

November 15, 2017

The Honourable Siobhan Coady
Minister of Natural Resources
Minister Responsible for the Status of Women
Deputy Government House Leader

Dear Minister Coady:

It has been my pleasure to work with you in Cabinet since December 2015. I am honoured that you have agreed to serve the people of our province in a new capacity as Minister Responsible for the Status of Women, in addition to your continuing role as Minister of Natural Resources and Deputy Government House Leader. I am placing my trust in you to support natural resource development, and to advance the status of women.

As we approach the mid-point of our mandate, we have a strong Cabinet. We are guided by our plan for sustainability and growth, The Way Forward. It focuses on strengthening our economy and creating private sector jobs, delivering better services, improving outcomes to promote a prosperous Newfoundland and Labrador, and improving public sector efficiency. I am asking you to deliver on this plan by leading the following:

Oil and Gas Development

- Working with the recently created Oil and Gas Industry Development Council to position the province as a preferred destination for oil and gas exploration and development, including:
 - Developing a transparent energy policy;
 - Streamlining regulatory approvals and certification processes to support increased offshore oil and gas exploration and development;
 - Pursuing options for the exploration and development of offshore natural gas;
 - Ensuring any future decisions regarding hydraulic fracturing are based on scientific evidence; and
 - Ensuring effective government, regulatory and industry cooperation and communication.
- Working with the Minister of Tourism, Culture, Industry and Innovation, the NL Innovation Council, Nalcor Energy and other industry partners to continue to position the province as a global Centre of Excellence for deep water oil and gas development, including encouraging and funding leading research and design efforts in areas such as: subsea resources extraction, ice management and operating in extreme weather, corrosion mitigation, enhanced oil recovery, logistics and maritime transportation, and

other fields that foster the innovation needed to overcome these challenges in similar locations.

Clean Energy

- Encouraging more diverse distributed energy generation by seeking opportunities to develop wind farms and small scale hydro, and prioritizing communities isolated from the primary power grid, such as coastal regions of Labrador; and
- Maximizing the net benefits from in-province use of energy and energy export by:
 - Intensively marketing cost competitive electricity generated by wind and hydro to regional, national, and international markets;
 - Encouraging investment and innovation in electrical power generation projects; and
 - Seeking opportunities to develop the Gull Island Hydro Project, which will include identifying potential markets and access routes.

Mining

- Increasing mining activity through targeted promotion and development of a core digitization process;
- Piloting an initiative to recycle/repurpose non-renewable resources for mine applications;
- Consulting with industry to explore the possibility of a new venture capital fund for mineral exploration and development;
- Continuing to fund the Junior Exploration Assistance Program and prospector grants throughout Newfoundland and Labrador; and
- Working with the Minister of Finance to review the current mining tax regime to ensure that it is competitive.

Oversight of Nalcor Energy

- Directing Nalcor to sell surplus power generated from the Muskrat Falls Project to export markets and new industrial developments, and use associated revenue to mitigate potential increases in electricity rates and ratepayers' bills;
- Continuing to ensure that Nalcor is exercising effective due diligence in the work remaining to complete the Muskrat Falls Project and is regularly communicating its progress and performance to the people of the province; and
- Working closely with the Minister of Justice and Public Safety to establish an inquiry into the Muskrat Falls Project.

Status of Women

- Incorporating women's employment plans in our provincial investments and infrastructure strategy, in collaboration with your colleagues;
- Developing a women's leadership strategy and working with women's organizations to address barriers to gender diversity in leadership;

- Leading efforts to advance the status of Indigenous women and girls in the province, and supporting our Government's participation in the national inquiry into Missing and Murdered Indigenous Women and Girls and implementing associated recommendations;
- Working with your colleagues to promote gender diversity in the labour force, including supporting women in the development of knowledge-based firms in the fields of science, technology and engineering, to expand the Family Violence Intervention Court beyond St. John's, and to improve primary health care services for adolescents; and
- Planning a conference on the status of women in NL to facilitate knowledge sharing and mentorship opportunities.

Together, Cabinet is responsible for achieving the targets set out in The Way Forward. Achieving these targets is critical to attaining inclusive growth, improving employment levels and reducing poverty and realizing financial sustainability. To support reaching these targets, I ask all Ministers to consider the impact of their decisions on the health of Newfoundlanders and Labradorians through our Health in All Policies approach. You must also consider whether your decisions are best positioning our province for economic and private sector job growth.

As Premier, I expect you to be open and transparent. We must use evidence and research and engage with the public, stakeholders and our Indigenous partners to inform our decisions. We must ensure that we are focused on service excellence. I have asked all Ministers to reduce red tape, adopt Lean continuous improvement principles and publish business standards for all major programs by March 31, 2018. I also expect all Ministers to work together to support our commitment to being a government that is digital-by-design.

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 advice in meeting your responsibilities. I expect you to develop a positive, respectful and trusting relationship with your Deputy Minister and the public service.

At the end of the day, Newfoundlanders and Labradorians want to see results. You must track and report on your progress towards completing the work outlined in this letter. We will continue to highlight our progress in our annual Way Forward report cards and annual performance reports. Together, we will improve health, social and economic outcomes and deliver high quality services for Newfoundlanders and Labradorians.

Sincerely,



DWIGHT BALL
Premier