



NOV - 7 2016

HONOURABLE ALFRED MOSES
MINISTER OF EDUCATION, CULTURE AND EMPLOYMENT
MINISTER RESPONSIBLE FOR YOUTH

Mandate of the Government of the Northwest Territories

I am writing to confirm your mandate as Minister of Education, Culture and Employment. In addition to your formal portfolio, you will also be Minister Responsible for Youth as well as chair the Education, Training and Youth Committee of Cabinet. In this capacity, you will ensure coordination and collaboration between departments on key policy initiatives relating to youth.

Together, Cabinet is responsible for implementing the 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 next four years. It is my expectation that you will do your part to achieve the Legislative Assembly's vision of a healthy, just, sustainable and prosperous territory.

There are both challenges and opportunities ahead of us. 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 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 Mandate objectives, such as adapting to climate change, lowering the cost of living, and investing in strategic infrastructure and renewable and alternative energy solutions are aligned with the priorities of other governments, including the Government of Canada.

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 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.

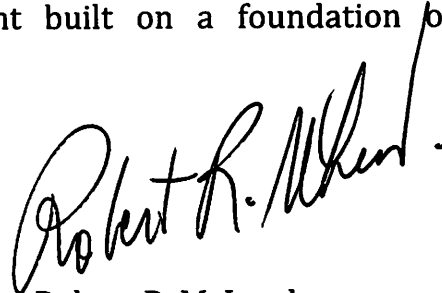
Your Deputy Ministers are accountable for assisting you to fulfill the responsibilities of your portfolio and the specific Mandate objectives for which you are accountable. You can rely upon your Deputy Ministers to advise you on process and policy, and to bring forward comprehensive options and advice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

In addition to meeting the provisions of your departments' 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 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, and 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 Aboriginal 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 to realize our commitments. The future of the global economy, and what this will mean for the Northwest Territories, remains uncertain. However, 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, reading "Robert R. McLeod". The signature is written in a cursive style with a long, sweeping tail on the final letter.

Robert R. McLeod
Premier

Attachment

Minister of Education, Culture and Employment

- Take steps to close the skills gap using the Skills4Success strategic framework, and by working with Aurora College on a renewed strategic plan, refocus support for post-secondary institutions in NWT, improve outcomes from our Community Learning Centres, strengthening the apprenticeship program, and improve our career development service
- Get more 18-24 year-olds into the labour market by using a better mix of improved educational attainment and skill development, while matching skills with employer needs through improved career development supports
- In collaboration with the Department of Industry, Tourism and Investment, increase the number of immigrants working in NWT and increase investment by immigrants by implementing an immigration strategy that prioritizes streamlining application processes, increasing awareness of immigration programs, and consolidating our administrative supports
- In collaboration with the Department of Health and Social Services, implement the Right from the Start Framework to invest in early childhood development by:
 - working with stakeholders and communities to explore options for free play-based care for 4-year olds
 - revising the funding support model for licensed early childhood programs
 - 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 to support with programs and supports to help ensure their children have a strong foundation
- Implement the Education Renewal and Innovation Framework by:
 - implementing the renewed K-12 Inclusive Schooling Directive which provides greater direction on roles and responsibilities, increases the number of Program Support Teachers, increases emphasis on training, and increases accountability
 - 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

- implementing a comprehensive accountability framework for the JK-12 education system with integrated program and financial reporting processes
- 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
- undertaking a planning study on options for shared service administration across NWT school boards
- 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
- In collaboration with the Department of Municipal and Community Affairs, implement the Youth Resiliency program in schools and during after school programs to improve student outcomes and lower overall dropout rates
- 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
- Develop an action plan for universal daycare within the next two years, including a timeline for implementation
- Improve affordability of daycare, ensuring sustainability for operators of early childhood programs and expanding access to early childhood programs across the territory
- Work collaboratively with the NWT's francophone community to support French language education

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