

May 3, 2016

Honourable Cameron Friesen
Minister of Finance
Minister responsible for the Civil Service
Room 103 Legislative Building
Winnipeg, Manitoba R3C 0V8

Dear Colleague,

Thank you for agreeing to serve Manitoba as Minister of Finance. Together, our party has been given a mandate to restore trust in government and improve the lives of Manitobans and their families. This is a high honour and privilege we have been given. It will be our focus every day in government.

At the outset, I want to remind you of the need to comport yourself at all times with personal and professional integrity as a representative of our new government. I insist we adhere to the highest possible standards of accountability and respect in the conduct of the province's business. Accordingly, I expect you to be fully aware and compliant with all ethical rules and guidelines currently established as well as those which will be part of our Open Government Initiative.

Most Improved Province

We asked for and received a mandate from Manitobans to improve our province in several key areas. We will be judged on how well we deliver on this. This government will relentlessly focus on these results. I expect us to be a government of results. We must strive each day to deliver high quality public services to citizens at reasonable costs to taxpayers.

A fundamental part of our platform commitment to Manitobans is to ensure our province improves in key areas. All ministers are expected to support and deliver on all of these commitments with colleagues. As Minister of Finance, you have a key role to play in delivering on these particular Most Improved Province commitments:

- Most improved province in family tax relief.
- Most improved province in job creation performance.

Your Mandate

As Minister of Finance, you have a mandate to restore the fiscal integrity of the province and move to a balanced budget. You will do so by developing both immediate and longer-term steps to eliminate waste, duplication and overlap in government spending.

You will also work to achieve an upgrade in our province's credit rating, and you will lead the implementation of the recommendations of the Value for Money Review to reduce structural deficits and move towards a balanced budget.

I ask that you provide the people of Manitoba with an update on the fiscal and economic health and status of the province in the first sitting of the 41st Legislative Assembly. Subsequently, I ask that you prepare a budget for delivery in the upcoming session. The focus of this budget should be on fostering economic growth and prosperity, putting Manitoba on the path to fiscal integrity, and ensuring front line public services are protected.

As Minister of Finance, you are the lead in fulfilling the following platform commitments:

- Taking steps towards balancing the budget over time.
- Undertaking a value for money review during the current fiscal year in order to begin to generate savings representing approximately 1% of government wide expenditures over our first full budget year in 2017/18.
- PST reduction from 8% to 7% will take place no later than 2020.
- Index the tax brackets and the basic personal exemption by the rate of inflation within our first full budget year.
- Further raise the basic personal exemption towards the national average within our first term.
- Continuing to increase government spending but at a more sustainable rate of no less than 3%.
- Annual strategic infrastructure investment of no less than \$1 billion.
- Reducing red tape across government with the help of a Red Tape Reduction Task Force of business, labour, community agencies, and government.

In addition to these commitments, you are the lead Minister responsible for the following:

- Restore our credit rating
- Reduce communications and advertising budgets
- Flatten management within the civil service
- Finding savings that are associated with the reduction in the size of cabinet by one-third
- Eliminate partisan advertising
- Reform our tendering process to shop smarter and eliminate forced unionization
- Reduce government travel and hospitality to achieve a minimum of 5% savings in associated expenditures
- Wind down the East Side Road Authority.

You will support the work and recommendations of other platform commitments including the Premier's Enterprise Team.

Working With Manitobans and the Public Service

Our government will be a listening government. Our government will be a responsible and responsive government. As a minister and representative of this new government, I expect you to work constructively and cooperatively with citizens and stakeholders to hear their views and communicate the decisions and priorities of the government. Having secured the people's trust in this election, we must work hard every day to earn it anew.

Manitoba's civil service will be a key partner with us to deliver on our commitments and serve the public. Our commitment to protecting front line services for people and the jobs of those who deliver them is one I expect all ministers to work towards.

I made a decision at the outset to reduce the size of Cabinet and set a new tone at the top in ensuring value in government services. That tone at the top extends to how I expect you and your colleagues to work with your departmental officials and other civil servants you encounter in the course of your professional duties. I expect you to forge a collaborative working relationship with your deputy minister and senior officials. I also expect you to be accessible to officials within your department, to listen to their advice, to hear their concerns, and understand that while they are here to serve in a professional non-partisan manner, they are also our employees who deserve our respect.

Cabinet, Caucus and the Legislature

Being a minister brings significant responsibility with your new duties. That responsibility extends to ensuring you are fully briefed and knowledgeable about your portfolio issues and obligations when engaging with colleagues at Cabinet and in the Legislature. I expect all ministers to know their files and bring a collegial working style to making decisions at Cabinet and Cabinet Committees.

You have also been named Chair of Treasury Board. In this capacity, I expect you to lead the government's work of ensuring results in policy and program decisions, bringing value for money in government spending, and applying tests of efficiency and effectiveness to current and future government policy and program decisions. You are also a member of our Planning & Priorities Committee, the first acting Minister of Growth, Enterprise & Trade and the second acting Minister of Families.

Caucus is a vital part of our governance. I remind you that all caucus members are full and equal colleagues in the work and direction of this government. I expect you to work closely at all times with your caucus colleagues providing them with information as they carry out their duties and being accessible to them in the conduct of their duties. From time to time, individual caucus members will be assigned to work with you on specific projects by me. You will treat them as full cabinet colleagues in this capacity.

The Legislative Assembly remains the foundation of our democracy and is essential for representative and accountable government. We shall treat it respectfully. I expect all ministers to be briefed, ready, and available to answer questions, explain decisions, and engage colleagues in the Legislature as well as citizens that appear before it.

As we work together, I will be evaluating individual and collective performance of ministers as they deliver their mandates and support and work collaboratively with ministerial and caucus colleagues.

Manitobans expect us to work for them as a team. I know I can count on your personal support and commitment to do so as you shall have my personal support and commitment to work with you in your new duties and responsibilities.

We have been given a rare privilege to serve our province. I know you are as grateful as I am for this opportunity. Let us make Manitobans proud once more of their government.

Sincerely,

Original signed by Brian Pallister, Premier

Premier Brian Pallister