



29 September 2015

Honourable Paula Biggar
Minister of Transportation, Infrastructure and Energy
Government of Prince Edward Island
3rd Floor, Jones Building
11 Kent Street
Charlottetown, C1A 1P3

Dear Minister Biggar,

I have been honoured to welcome you to your new role as Minister of Transportation, Infrastructure and Energy and as a member of our Cabinet team, and for the collaborative work we have begun in the past few months. Together, we will work to fulfill the trust that Islanders have placed in us to lead with integrity and purpose, as we build a prosperous, caring and engaged society for the people of Prince Edward Island. We have a clear and coherent plan to enhance PEI's quality of life, to advance our economic growth, and to build strong community across our Island, as outlined in the Speech from the Throne, and your Department will play an important part in achieving those goals.

As a Government, we are committed to openness and transparency, and to the highest standards of ethical conduct in our decision-making and governance processes. We will be accountable for our actions, and we will increase opportunities for Islanders to engage in shaping our future path and in carrying out the work of Government. You and your colleagues play a crucial role in fulfilling those commitments.

I look to you to ensure adherence to the strengthened measures that are being put in place for expense disclosure by Ministers and senior officials; to be frugal in conducting your duties; to deal with citizens and clients in a fair, transparent and balanced way; and to ensure open, merit-based processes for hiring and board appointments within your area of responsibility.

I also encourage you to commit to making sure that Prince Edward Island Government services can be easily accessed by our citizens, community groups and businesses. As we work internally and with regional governments to reduce unnecessary regulation and improve service delivery, I welcome your ideas and leadership.

Our work over the coming term of office will be shaped by our commitments to the people of Prince Edward Island as set out in our campaign document, *Let's Work Together!* We have set out a plan to build a prosperous economy, achieving growth above national averages, and develop a stronger society through the three integrated priorities of people, prosperity and engagement. Working across Cabinet, Government and community, we will strive to put in place the best supports for all Prince Edward Island residents, to allow them to meet challenges and to flourish as individuals and families. We will create more opportunities for business, trade and jobs. And we will strive to put Prince Edward Island on the map as an innovative leader.

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I look to you to help our Government achieve these goals by taking action to ensure Prince Edward Island has the physical infrastructure necessary for economic and community development and that the energy future for PEI is secure, sustainable and affordable.

The Department of Transportation, Infrastructure and Energy is a newly-constituted Department and, working with your Deputy Minister, your first aim is to build a strong and cohesive effort that engages Islanders to work together to improve and modernize our physical assets, including energy supply and distribution. As Minister responsible for the Status of Women, you will be counted on to be a leader advocating for women's rights and interests on all issues. As Minister responsible for Access PEI, you will also carry a lead responsibility in modernizing our front-line delivery of Government services to the residents of Prince Edward Island.

In this context, I ask to you place particular priority on the following areas:

- Develop a comprehensive infrastructure renewal plan, including discussions with our Federal Government partners to increase co-investment opportunities;
- Lead the updating of provincial energy infrastructure, notably the PEI-NB underwater cable;
- Collaborate with your Cabinet colleagues, and particularly the Minister of Communities, Land and Environment; and the Minister of Finance, on a comprehensive energy futures strategy that includes green energy options, lower GHG emissions, and comprehensive conservation practices, as well as possibilities for closer collaboration with regional government and industry partners on supply and delivery;
- Develop a forward strategy for Access PEI that extends front-line Government services to residents across the Island, including an increased emphasis on digital delivery of these services; and
- Work across all Government to advance equality and opportunity for women in policies and programs.

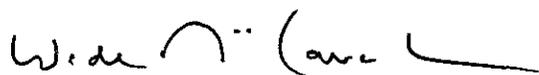
All of this work can and will only be accomplished through active engagement with Government and community partners. To this end, I expect you to build positive and constructive relations with municipal leaders, business, consumer and environmental groups, as well as with other levels of Government regionally and nationally.

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I also look to you to develop and maintain effective, trusting relationships with your Deputy Minister and departmental officials. Our dedicated and professional public service is vital to the attainment of our goals as a Government, including careful, prudent management to achieve our commitment of a balanced budget in 2016-17. Your Deputy Minister is your primary source of support in achieving your responsibilities as outlined above. Within this context, your Deputy Minister is ultimately accountable to me, through the Clerk, for supporting you in a manner consistent with the duly-approved policies of Government, and the overall agenda and direction of Government. I ask you to bear these dual accountabilities in mind as you continue to develop your working relationship with your Deputy.

These are exciting times for Prince Edward Island. I am confident that, working together, we will make great strides to fulfill the potential and opportunities of our Province and our residents and ensure that we can face the future strong, proud and optimistic.

Sincerely,

A handwritten signature in black ink, appearing to read "Wade MacLauchlan". The signature is fluid and cursive, with a prominent loop at the end.

Wade MacLauchlan
Premier

c: John MacQuarrie, Deputy Minister