



2019 Ministerial Mandate Letters

Summary of Points of Interest for the Real Property Institute of Canada

Ministerial Mandate Letters (December 13, 2019) – Delivering on the Priorities

General – expectations in all letters:

- most important commitments require partnership with provincial, territorial and municipal governments and Indigenous partners, communities and governments.
- every single Minister to determine what they can do in their specific portfolio to accelerate and build on the progress made with First Nations, Inuit and Métis Peoples.
- better digital capacity and services for Canadians
- strong and resilient public service
- evidence based decisions and application of Gender-based Analysis Plus (GBA+) in decision making

Summary of points of interest for federal Real Property Community – for ease of reference, the information is organized by topics of interest, noting Ministerial responsibilities, as follows:

- Real Property/Infrastructure/Construction
- Infrastructure Funding – other levels of government and Indigenous Communities
- Fighting Climate Change /Environment/Conservation
- Crown-Indigenous Relations and Engagement
- Procurement
- Digital Government
- Governance-New Agencies/Policy (proposed new organizations bolded)
- Legislation (proposed new legislation bolded)
- The Public Service and Capacity Building

1. Real Property/Infrastructure/Construction related issues:

- Minister of Public Services and Procurement Canada (PSPC):
 - Power Federal Buildings: work with the provinces and energy suppliers to develop a strategy to power federal buildings with 100 per cent clean electricity, where available, by 2022. Commit to being a first purchaser to help support the growth of new clean electricity/renewable power sources as they become available.
 - NCC: as the lead Minister for the National Capital Commission (NCC), leverage the department's strengths in real property management and heritage rehabilitation, as demonstrated in the Parliamentary Precinct rehabilitation. Work with the NCC in its core functions of federal lands planning, stewardship of nationally significant public places, and creative partner for development and conservation.
 - Bridges: 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 a long-term integrated interprovincial crossing plan led by the NCC, and investing to rehabilitate and maintain the crossings, including the Chaudière and Macdonald-Cartier bridges.
- Minister of Infrastructure and Communities:
 - Bridges: continue progress on priority bridges: completing the toll-free replacement for the Champlain Bridge; working with the Minister of Transport, the Canadian National Railway Company and the Government of Québec to begin the rehabilitation of the Pont de Québec; and supporting the Windsor-Detroit Bridge Authority as it advances the construction of the Gordie Howe International Bridge.

- Minister of Crown-Indigenous Relations
 - Space in the Parliamentary Precinct: work with First Nations, Inuit and Métis Nation leadership, with support from Minister of PSPC, to conclude the Government's contribution to the space for Indigenous Peoples in the Parliamentary Precinct.
- Minister of Indigenous Services
 - Infrastructure Planning and Investment: with support from Minister of Infrastructure and Communities to co-develop and invest in distinctions-based community infrastructure plans, and move forward with addressing critical needs including housing, all-weather roads, high-speed internet, health facilities, treatment centres and schools in First Nations, Inuit and Métis communities by 2030. These plans should also include new investments to support the operation and maintenance of this infrastructure.
 - Housing: work with Indigenous communities on distinctions-based housing strategies.
 - Water: fulfill the commitment to eliminate all long-term drinking water advisories on reserve by Spring 2021 and continue to take steps to ensure water stays safe to drink.
- Minister of Defence
 - The North: work with the Minister of Foreign Affairs, the Minister of Northern Affairs and partners through the Arctic and Northern Policy Framework to develop better surveillance (including by renewing the North Warning System), defence and rapid-response capabilities in the North and in the maritime and air approaches to Canada, to strengthen continental defence, protect Canada's rights and sovereignty and demonstrate international leadership with respect to the navigation of Arctic waters.
- Minister of Northern Affairs:
 - The North: work with the Minister of Foreign Affairs and other Ministers as necessary to implement the Arctic and Northern Policy Framework.
 - Eureka: work with the Minister of Environment and Climate Change to monitor investments in the Eureka Weather Station on Ellesmere Island to ensure necessary upgrades to the station are made and to ensure its modernization and safety.
 - Contaminated Sites: finalize creation of the Northern Abandoned Mine Reclamation Program (announced in Budget 2019) to clean up the largest and most high-risk sites.
- Minister of Fisheries and Oceans and the Coast Guard
 - Small Craft Harbours: increase investments in small craft harbours and work with communities to develop local economic development plans
- Minister of Transport:
 - Ports/Marine Infrastructure: work with partners to begin a process to design and introduce programs that support making Canada's major ports among the most efficient and cleanest in the world including support efforts that develop marine infrastructure and convert ships from burning heavy oil and diesel toward more environmentally friendly fuels. Completion of the Ports Modernization Review
 - Rail: work with Minister of Infrastructure and Communities, to create high frequency rail for the Toronto-Quebec City corridor and to invest in Canada's trade corridors to increase global market access for Canadian goods.
- Minister of Natural Resources:
 - Transmountain Pipeline: work to construct and complete the twinning of the Trans Mountain Pipeline. This work is anchored in a commitment to protect and create jobs, create economic opportunities for Indigenous communities and use revenues to finance Canada's clean energy transition.
 - Charging Stations: Install up to 5,000 additional charging stations along the Trans-Canada Highway and other major road networks and in Canada's urban and rural area.
- Minister of Canadian Heritage:
 - Heritage:
 - make the Royal Canadian Mounted Police Heritage Centre a national museum.
 - work with the national museums to increase Canadians' awareness of climate change.
 - work with the Minister of Environment and Climate Change, who is the Minister responsible for Parks Canada, to provide clearer direction on how national heritage places should be designated and preserved
 - introduce new comprehensive heritage legislation on federally owned heritage places (also listed under legislation section)
- Minister Infrastructure and Communities
 - Housing: support the Minister of Families, Children and Social Development, who is the Minister responsible for CMHC, to finalize the design and implementation of the Housing Supply Challenge. The design should include a detailed outreach plan to municipalities, which are the main stakeholders targeted by the challenge.

- Minister of Families, Children and Social Development and Minister responsible for CMHC
 - Housing: Building on the historic investment of \$13 billion, including the creation of 41,800 new units and the repair of another 229,600 units, continue to build and renovate housing through the National Housing Strategy.
- Minister of Veterans Affairs:
 - Housing: Build new, purpose-built accessible and affordable housing units, with a full range of health, social and employment supports for Veterans who need extra help.

2. Infrastructure Funding – other levels of government and Indigenous Communities

- Minister of Infrastructure and Communities and Minister responsible for the Canada Infrastructure Bank:
 - continue to work with other Members of Parliament to implement the Investing in Canada Plan. The focus will be on the successful, timely delivery of the growth-generating investments in public transit, green infrastructure and social infrastructure, as well as key strategic infrastructure that will increase trade.
 - require that all provinces and territories identify and approve all of their long-term infrastructure priorities within the next two years. Funds that are not designated for specific approved projects by the end of 2021 will be reinvested directly in communities through a top up of the federal Gas Tax Fund.
 - create a National Infrastructure Fund to seek out and support major nation-building projects that will benefit people across various regions, connect our country and improve quality of life
 - finalize the creation of an additional infrastructure fund by 2020-2021 to support priority projects and economic diversification for communities transitioning from fossil fuels.
 - make the federal commitment to fund public transit permanent and rise with the cost of construction over time. Ensure that new federal investments in public transit are used to support zero-emission buses and rail systems starting in 2023 and work with municipalities to address any exceptional circumstances.
 - launch a new call for proposals under the Disaster Mitigation and Adaptation Fund to address the impacts of climate change, adjusting the program as required to ensure that the most impactful projects are supported, including those related to natural infrastructure, whether they are from small, rural and Indigenous communities or large urban centres.
 - ensure that Canadians have access to accurate and timely information about infrastructure investments in their communities, and work with Cabinet colleagues to improve financial reporting to Canadians and the Parliamentary Budget Officer.
 - with the support of the Minister of Finance, ensure the Canada Infrastructure Bank 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. This includes but is not limited to: move forward with a Clean Power Fund to help finance the development and linking of clean energy to transmission systems and to support the transition of northern, remote and Indigenous communities from reliance on diesel-fueled power to clean, renewable and reliable energy. The Clean Power Fund will contribute to the achievement of Canada's climate goals, helping move more electricity between provinces and regions and supporting the electrification of Canadian industries.
- Minister of Natural Resources:
 - Funding Competition: to launch a national competition to create four long-term funds to help attract private capital that can be used for deep retrofits of large buildings such as office towers.

3. Fighting Climate Change /Environment/Conservation (not covered in Infrastructure Sections)

- Minister of Environment and Climate Change Canada
 - work with the Deputy Prime Minister to implement the Pan-Canadian Framework on Clean Growth and Climate Change, while strengthening existing and introducing new greenhouse gas reducing measures to exceed Canada's 2030 emissions reduction goal and beginning work so that Canada can achieve net-zero emissions by 2050.
 - lead government-wide efforts to develop a plan to set Canada on a path to achieve a prosperous net-zero emissions future by 2050.
 - implement a plan to ban harmful single-use plastic products and take steps toward eliminating plastic pollution in Canada.
- Minister of Foreign Affairs:
 - in collaboration with the Minister of Environment and Climate Change continue Canadian leadership on international efforts to combat climate change.
- Minister of Families, Children and Social Development:
 - lead the implementation of the 2030 Agenda for Sustainable Development adopted at the United Nations.

- Minister of Natural Resources:
 - work with the Minister of Innovation, Science and Industry and the Minister of Environment and Climate Change to position Canada as a global leader in clean technology, including in critical minerals.
 - continue to work with partners to implement, as appropriate, the recommendations of the Generation Energy Council Report, including wasting less energy, switching to clean power, using more renewable fuels, and producing cleaner oil and gas, including in the offshore.
 - with support from the Minister of Environment and Climate Change, operationalize the plan to plant two billion incremental trees over the next 10 years as part of a broader commitment to natural climate solutions.
 - work with the Minister of Environment and Climate Change, help cities expand and diversify their urban forests. This includes investing in protecting trees from infestations and, when ecologically appropriate, help rebuild our forests after a wildfire
 - support research and provide funding so that municipalities have access to domestic sources of climate-resilient and genetically diverse trees that will increase the resilience of our urban forests.
 - work with the Minister of Families, Children and Social Development and Minister responsible for CMHC to operationalize a plan to help Canadians make their homes more energy efficient and climate resilient.
 - work with the Minister of Infrastructure and Communities in partnering with provinces, territories, and Indigenous Peoples to advance the electrification of Canadian industries through new, zero-carbon clean electricity generation and transmission systems and grid modernization, making Canada home to the cleanest mills, mines and factories in the world.
 - work with the Minister of Infrastructure and Communities and the Minister of Indigenous Services to support the transition of Indigenous communities from reliance on diesel-fuelled power to clean, renewable and reliable energy by 2030.
 - work with the Minister of Public Safety and Emergency Preparedness and with the provinces and territories and Indigenous Peoples to complete all flood maps in Canada.

- Minister of Transport:
 - work with the Minister of Innovation, Science and Industry, the Minister of Natural Resources and the Minister of Environment and Climate Change to advance toward our zero-emission vehicles targets of 10 per cent of light-duty vehicles sales per year by 2025, 30 per cent by 2030 and 100 per cent by 2040 (would have infrastructure requirements)

- Minister of Infrastructure and Communities:
 - work with the Federation of Canadian Municipalities through the Green Municipal Fund, the Municipalities for Climate Innovation Program and the Municipal Asset Management Program to build climate resilience, reduce greenhouse gas emissions, make better decisions, and monitor investments and ensure they reduce emissions from residential, commercial and multi-unit buildings.
 - work with international partners to share best practices around the leveraging of infrastructure to contribute to innovation, resilience and a low-carbon future, supporting the creation of Canadian jobs and attracting infrastructure investment into Canada.

- Minister of Fisheries, Oceans and the Canadian Coast Guard:
 - work with the Minister of Transport, the Minister of Natural Resources and the Minister of Environment and Climate Change to implement and further develop the Oceans Protection Plan. Pursue additional initiatives working with provinces, territories, Indigenous Peoples and all Canadians to better co-manage our three ocean coasts.
 - with the support of the Minister of Transport, the Minister of Innovation, Science and Industry, the Minister of Economic Development and Official Languages and the Minister of Natural Resources, and in consultation with provinces and territories, Indigenous Peoples and business stakeholders, in developing a comprehensive blue economy strategy to help guide future government actions and investments that enable Canada to grow its oceans economy to create good middle class jobs and opportunity for coastal communities while advancing our conservation objectives
 - work with the Minister of Environment and Climate Change to introduce a new ambitious plan to conserve 25 per cent of Canada's land and 25 per cent of Canada's oceans by 2025, working toward 30 per cent by 2030.
 - implement the Ocean Plastics Charter and the G7 Charlevoix Blueprint for Healthy Oceans, Seas and Resilient Coastal Communities.

- Minister of Health:
 - work with the Minister of Environment and Climate Change to better protect people and the environment from toxins and other pollution, including by strengthening the *Canadian Environmental Protection Act, 1999*.

4. **Crown-Indigenous Relations - Engagement:** (items not included in Infrastructure or Climate Change)

- Minister of Natural Resources:
 - work with the Minister of Crown-Indigenous Relations and the Minister of Finance to develop a new national benefits-sharing framework for major resource projects on Indigenous territory.
- Minister of Indigenous Services:
 - with the support of the Minister of Finance, building on the success of the 10-Year Grant, work with the Minister of Crown-Indigenous Relations to establish a new fiscal relationship with Indigenous Peoples that moves toward: sufficient, predictable and sustained funding for communities; and a renewed economic and fiscal relationship that ensures nations have the revenue generation and fiscal capacity to govern effectively and to provide programs and services to those for whom they are responsible.
- Minister of Crown-Indigenous Relations:
 - lead a whole-of-government approach on the continued renewal of a nation-to-nation, Inuit-Crown and government-to-government relationship with Indigenous Peoples, advancing co-developed distinctions-based policy and improving our capacity as a Government to consider and respond to the unique realities of Indigenous Peoples
 - co-develop with Indigenous Peoples a new distinctions-based process for the ongoing review, maintenance and enforcement of Canada's treaty obligations between the Crown and Indigenous communities. This work will be supported by a **new National Treaty Commissioner's Office** that will be designed and established with Indigenous partners.
 - work with the Deputy Prime Minister and Minister of Intergovernmental Affairs and with the Prime Minister to support a First Ministers' Meeting on Reconciliation with Indigenous Peoples, and continue to advance meaningful inclusion of First Nations, Inuit and Métis partners in federal and intergovernmental decision-making processes that have an impact on Indigenous rights and interests.

5. **Procurement**

- Minister of Public Services and Procurement Canada (PSPC):
 - oversee the procurement processes of government so that they reflect modern best practices, lessons learned and value for money.
 - with the support of the President of the Treasury Board (TB), continue the modernization of procurement practices so that they are simpler, less administratively burdensome, user friendly, deploy modern comptrollership, encourage greater competition and include practices that support our economic policy goals, including innovation, as well as green and social procurement. Implementation of the e-Procurement Solution will be central to this priority
 - publish clear metrics to measure government performance on procurements and make government data more readily available to vendors to encourage more and better bids.
 - continue the development of better vendor management tools
 - develop initiatives to increase the diversity of bidders on government contracts.
 - work with the Minister of Indigenous Services and the President of TB to create more opportunities for Indigenous businesses to succeed. Create a new target to have at least 5 per cent of federal contracts awarded to businesses managed and led by Indigenous Peoples.
 - with the support of the Minister of National Defence and the Minister of Fisheries, Oceans and the Canadian Coast Guard, and the Minister of Innovation, Science and Industry in bringing forward analyses and options for the **creation of Defence Procurement Canada**, to ensure that Canada's biggest and most complex National Defence and Canadian Coast Guard procurement projects are delivered on time and with greater transparency to Parliament. This priority is to be developed concurrently with ongoing procurement projects and existing timelines.
 - Navy Fleet: work with the Minister of Innovation, Science and Industry, as well as the Minister of Fisheries, Oceans and the Canadian Coast Guard to continue the full renewal of the Canadian Coast Guard fleet, and with the Minister of National Defence to continue the renewal of the Royal Canadian Navy Fleet, continuing the revitalization of the shipbuilding industry across Canada,
 - Fighter Aircraft Fleet: Work with the Minister of National Defence and the Minister of Innovation, Science and Industry to manage the competitive process, select a supplier and enter into a contract to construct Canada's fighter aircraft fleet.
 - work with the Minister of Employment, Workforce Development and Disability Inclusion to develop a proposal to require that government suppliers participate in the **new Canadian Apprenticeship Service** and require that federal construction contracts meet targets for greater inclusion of women in the trades.

6. Digital Government:

- Minister of Digital Government:
 - lead work across government to transition to a more digital government in order to improve citizen service.
 - to oversee the Chief Information Officer and the Canadian Digital Service as they work with departments to develop solutions that will benefit Canadians and enhance the capacity to use modern tools and methodologies across Government.
 - lead work to analyse and improve the delivery of information technology (IT) within government. This work will include identifying all core and at-risk IT systems and platforms and lead the **renewal of SSC** so that it is properly resourced and aligned to deliver common IT infrastructure that is reliable and secure.
 - lead work to create a centre of expertise that brings together the necessary skills to effectively implement major transformation projects across government, including technical, procurement and legal expertise.
 - support the Minister of Innovation, Science and Industry in continuing work on the ethical use of data and digital tools like artificial intelligence for better government.
 - lead, with support of the Minister of PSPC, the work on the Next Generation Pay and Human Resources System to replace the Phoenix Pay System.
 - encourage the use and development of open source products and open data, allowing for experimentation within existing policy directives and building an inventory of validated and secure applications that can be used by government to share knowledge and expertise to support innovation.

7. Governance/New Agencies/Policy:

- Minister of Agriculture and Agri-Food Canada:
 - lead the consolidation of existing federal financial and advisory services for farmers, currently scattered among several agencies. The **new entity, Farm and Food Development Canada**, will serve as a single point of service, delivering products from across government.
 - lead work across government to move forward with the **new Food Policy for Canada** introduced in Budget 2019.
- Minister of Environment and Climate Change:
 - with support from the Minister of Agriculture to **create a new Canada Water Agency** to work together with the provinces, territories, Indigenous communities, local authorities, scientists and others to find the best ways to keep our water safe, clean and well-managed.
- Minister of Public Services and Procurement Canada:
 - with the support of the Minister of National Defence and the Minister of Fisheries, Oceans and the Canadian Coast Guard, and the Minister of Innovation, Science and Industry in bringing forward analyses and options for the **creation of Defence Procurement Canada**
- Minister of Crown-Indigenous Relations
 - **a new National Treaty Commissioner's Office** will be designed and established with Indigenous partners.
- Minister of Employment, Workforce Development and Disability Inclusion:
 - continue efforts in leading the Government's work to promote disability inclusion: ensure the timely and ambitious implementation of the *Accessible Canada Act*, putting relevant policies and practices of the new Act into place and supporting **the operationalization of the Canadian Accessibility Standards Development Organization** (a departmental corporation), in consultation with the disability community;
 - Create the **Canadian Apprenticeship Service** in partnership with provinces, territories, employers and unions.

8. Legislation:

- Minister of Natural Resources Canada
 - to ensure the efficient and effective implementation of the *Canadian Energy Regulator Act*.
- Minister of Fisheries, Oceans and the Canadian Coast Guard:
 - implement the recently modernized *Fisheries Act*, which restores lost protections, prioritizes rebuilding fish populations and incorporates modern safeguards so that fish and fish habitats are protected for future generations and Canada's fisheries can continue to grow the economy and sustain coastal communities
 - begin work to introduce **Canada's first-ever Aquaculture Act**.

- President of the Treasury Board:
 - continue regulatory reform efforts in collaboration with your Cabinet colleagues to improve transparency, reduce administrative burden and lead our efforts to harmonize regulations that maintain high safety standards and improve the competitiveness of Canadian businesses.
- Minister of Canadian Heritage:
 - to introduce **new comprehensive heritage legislation** on federally owned heritage places.
- Minister of Health:
 - to work with Minister ECC to strengthen the *Canadian Environmental Protection Act* (1999)
- Minister of Environment and Climate Change Canada
 - to continue to work to protect biodiversity and species at risk, while engaging with provinces, territories, Indigenous communities, scientists, industry and other stakeholders to evaluate the effectiveness of the existing *Species at Risk Act* and assess the need for modernization.
- Minister of Justice and Attorney General:
 - with support from the Minister of Crown-Indigenous Relations, **introduce co-developed legislation to implement the United Nations Declaration on the Rights of Indigenous Peoples** by the end of 2020.

9. The Public Service and Capacity Building:

- President of the Treasury Board:
 - work with the Clerk of the Privy Council and the Prime Minister to ensure that the Public Service of Canada recruits and retains talented people from communities across Canada. Canada's professional Public Service is one of the best in the world; it needs the right resources and the right people to continue to serve Canadians well. This includes working with the Public Service Commission to reduce the time it takes to hire new public servants, with the goal of cutting in half the average time from ten to five months.
 - improve project management capabilities so that all major projects in government are led by a certified professional with at least five years of experience.
 - continue to work to strengthen the oversight of the expenditure of taxpayer dollars and the clarity and consistency of financial reporting, and exercise due diligence regarding costing analyses prepared by departments for all proposed legislation and programs.
 - work with the Minister for Women and Gender Equality and Rural Economic Development, the Minister of Diversity and Inclusion and Youth and with the Prime Minister to increase the number of women in senior decision-making positions across government, particularly in central agencies and in security services.
 - continue to bargain in good faith with Canada's public sector unions.
- Minister of PSPC, with the support of the Minister of Digital Government:
 - eliminate the backlog of outstanding pay issues for public servants as a result of the Phoenix Pay System

Note: This summary of points of interests for the Real Property Community includes direct excerpts from the Speech from the Throne (December 5, 2019) and Ministerial Mandate letters (December 13, 2019). 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.