

November 15, 2017

The Honourable Andrew Parsons  
Minister of Justice and Public Safety  
Attorney General  
Minister Responsible for the Access to Information and Protection of Privacy Office  
Government House Leader

Dear Minister Parsons:

It has been my pleasure to work with you in Cabinet since December 2015. I am honoured that you are continuing to serve the people of our province in your capacity as Minister of Justice and Public Safety, Attorney General, Minister Responsible for the Access to Information and Protection of Privacy Office, and Government House Leader. I continue to place my trust in you to uphold justice, improve public safety in our province and ensure appropriate implementation of the Access to Information and Protection of Privacy Act.

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. As Minister of Justice and Public Safety, Attorney General and Minister responsible for the Access to Information and Protection of Privacy Office, I am asking you to deliver on this plan by leading the following:

#### **Legal and Court Services**

- Reviewing the use of legal services within Government;
- Reviewing court administration in collaboration with the Supreme Court of Newfoundland and Labrador and Provincial Court of Newfoundland and Labrador; and
- Implementing responsive justice and public safety measures, such as piloting a Drug Treatment Court, and expanding the Family Violence Intervention Court beyond St. John's by exploring site options, models and technologies to allow for enhanced services in other regions, including Labrador.

#### **Legislation, Public Safety and Public Inquiries**

- Working with stakeholders and your colleagues to develop measures to encourage supported decision-making;

- Initiating public inquiries that the people of the province are expecting. This includes Humber Valley Paving situation, search and rescue services in our province, the treatment, experiences and outcomes of Innu in the child protection system, and working closely with the Minister of Natural Resources to establish an inquiry into the Muskrat Falls Project;
- Implementing recommendations of the Commission of Inquiry regarding the Death of Donald Dunphy;
- Establishing a Serious Incident Response Team for the province;
- Leading provincial efforts regarding the pending legalization of non-medical cannabis, in collaboration with your colleagues; and
- Working with your colleagues on the implementation of recommendations of the All Party Committee on Mental Health and Addictions.

As Government House Leader, I expect you to lead:

### **House of Assembly**

- Modernizing the province's legislative process and engaging elected representatives from all political parties;
- Making better use of existing committees and seeking opportunities for further nonpartisan cooperation, including establishing legislative review committees to review proposed legislation; and
- Bringing a resolution to the House of Assembly to establish an All Party Committee on Democratic Reform.

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.

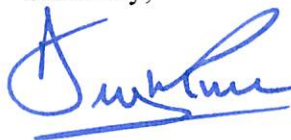
As Premier, I expect you to be open and transparent. We must use evidence and research and engage with the public, stakeholders and our Indigenous partners to inform our decisions. We must ensure that we are focused on service excellence. I have asked all Ministers to reduce red tape, adopt Lean continuous 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,

A handwritten signature in blue ink, appearing to read "Dwight Ball", with a horizontal line underneath.

**DWIGHT BALL**  
Premier