

December 14, 2015

Honourable Al Hawkins
Minister of Transportation and Works

Dear Minister Hawkins:

I am honoured to welcome you to your role as Minister of Transportation and Works. We have been given an extraordinary opportunity to serve the people of our province and together we will work to create a stronger tomorrow for Newfoundland and Labrador. Over the next four years, we will fulfill our commitments, building on the trust placed in us on November 30, 2015. We shall, without fail, act with integrity in all aspects of our service, striving for excellence in discharging our responsibilities.

Embarking on this journey together, we will be guided by *A Stronger Tomorrow: Our Five Point Plan* to Restore Openness, Transparency and Accountability; Build a Stronger, Smarter Economy; Improve Health and Healthcare; Support Safe and Sustainable Communities; and Invest in Our Future Through Education.

As Premier of Newfoundland and Labrador I expect you to follow the principles of openness, transparency and accountability. It is my intention to ensure policy decisions in government are informed by research, evidence, and evaluation so that citizens can understand how and why decisions are made. It is critical that our government's decisions are also informed by engagement with stakeholders, including our Aboriginal partners, to ensure everyone's voices are heard.

Our government is committed to modernizing our province's legislative process in accordance with these principles and I call upon you to engage your fellow Members, constituents and the general public; avail of the Committee process of the House of Assembly; and seek opportunities for non-partisan cooperation.

We are also committed to creating an environment that captures the full potential of our province's many riches, through diversification, job creation and growth. We will take action to improve the health and well-being of people, empower sustainable community development, protect public safety and advance educational opportunities and outcomes.

Our province is facing significant fiscal challenges that require our collective leadership and the engagement of the public. Together, our government will lead our province towards a more sustainable, economic future.

Your responsibilities, as Minister of Transportation and Works, include: leading construction and maintenance of the provincial highways; the provision of provincial ferry services; management of the provincial government fleet of light vehicles and heavy equipment; operation and maintenance of the provincial government air ambulances and water bombers; and, construction and management of provincial government buildings. It is critical that you ensure that we have a system of transportation that meets the needs of citizens and supports economic development.

Infrastructure:

Infrastructure spending is a critical component of government's annual expenditures and has a significant impact on the provincial economy. Working with your colleagues, I expect you to develop a multi-year infrastructure plan and support partnerships on infrastructure projects. Any decisions should be made using a value-for-money analysis which is made public, and would determine if performance-based infrastructure or traditional procurement is the best option. You must also ensure that government owned buildings are energy efficient and environmentally sound by pursuing BOMA BEST certification.

Provincial Roads:

Highway safety is a major concern for Newfoundland and Labrador, and moose-vehicle accidents is an ever present risk. You will investigate all options for minimizing moose-vehicle collisions on provincial roadways. Also, much of the provincial highway network, including bridges and culverts, is in need of repair. I expect you to conduct an engineering assessment of the quality of road conditions and reflect priorities in a multi-year infrastructure plan to address repairs. Ensure that the plan includes early tendering to allow companies to take full advantage of the short construction season, and make public a priority list of road maintenance. Consistent, reliable transportation infrastructure is essential to the provincial economy. In consultation with stakeholders, you must create a comprehensive transportation strategy that supports economic growth, in particular, the tourism industry.

Trans-Labrador Highway:

The Trans-Labrador Highway is a vital piece of infrastructure in our province. You must ensure that paving of Phases 2 and 3 of the Trans-Labrador Highway is continued. In addition, you should consult with the Nunatsiavut Government and the Innu Nation on the feasibility of extending the Trans-Labrador Highway into Nunatsiavut and Natuashish. Where possible, seek opportunities for federal funding. Also, I believe that it is time to update the decade old study on the fixed link between Labrador and the island of Newfoundland; therefore, you should establish an open Request for Proposals process for a full feasibility study to get a firm handle on the costs associated with this project.

Government Real Estate:

There is an opportunity to optimize use of government real estate holdings by identifying vacant or unnecessary office space that is currently being paid for by the Provincial Government. You are directed to undertake a comprehensive review of government's real estate portfolio and determine how best to enhance its public value.

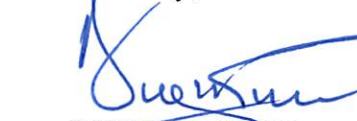
In fulfilling your responsibility as Minister you must ensure collaboration, in a positive and constructive manner, with your Cabinet colleagues. I take this opportunity to remind you that as you carry out your responsibilities, as a Member of the House of Assembly and Member of Cabinet, adhering to the Code of Conduct and the Conflict of Interest guidelines are mandatory, to ensure you discharge your duties with the highest ethical standards.

Deputy Ministers are your key source of support and will provide you with non-partisan advice in meeting your responsibilities. I expect you to develop a positive, respectful and trusting relationship with your Deputy Minister and the public service. I would also ask that you be mindful that Deputy Ministers, among their various responsibilities, are ultimately accountable to me, through the Clerk of the Executive Council.

Our government will report back to the public annually on the achievement of our commitments and make adjustments as required. As a Minister you are accountable for achieving these priorities and meeting other responsibilities within your Department.

Together, we will provide strong leadership to deliver the change we need to move beyond today's challenges and on to a stronger tomorrow.

Sincerely,



DWIGHT BALL
Premier