



THE PREMIER
Halifax, Nova Scotia

September 14, 2021

Honourable Pat Dunn
Minister of Communities, Culture, Tourism and Heritage
Minister of African Nova Scotian Affairs
Minister responsible for the Office of Equity and Anti-Racism Initiatives
Minister responsible for the Voluntary Sector

Dear Minister Dunn,

Thank you for agreeing to serve Nova Scotians as Minister of Communities, Culture, Tourism and Heritage, Minister of African Nova Scotian Affairs, Minister responsible for the Office of Equity and Anti-Racism Initiatives, and Minister responsible for the Voluntary Sector.

Governing is about people. On August 17th, 2021, we were given a mandate by Nova Scotians to activate solutions. They responded to our platform, *Solutions for Nova Scotians*, and its vision for our Province. Nova Scotians share the hope you and I have for our beautiful province and its potential.

A brighter future starts with a shared belief in what our province can do. A belief in each other. A belief in our communities. A belief in fellow Nova Scotians. We can put Nova Scotians on the path to financial sustainability and fix healthcare. We can support our traditional industries and build an environment plan that fights climate change. We can make our province a magnet for doctors, students, new residents, investors and tourists alike, and remain proud of our traditions and our heritage.

Fixing healthcare and rebuilding our economy is not for the faint of heart. It will require strong leadership and a willingness to take bold action. Working together, we can get the job done.

The success of all Nova Scotians and improvement of their health, access to health care and quality of life will be our collective success.

We have committed to listen to and respect all Nova Scotians. We have also committed to lead a government which represents all Nova Scotians and is reflective of the modern societal makeup of Nova Scotia, inclusive and respectful of all demographic, cultural and ethnic diversities to advance our collective growth and prosperity.

You have been chosen for Cabinet because of your track record and capabilities as a problem solver, as a “solutionist”, as someone who gets things done and is not deterred by complexity. You are a known collaborator

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who will work with your colleagues on solutions that need all the capabilities of the Government and the public service pulling in the same direction.

As Minister, your leadership and your team will play a critical role in contributing to the commitments we have made and to providing solutions. You are responsible for the conduct of the department(s) you oversee and must be aware of and adhere to the public service's *Code of Conduct and Respectful Workplace Policy* in your interactions with the public service. Most importantly, you are part of a team of solutionists who share a common vision and commitment to *Solutions for Nova Scotians*.

As Minister of Communities, Culture, Tourism and Heritage, you will:

- Within the first 90 days of your mandate, prepare a timeline for completion of all tasks below over the next four years. The initial timelines are to be updated quarterly thereafter.
- Work with the Department of Economic Development to transition the Tourism Nova Scotia crown agency to a division of Communities, Culture, Tourism and Heritage.
- Develop a province-wide identity program that markets our existing assets, including: national parks, winter sports, summer sports, food and culture.
- Work with local leadership, increase the tourism marketing budget with a focus on local operators and homegrown tourism, leveraging other markets as appropriate.
- Work with local air authorities, including Sydney, to develop an integrated airport marketing plan, using an upgraded, world-class Halifax International Airport as the hub.
- Leverage the incredible work that our film industry already does to showcase our beauty and unique experiences.
- Implement the Rink Survival Fund. Allocate funding based on a formula that takes into account age, need, state of repair, use, population, and number of rinks in the area.

As Minister of Communities, Culture, Tourism and Heritage, you will also support your Ministerial colleagues as they execute their responsibilities. In particular, you will support:

- The Minister of Agriculture as they examine policies and programs to reduce costs of healthy foods for consumers.
- The Minister of Agriculture as they support and encourage local food consumption, with the goal of 20% of the money spent on food by Nova Scotians being spent on locally produced food by 2030.
- The Minister of Education and Early Childhood Development as they review and update curriculum related to physical activity and healthy living.
- The Minister of Education and Early Childhood Development as they work with the Regional Centres for Education in conjunction with the Teachers' Union to determine what is possible to expand personal fitness opportunities for all students.
- The Minister of Finance and Treasury Board as they implement an annual tax credit for enrollment and registration fees for sports and the arts.
- The Minister of Economic Development as they implement the Nova Scotia Loyal program.

As Minister of African Nova Scotian Affairs you will:

- Within the first 90 days of your mandate, prepare a timeline for completion of all tasks below over the next four years. The initial timelines are to be updated quarterly thereafter.
- Advocate the interests of the African Nova Scotian community within our Government.
- Create and promote an integrated approach within the Government on matters related to the African Nova Scotian community of the Province.
- Represent the interests of the Province in intergovernmental, and other initiatives and negotiations, on matters integral to the interests of African Nova Scotians.
- Develop and co-operate on communication strategies and public education to increase awareness of African Nova Scotian culture, heritage and community issues.

As Minister of African Nova Scotian Affairs, you will also support your Ministerial colleagues as they execute their responsibilities. In particular, you will support:

- The Minister of Education and Early Childhood Development as they consult with a variety of groups, including parents from across the province, teachers, administrators, program assistants, representatives from the African Nova Scotian, First Nations, and disability communities, to determine a governance model for P-12 education that allows for increased local voice in Education policy and decision-making.
- The Minister of Education and Early Childhood Development as they review and update curriculum related to Diversity.

As Minister responsible for the Office of Equity and Anti-Racism Initiatives you will:

- Within the first 90 days of your mandate, prepare a timeline for completion of all tasks below over the next four years. The initial timelines are to be updated quarterly thereafter.
- Continue to work with partners and communities to help lead and support government's anti-racism initiatives and promote equity.
- Work to identify and address systemic racism and inequity in government policy, legislation, programs and services.
- Help government and communities improve social and economic well-being for all people within the province and creating greater access to opportunities and resources.
- Make sure government identifies and addresses underlying and systemic differences that people experience with access to opportunities and resources.
- Build relationships with marginalized communities to help inform government.
- Create equity impact assessment tools to guide decision-making processes that support anti-racism, accessibility, gender equity, social equity and inclusion in government budgets, policies and programs
- Oversee the Land Titles Initiative and providing faster results for residents who need clear title to their land.
- Work with partners and communities to develop processes to collect, measure and report data that helps inform and support equity.

As Minister responsible for the Office of Equity and Anti-Racism Initiatives, you will also support your Ministerial colleagues as they execute their responsibilities. In particular, you will support:

- The Minister of Education and Early Childhood Development as they review and update curriculum related to Diversity.
- The Minister of Education and Early Childhood Development as they follow through on the recommendations outlined in the Inclusive Education Report.
- The Minister of Education and Early Childhood Development as they work with schools to find creative ways to make skilled trades programming more inclusive for underrepresented groups to ensure students that are interested in this programming feel welcome and included.
- The Minister of Environment and Climate Change as they update its existing environmental decision-making process to include diversity, inclusion, and equity.

As we progress through our mandate, we will work together to identify further refinement and priorities of focus.

Within the first six months, and as part of your Department's mandate, you will work with me and other Departments in reviewing the role and effectiveness of Agencies, Offices and Crown Corporations with a goal of ensuring the most efficient and accountable methodology for the undertaking of their respective tasks.

We have a clear mandate and the vision and the determination to take decisive action to solve problems for people by giving them hope for health, universal mental health care, dignity for our seniors and a new opportunity for aging well. We will invest in our future. We will build a Nova Scotia with more people, more jobs, better jobs and more housing and infrastructure for people. We will do this with an overriding commitment to sustainable prosperity, establishing Nova Scotia as a world leader.

We will overcome the obstacles that stand in the way of achieving the incredible opportunities within our reach to improve the well-being and quality of life every Nova Scotian deserves.

I look forward to working with you to improve the lives of all the people of Nova Scotia and change the course of our Province now and for generations to come.

Sincerely,

A handwritten signature in blue ink that reads "Tim Houston". The signature is written in a cursive, flowing style.

Honourable Tim Houston, M.L.A.

Premier of Nova Scotia

Copy to: Justin Huston, Deputy Minister of Communities, Culture, Tourism and Heritage
Melissa MacKinnon, Associate Deputy Minister of Communities, Culture, Tourism and Heritage
Catherine Berliner, Deputy Minister of the Office of Equity and Anti-Racism Initiatives