



PREMIER OF MANITOBA

Room 204
Legislative Building
Winnipeg, Manitoba CANADA
R3C 0V8

October 18, 2018

Honourable Scott Fielding
Minister of Finance
Room 103, Legislative Building
Winnipeg, Manitoba R3C 0V8

Dear Colleague:

The people of this great province gave us a mandate two years ago to build a better Manitoba. As a government, we have listened, and we have learned. We have made real progress on the mandates we issued in May of 2016 to begin fixing our finances, repairing our services and rebuilding our economy.

The old way of doing things, where government just got bigger and more expensive is over.

For the first time in nearly two decades, our government is serving the interests of the people instead of the people working to serve the interests of government.

There is much more to do. I expect progress to continue as we work together on behalf of Manitoba taxpayers. Our government is about building safer, greener and more prosperous communities and our government must continue to earn the people's trust every hour of the day, every day of the week, and every month of the year.

This mandate letter is an opportunity to renew and refresh our commitment to a better, more affordable government for Manitobans. I expect each Cabinet Minister will provide leadership and effective management of their respective portfolios.

Not only will our ministers reflect the values of hard-working Manitobans, they will apply the kind of frugality, dedication and honesty the people expect from their elected representatives.

Our mandate from Manitobans includes a commitment to improve in key areas:

- Most improved job creation and economic growth.
- Most improved partnerships with business and industry.
- Most improved province in achieving outcomes from the delivery of quality services.
- Most improved province in public finances.

Your Mandate

As Minister of Finance, you have a mandate to restore the fiscal integrity of the province and move towards a balanced budget. You will do so by eliminating waste, duplication and overlap in government spending while protecting our front-line services. You are the lead in fulfilling the following commitments:

- Continuing to take measured steps towards a balanced budget to reduce the risks of growing debt service costs;
- Reducing the PST from 8% to 7% no later than 2020;
- Indexing our tax brackets by the rate of inflation;
- Ensuring our government spending is sustainable and achieves value for money;
- Working with your colleagues to maintaining our annual strategic infrastructure investment at no less than \$1 billion;
- Reducing the burden of red tape across government with the help of business, labour, community agencies, and government; and
- Restoring our credit rating by demonstrating Manitoba's commitment to sustainable and disciplined management of taxpayers' money.

In your role as Minister responsible for the Civil Service Commission, you are responsible for ensuring a safe workplace for our public servants.

In addition to these commitments, you are the lead Minister responsible for working with your Cabinet colleagues to fulfill the following commitments:

- Improving the clarity of our financial reporting throughout summary government;
- Constraining spending on communications, advertising, and government travel;
- Flattening management and reducing spans and layers throughout summary government;
- Reforming our tendering and procurement processes to shop smarter and eliminate forced unionization;
- Building a modern public service through the implementation of the transformation strategy, including the management of our transformation capital fund to drive savings and improve outcomes;
- Reinvigorating our Business Transformation and Technology Office to ensure we maximizing the use of new and emerging technologies in delivering programs and services;
- Reviewing the operations of our Independent Legislative Officers to ensure they are effective and accessible to Manitobans;
- Rationalizing the number of government vehicles and reducing fuel consumption;
- Repairing the agencies and processes involved in the management and sale of Crown Lands and Property;
- Reducing government's real estate footprint;
- Exploring the feasibility of consolidating the management of large-scale capital projects throughout our core government;
- Consolidating back office functions to achieve better outcomes at lower cost; and
- Developing a sustainable plan for Legislative Building Restoration.

You will collaborate with your colleague, the Minister of Infrastructure, to renew our aging FleetNet emergency communications system and our 911 emergency network with an affordable next generation technology solution.

As part of our Cabinet team, you will assist your colleagues in fulfilling the following commitments:

- Implementing our economic development strategy, led by the Minister of Growth, Enterprise and Trade;
- Delivering our Made-in-Manitoba Climate and Green Plan, led by the Minister of Sustainable Development;
- Advancing reconciliation with Indigenous Manitobans, led by the Minister of Indigenous and Northern Relations; and
- Achieving more Open Government, led by the Minister of Justice.

I expect you to consult with your Deputy Minister and other senior officials in your department to ensure that decisions are based on the best advice and facts available. The province's professional public servants are a rich resource that is to be respected and nurtured under your leadership. In return, you should expect accurate and timely information to assist you in making the best decisions possible.

We are committed to ensuring all employees are treated with dignity and respect. There is no place for harassment of any kind in the civil service or any workplace, you must remain vigilant in ensuring there is no wrong door and not sit silent if you see others around you falling short of these standards.

The ability to fulfil our platform is predicated on that mutual respect. That respect will be extended to all members of Cabinet, Caucus and the Legislature. We must all display the highest ethical standards and individual ministers will maintain a professional, collegial tone.

I expect you to be knowledgeable about your files and ready to explain decisions to colleagues and citizens alike. We must never forget that citizens have placed their trust in us to carry out the duties as their elected officials, and the added responsibility of high office places an even greater burden on you to lead by example.

As a government, we have signaled our intention to be accountable for all of our summary government, including many of the government entities outside of your core departments that have lacked direction over the past decades. They are very much part of our government team and Manitobans have the same expectations of achievement of outcomes in the other services that these entities provide.

Our government works as a team, and you must listen carefully to your colleagues within Caucus. I remind you that it is equally critical to reach out beyond the walls of the Legislature so that our decisions are informed by Manitobans.

There will be no room for arrogance, presumption and high-handedness in our government. Ministers must remain connected to communities and understand their concerns. You will communicate our decisions and policies clearly, regularly and transparently.

The mandate I am setting out for you is not just a series of goals, they are the crucial building blocks for a better Manitoba. We promised a prosperous future for Manitobans – and with your dedication and passion we will succeed in delivering it to them.

We have been entrusted with the rare privilege of serving our province. I know you are as grateful as I am for this opportunity. Let us work hard every day to fulfil that responsibility

Sincerely,

Original signed by

Brian Pallister