and safety and to require federally regulated employers to take preventative steps to address workplace stress and injury.
- provide up to five new paid leave days for federally regulated employees who experience a miscarriage or still birth, and to strengthen provisions to better support working women who need to be re-assigned during pregnancy and while breast-feeding.

Complete the development of a right-to-disconnect policy, in consultation with federally regulated employers and labour groups.

With the support of the President of the Treasury Board, the Minister of Housing and Diversity and Inclusion and the Minister for Women and Gender Equality and Youth, work to accelerate the review of the *Employment Equity Act* and ensure timely implementation of improvements.

Create a fairer collective bargaining process in federally regulated workplaces by advancing legislation to prohibit the use of replacement workers when a unionized employer has locked out its employees.

- **Minister of Fisheries, Oceans, and the Canadian Coast Guard**
Modernize the *Oceans Act* to explicitly consider climate change impacts on marine ecosystems and species in regional ocean management, ensuring the Act provides for measurable progress indicators and objectives, and create a national, interdisciplinary working group focused on climate-resilient ocean conservation planning.

Work to introduce Canada's first-ever *Aquaculture Act*.

- **Minister of Public Safety**
Introduce legislation to safeguard Canada's critical infrastructure, including 5G networks to preserve the integrity and security of the government's telecommunications systems.

9. The Public Service and other Capacity Building:

- **President of the Treasury Board**
Ensure vaccination across the Public Service and work with responsible ministers to ensure vaccination is enforced for workers at Crown corporations and separate agencies.

Ensure that Public Service workplaces are free from sexual harassment and violence, as well as racism and all forms of hate.

Ensure government policy continues to be developed through an intersectional lens, is reflective of the needs and aspirations of Canadians and supports the government's path to net-zero, including *Working with the Minister of Environment and Climate Change* on the application of a climate lens to ensure climate adaptation and mitigation considerations are integrated throughout federal government decision-making; and

Advance work to create a diverse, equitable and inclusive workforce by ensuring the hiring, retention, and promotion of diverse talents throughout the Public Service. **Supported by the Minister of Housing, Diversity, and Inclusion.**

Work with the Clerk of the Privy Council, and in consultation with public sector unions, to strengthen and modernize the Public Service for the twenty-first century by:

- bringing forward a coherent and coordinated plan for the future of work within the Public Service, including developing flexible and equitable working arrangements;
- developing a long-term, government-wide Public Service Skills Strategy to ensure government has the capacity to support Canadians in an increasingly changing world. This will include exploring potential pathways to improve recruiting from outside of the Public Service for short-term or permanent roles and a particular emphasis on increasing the number of public servants with modern digital skills; and
- continuing to work with the President of the Queen's Privy Council for Canada, as Minister responsible for the Public Service Commission, to reduce the time it takes to hire new public servants.

Working with Ministers responsible for Crown corporations, continue to promote diversity in corporate governance by advancing the government's commitment to require Crown corporations to implement gender and diversity reporting, starting in 2022.

Initiate a comprehensive and continuous strategic policy review of government programs to examine how major programs and policies contribute to meeting the biggest challenges of our time, including achieving net-zero emissions by 2050, improving fairness and equality and promoting quality of life and growth for everyone.

Strengthen federal procurement policies to integrate human rights, environment, social and corporate governance principles and supply chain transparency principles, and ensure they apply to federal departments and agencies, *while working with Ministers responsible for Crown corporations* to require adherence to such policies.

Continue to ensure that Canadians across the country can receive services from federal institutions in both official languages and support the Minister of Official Languages in fully implementing measures outlined in the White Paper, *English, and French: Towards a Substantive Equality of Official Languages in Canada* that are related to the Public Service.

- **Minister of Public Services and Procurement**

Work with the President of the Treasury Board to resolve outstanding Phoenix Pay System issues for public servants once and for all, while advancing work through Shared Services Canada on the Next Generation Pay and Human Resources System.

- **Minister for Women and Gender Equality and Youth**

With the support of the **Minister of Employment, Workforce Development and Disability Inclusion** continue to lead the evaluation process of GBA Plus with the goal of enhancing the framing and parameters of this analytical tool and with particular attention to the intersectional analysis of race, indigeneity, rurality, disability, and sexual identity, among other characteristics.

- **Minister of Employment, Workforce Development and Disability Inclusion**

Launch a Clean Jobs Training Centre to help workers across sectors upgrade or gain new skills to be on the leading edge of the zero-carbon industry.

- **Minister of Innovation, Science, and Industry**

As the Minister responsible for Statistics Canada, continue to support the President of the Treasury Board in the work in building a whole-of-government approach for the improved collection, analysis, availability, and publication of disaggregated data.

Support the Chief Science Advisor in the work to bolster the capacity and increase the coordination of the use of science across government.

Note: this summary of points of interests for the Real Property Community includes direct excerpts from the December 16, 2021, Ministerial Mandate letters. The purpose is to provide the Real Property Institute of Canada Board of Directors with information about priorities and mandates related to the work of the real property profession in the federal government. It will help inform the development of future programming to respond to the changing needs of the Real Property Community.