



THE PREMIER  
Halifax, Nova Scotia

September 14, 2021

Honourable Karla MacFarlane  
Minister of Community Services  
Minister of L'nu Affairs  
Minister responsible for the Advisory Council on the Status of Women

Dear Minister MacFarlane,

Thank you for agreeing to serve Nova Scotians as Minister of Community Services, Minister of L'nu Affairs, and Minister responsible for the Advisory Council on the Status of Women.

Governing is about people. On August 17<sup>th</sup>, 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 who will work with your colleagues on solutions that need all the capabilities of the Government and the public

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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 Community Services, 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.
- Provide services under the Disability Support Program, the Children Youth and Family Supports Program and Employment Supports and Income Assistance program to support vulnerable families, children and individuals.
- Work across Departments to establish a five-year target for the reduction of childhood poverty in the Province.
- Review the scope and timeframe for enhancing both the short and long term model for supportive housing in the province.

As Minister of Community Services, you will also support your Ministerial colleagues as they execute their responsibilities. In particular, you will support:

- Minister responsible for the Office of Mental Health and Addictions as they prioritize and collaborate across Education and Early Childhood Development, Justice, and Community services, and other departments as required.
- The Minister of Agriculture as they examine policies and programs to reduce costs of healthy foods for consumers.

As Minister of L'nu 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 review and update curriculum related to Diversity, including education on Residential Schools.
- 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 Intergovernmental Affairs as I actively pursue federal funding programs that enhance environmental and economic sustainability and commit to working in partnership with municipalities, First Nations, businesses, researchers, community groups and non-profit organizations and institutions to continue to position Nova Scotia as a world leader in sustainable development.

- The Minister of Natural Resources and Renewables on the inclusion of Indigenous Protected and Conserved Areas in the Protected Areas network.

As Minister responsible for the Advisory Council on the Status of Women, 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.
- Remain focused on work that ensures women and their children are safe from gender-based violence
- Explore initiatives to strengthen women's economic security
- Continue to encourage women's participation in leadership.

As Minister responsible for the Advisory Council on the Status of Women, 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 work with schools to find creative ways to encourage students from underrepresented groups to consider skilled trades.
- The Minister of Education and Early Childhood Development as they review and update curriculum related to Diversity.
- The Minister of Health and Wellness as they establish financial supports for individuals trying to start a family and paying for fertility services in Nova Scotia.

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,



Honourable Tim Houston, M.L.A.  
Premier of Nova Scotia

Honourable Karla MacFarlane

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Copy to: Tracey Taweel, Deputy Minister of Community Services  
Sandy Graves, Acting Associate Deputy Minister of Community Services  
Justin Huston, CEO of L'nu Affairs