

November 15, 2017

The Honourable Steve Crocker  
Minister of Transportation and Works

Dear Minister Crocker:

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 of Transportation and Works. I am placing my trust in you to administer and manage all matters related to transportation and public works in our province.

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:

### **Infrastructure Development**

- Annually updating and releasing our Government's Multi-Year Infrastructure Plan, including supporting partnerships on infrastructure projects and informing decisions using value-for-money analyses that are made public;
- Improving educational facilities so that they provide exemplary learning environments and support school grounds as areas of learning and play; and
- Working with the Minister of Health and Community Services on:
  - Overseeing the construction of the Corner Brook Long Term Care Facility;
  - Replacing the Western Memorial Regional Hospital;
  - Identifying a plan for replacing the existing Waterford Hospital with in-patient services as well as more services provided in community and closer to home by March 2018; and
  - Planning for the expansion of long term care bed capacity in the Central Health region.

### **Transportation Network**

- Investigating all options for minimizing moose vehicle collisions on provincial roadways;
- Continuing to improve the provincial road network through our approach to multi-year roads planning, publicly releasing priority road maintenance projects and early tendering;

- Ensuring that paving of Phases 2 and 3 of the Trans-Labrador Highway is continued;
- Consulting with the Nunatsiavut Government and the Innu Nation on the feasibility of extending the Trans-Labrador Highway into Nunatsiavut and Natuashish, and, where possible, seeking opportunities for federal funding;
- Reporting back to me on the results of our pilot on night-time road construction and suggesting a way forward;
- Implementing our Government's Five-Year Marine Infrastructure Plan;
- Updating of the 2004 feasibility study with the Harris Centre on a fixed link between Labrador and the Island of Newfoundland to confirm current costs associated with this project; and
- Developing, with the Minister of Tourism, Culture, Industry and Innovation, a highway signage solution that is consumer friendly.

### **Real Estate and Asset Management**

- Ensuring that government-owned buildings are energy efficient and environmentally sound by pursuing BOMA BEST certification;
- Reducing costs associated with Government's vehicle fleet; and
- Further reducing Government's building footprint.

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