



THE PREMIER  
Halifax, Nova Scotia

September 14, 2021

Dear colleagues and fellow Nova Scotians,

It is my honour to serve Nova Scotians as their Premier. In addition to serving as Premier, I will also serve as Minister of Intergovernmental Affairs, Minister of Trade, Minister of Regulatory Affairs and Service Effectiveness, and Minister of Priorities and Planning.

Governing is about people. On August 17<sup>th</sup>, 2021, we were given a mandate by Nova Scotians to activate solutions. They responded to our platform, *Solutions for Nova Scotians*, and its vision for our Province. Nova Scotians share the hope you and I have for our beautiful province and its potential.

A brighter future starts with a shared belief in what our province can do. A belief in each other. A belief in our communities. A belief in fellow Nova Scotians. We can put Nova Scotians on the path to financial sustainability and fix healthcare. We can support our traditional industries and build an environment plan that fights climate change. We can make our province a magnet for doctors, students, new residents, investors and tourists alike, and remain proud of our traditions and our heritage.

Fixing healthcare and rebuilding our economy is not for the faint of heart. It will require strong leadership and a willingness to take bold action. Working together, we can get the job done.

The success of all Nova Scotians and improvement of their health, access to health care and quality of life will be our collective success.

We have committed to listen to and respect all Nova Scotians. We have also committed to lead a government which represents all Nova Scotians and is reflective of the modern societal makeup of Nova Scotia, inclusive and respectful of all demographic, cultural and ethnic diversities to advance our collective growth and prosperity.

Our Cabinet is composed of individuals who have a track record and capabilities as problem solvers, as “solutionists,” as individuals who get things done and are not deterred by complexity. We are known collaborators who will work collectively on solutions that need all the capabilities of the Government and the public service pulling in the same direction.

As Ministers, our leadership and our teams will play a critical role in contributing to the commitments we have made and to providing solutions. We are responsible for the conduct of the department(s) we oversee and must be aware of and adhere to the public service’s *Code of Conduct and Respectful Workplace Policy* in our

interactions with the public service. Most importantly, we are part of a team of solutionists who share a common vision and commitment to *Solutions for Nova Scotians*.

As Minister of Intergovernmental Affairs, I will:

- Work with the federal government and fellow provinces to agree on an increased funding formula for the Canada Health Transfer.
- Actively pursue federal funding programs that enhance environmental and economic sustainability and commit to working in partnership with municipalities, First Nations, businesses, researchers, community groups and non-profit organizations and institutions to continue to position Nova Scotia as a world leader in sustainable development.

As Minister of Intergovernmental Affairs, I will also support my Ministerial colleagues as they execute their responsibilities. In particular, I will support:

- The Minister of Natural Resources and Renewables as they work towards Commit 80% of Nova Scotia's electricity needs being supplied by renewable energy by 2030.
- The Minister of Seniors and Long-Term Care as they seek Federal Government funding for an additional 1,000 new private rooms on top of the 2,500 for a total of 3,500 new single-bed rooms.
- The Minister of Labour, Skills and Immigration as they negotiate for an increase in our federal immigration numbers – proposing 1.5% of our population, which could add 15,000 individuals per year.
- The Minister of Labour, Skills and Immigration as they work with the Federal government to establish a provincial immigration program that is fair and allows Nova Scotia to grow at an equitable rate as compared to other provinces.
- The Minister of Labour, Skills and Immigration as they work with the Federal government to establish a regional nominee program for Nova Scotia
- The Minister of Communities, Culture, Tourism and Heritage as they work with local air authorities, including Sydney, to develop an integrated airport marketing plan, using an upgraded, world-class Halifax International Airport as the hub.
- The Minister of Public Works to invest in new and expanded connections to HIAA from key strategic destinations and new destinations.

As Minister responsible for the Office of Priorities and Planning, I will:

- Lead our efforts to articulate and communicate our Government's ambitious policy agenda across the public service and with key external stakeholders.
- Lead efforts to align efforts and initiatives of government to enable the achievement of priority objectives and deliver solutions for Nova Scotians.
- Direct the Office to develop and ensure the implementation of policy and program initiatives that improve quality of life, attract more people, create more and better jobs in each and all of the functional economic regions of Nova Scotia, to ensure the opportunity for sustainable prosperity is available to all Nova Scotians wherever they choose to live in our beautiful province.
- Ensure that we apply expert analysis and policy advice to emerging issues of public policy and to make evidence-based decisions.

- Facilitate work across Departments and Agencies to ensure that Executive Council and Deputy Ministers have timely, accurate, and meaningful information to make decisions and inform program and policy development.
- Lead engagement with external partners, such as the One Nova Scotia coalition, to work with all communities, municipalities, institutions, enterprises and organizations in the pursuit of our Government's objectives, our population target and the One Nova Scotia goals.
- Ensure that our collective performance is measured, tracked, both qualitatively and quantitatively, to identify progress towards achieving our Government's priority initiatives and our collective One Nova Scotia targets.

In addition to supporting all my Ministerial colleagues as they execute on their responsibilities, as Minister responsible for the Office of Priorities and Planning, I will devote particular attention to supporting:

- The Minister of Labour, Skills and Immigration as they establish an ambitious population growth policy and market our province and implement programs to attract newcomers to our beautiful province and our second-to-none quality of life.
- The Minister of Environment and Climate Change as we take meaningful action to combat climate change and strive to make Nova Scotia the most environmentally friendly jurisdiction in North America.
- The Minister of Economic Development as we work to create an economy that rewards innovation and seeks shared prosperity for all, in all regions of Nova Scotia
- The Minister of Health and Wellness, Minister of responsible for Mental Health and Addictions, and Minister of Seniors and Long-Term Care as they bring dignity to seniors, enhance opportunities for aging well and healthy living and work to provide solutions to our healthcare system to enable Nova Scotians to live healthy and successful lives, and promote aging well in Nova Scotia.
- The Minister of Education and Early Childhood Development, the Minister of Advanced Education, and the Minister of Labour, Skills, and Immigration as they develop and implement policy and programming to ensure that all Nova Scotians have access to the knowledge, skills and training necessary to excel in an ever-changing economy and digital world.
- The Minister of Agriculture, Minister of Natural Resources and Renewables, and Minister of Fisheries and Aquaculture as they work to develop our resource industries and rural and coastal communities while upholding our ambitious environmental and climate change objectives.

As Minister of Regulatory Affairs and Service Effectiveness, I will:

- Lead our collective efforts to improve Nova Scotia's regulatory environment and reduce unnecessary regulatory burden.
- Foster a culture of process and service improvement to promote economic recovery and growth.
- Work with my First Minister colleagues to identify areas of cooperation and mutual benefit.

As Minister for Trade, I will:

- Advocate for Nova Scotia's strategic trade interests at the regional, national, and international level.
- Work with my First Minister colleagues to reduce trade barriers across Provincial boundaries.

As we progress through our mandate, we will work together to identify further refinement and priorities of focus.

Within the first six months, we will review the role and effectiveness of Agencies, Offices and Crown Corporations with a goal of ensuring the most efficient and accountable methodology for the undertaking of their respective tasks.

We have a clear mandate and the vision and the determination to take decisive action to solve problems for people by giving them hope for health, universal mental health care, dignity for our seniors and a new opportunity for aging well. We will invest in our future.

We will build a Nova Scotia with more people, more jobs, better jobs and more housing and infrastructure for people. We will do this with an overriding commitment to sustainable prosperity, establishing Nova Scotia as a world leader.

We will overcome the obstacles that stand in the way of achieving the incredible opportunities within our reach to improve the well-being and quality of life every Nova Scotian deserves.

I look forward to working for Nova Scotians to improve the lives of all the people of Nova Scotia and change the course of our Province now and for generations to come.

Sincerely,

A handwritten signature in blue ink, appearing to read "T. Houston".

Honourable Tim Houston, M.L.A.

Premier of Nova Scotia