

December 14, 2015

Dear Newfoundlanders and Labradorians and Cabinet Colleagues:

It is a great honour to serve as Premier, President of Executive Council, Minister for Intergovernmental Affairs, and Minister of Labrador and Aboriginal Affairs. Our government has 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. I have written mandate letters to each Minister outlining our priorities as stated in *A Stronger Tomorrow*. We will continually monitor our progress on these commitments and we will report back to the public annually and make adjustments as required.

I have also used these mandate letters to outline my expectations on how all Ministers will conduct themselves as members of Cabinet. Our government will uphold the highest ethical standards. Policy decisions in our government will be informed by research, evidence and evaluation so that citizens can understand how and why decisions are made. Our decisions will also be informed by engagement with stakeholders, including our Aboriginal partners, to ensure everyone's voices are heard.

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.

As Premier and President of Executive Council, I am responsible for the overall operations of Government of Newfoundland and Labrador decision-making, planning, formulation of policy and the general development of the Government of Newfoundland and Labrador and all of its resources. I have outlined below some of the key steps I will take as Premier, Minister for Intergovernmental Affairs and Minister of Labrador and Aboriginal Affairs.

### **Open, Transparent and Accountable Government**

As head of the Executive Council, I will restore openness, transparency and accountability for appointments to agencies, boards and commissions (ABCs) through the establishment of an independent appointments commission. This non-partisan commission will take politics out of government appointments to ABCs and will screen candidates, apply a gender lens and recommend the most qualified people for appointments, adding a much-needed layer of independent review to the process.

To demonstrate my commitment to financial prudence and transparency, I will eliminate compensation for the Parliamentary Assistant to the Premier and parliamentary secretaries.

### **Building a Stronger, Smarter Economy**

I firmly believe that building a stronger, smarter economy requires diversification, job creation and growth. I will create an attractive business environment and cut red tape by conducting a thorough regulatory review to ensure the burden to business is minimized, thereby increasing productivity and enhancing economic growth.

Capitalizing on our energy resources is important to the economy of Newfoundland and Labrador. In 2041, control of Churchill Falls will return to the people of Newfoundland and Labrador. To begin planning on how best to incorporate this critical asset into a long-term vision for the province, I will establish a Cabinet Committee for the return of the Upper Churchill resource in 2041.

### **An Effective Legislature**

Our government has set out an ambitious democratic reform agenda. We will bring a resolution to the House of Assembly to establish an All Party Committee on Democratic Reform to guide the reform process. I will take a leadership role with the Government House Leader in working towards building an effective House of Assembly for our province that encourages non-partisan cooperation and makes better use of existing committees.

### **Intergovernmental Affairs**

As Minister for Intergovernmental Affairs, I will foster a collaborative and productive relationship with the Prime Minister of Canada, and Canada's Premiers and Territorial Leaders. My priority will be to advance Newfoundland and Labrador's interests in a way that achieves results for the people of our province.

I will work closely with other Ministers in advancing federal/provincial issues of priority to Newfoundland and Labrador with the Government of Canada and will chair the Council of the Federation until mid-year in 2016.

## Labrador and Aboriginal Affairs

As Minister of Labrador and Aboriginal Affairs, I will play a leadership role as our government works collaboratively with the province's Aboriginal people and residents of Labrador to ensure our programs and services reflect their needs.

I will work with Aboriginal people and governments, including the Nunatsiavut Government, Innu Nation, Miawpukek First Nation, NunatuKavut Community Council, and the Qalipu Mi'Kmaq First Nation, in concert with the federal government, to ensure development decisions are made with openness, transparency and accountability, incorporating the concerns and interests of Aboriginal communities. I will lead the implementation of the calls to action set out in the interim report of the federal Truth and Reconciliation Commission which are applicable to the provincial government. I will also lead our government's participation in the national inquiry into Missing and Murdered Indigenous Women and Girls and the implementation of resulting recommendations which are applicable to the provincial government.

I will also encourage the federal government to render a decision on the land claim of the NunatuKavut Community Council and in any land claim negotiations that may arise following that decision, to which the Government of Newfoundland and Labrador is a party. I will strive to reach an agreement that brings harmony, prosperity and certainty to all parties involved in those land claim negotiations.

In this role, I will support efforts to repatriate the remains of Demasduit and Nonosbawsut from the National Museum of Scotland and lay them to rest with dignity in the home of the Beothuk, and work with the governments of Canada and the United Kingdom to ensure there is no further injustice to their memory.

I will also work to support the economic and social development of Labrador and its residents, and will ensure that the unique perspectives of this region are considered when making government decisions and delivering provincial government programs and services. I will work with the relevant Ministers to ensure: that paving of Phases 2 and 3 of the Trans Labrador Highway continues; the food security strategy is reflective of the needs of Labrador; a multi-agency emergency approach is available; expansion of the Family Violence Intervention Court to the region; identification of opportunities for energy distribution through wind and small-scale hydro developments for isolated communities and the completion of a study on the feasibility of a fixed link to Labrador.

Our government will deliver strong leadership, better management, long-term planning and an open government. I have been given an extraordinary opportunity to serve all Newfoundlanders and Labradorians and I will work tirelessly each and every day to honour our commitment to build a stronger tomorrow for all residents of the Province.

Sincerely,



**DWIGHT BALL**  
Premier