September 5, 2017

Honourable Rick Doucet  
Minister of Aquaculture and Fisheries  
Minister of Energy and Resource Development  
Government House Leader  
P.O. Box 6000  
Fredericton, NB  E3B 5H1

Dear Colleague, 

New Brunswickers have entrusted our government with a mandate to move New Brunswick forward by providing clear and focused leadership. We have been listening to New Brunswickers and understand what matters most to them. We know the importance of creating jobs, growing the economy, and securing and enhancing health care and education. I appreciate the hard work you have undertaken on these priorities based on the mandate letter you and your predecessors received on October 7, 2014. This renewed mandate letter communicates our government's priorities and expectations. It contains specific short-term and long-term priorities which are fundamental to implementing our vision.

Together, we have cut the deficit in half while creating jobs and making record investments in education and health care. While implementation continues, the tough decisions are now behind us. We have achieved results by engaging New Brunswickers, being strategic with our decisions, finding savings and efficiencies where they make sense, and focusing on the priorities of New Brunswickers.

We have a strong team and by working together, we can continue to advance our ambitious agenda. By building on the foundation our government established over the first half of our mandate, we will continue to honour our commitments.

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.
Thank you and your department for:

**Government Commitments**
- Having developed a local food and beverages strategy.
- Having worked with all fisheries harvesters, processors and other industry stakeholders to add value to our fisheries by expanding markets for New Brunswick's fish and seafood products.
- Having supported the construction of the proposed oil export terminal.
- Having supported the conversion of the Canaport LNG terminal to an export facility.
- Having released all relevant information on which the forest management plans are based so that the transaction can be assessed by the public.
- Having initiated and continuing open dialogue between all stakeholders - businesses large and small, conservationists, communities, and First Nations -that leads to a lasting and fair way forward for sustainability and market fairness.
- Having increased the number of moose licenses issued.
- Having retained the unified organizational structure for NB Power.
- Having explored and continuing to explore opportunities for more green energy production.
- Having explored and continuing to explore opportunities to export NB Power's energy surplus.
- Having worked with the federal government to try to get New Brunswick its fair share...Providing New Brunswick with the same treatment as other provinces when it comes to federal investments in energy projects.
- Having worked with the federal government to try to get New Brunswick its fair share...compensating New Brunswick for the cost overruns at Point Lepreau.
• Having imposed a moratorium on hydraulic fracturing until risks to the environment, health and water are fully understood. Any decision on hydraulic-fracturing will be based on peer-reviewed scientific evidence and follow recommendations of the Chief Medical Officer of Health. This controversial extraction technique will not be permitted unless:
  o extensive public consultations are held to determine if there is a social consensus.
  o methods exist to avoid unacceptable risks to the environment, health and water.
  o we are able to maximize benefits through a royalty regime that benefits the province and its citizens.
  o we can plan appropriately for its impact on provincial infrastructure.
  o we can develop a country-leading regulatory regime and sufficient enforcement capability.
  o the economic and long-term employment benefits justify any residual risk.

• Having ensured that NB Power’s smart grid project to reduce and shift demand (RASD) for energy is effective and being undertaken in an accountable manner.

• Having recognized that changes in climate require better preparedness for extreme weather events, including...better tree trimming.

• Having explored the establishment of a joint dispatch initiative for the regional electricity grid within the Atlantic provinces.

I. PRIORITY DELIVERY UNIT

Priority Delivery Units (PDUs) have been established to drive performance improvements and increase accountability with respect to New Brunswick’s priorities of Jobs, Education, Families, Federal and Aboriginal Relations and Smart Province. The Priority Delivery Units support innovation and provide a mechanism for enhanced coordination and collaboration across government departments. The units are intended to serve as a forum for advancing projects and initiatives at the highest levels.

PDUs are responsible for driving government priority objectives, initiatives and measures in support of the Government of New Brunswick’s vision.

All Ministers are expected to support the work of the PDUs, as Minister of Energy and Resource Development, you will lead the following initiatives under the Jobs PDU:
  • Energy East - Work with the proponent and the federal government to do everything in our power for the project to proceed, bearing in mind that the project faces market challenges beyond the control of all levels of government.
Federal and Aboriginal Relations PDU:

- Energy Efficiency - mandate energy efficiency delivery agents to provide energy efficiency programs with clear performance based targets for program delivery services that cover all fuels and all sectors, and include active promotion, recruitment, training, performance auditing, and reporting.

II. GOVERNMENT EXPECTATIONS

As a member of Cabinet, you are responsible to lead progress and achieve results on the corporate priority initiatives outlined below.

Jobs

- All government departments must participate in the identification and development of opportunities and growth-oriented policies. Working with the Jobs PDU, you will participate in the development of specific economic opportunities and policies and support others to achieve both your individual and our collective targets for provincial growth.

- Government is committed to identifying and eliminating red tape that arises in interactions between government bodies and our citizens, partners, and businesses. All government departments are expected to participate in the reduction of red tape and administrative burden.

- All government departments will seek out and embrace opportunities to collaborate with our Atlantic neighbours in the harmonization of our regulations and operations.

Families

- Government is committed to increasing the number of women in positions of influence by improving the gender balance in public service executive positions and on our agencies, boards and commissions with the goal of 50% representation.

- Government is working to fully implement the Pay Equity Act of 2009 across all parts of government.

- Government is committed to carrying-out gender-based analysis as part of the policy development process.

- Government is taking action on The Plan on Official Languages – Official Bilingualism: A Fundamental Value, a government-wide plan to improve respect for government’s linguistic responsibilities.

Smart province

- All government departments are expected to participate in the implementation of Strategic Program Review initiatives as required.
• All government departments will continue to work towards meeting financial targets to reduce the deficit and restore balance to the budget by 2020 without making cuts to jobs, education and health care.

• All government departments are expected to participate in the implementation of the open data initiative, whereby appropriately-prepared, government-held data are made available proactively, either through the open data portal for its reuse and consumption or for research through the New Brunswick Institute for Research, Data and Training.

• Government is committed to fostering a culture of openness and transparency in the public sector. The Lobbyist Registration Act will allow the public to know more about who is attempting to influence government while also providing more rigour around lobbyists’ activities.

• All members of the Executive Council are reminded that the 10 per cent reduction to ministerial pay will remain in place until we’ve balanced the provincial budget.

• All government departments must participate in initiatives designed to respect the public service and to support them in the pursuit of excellence around three themes: pride, productivity and professionalism.

Federal and Aboriginal relations
• All government departments are expected to work with the Aboriginal Affairs Secretariat to ensure that the province’s Duty to Consult with First Nations is discharged in all matters that may impact the practice of Aboriginal and treaty rights.

• All members of Executive Council and senior leaders will attend a specialized training session on the province’s Duty to Consult provided by the Aboriginal Affairs Secretariat.

• All government departments are expected to implement the calls to action identified by the Truth and Reconciliation Commission of Canada.

III. DEPARTMENT SPECIFIC DELIVERABLES

In your capacity as Minister, you are responsible for ensuring that our deliverables pertaining to the organization(s) under your authority are implemented. As Deputy Government House Leader, you will work with the Government House Leader to pass government’s legislative agenda through the Legislative Assembly while promoting an environment of respect. Look to your Deputy Minister as your primary source of support for the implementation of your department-specific deliverables. A list of platform commitments for which you are responsible is attached.
IV. DEPARTMENT EXPECTATIONS
The Office of the Premier and Executive Council Office play a critical role in moving the
government agenda forward, monitoring performance and managing critical issues. It is
important to work together and for you to coordinate with the Office of the Premier and
Executive Council Office, to:

- Work collaboratively on policy and legislative proposals and legislative planning, and
  issues management.
- Respond in a timely manner to all requests for information and support, including
  those received under the Right to Information and Protection of Privacy Act.
- Coordinate public consultations and marketing campaigns with corporate
  communications to improve efficiency and effectiveness.
- Support the public service’s Formal Management System and regular review and
  reporting to ensure focused identification, prioritization, and execution of
  government’s strategy using SMART methodologies.

V. RESPONSIBILITIES FOR CROWN ENTITIES
In addition to your other responsibilities, as Minister for Energy and Resource
Development, you are responsible for:

- *New Brunswick Power Corporation
- Energy and Utilities Board
- Board of Examiners under the Scaler’s Act
- Forest Audit Appeal Board
- New Brunswick Forest Products Commission
- New Brunswick Wildlife Council
- Protected Natural Areas Provincial Advisory Committee
- Protected Natural Areas Scientific Advisory Committee

As Minister of Aquaculture and Fisheries, you will work in collaboration with the Minister of
Agriculture, Mines and Rural Affairs, and are responsible for:

- Agricultural, Aquaculture and Fisheries Development Boards
- Agriculture Appeals Board
- Farm Practices Review Board
- Licensing and Penalty Appeal Board
- N.B. Agricultural Insurance Commission
- N.B. Grain Commission
- New Brunswick Farm Products Commission
- *New Brunswick Research & Productivity Council
Under the *Accountability and Continuous Improvement Act*, government is responsible for the legislative, regulatory, and public policy frameworks in which Crown entities operate. In order to support the achievement of government's performance expectations for those Crown Corporations to which the Act applies (starred), you will:

- Provide formal annual direction to crown entities through mandate letters.
- Support the corporate annual planning cycle by providing tools and resources to the crown entity, as required.
- Review and provide feedback and final approval of the entity's annual plans and annual reports.
- Meet with the entity to review progress towards achieving results and provide direction to the entity, as required.

The above list of responsibilities is not meant to be exhaustive; we will continue to work on New Brunswick's priorities and get things done. It is by working together and making smart decisions that we will accomplish our vision.

Yours truly,

[Signature]

Brian Gallant

Enclosure: Platform Commitments

c.c.: Clerk of the Executive Council and Secretary to Cabinet
Deputy Minister of Agriculture, Aquaculture and Fisheries
Deputy Minister of Energy and Resource Development
Government is committed to the following initiatives in *Moving New Brunswick Forward*.

Government has started work with respect to the following commitments. It is your responsibility to ensure that this work is moved forward such that this commitment can be met within the mandate.

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<tr>
<th>ID</th>
<th>Commitment</th>
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<tbody>
<tr>
<td>55</td>
<td>Cooperate with our regional partners to establish a common lobster levy to fund a common lobster marketing strategy.</td>
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<td>56</td>
<td>Evaluate options under the current forestry plan and submit the sustainability provision in the plan to a proper review.</td>
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<td>123</td>
<td>Reinstate home energy efficiency retrofit programs.</td>
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<td>125</td>
<td>Ensure that energy consumers share in the benefits of RASD cost savings.</td>
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