



October 7, 2014

Honourable Bill Fraser  
Minister of Tourism, Heritage and Culture  
Minister responsible for the Northern and Miramichi Funds  
P.O. Box 6000  
Fredericton, New Brunswick  
E3B 5H1

Dear Colleague,

On September 22, 2014, the people of New Brunswick entrusted us with the mandate of governing our great province. We worked hard to earn this trust, and we will have to work even harder to keep it. Our platform, *Moving New Brunswick Forward*, has set the foundation for a better future. We have been given four years to shape the future of New Brunswick and we need to approach each day with a strong sense of purpose. Our ultimate goal is to work with New Brunswickers to provide clear and focused leadership on job creation, balancing our finances and making life more affordable for families.

I am pleased to appoint you Minister of Tourism, Heritage and Culture and Minister responsible for the Northern and Miramichi Funds. I congratulate you and want to remind you of the extraordinary opportunity you have been given to serve your province both as an MLA and in this Ministerial capacity. As you continue your duties as a Minister, the role of representing your constituents must remain a priority.

In your capacity as Minister, you are responsible for ensuring our platform commitments associated with your portfolio are implemented. The commitments for which you are responsible are identified in the attachment to this letter.

In addition to your other responsibilities, you are also the Minister responsible for Kings Landing Corporation and the New Brunswick Arts Development Trust Fund.

The Office of the Premier plays a critical role in moving the government agenda forward, coordinating activities, monitoring performance and managing critical issues. We work as a team and, as such, you are expected to:

- work collaboratively on major policy initiatives and communication issues;
- consult on decisions regarding the staffing of positions and Ministerial appointments;
- be informed on the general and departmental legislative agenda;
- demonstrate enhanced decorum in the Legislative Assembly;
- be responsive to the needs of your caucus colleagues;
- seek approval on all out-of-province travel;
- be fiscally prudent and transparent in your duties; and
- publish expense reports online in a timely and transparent manner.

Members of the Executive Council are reminded of the roles and responsibilities and standards of ethics that they are expected to uphold. These are outlined in greater detail in the Minister's Handbook. As well, members of the Executive Council are to adhere to the conflict of interest provisions. It is not enough to avoid conflicts of interest; you must also be diligent in avoiding the perceptions of such.

As we begin to build our working relationship with the public service, I expect you to be mindful of the professionalism and unwavering commitment of our public servants. We are committed to work particularly hard to rebuild trust and respect between the political arm of government and the professional civil service.

As a Minister responsible for a department of government, you are expected to strive to develop a professional, respectful and trusting relationship with the Deputy Minister of your department. The Minister and the Deputy Minister have interrelated but distinct roles and responsibilities in relation to the organization. A Minister's authority and responsibilities are defined in the various pieces of legislation related to his or her portfolio. Ministers are individually responsible, answerable and accountable to the Legislature for those responsibilities. In addition to these enabling statutes, there are unwritten conventions and precedents governing the ways in which Ministers fulfill their responsibilities and account for their actions in exercising their statutory authority.

The Deputy Minister is the principal source of support for a Minister in fulfilling his or her collective and individual responsibilities. The Deputy Minister is responsible for effectively managing the department, carrying out responsibilities delegated by the Minister as well as obligations conferred by the *Civil Service Act* in relation to staffing and delegation. The greatest benefit will derive to the organization if the Minister and Deputy Minister conduct their work with a high level of consultation and cooperation. While the Deputy Minister has various responsibilities, he or she is ultimately accountable to the Premier, through the Clerk of the Executive Council, for upholding the duly approved policies of government and providing support to the Minister in a way that is consistent with the agenda and direction of government as a whole.

As a Minister of the Crown, your first priority will be to support the Government agenda. You are also expected to work in cooperation with the Government House Leader in order to specifically support the legislative agenda of Government including daily attendance in Question Period and during debates. You have the responsibility to work in a collegial fashion with your Cabinet colleagues in order to move our agenda forward together. In the spirit of Cabinet collegiality, it is important to remember that decisions to commit government to action beyond what is in the platform are made by all, not by individual Ministers. Finally, you are to be supportive of all caucus colleagues and be attentive to their needs from your department.

As I mentioned when I gave you your assignment, I will be assessing the performance of all Ministers in 18 to 24 months' time. We have an incredibly strong caucus and there will be opportunities to refresh our cabinet throughout our mandate.

We have been entrusted with an important and rare duty. I expect that from day one, we will govern fairly and wisely. This commitment to excellence must permeate all that we do. We serve our Province through each action and each decision we take. I am asking you to approach your duties with the greatest diligence, the strongest sense of purpose and the clearest commitment to put the interests of New Brunswickers first in all that we do.

Finally, I want to share some advice that I hope you will find as helpful as I have: work hard, be disciplined and take responsibility for everything you do. I have found that when I follow these three principles, I have always been proud of my actions.

Sincerely,

Hon. Brian Gallant  
Premier of New Brunswick

Enclosure: Platform Commitments

cc: Clerk of the Executive Council and Secretary to Cabinet  
Deputy Minister of Tourism, Heritage and Culture

**Attachment  
Platform Commitments  
Tourism, Heritage and Culture**

Government is committed to the following initiatives in ***Moving New Brunswick Forward***. It is the expectation that the Minister of Tourism, Heritage and Culture take the lead on the following commitments.

*To provide New Brunswickers with **more jobs**, we are committed to:*

- Recognizing the economic benefits and potential growth opportunities in our tourism sector by working with the Tourism Industry Association of New Brunswick and other stakeholders to support our operators and enhance this vibrant sector of our economy.
- Accelerating the new provincial cultural policy and further enhancing support for this sector by increasing investment to implement these cultural support initiatives.
- Accelerating the establishment and completion of the committee on the status of the artist to ensure artists are properly recognized for their contribution to our society.
- Enhancing the viability of the cultural sector by encouraging exports of cultural products, inviting investment, increasing use of technology for purposes of information sharing and promotion and supporting efforts to increase training opportunities for members of the cultural community.
- Ensuring our tourism strategy maximizes the value of the cultural sector.
- Working with our broader regional neighbours to market our region as a top international tourism destination.

**Platform Commitments  
Northern and Miramichi Funds**

Government is committed to the following initiatives in ***Moving New Brunswick Forward***. It is the expectation that the Minister responsible for the Northern and Miramichi Funds take the lead on the following commitment.

*To provide New Brunswickers with **more jobs**, we are committed to:*

- Investing a further \$150 million over six years in infrastructure by renewing the Northern and Miramichi economic development funds at 2014-15 levels to assist those regions with investments in strategic infrastructure and access to capital.