



THE PREMIER
Halifax, Nova Scotia

September 14, 2021

Honourable Kim Masland
Minister of Public Works

Dear Minister Masland,

Thank you for agreeing to serve Nova Scotians as Minister of Public Works.

Governing is about people. On August 17th, 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.

You have been chosen for Cabinet because of your track record and capabilities as a problem solver, as a “solutionist”, as someone who gets things done and is not deterred by complexity. You are a known collaborator who will work with your colleagues on solutions that need all the capabilities of the Government and the public service pulling in the same direction.

As Minister, your leadership and your team will play a critical role in contributing to the commitments we have made and to providing solutions. You are responsible for the conduct of the department(s) you oversee and

must be aware of and adhere to the public service's *Code of Conduct and Respectful Workplace Policy* in your interactions with the public service. Most importantly, you are part of a team of solutionists who share a common vision and commitment to *Solutions for Nova Scotians*.

As Minister of Public Works, you will:

- Within the first 90 days of your mandate, prepare a timeline for completion of all tasks below over the next four years. The initial timelines are to be updated quarterly thereafter.
- Double the Gravel Road Reconstruction Program.
- Double the Rural impact Mitigation Fund.
- Honour road commitments made by the previous government in their five-year plan.
- Develop infrastructure to support the health system.
- Remove the tolls on the Cobequid Pass, starting the process immediately.
- Invest in new and expanded connections to HIAA from key strategic destinations and new destinations. Where possible, new cargo routes will also be extended with a primary focus on speed to market.
- Clearly enshrine in legislation a mandate that all new government buildings and any major renovations must be net-zero will help to decrease our GHGs over time.
- Ensure that new provincial buildings are net-zero and that all major provincial building retrofits will be low-carbon, reducing embodied carbon and ensuring 75% of domestic office floor space (new leases and lease renewals) will be in net-zero carbon climate resilient buildings starting in 2030.
- Within the first six months of your mandate, review the ownership of all non-essential assets by the province.

As Minister of Public Works, you will also support your Ministerial colleagues as they execute their responsibilities. In particular, you will support:

- The Minister of Municipal Affairs and Housing as they include funding for municipal roads as an item of discussion when renegotiating the Memorandum of Understanding with Municipalities.
- The Minister of Environment and Climate Change as they build climate change adaptive capacity and resilience by prioritizing climate adaptation across every government department.
- The Minister of Education and Early Childhood Development as they increase opportunities for students to begin learning a trade in high school.
- The Minister of Education and Early Childhood Development as they invest in both capital expenditures for upgrades to our skilled trades programming as well as a significant increase in operational costs allocated to support skilled trades students.
- The Minister of Seniors and Long-Term Care as they renovate and build over 2,500 new single-bed rooms.
- The Minister of Seniors and Long-Term Care as they establish a plan for the expansion and renovation of existing properties as well as the development of new accommodations.

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

Honourable Kim Masland

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Within the first six months, and as part of your Department's mandate, you will work with me and other Departments in reviewing 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 with you 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 that reads "Tim Houston". The signature is written in a cursive style with a large initial "T" and "H".

Honourable Tim Houston, M.L.A.

Premier of Nova Scotia

Copy to: Peter Hackett, Deputy Minister of Public Works