



APR 25 2018

HONOURABLE CAROLINE COCHRANE
MINISTER OF EDUCATION, CULTURE AND EMPLOYMENT
MINISTER RESPONSIBLE FOR THE STATUS OF WOMEN

Mandate of the Government of the Northwest Territories (Revised)

In light of the changes to Cabinet announced on April 4, 2018, I am writing to confirm your mandate as Minister of Education, Culture and Employment. In addition to your formal portfolio, you will also remain Minister Responsible for the Status of Women and continue as vice-chair of the Social Envelope Committee-of-Cabinet.

Together, Cabinet is responsible for implementing the *Revised Mandate of the Government of the Northwest Territories* in order to advance the priorities set by all Members of the 18th Legislative Assembly. The people of the Northwest Territories have entrusted all of us to manage effectively, prudently, and responsibly over the remaining two years of the term of this Assembly. It is my expectation that you will continue to do your part to achieve the Legislative Assembly's vision of a healthy, just, sustainable and prosperous territory.

We face both challenges and opportunities for the remainder of the term of the 18th Legislative Assembly. In order to grow the NWT economy we must stimulate economic growth, respond to the effects of climate change, and confront the rising cost of living. At the same time, we must continue to provide quality programs and services to residents. We know that in order to sustainably grow our economy we need to increase the territorial population, attract investment, settle outstanding land, resource, and self-government agreements, and address the ongoing impacts of colonialism and residential schools.

These pressures exist at a time when our fiscal situation requires a strong commitment to prudence and strong financial management. Difficult decisions will be required to ensure fiscal balance and future prosperity. More than ever, we must continue to ensure our actions are responsible and transparent.

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We are well-positioned, in this post-devolution environment, to leverage our good working relationships and partnerships with other levels of government to our mutual benefit. Indeed, many of the Revised Mandate objectives, such as adapting to climate change, lowering the cost of living, and investing in strategic infrastructure, renewable and alternative energy solutions and the knowledge economy are aligned with the priorities of other governments, including the Government of Canada.

Making the most of these advantages and achieving meaningful long-term change for the people of the Northwest Territories will require a disciplined and strategic approach to our relations with other governments, including the Government of Canada. To ensure that NWT priorities and needs are fully understood and factored into decisions and policies at the federal level, it will be important for all Ministers to speak clearly and consistently about the GNWT's priorities in all their dealings with their federal counterparts and avoid being diverted to initiatives and subjects of lower priority to our government. Maintaining a similar clarity in our interactions with our provincial and territorial counterparts, as well as Indigenous leaders, will further help improve awareness and understanding of GNWT priorities as outlined in our Federal Engagement Strategy.

People want a government that is more open and transparent, and which is clearly open to input from them. They also want their government to take the interests of all residents, in communities both big and small and in every region, into account. Meaningful dialogue and engagement with the residents of the NWT must be an ongoing priority for all Ministers.

The Guiding Principles of consensus government set out expectations for all Members, as well as the relationship between Cabinet and Regular Members. I expect Ministers to respect and act within the provisions of the Process Conventions governing Cabinet's communications, consultation and relationship with Standing Committees of the Legislative Assembly, Caucus and Regular Members. Our consensus government depends upon our collective commitment to working effectively together for the public good, in all that we do.

In addition to collaboration with Standing Committees, I expect Ministers will continue to work closely and effectively with each other, to ensure that all pertinent, cross-departmental perspectives are considered when solutions to complex issues are developed. Ministers should use the appropriate Committee-of-Cabinet to advance Mandate commitments.

Your Deputy Minister is accountable for assisting you to fulfill the responsibilities of your portfolio and the specific Mandate objectives for which you are accountable. You can continue to rely upon your Deputy Minister to advise you on process and policy, and to bring forward comprehensive options and advice for your consideration, but it is your responsibility to provide clear direction to your Deputy Minister, including your expectations with respect to cross-departmental collaboration.

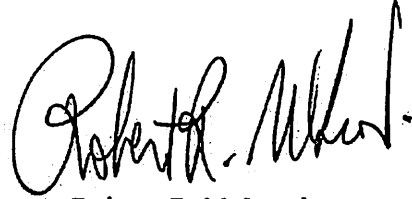
In addition to meeting the provisions of your Department's Establishment Policy, you are accountable for the specific Mandate commitments listed in the attachments to this mandate letter. Although they are not all included in the attachment, it is understood that you will continue to be accountable for the entire scope of programs, services and operations for the portfolios you hold.

As Minister, you must continue to exercise the utmost compliance with the *Conflict of Interest Act*, the *Financial Administration Act*, and the policies and procedures of the Financial Management Board. The role of Minister demands the highest ethical standards and must bear the closest scrutiny. Your actions will be the basis on which this government is measured for its commitment to ethical conduct, openness and transparency.

Our Cabinet has broad experience, fresh ideas, diverse backgrounds, a shared commitment to respectful relationships and transparency – qualities that will generate innovative solutions to complex problems. I have full confidence that our collective capacity will result in good governance, programs and services that improve the lives of residents, stronger relationships with Canada and provinces and territories, NWT Indigenous and municipal governments, and strategic investments that enable the prosperity of future generations and make the Northwest Territories an attractive place to live and work.

I look forward to working with you for the remainder of the term of the 18th Legislative Assembly to realize our commitments. While the future of the global economy and what this will mean for the Northwest Territories remains uncertain, I am certain that with a strong commitment to fiscal responsibility, thoughtful deliberation, respectful engagement and a willingness to innovate, we can achieve our vision of social progress,

environmental sustainability and economic development built on a foundation of strong consensus government.

A handwritten signature in black ink, appearing to read "Robert R. McLeod". The signature is written in a cursive, flowing style with a large initial "R" and a long, sweeping tail.

Robert R. McLeod
Premier

Attachments

Mandate of the Minister of Education, Culture and Employment

- Get more 18-24 year olds into the labour market by removing barriers to employment, using a better mix of improved educational attainment, skill development, and matching skills with employer needs through improved career development supports
- In collaboration with the Department of Industry, Tourism and Investment and the federal government, increase the number of immigrants working in the NWT and increase investment by immigrants, and implement an immigration strategy that prioritizes streamlining application processes, increasing awareness of immigration programs, and consolidating our administrative supports
- Develop and foster the knowledge economy by:
 - Supporting the development and growth of post-secondary institutions and programs available in the NWT
 - Collaborating with the Department of Environment and Natural Resources to research the feasibility of creating a Northern Centre of Excellence to promote and support research, innovation, and use of traditional Indigenous knowledge, and foster partnerships with universities, governments and other organizations
- Support small communities by enhancing job-creation programs, building community capacity and supporting new economic opportunities, by:
 - Enhancing the Small Communities Employment Support Program
 - Developing and implementing a strategy to increase employment in small communities that guides the delivery of territorial programming and includes a performance measurement plan
- Continue implementing Right from the Start to improve early childhood development by:
 - Strengthening licensed early childhood programs through improving resource materials and increased training for early childhood workers
 - Collaborating with the Department of Health and Social Services and working with our partners to identify the need for any additional assessments for 3- and 4-year-olds entering school, beginning in the 2018-2019 school year
- Implement the Education Renewal and Innovation Framework by:
 - Developing options to increase the approaches available to students that lead to graduation, to improve graduation rates and to provide greater linkages to post-secondary schooling

- Expanding the NWT distance learning pilot project to increase access for NWT senior secondary students in all communities
- Implementing a renewed Aboriginal Language and Culture-based Education Directive in order to strengthen the role of schools in supporting Aboriginal language development and culture in programming
- Take steps to close the skills gap, by conducting a Foundational Review of Aurora College followed by a renewed strategic plan and any necessary updates to the Aurora College Act as informed by the Foundational Review, improving outcomes from Community Learning Centres, strengthening the apprenticeship program, and improving our career development services
- Develop legislation that outlines a quality assurance system on the basis of which post-secondary institutions will be recognized/authorized in the NWT
- Through Aurora College and other educational partners, develop and promote post-secondary programs designed to meet the Northwest Territories' needs in high-demand occupations identified in the Labour Market Forecast and Needs Assessment (2016)
- Strengthen culture and heritage in the NWT by implementing a renewed Aboriginal Language and Culture-based Education Directive in order to strengthen the role of schools in supporting Aboriginal language development and incorporate culture in programming, work with the Government of Canada towards a strengthened multi-year Canada-Northwest Territories Co-operation Agreement for French and Aboriginal Languages, develop an action plan for the Culture and Heritage Strategic Framework, and work with stakeholders to update the 2010 NWT Aboriginal Languages Plan: A Shared Responsibility
- Work collaboratively with the NWT's francophone community to support French language education
- Promote and improve student financial assistance to support NWT youth in developing the skills and abilities to meet their potential as well as territorial labour demand
- Improve the accessibility, affordability and inclusivity of child care in the NWT to allow all children aged 0 to 5 to experience an enriching, quality early learning environment, by:
 - Supporting the creation of new child care spaces and programs in all communities

- Ensuring the sustainability of existing early childhood development programs
- Creating an action plan for a phased-in approach to making childcare more accessible and affordable
- Build youth resiliency in schools by supporting school staff in using self-regulation instructional practices

In addition to the Mandate objectives listed above, you are also accountable for:

- Supporting the efforts of our government to build and maintain respectful government -to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy

Mandate of the Minister Responsible for the Status of Women

- In collaboration with the Department of Executive and Indigenous Affairs,
 - implement the calls to action of the Truth and Reconciliation Commission that fall within the jurisdiction of the territorial government, especially related to violence against indigenous women and girls
 - support and participate in a National Round Table and National Inquiry into Murdered and Missing Indigenous Women in collaboration with families, Aboriginal governments, the federal government, and other organizations
 - support a communications campaign to increase the participation of women in politics
 - improve gender equity in appointments to all territorial boards and agencies
- In collaboration with the Department of Executive and Indigenous Affairs, and the Department of Municipal and Community Affairs, support the delivery of workshops that help to get women into politics

In addition to the Mandate objectives listed above, you are also accountable for:

- As the lead Minister, bring forward issues of concern to women to the attention of Cabinet and/or the appropriate Minister
- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy
- Supporting the efforts of our government to advance the federal engagement strategy