September 5, 2017

Honourable Stephen Horsman
Deputy Premier
Minister of Families and Children
Minister responsible for Military Affairs
P.O. Box 6000
Fredericton, NB E3B 5H1

Dear Colleague, Stephen

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 predecessor 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 worked with the federal government to try to get New Brunswick its fair share...Protecting vulnerable New Brunswickers by renewing the Canada-New Brunswick agreement on affordable housing.

- Having amended *Family Services Act* to provide that maintaining and fostering healthy relationships with grandparents and other extended family members is in the best interests of children.

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 Families and Children, you will lead the following initiatives under the Families PDU:

- **Obesity & Tobacco Initiative** – ensure approved policy and legislative amendments to address obesity and smoking are implemented by 2018.

- **Experiential Learning and Employment (ELE) Continuum for Social Development clients** – improve labour market outcomes of Social Assistance recipients through the delivery of a continuum of services.

- **Work Services Program: Enhancements to Service Delivery Model** – provide individualized and personalized service in order to assist work ready case managed Social Assistance Recipients seek, obtain and maintain employment.

- **Identify new organizations to conduct Community Volunteer Income Tax Program Clinics** in previously under-served communities.
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 Minister responsible for Military Affairs, I ask that you build a relationship of understanding with Canadian Forces and veterans to leverage the economic and social benefits of the large military and veteran presence in New Brunswick. 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, you are the Minister responsible for:

- *New Brunswick Housing Corporation
- Family Income Security Appeal Board

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 Social Development
Deputy Minister of Intergovernmental Affairs
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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<tr>
<td>82.2</td>
<td>Help to offset the costs of ....adoption expenses.</td>
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<tr>
<td>110</td>
<td>Develop a comprehensive strategy for a Smoke-free New Brunswick.</td>
</tr>
<tr>
<td>111</td>
<td>Develop a comprehensive strategy to combat obesity.</td>
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<tr>
<td>139</td>
<td>Implement the poverty reduction strategy and ensuring it is applied across government.</td>
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