Standing Committee on Oversight of Government Operations and Public Accounts Review of the 2016-17 Annual Report of the Qulliq Energy Corporation Iqaluit, Nunavut September 27, 2018

Members Present:

Tony Akoak
Joelie Kaernerk
Mila Kamingoak
Adam Lightstone
John Main, Chair
Simeon Mikkungwak
Margaret Nakashuk
Patterk Netser
Emiliano Qirngnuq
Paul Quassa
Allan Rumbolt
Cathy Towtongie, Co-Chair

Staff Members:

Alex Baldwin Stephen Innuksuk

Interpreters:

Andrew Dialla Mary Nashook Philip Paneak Blandina Tulugarjuk

Witnesses:

Bruno Pereira, President of the Qulliq Energy Corporation

>>Committee commenced at 13:36

Chairman (Mr. Main)(interpretation): Good day. We will open the meeting with a prayer. Mr. Netser.

>>Prayer

Chairman (interpretation): Thank you, Mr. Netser. Does the committee agree with the

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agenda as outlined?

Some Members: Agreed.

Chairman: Okay. (interpretation) We will now proceed and I will make my opening comments.

Good day. (interpretation ends) I am pleased to begin by welcoming everyone to this meeting of the Legislative Assembly's Standing Committee on Oversight of Government Operations and Public Accounts.

We have convened today on the occasion of the Standing Committee's televised hearing on the 2016-17 Annual Report and 2017-2021 Corporate Plan of the Qulliq Energy Corporation.

I would now like to introduce my Standing Committee colleagues:

- Simeon Mikkungwak, (interpretation) Member for Baker Lake:
- Allan Rumbolt, Member for Hudson Bay;
- Tony Akoak, Member for Gjoa Haven;
- Patterk Netser, Member for Aivilik:
- Joelie Kaernerk, Member for Amittug;
- Adam Arreak Lightstone, Member for Iqaluit-Manirajak;
- Paul Quassa, Member for Aggu;
- Mila Kamingoak, Member for Kugluktuk;
- Emiliano Qirngnuq, Member for Netsilik;
- Margaret Nakashuk, Member for Pangnirtung;
- Cathy Towtongie, Member for Rankin Inlet North-Chesterfield Inlet; and
- Pauloosie Keyootak, Member for Uqqummiut.

(interpretation ends) Today's televised hearing constitutes the second time the Qulliq Energy Corporation has been invited **Δϲ°**Γ° **bበL¿**°: ⊲⁰ Γ⁰ > J°.

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to publicly account in this manner to elected MLAs for the contents of its annual reports and for the planned activities and expenditures that are described in its corporate plans.

The Qulliq Energy Corporation's 2016-17 annual report indicates that it generated approximately \$140.7 million in revenue during the 2016-17 fiscal year and incurred expenditures of approximately \$128.7 million. The corporation has approximately 200 positions in Nunavut's 25 communities.

However, the Qulliq Energy Corporation differs from the government's departments and other Crown agencies and territorial corporations, in that its annual budget is not appropriated by the Legislative Assembly through the main estimates and capital estimates approval process.

Nonetheless, as our territory's publicly owned utility, it is important that the corporation accounts to Nunavummiut through the elected Members of the Legislative Assembly on its performance and plans. Consequently, today's televised hearing will provide an opportunity to address a number of important themes and issues. These include:

- The corporation's governance framework and organizational structure;
- The corporation's financial performance and capital planning process;
- The corporation's management of its human resources;
- The corporation's contracting, procurement and leasing activities; and
- The corporation's approach to the remediation of containated sites that were inherited from the federal Northern Canada Power Commission.

A similar televised hearing was held on

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September 23, 2014, four years ago. I note that a number of Members who are present today also participated in those deliberations. As they will recall, the Qulliq Energy Corporation's formal response to the recommendations of the Standing Committee were tabled in the Legislative Assembly at its sitting of May 26, 2015. Today's televised hearing will also provide an opportunity for the corporation to publicly account for its progress in responding to the recommendations of four years ago.

In March of 2018 the Auditor General of Canada's Report on Climate Change in *Nunavut* was tabled in the Legislative Assembly. This Standing Committee subsequently held a televised hearing on the report. Those proceedings included a productive dialogue on issues related to the Qulliq Energy Corporation's alternative energy initiatives, including hydroelectric power, nuclear power, solar power, and wind power. Today's televised hearing will provide an opportunity for the corporation to update the Standing Committee on its progress in these areas, as well as the implementation of its new net metering program and the development of its new Independent Power Producers Policy. I will now cover a number of housekeeping matters.

I ask all Members, witnesses, and visitors in the gallery to ensure that their cellphones and other electronic devices do not disrupt these proceedings.

In order to assist our interpreters and technical staff, I ask that all Members and witnesses go through the Chair before speaking.

Members of the Standing Committee have been provided with a number of reports, a high number of reports and other documents Ĺᡪᠨ, 2018Г, bac> Pa>>+ C+L®YL+® σ4®N® > σ® P° σ Yc> Δγ>><- σσ%υς Γ® σ σσ>> αν γιος Lcuc> & σω bnl>ς δυ γιος ac σω βω Γγςα νος βω Γας σω γιος βω Γας σω γιος σω γιος βω Γας σω γιος σω γ

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for their ease of reference during this televised hearing. For the benefit of our witnesses and interpreters, I ask Members to be precise when quoting from or making reference to specific documents.

At this point I should mention that although we are mainly dealing with the corporate plan which is dated 2017 -2021, Members do have information from the 2018-2021 corporate plan and so we may be making reference to those separate corporate plans.

This hearing is being televised live across Nunavut on community cable stations and the direct-to-home satellite services of both the Bell and Shaw networks.

Transcripts of the televised hearing will be posted on the Legislative Assembly's website at a later date.

In keeping with Parliamentary practice, the Standing Committee anticipates reporting its findings and recommendations from this televised hearing to the Legislative Assembly. Under Rule 91(5) of the *Rules of the Legislative Assembly of Nunavut*, the government will be required to provide a formal response to the Standing Committee's report within 120 days of its presentation.

I now invite the President of the Qulliq Energy Corporation to deliver his opening statement. (interpretation) Thank you.

Mr. Pereira: Thank you, Mr. Chairman. Good a, Mr. Chairman and Members, or good afternoon, rather.

I would like to begin by thanking the Members of the Standing Committee for inviting the Qulliq Energy Corporation to appear before you today. I am pleased to provide information on the Corporation's activities to both you and the public. Δb
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It is imperative to our success that our customers and the Members of the Legislature have confidence in our choices and actions as a public agency. This confidence can only be achieved through openness, transparency, and accountability. The better informed the public is about our activities, the better decisions we can make within our corporation. It is also through these discussions that we can assure the public that the QEC is being prudent in the spending of customers' monies, as well as focused on our commitment to protecting the environment.

Standing Committee appearances provide us with an opportunity to clarify matters of interest and receive recommendations that will help improve our operations. We welcome the chance to identify areas where improvement is required and reinforce the hard work already being completed by the QEC staff across the territory. It is only through working together that we can achieve and exceed our identified priorities.

Earlier this year, I sat in front of the Members of this Standing Committee as we discussed climate change in Nunavut. With me were representatives from government departments and agencies, and together, under the Auditor General of Canada, we came to a consensus through discussion that resulted in a comprehensive document on climate change in Nunavut. I use this as an example of how collaboration and transparency only serve to make positive changes for the territory now and in the future.

Concerted efforts have been made to engage Nunavut's municipalities and the general public. Recently the QEC has participated in the Baffin and Kitikmeot Mayors' Forums with plans to attend the Kivalliq's in the near 4LD CLDianor Profonitation

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future. Even small changes, like adding hamlets to the corporation's distribution list so they receive up to date communications items, strengthen the QEC's openness and accountability to the public.

In 2017 and 2018 we completed community consultations in all of Nunavut's regions regarding the general rate application. During those visits we received many questions about current and future corporation plans which served as a strong reminder of the importance of public engagements. I would like to use this occasion to inform listening Nunavummiut that our customer care department is available to provide support or answers through telephone and email in both English and Inuktitut. Contact information can be found on our website or through a government liaison officer.

The QEC is relatively small in size, with about 200 employees and annual operating revenues of approximately \$134 million. However, our reach is vast, spanning the entire territory through 25 power plants in each of Nunavut's communities. With approximately 15,000 customers, our operations have a profound impact on the lives of Nunavummiut.

It is with this impact in mind that the QEC plans for the future. The corporation is exploring all sources of alternative and renewable energy that can be used to replace diesel and mitigate the impact to our environment, but without raising customer costs. That is something we focus on.

Much progress has been made since the QEC last appeared before Standing Committee in 2014 to review our annual report and corporate plan. We've seen an expansion of our district heating systems, including the recently announced projects in Sanikiluaq and Taloyoak.

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Changes like these will assist in reducing the territory's reliance on diesel and carbon emissions. The QEC works tirelessly to secure federal funding for infrastructure improvements and modernization. Since our appearance in 2014, we have received over \$2.5 million from various federal funding programs. It is only through our collaboration with the Government of Nunavut that we were able to identify and secure these investment opportunities to further pursue alternative energy projects.

Nonetheless, funding capital projects remains the corporation's biggest challenge. Despite the recent opening of the Taloyoak and Qikiqtarjuaq power plants, as well as the ongoing construction of power plants in Cape Dorset and Grise Fiord, the QEC still has 11 remaining power plants that have exceeded their lifecycles. This existing burden on capital resources means there is a significant restriction on the projects we are able to pursue.

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Mr. Chairman, this concludes my opening comments. I would be please to answer questions that Members may have. Thank you.

Chairman: Thank you, Mr. Pereira. (interpretation) Thank you. (interpretation ends) I will now invite Members for any general comments you may have regarding the opening statement. Just a reminder that we have no shortage of time. After the general comments, we will move on to a more detailed review or thematic areas for review. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. I would like to begin by applauding the ingenuity of the QEC for the number of initiatives that you have taken a lead of over the years, from paperless billing to adopting a new human resource system that enables electronic format of the leave function, which dramatically differentiates from the GN's own manual paper format for leave, and your ability to provide communications by phone and email in English and Inuktitut, which the GN also seems to struggle with.

With that being said, I look forward to finding out more about how the QEC is going to lead Nunavut, including our government and territorial corporations, in catching up with the rest of the world in these types of initiatives. That was just my general comment. Thank you, Mr. Chairman.

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Chairman (interpretation): Thank you, Mr. Lightstone. Member Quassa.

Mr. Quassa (interpretation): Thank you, Mr. Chairman. Welcome to the president. In reviewing your opening comments, you stated in the fifth paragraph or you indicated that you had to make a slight change. Even with small changes like adding hamlets to the corporation's distribution list so that they can receive up-to-date communication items, as it indicates that, I would like to know if there was not enough information going out to the communities or if some of the communities were not getting any information. That's mainly my question, Mr. Chairman. Thank you.

Chairman (interpretation): Thank you, Mr. Quassa. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. We believe that communication is extremely important. In fact it's one of the most important things that we do. We have been focusing on communicating more effectively over the last number of years. As an example, our vice-president, Jamie Flaherty, one of his primary responsibilities is to make sure that we maintain positive communication with communities, Inuit organizations, any groups that really deserve to be in the loop and should be in the loop. In the past, I think all the utilities were very focused on operational issues; so making sure the lights were on, if there was an outage for example, they would focus all their resources on fixing the problem and really didn't focus as much as they should have on the communication parts.

I think now, today, we understand the importance of both of those parts as a corporation that is responsible to our customers and other organizations. So, what

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we are trying to say here is that we are putting a renewed focus on communication, both inside and outside of the organization. We will be releasing our strategic objectives shortly, our revised strategic objectives, and one of them is communicating effectively with all of our shareholders.

This is an example of the little things we can do in the communication and to try and make sure that people are included in the decisions and the discussions that will ultimately impact what happens with our energy future in their communities. It's really a push to become more open and instead of waiting for people to come to us, for us to go to them and share information with them where possible. We're not quite at the point we want to be at, but we're working hard to move in that direction. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you, Mr. Pereira. I don't see any other hands for general comments. Following the agenda, we will then proceed. (interpretation ends) We'll move on to our next item which is consideration of the 2016-17 Annual Report and 2017-2021 Corporate Plan of the Qulliq Energy Corporation. Before we get started, I'll just remind the Members that we will attempt to group our discussion under a number of thematic areas, and so we've grouped them into about eight different areas, and I'll just read them off for ease of reference.

The first one will be Corporate Governance; the second one will be Organizational Structure and Human Resources; the third one will be Power Rates, the Utility Rates Review Council and office of the Auditor General's report; the fourth grouping will be Environmental Liabilities; the fifth grouping will be the Affordable Energy Fund and the Qulliq Fuel Corporation; the sixth group will

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be concerning Debt and Capital issues; the seventh, Contracting, and the eighth, Alternative Energy. That's just for ease of everyone's reference and hopefully it can guide our discussion a little. I will allow some jumping around. We don't have to stay within these boundaries rigidly, but as much as possible if you can just save your questions for the appropriate thematic area. (interpretation) Member Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. Good afternoon Members and Mr. President. I'll just start off with a few questions to get things moving, I guess. Section 8 of the Oullig Energy Corporation Act provides that "There shall be a Board of Directors of the corporation composed of not fewer than six directors and not more than 10 directors." On June 6, 2018 the Minister responsible for the Qulliq Energy Corporation announced a number of changes to the board of directors, including the appointment of a new Chairperson of the Board. Can you update us today on the makeup of the board of directors and whether or not the OEC is actively seeking new members at this time? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you, Mr. Rumbolt. Mr. Pereira.

Mr. Pereira: Thank you very much for the question. As you indicated, the Act calls for six to 10 members on our board. Currently, there are seven members on the board as we speak. However, earlier this year, we did put in ads to recruit additional members. It was focused on Inuit candidates. As a result of that action with the advertisement, we went through the recruitment process. I and the board of governance committee were involved with that process. As an outflow of that, there will be recommendations made to the Minister and then before the cabinet for

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discussion and ultimate approval. At the end of that process, assuming that the process proceeds as anticipated, we will have ten board members at the QEC. We anticipate that will happen sometime in the next couple of months, generally speaking.

I would be happy to expand on that if I missed the intent of the question. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. I thank you for that information. When it comes to the board of directors, how often do they meet each year? If you could fill us in, please. Thank you.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much. A very timely question; we just finished off our board meeting this morning prior to my coming here.

We meet in person on a quarterly basis. Three of those times are scheduled normally for Iqaluit and once we meet in Baker Lake. In between those meetings, there are typically numerous teleconference calls to address any issues or if there are approvals that are required because of changing conditions or submissions to cabinet, the FMB, etcetera. Four meetings per year in person, supplemented by a number of teleconferences, both for the full board and for the board's subcommittees. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Rumbolt.

Mr. Rumbolt: Thank you. The Qulliq

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Energy Corporation's 2016-17 annual report indicates that the board has established three committees: a human resource committee, a finance and audit committee, and an alternative energy committee. Who current chairs each of these committees? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. We actually have the HR committee, we have the finance and audits, and we have a governance committee that is since this group has been initiated. The HR committee is chaired by Kimberly Fairchild. The finance and audit committee is chaired by Ronnie Campbell, a former auditor with the Auditor General of Canada. The alternative energy committee is chaired by Simeonie, and I'm going to have to apologize to Simeonie because I don't remember his last name off the top of my head. He works here in Igaluit. He's an Igaluit resident. Our main board chair is Bert Rose. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Rumbolt.

Mr. Rumbolt: Thank you very much for that information as well. With these subcommittees, if you can fill us in on how they conduct their meetings. Do they meet the same time that your main committee meets or do they meet at separate times of the year? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you for that question. I'll break it into the two parts, the teleconference and the in-person meetings.

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When it comes to teleconference, the committees tend to meet as committee members. Now, other board members may join in on the teleconference, but those teleconferences tend to focus on committee activities, so HR, governance, and alternative energy issues. As I said, board members are free to participate in those committees, but they tend to be focused and led by the subcommittee chair in those instances.

When it comes to the in-person, the same thing happens. As part of our board's schedule, we met this week from Tuesday to just before lunch today. That would involve the main meeting and we would, as part of the regular agenda or schedule, break into the subcommittee meetings and they would be focused on specific items. Of course the subcommittees will make recommendations to the main board. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. (interpretation ends) Before we move or maybe I'll just get a clarification. You made some reference to submissions to cabinet and the FMB. I wonder if you could clarify and just maybe explain a bit to us in terms of what types of decisions are made by the board of directors, and what decisions are handed over or have to be made at the cabinet-FMB level, if possible? Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much. All items that the organization recommends to either FMB or cabinet, and I'll list some of them, are first approved by the Board of Governors. For example, our budget is in the process of being submitted, so prior to the budget being submitted to FMB for approval, it must first be vetted by our boards and be approved to move forward. If the budget does not get approved by our board, we cannot forward it to FMB.

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Similarly, if we have an annual report, a corporate plan; all of those items are first approved by the board prior to being submitted to the appropriate bodies, and in that way, there is that internal governance that takes place and then there is the external approval for those various items as a part of the normal process of business.

Hopefully that is enough information. Thank you, Mr. Chairman.

Chairman: Yes, it is for now. Thank you. (interpretation) Moving on, following the list of names, Member Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. Mr. Pereira, my first question is going to be that it's now been two years since you first started in July 2016. It is common that it takes deputy heads length of time, anywhere from six months to over a year, to truly wrap their heads around the complexity of the entities that they oversee. It's also clear that you have done very well in QEC and have extensive knowledge in the industry.

So my first question is: within the first year since you were appointed in 2016, were there any surprises with QEC's operations that did not necessarily conform with industry standards and practices? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much. In terms of meeting industry standards and practices, in terms of the technical part and how we go about our business; no. I think that we look to the industry for many of the processes that we utilize and modify for QEC's internal use.

So in terms of those processes, we were good. We weren't doing anything that was

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outside of the accepted mainstream. I'm limiting my comments specifically to technical issues. In terms of the organization, I think we had come through a rough patch with multiple leaders over the previous couple of years, and that was really the issue that came to the forefront when I started with the organization.

There were a lot of good people trying to do a lot of good things, but there had been so much instability that we needed to get to a point where there was some stability, so that was the biggest thing that really stood out to me when I started with the organization. I'll leave it there. I can expand on that if you would care for me to do that, but thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. I'll follow-up on that question. After the first year of fitting in and getting to know your organization, what then did you do in your second year to sort of make any overhauls or any adjustments to the organization? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much. The first year we spent a bit of time just regrouping as an organization and getting us all on the same page in terms of where we wanted to take the organization. We talk about reliable, affordable energy. What are the components that go into that? One of the things is: how well did we do our job? We started focusing, and it's ongoing today, on how we deliver our product. For example, in our current report for the year that's going to be released, you will see that through reviewing our processes and procedures, our overtime and

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standby was reduced by about 26 percent last year. We are targeted to have additional reductions in that area going forward.

Additionally, if you look at how we have started to deliver our capital budget, you will see that they are much more defined and constrained to the original budget plan, meaning that we're performing better on all those budgets. All these processes and it's getting everybody on the same page and making sure that we are going in the right direction. There's a lot of internal communication. I spoke about communication. The internal part is as critical as the external for us to deliver effectively on our mandate to the organization.

It was aligning of direction, getting the departments to make sure they understood where we were going as an organization, and getting everybody aligned. My apologies, Mr. Chairman. I could ramble on this for a little while, so I'll stop there. Thank you, Mr. Chairman.

Chairman: That's alright; you don't have to apologize. As you know, MLAs are guilty of rambling on at times. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. I'll do my best not to ramble and I'll keep this one short. How do you feel about the QEC's overall employee satisfaction, and do you track the amount of turnover within the organization and have you seen any improvements? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Lightstone. I'll just remind you that that is delving into the HR side of things, but I'll allow it. Mr. Pereira.

Mr. Pereira: Thank you very much. As I mentioned, we focused our attention in

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certain areas and I'll focus on the positive. I think there are a number of employees or most of our employees want to do the right thing. They want to come to the organization, they want to support what happens in Nunavut for the benefit of Nunavummiut, and we've had some positive feedback from those employees. They see at the organization, we're trying to define the direction. Most people are on boards. That's the reality of the matter. We want to support those employees and foster that feeling with the organization.

We keep telling ourselves within the organization that we want to raise the bar for ourselves to make ourselves proud of what we do and deliver on our mandates. We've had that discussion quite a bit, but it is a transitional period of time. We're still in that transitional time. Transition can be difficult for some people and so you will get questions, "Well, why do I have to report on this when I didn't have to report on it last year?" And then we have the conversation about accountability and we have to set up our own processes internally so that we can report outside, etcetera.

In terms of the turnover. I think we experience the same issues that other organizations experience in the north, a workforce that turns over a bit more than you would like to see, but we're trying to focus on.... One of our strategic objectives is to focus on the recruitment and retention of people and proper engagement of those folks, so making sure that we focus quite a bit of attention on the selection. We have moved away from just whoever is available to discussing with the candidates and making sure that the evaluation criteria are effective in selecting candidates that really want to contribute to the communities and to the organization. Again, it's an evolving focus and we can talk a bit more about it when we

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get to the HR.

I think, generally speaking, we are making positive strides. Most people see why we're doing it and how it benefits the territory. Yes, you always have the individual who liked things the way they were, but we're trying to support them as well and bring them along with us. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Lightstone.

Mr. Lightstone (interpretation): I'm sorry, Mr. Chairman, (interpretation ends) I got ahead of myself. I'll stay on track and I'll save my supplementary question until we get to the HR portion.

Staying on the theme of corporate governance, my next question is going to be regarding the QEC's corporate plan, specifically the 2017-2021 document. On page 13 the corporate plan indicates that the board of directors was to "undertake a policy review process to ensure the corporate policies recognize QEC's operational requirements and to the fullest extent possible align with the Government of Nunavut's Financial Administration Manual, Human Resources Manual and all other Government of Nunavut policies, as applicable."

My specific question is: what are the most significant ways in which the QEC's current policies differ from that of the Government of Nunavut's? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: In a number of key areas we are covered or follow the same directives that the other corporate agencies or departments follow. For example, a number of HR

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At one time one of the things that have changed, for example, is that on the reporting of our annual report and corporate plan, we were not aligned with the Government of Nunavut's other agencies or corporations. We have actually moved to reporting at the same time as the GN. For example, I mentioned the budget earlier. Typically we would do it later on in the year. We would be out of sequence with the Government of Nunavut. We just completed the budgets at this meeting, our capital and O&M budgets for 2019-2020. We will be able to include that as part of the rollout that the Department of Finance at the GN will be able to supply.

In terms of the HR, which we talked about earlier, we follow all of the primary, major requirements of the GN. For example, the priority hiring is at the core of our selection process. In terms of all of the major issues, we're aligned. I think sometimes there were either mismatches in timing or some of the processes. We have reconciled the major ones.

As you may be aware, earlier in this decade, 2014 and 2015, there was a bit of a shift in the QEC. As a result of that, there was a renewed focus on making sure that we were responsive in providing the information that we need to our owner, which is the Government of Nunavut. In today's environment, we are very conscious at providing information that needs to be provided.

Now, as we align, we also look at what's happening with the Government of Nunavut. If we as managers and I as the manager look at a process that the GN is adopting, we may actually look to enhance that process. We may want to do something that's a

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combination of where we would like to go and what the GN is doing in terms of specific issues. What I mean by that is we're looking the best possible to serve the mandates. We're not just necessarily always blindly following something that is developed for a government body that which may not be quite as good a fit for the utility.

I say that in this context: our intent, our direction is to satisfy and meet all the requirements in the spirit of the law that has been supplied to us by the GN or the discussions we had with the various departments. We have aligned in all our deliverables, corporate plan. In fact, if you see our corporate plan, we had originally the 2017-2021 plan and it's now the 2018-2021 plan. We actually shrunk the time frame to fit with the GN time frame they submit their corporate plan. We're trying to align it where we can in the various items. I know that is a small one, but it's an example. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman, and thank you for that response. The Government of Nunavut currently posts and makes public all of their policies, and last I checked, I couldn't find any of the policies on the QEC's website. Is there a reason why those policies aren't made public, and is that in QEC's plans to make them public? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much. In terms of the board policies, I think I mentioned earlier that we have, as of last year we now have a governance subcommittee of the board, and currently they are developing a

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work plan to go through all of the board policies. The last time the board policies were revised were in, I believe the date is 2008 or 2009. Some of them are still very good documents and are applicable, but the board will be going through all of those policies and we have no issue with sharing them.

You are correct; we have not posted them on the website. We would prefer to do a review before them posting any information on the website just to make sure that they are current and they are not putting outdated information on the website. Our intent is to be, again, open and transparent, and share any information that we can. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. I hope this is going to be my last question on the annual report about governance.

Going back to policy alignment, you've indicated that a number of human resource manual directives are applicable. I know that QEC doesn't use the Nunavut Housing Corporation's staff housing, but out of curiosity, does the Government of Nunavut's Staff Housing Policy apply to the employees of QEC, and if not, what policy does QEC use in determining staff housing rates and allocation procedures for its employees? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. (interpretation ends) Just a reminder to slow down a bit when you're speaking, for the benefit of our interpreters. Mr. Pereira.

Mr. Pereira: Thank you very much. That is one of the areas where we differ a little bit. We are in the process of revising our housing

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policy. Just to clarify; we do provide our own housing for our staff where applicable, so we don't get housing from the GN for our employees.

We did do a review. We're going through the policy again, but we did do a review approximately, I'm going to say, around 2016. It could have been earlier on in 2016 or 2015, and in terms of the rates at that time, what we did was our rates were slightly below the GN rates, so we have an escalation that has been in place for the last few years to bring our rates up to the same level as the rates charged by the GN.

I believe we will get there by 2020, or 2019. I can confirm that, but the intent is for us to be at the same level as the GN in terms of the rates that we charge to our employees. Thank you, Mr. Chairman.

Chairman: Okay. (interpretation) Thank you. Member Netser.

Mr. Netser (interpretation): Thank you, Mr. Chairman. (interpretation ends) Welcome Mr. Pereira.

Mr. Chairman, I going to have a bit of a hard time following the thematic suggestion, but if it's okay with you, I would like to ask questions from the 2016-17 annual report and corporate plan for 2017-2021.

I have a difficult time following the thematic.... I think our witness is proficient enough to answer all questions that are directed to him, so with your permission I would like to ask questions from the 16th annual report, which might not be from the corporate plan, like they're discussing right now. (interpretation). Thank you.

Chairman (interpretation): Thank you, Mr. Netser. It's ok if I didn't come across clearly

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(interpretation ends) We're trying to discuss things based on themes, and you can refer to whatever documents you'd like.

Right now, we are on the first theme, which is Corporate Governance, which is related to the board in relationship with the GN, and then the next theme will be Organizational Structure and HR. So I'll leave it up to you when you would like to ask your questions. We do have a lot of time allocated for Qulliq Energy Corporation, so we should have enough time to allow Members to ask all the questions they would like, in short. So, I'll turn it back to you, Mr. Netser.

Mr. Netser: Thank you, Mr. Chairman. Maybe perhaps then I could wait until after your thematic themes play out, and if you could open the floor to questions in general on any of the questions that we may have with respect to these reports. (interpretation) Thank you, Mr. Chairman.

Chairman: Okay, thank you, Mr. Netser. Mr. Quassa.

Mr. Quassa (interpretation): Thank you, Mr. Chairman. I'll speak English for a bit but I just want to state that there are a lot of Inuit listening out there and I thank you Chairman to slow down. Unilingual Inuit want to get the right information too. I know we can speak English but let us remember the Inuit who don't speak English.

My question is: In 2011, amendments to the *Nunavut Housing Corporation Act* were approved by the Legislative Assembly. One of the amendments required that the Nunavut Housing Corporation's Board of Directors establish an (interpretation ends) audit committee (interpretation) to ensure that critical and objective oversight of the corporation's practices of strategic management and financial control.

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In 2014, the Standing Committee of the Legislative Assembly held a televised hearing on the most recent annual report and the corporate plan of the Qulliq Energy Corporation. One of the committee's recommendations was that the Qulliq Energy Corporation Act should also be amended to require the establishment of an audit committee. In its formal response to the Standing Committee's recommendation during the televised hearing, the Qulliq Energy Corporation indicated that a legislative proposal would be initiated to include this as a requirement under the Act. My question is: why has this amendment that was recommended not been introduced to the Legislative Assembly? I hope that was clear, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, for that question. I appreciate it. I recognize that it has been awhile, but as part of the current legislative proposal that is working itself through the process and which will come to the Legislature, that requirement will be added to the Act sometime during this winter as Bill 12 is brought to the Legislature. So we have been working on revising the Act for a good portion of this year and we are at the stage where it should be coming to this Legislature for approval, review, etcetera. I recognize it has been a while, but we are almost there now. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you, Mr. Pereira. Following my list of names, Member Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. Welcome to the President of the Qulliq Energy Corporation.

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One of my colleagues had asked a question. There are seven board members and it can go up to ten board members. Are the three vacant positions on the board slated for Inuit only? I would like to know: are you looking for three additional Nunavut residents for the board? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you for the question and the answer is yes. The three additional positions will be for Inuit only. We are well into the process, so the result of that process should be public in the not-too-distant future. The proposal of the three new members, if approved as recommended, would be Nunavut Inuit. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. I also thank him for his response. We support our fellow Inuit to be given an opportunity if they want to apply.

In your response you had stated that they have people from different regions. I would like clarification on the board of the directors who attend meetings. He said earlier that the board meetings are held in Iqaluit and sometimes in Baker Lake. Do the subcommittees go to other communities for meetings or other parts of the world? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you for the question. Specifically speaking, all of the meetings are held in Nunavut. Primarily the meetings are

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held in Iqaluit. We have gone, in the past, to different areas. Cambridge Bay comes to mind, but on a regular basis, it's Baker Lake and Iqaluit. Any other communities would have to be discussed as part of a specific agenda item that would be included in a future meeting plan. Committee meetings will also happen in Baker Lake as will the main board and they do not happen outside of Nunavut. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. I also thank him for his response. It's obvious that the Qulliq Energy Corporation head office is in Baker Lake. I support the new board members that will be appointed by the Minister. Obviously your staff needs to meet in Baker Lake because that's where their headquarters is located. With that being the case, would the first meeting of the new board members be in Baker Lake? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you, Mr. Mikkungwak. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. Our second regular meeting after the board members come onboard, if you pardon, will be in Baker Lake. Once the new board members are appointed we will provide some training for them, we will have a regular meeting sometime after the training, and then the second meeting will be in Baker Lake. That is scheduled for the coming year.

Typically that would be not just necessarily the summer months, but in the months where the weather is a bit more conducive to predictable travel. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you, Mr.

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Pereira. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman, and I thank him for the response.

The new board members that will be appointed by the Minister, they cannot become full members of the board before they're appointed by the Minister. After the Minister has appointed new board members to the Qulliq Energy Corporation, how long is their term? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you for the question. The initial term is typically three years, so the new board members that are being proposed for appointment will be appointed for a three-year term.

Now, I said "the initial term" because once the three year term is up, the Minister does have the authority to reappoint for.... It doesn't have to be for another three years; it could be two years, as an example, but the initial term will be three years. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. (interpretation ends) Thank you, Mr. Pereira. In terms of this broad heading, "Corporate Governance" I see no further questions, but I guess I'll just add on something of my own.

When the Nunavut Housing Corporation provides its annual report to the Assembly, they include information regarding the board's activities in terms of how many meetings they held and how many were in person, how many were on teleconference, and they also include information regarding the number and types of motions that were passed by the housing corporation board.

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It's interesting and it can be a broad measure of how active the board is or how much they have on their plate, so I would be interested to hear your thoughts on that. Is that something that the QEC would be able to include in future annual reports? Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. Thank you for the question. We certainly can provide information about meeting schedules and issues discussed.

I paused there because one of the things that I wanted to make sure is that I have a discussion with the board about their approval to proceed. I don't tend to make the decisions for the board, but we have talked about transparency, we share information with the Department of Finance at the Government of Nunavut, so I would be more than happy to raise this specific question at our board meeting and provide a response directly from the board, versus from myself.

Conceptually, I don't see an issue with this. Thank you, Mr. Chairman.

Chairman: Okay. (interpretation) Thank you, Mr. Pereira. (interpretation) While we proceed, we have another question from Member Kaernerk.

Mr. Kaernerk (interpretation): Thank you, Mr. Chairman. Before we move on to a different item, I would like to ask a question.

On June 14, this past summer, in 2018-19 there was a letter to the Minister about your expectations and it was tabled to the Legislative Assembly. It's a Letter of Expectation to the Board of Directors of QEC.

Are these annual letters prepared by employees of the Qulliq Energy Corporation

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Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: I thank you for the question. We did not prepare the letters. We typically see them when they show up in the mail. Sometimes there is a bit of a discussion if there is something new that's being proposed that may be outside of the norm for expectations. So no, we don't prepare the letter. I believe it may be Finance, but I don't know who actually prepares the letters. I know there's some consultation with the Department of Finance but not the QEC. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Kaernerk.

Mr. Kaernerk (interpretation): Thank you, Mr. Chairman. That ministerial letter was produced. (interpretation ends) Has the Qulliq Energy Corporation's formal response to the 2018-19 Ministerial Letter of Expectation been submitted to the Minister? (interpretation) Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you for the question. We have submitted the response to the minister and in fact we submitted it to, I think it's the Department of Finance who are gathering all of the responses from the various corporations and tabling their responses, I believe it's the upcoming session. I may be needed to be corrected on that, but they have the information and are preparing to table it for review. So yes, we have submitted it. Thank you, Mr. Chairman.

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Chairman (interpretation): Thank you. (interpretation ends) I guess I'll follow-up on my colleague's question. In terms of the response, the formal response, did the QEC board or management express any specific concerns in that letter that was provided to the Minister? Mr. Pereira.

Mr. Pereira: Thank you for the question. No, I think that you'll find our response is supportive. We didn't think that there was anything that was, I'll say problematic or a concern to us, so we are supportive and we've indicated as much. The letter is, of course, to the chair of the board, but we review it with me. We had a discussion and there were no issues. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. We will proceed. The next theme will be the (interpretation ends) Qulliq Energy Corporation Organizational Structure and Human Resources. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. As I stated earlier, headquarters is located in Baker Lake with executive and regional offices in Iqaluit. In the 2017-2021 corporate plan it states when we got Nunavut, something that was put together...using the decentralized model adopted by the Government of Nunavut.

Reading these documents the Qulliq Energy Corporation has a total of 10 executive and senior management positions. Which of these positions are located at the corporation's headquarters in Baker Lake, and which of these executive and senior positions are located at the corporation's executive offices in Iqaluit? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

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Mr. Pereira: Thank you for the question. The senior management team that is in Baker Lake is our CFO, or chief financial officer, our director of IEP, and our director of HR. Their permanent locations are in Baker Lake. The remainder of our directors are in the corporate office here in Iqaluit, except for two who are located at the plant. The two who are located at the plant are our director of operations.... Most of the operating staff certainly in the Baffin area is headquartered out of that area, so that would make good sense. Our director of health and safety and environment is also located at the operations plant.

In terms of the corporate office, I, Jamie Flaherty, our vice-president, our corporate affairs director, our director of engineering, and our legal counsel are at the head office as well permanently. I believe I have covered the entire staff. If I haven't, my apologies and I'm willing to fill in the gaps. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. When we look at these ten executive positions, corporate headquarters is supposed to be located in Baker Lake, not from what I just heard, the corporate office in Iqaluit, how we were led to be understood and at the time when the decentralized model, executive and regional office in Iqaluit, corporate headquarters in Baker Lake. When we look at that, my next question here would be: corporate headquarters based in Baker Lake, how many actual PYs were transferred from that office to Iqaluit? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

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Mr. Pereira: Thank you. I don't believe that we have transferred any PYs from Baker Lake to Iqaluit, unless I'm misunderstanding the question. We do have approximately 40 to 45 staff located in Baker Lake. Those positions have been there for, well, certainly as long as I have been with the organization. I don't believe any have been transferred over to Iqaluit. That's my understanding. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess my next line of questioning would be: when we look at the corporate headquarters being based in Baker Lake, most senior employees, including the president, why can't they be located in Baker Lake where the corporation's headquarters is located? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you, Mr. Mikkungwak. Mr. Pereira.

Mr. Pereira: Thank you for that question. As I said, we have three of our senior managers there. We have about 40 to 45 staff in Baker Lake. I think we tried to balance where the location of the corporate headquarters is with our ability to effectively manage the corporation and interact, for example, with the GN. I have quite substantial interaction with the other departments in the GN and not just me, of course, but the rest of the staff that's located here in Iqaluit. I believe, historically, that's probably one of the reasons.

We do try to make sure that, as we're looking at our ongoing activities during the year, we have a strong presence in Baker Lake. In terms of the organization and the corporate offices in Iqaluit versus the corporate headquarters in Baker Lake, we believe that that's probably a good way to operate the CΔ⁶dd /c⁶D⁶h'⁶sh'⁴dΓ Δ⁻⁶σdCΓ⁶σ⁶

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organization as best as we can.

I'm not sure if I can add more beyond that, Mr. Chairman, but I'm willing to answer any other questions on the subject matter. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. Once we got Nunavut and these were spread around Nunavut and right now they are connected by computers, telephone, and airplanes, and they can meet by electronic means now, but I really support the President of the Qulliq Energy Corporation to make sure.... It looks like the senior executive needs to be moved to Baker Lake now. I know that the headquarters for all of Nunavut.... The capital is in Iqaluit, but it was set up so that when the Legislative Assembly was formed, they would be set up like that.

My question is: what executive and senior management positions...? What specific qualifications or skills are required for a Qulliq Energy Corporation management position? There are ten of them and one of them is an Inuk in the executive and senior management positions. What specific qualifications and skills are required for each of the Qulliq Energy Corporation's executive and senior management positions? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much. For legal counsel, we need a lawyer, so that's the qualifications for that position. I'm going to go through and I'll expand on any of these if I haven't answered the question fully.

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For the director of engineering, it's a professional engineer. For the director of operations, it's a professional engineer or a CET. For the director of IEP, it's training in IEP infrastructure, both education and experience, obviously. The CFO is required to be an accountant, has to be part of the accounting body, so has to be a professional. The director of HR, again, they're part of the CPHR, I believe, is the professional body and that is also education and experience, so a formal education and experience. The corporate affairs is similarly education in policy and process. In our case, we have communication as well and experience.

Who have I missed? I believe I have hit all of the directors with the potential exception of our VP of the organization. The VP of the organization is a bit more overreaching and his focus has been as of late, on the communication with the communities. So in that case there was a need to make sure that we have somebody that is able to communicate effectively in Inuktitut. Jamie Flaherty suits that role, quite admirably I might add. He's done a great job in that front. He leads the coordination of the various communities or different departments and external organizations as well.

So there is a need there to have the skill set that is very focused on culture, communication, and organizational skills within the territory. It's more encompassing. In my situation, I was in the industry for 25 years before coming to the Qulliq Energy Corporation and my background is I'm an engineer and I have an MBA, and I think I've covered all of the senior positions within the corporation. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank

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you, Mr. Chairman. I was a Member of the Fourth Assembly, and at that time we had a public hearing on the Qulliq Energy Corporation's annual report, but I do remember during that time, a number of training programs to improve the corporation's level of Inuit employment, including its Inuit Leadership Development Program.

With the development of that program, and as of today, it was something that we wanted to see. My question to the Qulliq Energy Corporation is: (interpretation ends) In terms of the Inuit Leadership Development Program, as of today, how many employees are participating in this program as of today. (interpretation) Thank you, Mr. Chairman.

Chairman (interpretation): And thank you, too. Mr. Pereira.

Mr. Pereira: Thank you very much for the question. We do apply a priority hiring to our organization, yet we sometimes don't attract the representative level that we're striving to achieve.

What we have done is we have a manager of Inuit Employment Program. He is originally from Baker Lake. He is Inuk, and he has an administrative assistant that is also from Baker Lake, so they're both Inuit and they're heading up the program to putting additional programs to attract and train.

For example, there will be a re-launch of an apprenticeship program that is focused on the lifecycle employment of the employee. For existing employees, they are developing individual career planning documents for employees. So we have a number of them completed to date, and the effort is continuing, and our goal is to have an employment plan for all of our Inuit employees in the next year or so.

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We are, as I mentioned before, applying priority hiring. We have this very same manager, we supported them as they went to university and completed that course successfully and is now in a development ITA to progress and become a full-time manager. He is a relatively young man, and we want to give him the exposure and the support to be successful.

We have also participated in the GN's greater plan which is the objectives and the goals for the Inuit employee in our organization. We're very focused on that, and we're hoping to see the program getting increasingly more success as we move [forward.]

This Inuit employment manager; this position was re-profiled earlier this year. We had an organizational development manager who retired. When that manager retired, we saw an opportunity to focus exclusively on the Inuit employment, and so this position is just a couple, six months old, but we're hoping to do something significant with it and we're proud that we are the only organization or the only agency that has so far gone on that route and we think it's a good model to follow. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. I have been focusing on questions on the corporate, executive and senior management positions. Qulliq Energy Corporation has a very good focus on Inuit training. They have the highest level of Inuit employees. In Iqaluit and Baker Lake, how many are CSAs, which are (interpretation ends) casual staffing actions (interpretation) are there in Iqaluit and in Baker Lake? Thank you, Mr. Chairman.

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Chairman (interpretation): Thank you. Are you asking questions using the (interpretation ends) annual report? Yes. Okay, Mr. Pereira.

Mr. Pereira: Thank you for the question. In terms of the casuals specifically in Iqaluit and in Baker, unfortunately I don't have those numbers off the top of my head. I can comment generally, and I can come back and provide those numbers. Generally speaking, throughout the organization, we typically use casuals for different areas. For example, in the communities we will use community casuals to support our plant staff in the case of vacation, or medical issues, or if there is a vacancy in the plants. Similar issues; if we have vacancies in any of the other hubs or offices, we will use casuals. I believe that currently throughout Nunavut we are in excess of 20 casuals, as of today. I can follow up if you'd like and get you the information specifically for Iqaluit and Baker, but I believe that was your question. I'd be more than happy to provide that information. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Pereira. Maybe if you could you bring those figures back for tomorrow morning when we reconvene. Before we break, I'd just like to follow up on my colleague's question. Mr. Pereira, you referred to a re-launch of the Apprenticeship Program. We all know that QEC has had success with apprenticeship in the past. I have the report here from 2009-10 and those are apprentices right on the front cover of the report. Can you elaborate on this re-launch of apprenticeship? Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. I should've characterized that a bit differently. We're not re-launching the apprenticeship program. We're reformatting the program about how we deal with apprenticeships. Let me give you an example; in the past, we

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would have apprenticeship programs but once the apprentice came to the point of being a journeyperson or technician, they would have to look for a job within the corporation.

If they were based out of Rankin Inlet, they would have to wait and see where that would leave them once they finished the apprenticeship program. We need to be a bit better at that. We want to give certainty to that apprenticeship in terms of what's happening. We're restructuring the program and we're looking to focus on Inuit apprenticeships, by the way, and we want to say, "Okay, as we go through the program, after the apprenticeship, here's the next step within the corporation." We're reforming the program to give greater clarity.

I think there's nothing worse than coming through the program... I might be overstating that. It's not desirable to come through the program and you get to the end of your apprenticeship, but there's uncertainty about what's happening with those qualifications and perhaps you're not able to work where you would prefer for family reasons or other reasons. We're trying to be more supportive in those areas. Hopefully that means that we get more apprentices who are willing to complete the program and continue to work with the QEC.

"Re-launching" was a bad word, Mr. Chairman. Thank you, Mr. Chairman.

Chairman: Thank you. In terms of the apprenticeship program, which is ongoing, as you mentioned, how many apprentices does the QEC currently have working for you? Mr. Pereira.

Mr. Pereira: Mr. Chairman, if it's acceptable, I can bring that information back tomorrow and present it at that time. Thank

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Chairman: Okay. Thank you for offering to bring those figures back. It will be interesting. I think we would all agree that apprenticeship and particularly apprenticing Nunavut Inuit is very important for the corporation going forward.

Before we move on, I'm going to call a 10-minute break. Thank you.

>>Committee recessed at 15:07 and resumed at 15:28

Chairman (interpretation): Thank you for coming back, Members. We will now proceed with our meeting on the Qulliq Energy Corporation. Following my list of names, Ms. Towtongie.

Ms. Towtongie (interpretation): Thank you, Mr. Chairman. I also thank the QEC president. Welcome. Ever since you started working, I have seen the number of Inuit being hired at the QEC. One thing that I'm concerned about is there is one Inuk who is working with the senior staff. Did the Qulliq Energy Corporation make any plans to make sure that Inuit employees can be put on the senior managerial level or do you have any training programs?

I know that we now have Inuit lawyers and I know that young people are into accounting and who are also accountants also. I know Inuit who will be completing their engineering studies. Are you looking into these kinds of aspects of how you can put more Inuit in the senior managerial level? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you for the question.

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We're actually very aware, very conscious of that very issue. We are looking at any way that we can bolster the number in those ranks. In the accounting, the engineering, or any of those areas that require professional degrees and accreditation and bodies, we are looking at how we can facilitate the development of those new graduates once they become available and then move them into the senior management roles.

I talked about the employment plan for Inuit employees as an example. One of the challenges we do have is that we're not the only employer in Nunavut and we're trying to become an attractive employer for those professionals to look at us as a preferred employer. We are looking at how we can improve in that area. We are actively seeking... I shouldn't say actively seeking. We're actually keeping our eyes open to see those potential candidates that we may be able to entice and bring into a program that will lead into senior management roles.

We have a number of managers, a few managers currently who are in developmental ITAs as a way of facilitating them obtaining the permanent positions in managers and hopefully some of them will go onto bigger things within the corporation. Yes, we're acutely aware of the numbers in the senior management team and how we have the one Inuk and the rest are not. We look forward to changing that as soon as we can.

We have encountered problems in being able to recruit those individuals, but we will continue to try to see what we can do to develop those who have the qualifications and want to move into those positions, as well as attracting qualified candidates that fall into that category. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you, Mr.

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Pereira. Ms. Towtongie.

Ms. Towtongie (interpretation): Thank you. (interpretation ends) Thank you, Mr. Chairman. I have been pleasantly surprised and gladly surprised, since Mr. Pereira took over, about the corporate culture changing and being proactive in hiring Inuit, especially the apprenticeship program. However, I am concerned because I believe it is import for the QEC hiring practices to be fair and impartial.

I do have the directive from the GN, Directive 206, Preferential Treatment. To what extent does the QEC follow the GN's *Human Resources Manual* concerning preferential treatment? I say that because, over the course of the years, looking at the QEC, I've had dealings with it in my former role. I have seen a lot of strides. That's to your credit as president, but it can also become better, do better. I'm wondering about preferential treatment, if it has been in their directive. Thank you, Mr. Chairman. That's my final question.

Chairman (interpretation): Thank you, Ms. Towtongie. Mr. Pereira.

Mr. Pereira: Thank you very much for that question. Yes, we absolutely follow the priority hiring practices that the GN also follows. We actually are subject to appeals to the GN for review in our practices when that does happen, but yes, we're very conscious and the priority hiring practices are applied in every single instance. We often run restricted competitions in communities because we want to make sure that those communities are served by local Inuit. It makes a lot of sense to us to have somebody who is entrenched in the community, who has a desire to serve their community, to be in those positions. Yes, we do follow the priority hiring in every instance. Thank you,

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Mr. Chairman.

Chairman: Thank you. Maybe just to clarify my colleague's question, Ms. Towtongie was referring to the *Human Resources Manual* Directive 206, which refers to preferential treatment. Basically it's referring to cases when immediate family members or there is an intimate relationship between persons within the GN. Maybe if you could just clarify for the Committee Members: does the QEC follow this directive on preferential treatment? Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. I apologize for misinterpreting the question. That was obviously my error.

In terms of the preferential treatment.... Sorry, the hiring, we follow the priority hiring requirements. We have not been doing preferential treatment that I am aware of, but I will double check and confirm that.

The directive, if it's applicable to the QEC, we would be subject to that directive in terms of its application. I will confirm what I've just said and if I need to correct myself, I will bring that back to this body and correct myself. Thank you, Mr. Chairman.

Chairman: Thank you. I'll just ask for a very simple question. When it comes to casual positions, when it comes to getting resumes of people who are interested in casual work with the QEC, and I can use the example of a casual worker at one of the plants across Nunavut, if you know someone is going to go on holidays and you need a casual, where do people submit their resumes to if they're interested in that causal work? Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. We have an HR department that has, as a part of that HR department, one of the functions is

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the recruitment. So we will collect resumes and we have a centralized process for evaluating resumes and interviewing, and then awarding the position.

What I mean by "centralized" is that the paperwork is kept in one place so that we have an audit trail of those processes. The interview will involve members from the trades as well as an HR representative, but all of the resumes, which I believe was your question, should be sent to our HR department so that they process accordingly, and so to make sure that the process is followed is what I'm saying.

I believe that was the question, and if so, thank you, Mr. Chairman.

Chairman: Thank you, Mr. Pereira. I don't want to drag this out too much, but so, the resumes are held centrally. Does the QEC advertise or communicate across the different communities, similar in the way that the Department of Finance does that "from time to time we will need casuals?" Is that being communicated to the public in terms of "Here is where you send your resume. We never know when we're going to need a casual operator. We're looking for this type of person." How do you get people to submit their resumes to your HR department? Mr. Pereira.

Mr. Pereira: Thank you very much for that question. Quite often there is a reference that is made. So in the communities individuals are aware of the fact that the QEC will hire casuals or relief staff, actually. We do both; we do casuals and relief staff, and they will follow-up with us and submit their interest.

In terms of communicating that to the communities, that is one of the things that is on our plate. We want to be able to make that process a bit more transparent. One of our

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plans is to start communicating locally through the local stations both in English and Inuktitut, where applicable, to make sure that people are aware of our processes. It's something that we're working on and it's part of what we're trying to do in terms of transparency and being open through different applications from different employees. We're going to open up those channels and make people aware, and then have the ability to select the candidates from that pool. Thank you, Mr. Chairman.

Chairman: Thank you. (interpretation) Following my list of names, Member Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. I would like to continue with my previous questions. First, there's a long list of human resource directives that are listed on the GN's website. I'm curious which of those directives that the QEC board has decided to currently follow and which ones that they disagree with, not just the Priority Hiring Policy but all of the human resource directives. I'm curious to find out exactly which directives QEC follows and which they don't and which human resource directives they differ and why. Would the QEC be able to provide us with that information? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. We can provide that information.

I'll just add a note that many of the directives are not optional for us. What I mean by that is they're applicable equally to the QEC as to the rest of the GN departments or agencies. Now, more broadly speaking outside of the HR directives, in some cases they

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exclusively exclude the QEC. Medical travel comes to mind. We are expressly excluded from the GN Medical Travel Policy.

We can go back and put together, I think, the list that you have asked for that may answer your question. Thank you, Mr. Chairman.

Chairman: Thank you. Just for clarity, going forward, I'll ask you to be clear in terms of we can do this or we will do this. I interpret your answer to be a "will." We will move on. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. That's interesting. I thank you for that response and look forward to receiving the information.

I would like to return to my previous question regarding the turnover rates of QEC employees. Do you know what the current ratio of turnover is within the corporation and the average length of service? In the GN's Public Service Annual Report, they have identified that the average length of service of employees within the GN is currently eight years. I was wondering what the equivalent would be with the QEC. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. We don't track that statistic directly. I would have to ask our staff to generate it for you. I will go back and ask them to generate the stats if, I believe, that's what you're asking for. In terms of where we stand right now in terms of vacancies, I believe, currently and the last time I looked at it, we have a 12 percent vacancy rate currently. I recognize that doesn't answer your length of service, but I will go back and ask for that information to be generated. It's not something we capture in that way. We focus

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Chairman: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. I would appreciate if that information could be provided to us. I feel that that type of statistical information is definitely key in ensuring that the organization meets its objectives in the long run.

My next question is going to be regarding the Inuit Employment Plan. As Bruno had mentioned, the QEC does have a number of programs specifically designated to ensure Inuit employment is achieved. I once again applaud the QEC for that initiative. I am looking forward to finding more about your current apprentices.

In the 2016-17 annual report, on page 23, you'd mentioned that the Inuit Leadership Program, as of March 31, 2017, had two students enrolled in Human Resources Management and Accounting in university programs, and following their graduation in 2017, both students would join the Departments of Human Resources and Finance. I was wondering if since March 31, 2017, these two students or employees had graduated and are now actually working in those two departments. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you for the question. One of the students is the gentleman I referred to earlier who is now on an ITA as the Inuit Employee Manager. The other student decided to pursue other courses of study. In fact I believe they may have left school. The one that's completed the program is employed with QEC and in a

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 $\Delta \Gamma$ > $\Delta \Gamma$ training program for management. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. Regarding human resource policies, I was curious: would you happen to know if QEC currently has an Education Leave Policy, and if so, is it the same that the GN uses? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Yes, we use the GN equivalent. It's the same policy. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. Considering that this is the beginning of an academic school year, is the President aware of how many employees are currently out on education leave and enrolled in a post-secondary institutions? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much, Mr. Chairman. We don't have any students right now in post-secondary education, but Mr. Chairman, I might be able to answer a slightly different question: seven years and eight months is our average tenure for an employee at QEC. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman.

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My next line of questions is going to be regarding your staff housing policies. I am curious to find out how many employees are currently in staff housing. I was wondering if the QEC currently has that information. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. We do have that information and I will get the current number in terms of how many staff are in staff housing and provide it to the Committee. Thank you, Mr. Chairman.

Chairman: Thank you. Thank you for using the correct language in terms of "I will." That's the kind of language we like to hear here in the House. My next name; Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. I just have a couple questions regarding overtime. Information that was publically tabled in the Legislative Assembly earlier this year indicates that the Qulliq Energy Corporation incurred a total of nearly \$6 million in overtime expenditures during 2016-17. Do you have a breakdown of approximately how much of this was incurred by frontline staff performing repairs to power infrastructure during outages or emergency situations? And, how much was incurred by staff performing administrative functions? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. In terms of the numbers, I'll actually address a couple of points there if you don't mind.

That number reflects stand-by overtime, so of that, there is about approximately \$5.9 million if I remember correctly.

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In terms of the breakdown, you can pull out, if it was done by operating staff or administrative staff. We are trying to implement some codes that would be able to give us further resolution. If overtime was done for maintenance purposes versus an emergency, we want to be able to capture that so we can better quantify those details. We don't have that clarity as of yet, but we're working towards it.

On a positive note, our overtime for this year that was just completed, and stand-by was reduced by 26 percent, so without stand-by, we went from approximately \$5.1 million to approximately \$4.1 million in terms of overtime, and we are below last year's numbers again at this present time in this calendar year.

So we have been making this a focal point of the organization to make sure that we have good reasoning and the ability to ensure we're spending the money as prudently as possible. Thank you, Mr. Chairman.

Chairman: Thank you. (interpretation) Member Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. I thank Bruno for the information he has given us. I know our power plants are operated 24/7 year round and there is always going to be a need for overtime out in the communities. I don't want anyone to get the impression that we want to see overtime eliminated because there is always going to be a need for it.

With my next question, the Qulliq Energy Corporation's 2017-2021 Corporate Plan indicates that one of its priorities has been to Δυτικοί το δυτικού τ

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"...ensure employee overtime is more effectively measured and reflected in the corporate financial statements."

What specific actions have been taken to accomplish this priority? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much, Mr. Chairman. For the last, over a year now, as a part of our regular board meetings, we have a report that details how each department is doing in the overtime area.

Compared to last year, for a given time period, how have the departments performed; we are trying to, as I indicated earlier, get some additional ability to capture the details of the overtime so that we can break it down and be able to talk specifically about, as I said before, was it an emergency, or was it maintenance, or was it administrative.

We're not quite there yet, but that's where we want to head to. Failing that, we report at the level we can, which is what is the department doing this month compared to last month of this year, what is happening in total to this point in the year versus the last year, and it's not part of the financial statements. I need to clarify that, but it's a part of the reporting that we do on an ongoing basis to our board, which gets reviewed by senior management, again, on an ongoing basis to ensure that we're all pushing in the same direction. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. The Government of Nunavut's June 2018 quarterly employment report indicates that

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Δ° baabs[®] /° ሲና° Δ~° σব<ናጋና the Qulliq Energy Corporation has a total of approximately 203 positions. Is this number anticipated to increase during the upcoming 2019-2020 year or do you expect it to remain stable? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. We have put a strong focus on the body counts that we have at the QEC. If we are going to look at a new position, we look at that in the context of which other position is it that's no longer required as we refine our processes. We're trying very hard to maintain our body count. Since I have started, there has been no appreciable change in number. If it has been, it has been one or two. Going forward, we expect the same type of thing. In fact the only thing that is on the horizon is partially funded by the federal government once the agreement goes through for the Arctic Energy Fund for deploying those projects. In terms of permanent, indeterminate positions, we have no plans to increase that count in short or medium term. Thank you, Mr. Chairman.

Chairman: Thank you. Maybe just to clarify on the terminology you're using regarding overtime, can you just explain the difference for us between regular overtime and standby overtime? Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much, Mr. Chairman. As part of our mandate to make sure that there's reliable energy in the various communities, we have staff that are required to be ready to respond to events. They need to make sure that, if we call them on off-hours, they are able to respond immediately. As part of that and as part of the contract, they are given a standby fee to respond. That's basically the nature of the standby. As an example, for our line people, there's also a

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need for some of them to be on standby in case there is a power outage and they respond immediately as opposed to us trying to find one of the employees that's available and can respond. Thank you, Mr. Chairman.

Chairman: Thank you for clarifying that. (interpretation) Member Nakashuk.

Ms. Nakashuk (interpretation): Thank you. This was already mentioned, but there are ten senior management positions and there is one Inuk member. The corporate plan for 2017-2021 on page 9 on Inuit employment, it was 50 percent in March 2017 and this July there's a report that in June 2018 it was 52 percent Inuit employment. They plan to reach 61 percent Inuit employment.

My question is on finance, accountants, engineering, human resource management, and information technology. How do you work to have Inuit apprentices or training-on-the-job programs? What present programs do you have to increase Inuit employment? Thank you.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you for that question. In some of the areas, we don't have the option of training individuals to meet the professional body requirements. If you're an engineer, if you're an accountant, you must have the prerequisite education and experience. We don't have the ability to do that. In some of the other areas, for example, IEP, we are better able to combine experience and training and education.

One of our managers in training is an IEP manager. We have put together a development plan to provide this individual. He is currently acting as the manager on an ITA, but we're providing a development plan

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As an example, in the other area, engineering, I specifically mentioned how we don't have that ability because there's a legislated requirement for education and membership in the professional bodies. Unfortunately, in those instances, we had a very promising candidate, but he left us and went to the GN. Unfortunately that happens to us occasionally, but we continue to strive to train where possible and to attract individuals who have the necessary requirements for those professions. It continues to be a struggle for us, there's no question. We haven't been as successful as we hoped to be by this point. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Nakashuk.

Ms. Nakashuk (interpretation): Thank you. I know that's difficult. I'm just thinking that different departments do career development and work with youth. Also, they work together with the schools in an effort to work hard towards getting Inuit employed. This is just an idea.

(interpretation ends) Human resources and organizational development on page 27, priorities 2018-19, (interpretation) that was planned, (interpretation ends) career development plans for all Inuit employees. I'm wondering what the QEC has done to ensure that the Inuit employees are getting the training they need within their workplace.

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(interpretation) Thank you.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much. Very good question. In terms of Inuit employees at the workplace, we have committed to having an employment plan for every Inuk who is within the organization. I believe I mentioned earlier that that is ongoing and we have completed a number of them over the last quarter. The person leading that charge, as I mentioned before, is our manager in training of the Inuit employment program. Based on the progress, as I said, our goal is to have every Inuk with an employment plan that will detail their objectives and what path they could take to achieve those objectives.

For example, potentially from administrative to something that's more management, what's the path they can pursue to achieve that? What are the steps that are required or, similarly from trades to management, what are the possibilities or how can that be facilitated? That will happen, of course, as part of the discussions between our HR people and the individual because they are done on an individual basis. They're not, I'll say, mass produced. It's done in consultation with each individual and what they're looking for as part of their career. Thank you, Mr. Chairman.

Chairman: Thank you. Moving on, Member Qirngnuq.

Mr. Qirngnuq (interpretation): Thank you, Mr. Chairman. Welcome, Mr. Pereira, to the witness chair. I only have two questions on this particular matter.

(interpretation ends) Page 47 of the Qulliq Energy Corporation's 2016-2017 annual report indicates that it spent a total of **Δ৬/ペ▷ርና** (ጋጎ/አበሀና): የ<mark></mark><mark>ሪ</mark>ሃ-_°a ፫ ⁶. Γ¹C ΓΡ²ህላና₆.

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Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much for the question. I'm not sure what's happening at the GN. We will look at what the numbers are from the GN and compare them to ours, and we can provide a more thorough response than what I am doing right now.

But notably I will point out that in terms of our collective agreement, as an example, that is negotiated by the GN on our behalf. We participate as part of the negotiating team, and we always obtain mandates from the FMB prior to going into negotiations with our unionized employees.

If you will permit me, Mr. Chairman, I will take this away and I will ask our staff to do a bit more of an analysis in terms of the numbers. I can say that we are doing a review internally as well of where we are relative to the GN and other industry participants, meaning other utilities, just to make sure that in fact we are being fair both to our customers and to our employees. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Qirngnuq.

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Mr. Qirngnuq (interpretation): Thank you, Mr. Chairman, and thank you for clarifying that for me, Mr. Pereira.

Another question I want to expand on is a question that was asked earlier about (interpretation ends) overtime.
(interpretation) One of my colleagues was asking about overtime. It's important. It's impossible to prevent employees from having overtime, especially with the power corporation. They really need to do that. \$5 million is a lot of money. Is this included in the budget or will you be requesting additional funding for that? I hope that was clear, Mr. Chairman. Thank you.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. Thank you for the question. The way our funding works is that, for example, we went for application for rates back in 2014, and then we once again applied for rates which were effective this year, so 2018. Once those rates are approved they are locked in. We don't have an ability to go back and get additional funding.

So in between 2014 and 2018, that is the only revenue that we get to fund salaries, and specifically in this case, overtime. We cannot go back and increase that, so all of that must be accounted within the budgets, and if for any reason.... Obviously the budget, there is more involved than just salaries, but if for any reason we become a shortfall, that would actually be tracked as a shortfall and have to be displayed in our annual reports.

To answer the specific question: no, we don't ask for ask for additional funds and it's included in the budget that we produce on an annual basis. Thank you, Mr. Chairman.

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Mr. Qirngnuq (interpretation): Thank you, Mr. Chairman, and thank you for the response. So we won't be expecting any additional requests for funding. I know that it's unavoidable though. That was just a general comment. I don't have any further questions on the matter. Thank you, Mr. Chairman, and thank you, Mr. Pereira for answer my question.

Chairman (interpretation): Thank you, Mr. Qirngnuq. (interpretation ends) I don't have any more names on the current topic. I'll just throw out a few questions of my own at this point.

In terms of the apprenticeship program, looking at the corporation as a whole, I know you've agreed to give us some more numbers in terms of how many apprentices you have right now, so just looking at the corporation as a whole, you have 203 employees. How many of those are trades people? Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. In our corporation, approximately 130 of the employees are in the Operations department, do they're a subset of that group, and the trades people are located primarily at our three hubs; Cambridge Bay, Rankin Inlet, and of course, here in Iqaluit.

What I will do is I will get the exact number in those three different areas and I will bring it back for tomorrow. I can actually comment on the apprenticeship as well. I have received an update, and we had two [apprentices]. Both graduated and are successfully employed with QEC. There were [apprentices] at the beginning of the year. Since the beginning of this calendar year they have graduated and have moved on to trades positions with QEC. That means that at this

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time we don't have any [apprentices] in the pipeline.

I will also make a correction to another statement that I said. We do actually have a second person that is pursuing post-secondary education. There were three in total that we had, not the two that we had talked about, and so one person has left us, but the second one is a junior business analyst and we're supporting them as they get their degree at university and then hopefully follows the same path that our IEP manager followed and takes up an accounting position within QEC.

My apologies for the error. We thought two; there were three. Thank you, Mr. Chairman.

Chairman: Thank you. Continuing on that line in terms of the trades you mentioned, there are no apprentices at the moment that you know of.

In terms of looking back on what the QEC has done in the past, I don't know what this program was called, but I was living in Iqaluit at the time and I recall quite a lot of buzz around it. There were large groups of young Nunavummiut who were recruited into the program and put through a boot camp type selection process. Has there ever been an evaluation of that program? You can correct me. I'll just call it the boot camp apprentice program, but you could provide the correct name. Has there ever been an analysis or a post-mortem done of that program, "Here's what worked, here's what didn't work"? Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. As a bit of an update, we have 54 tradespeople employed by the QEC, 54.

In terms of the apprenticeship trades program, I think I suggested earlier that the

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structure of that program needed to be improved upon. What I meant by that is that we wanted to provide a full career path for any of the apprentices that came into the program or actually coming to the program now. One of the problems with that program is that there was not a definitive path for all of those apprentices who came into the program. You would come into the program, and I used Rankin Inlet as the example earlier, and you would be an apprentice there, but once the apprenticeship was complete, there was no clear path for what was next. You would have to wait to apply for a position as they became open throughout the territory.

Now what we are doing is, as new apprentices will come in, we will have a plan in place. If we have somebody in the community, for example, that that apprentice is working in, we will hire a term employee so that when the apprentice is done, the apprentice can slide into a permanent position. They have the career path and it's not uncertain once the apprenticeship is done. There might be other tools other than the term employee, but I'm using that example because we have talked about that within the organization.

Part of the issue was the uncertainty of where the employees would go once they completed their apprenticeship. We recognized that was a bit of a weakness of the program and we have addressed that as we move forward. Thank you, Mr. Chairman.

Chairman: Thank you for that response and providing some additional numbers. You mentioned 54 tradespeople and my understanding is that they're grouped under "professional" on the employment summary. That professional group currently sits at 40 percent Inuit employment. You mentioned the difficulties of, once an apprentice gets

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their ticket, you need to have a position for them to go into. Running another boot camp type program where you take in a large number of people to go through an apprenticeship program, does that mean it would be difficult because you just don't have enough open positions in the trades? Am I correct in my understanding there? Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. It would be difficult if we opened it up to a large number, as an example, without what's next. I believe it becomes a question of what do these apprentices do once they have successfully completed the program. I don't think what our goal is to fill position at the apprenticeship program and then not have something for them after the fact. In that context, if I understood what you outlined correctly, yes, I think that would be a bit of a problem. We would prefer to bring on [fewer] apprentices but have a career path for them beyond the apprenticeship stage so that they know what's next within the organization. Thank you, Mr. Chairman.

Chairman: Thank you. During the time that I was asking my questions, some more questions appeared. My next name is Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. Just a follow-up to my colleague's questioning on your finances on no change of rates and what not. I just want to get a clarification on this one. Does the Qulliq Energy Corporation also receive funds from the Government of Nunavut? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much, Mr. Chairman. The residential rates that we

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charge customers are subsidized by the Government of Nunavut. For example, if we look at the rates in Iqaluit, they were subsidized to 50 percent of the value that we charge. We charge around 50 cents... It's actually a bit more than that per kilowatthour in Iqaluit. The government subsidizes half of that. So the residential customer would only pay approximately the 28 cents. In that sense, yes we do receive funds from the Government of Nunavut.

The residential customer rate, that happens automatically as part of every bill, and there are certain parameters to how much they can use before they have to pay the entire amount, but it is automatically calculated as part of the bills.

In terms of commercial customers, we don't do that. They have to go directly to the government and receive any subsidies directly from the GN. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you very much, Mr. Chairman, and thank you for that response. The other thing that I picked up here is: I recognize that the Qulliq Energy Corporation's current collective agreement between the Qulliq Energy Corporation and the Nunavut Employee's Union is in place until 2020. Can you indicate roughly how many formal grievances, if any, were filed by the NEU over the past two years? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much, Mr. Chairman. In terms of the last couple of years, in terms of formal agreements from the union, it's actually a very small number.

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It's five, Mr. Chairman. There were five formal grievances filed over the last couple of years. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman, and thank you for that information. So when we look at the five grievances that were filed, have all those five grievances been rectified or resolved? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. There were a couple of policy grievances that may be part of that five. Now, as part of our collective negotiations, they are to be rescinded because we addressed the issue as part of the collections, but there are currently four of those, as I said, characterized outstanding, but as I said, it is now at the stage where it's a formality for the Union to withdraw them because we had that kind of discussion as part of the past collective agreement. So there are no ones that we believe that the union will be pursuing as a part of, as I said, the negotiations. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. So the four from the previous agreement, they just became stalemate, or stalled, or unresolved? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: There is a bit of a holding pattern, but the agreement was that they have

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to be rescinded...or sorry, the union has to pull back the grievance. We are waiting for that step to take place based on discussions. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Towtongie.

Ms. Towtongie: Thank you, Mr. Chairman. Just going back to the Inuit employment, if I may, I do recall I signed, as president of NTI, \$255 million for training and employment. On that committee, the Premier and the Minister of Education actually make decisions on proposals of how to increase Inuit employment plans. I do know that it's costly to train Inuit, and I have been impressed with the QEC training programs. It has been successful in certain areas. I'm curious if the QEC has submitted a proposal so that we could see these Inuit trained into higher management and professional positions. I would like to see some of those millions of dollars used by the QEC. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. We do tap into GN funds where we can to further the training. For example, I mentioned the apprentices who just graduated. At least one of them is Inuk and we have used some funds from the GN to support their training. We also use those funds to support ongoing training from the trades.

In terms of proposals, we do use, for example, the leadership training that the GN has running. We have employees who are taking that training. I'll go back to our IEP manager as an example. He's part of that ongoing supervisors' training. Where possible, we try to access those funds to develop those individuals. In order to get those funds, we do submit formal requests

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and paperwork to the GN as to what we're doing with them. In fact I know of at least one proposal that we're trying to get through the GN right now that is Inuit based and, depending on the process, hopefully we will have access. Thank you, Mr. Chairman.

Chairman: Thank you. Just a final question before we move on to our next thematic area, I'm looking at your corporate plan, 2017-2021, and on page 10, this is talking about human resources issues and it says on item 5 there that "QEC plans to reconvene the IEP Committee..." That word, "reconvene," suggests to me that that committee may have been inactive for a while. I wonder if you could clarify that. Did this committee go through a period when it wasn't functioning, or what is the term "reconvene" referring to? Mr. Pereira.

Mr. Pereira: Thank you. The committee is an excellent opportunity for us to focus exclusively on Inuit employment plans and it was initially set up many years ago. Unfortunately, as it sometimes happens, with all the work that's going on, the administration and various focuses, we lost a bit of focus on that committee. The intent here is that we want that committee to be up and running and to participate in our employment strategies on a go-forward basis.

One of the mandates of the HR group is to make sure that committee is active, up and running, and engaged as we look at the Inuit Employment Plan on a go-forward basis. In that context, we want to make sure it's more active and that's what that refers to. It went a bit stale for a little bit. Thank you, Mr. Chairman.

Chairman: Thank you. Thank you for clarifying that. (interpretation) Ms. Nakashuk.

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Ms. Nakashuk (interpretation): Thank you. I wanted to ask a question, and I'm very pleased that there are 35 tradespeople who have successfully completed their training. We like to see that in Nunavut.

You were also talking about hiring Inuit at the senior management level. One thing that I'm concerned about is: in the smaller communities we have no choice but to depend on Qulliq Energy Corporation employees who work at the local level when there are no other staff in our community. What kind of training do they receive, or are do they receive training on an ongoing basis? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much for that question. We do provide training on a continual basis and we do it in two ways; one is that we send our training staff out to the communities, and the other is that we bring the staff from the communities together as a group to provide group training. We think this is very important because it allows the various plant operators, or superintendents to share notes, experience, and gain knowledge from their members or their counterparts from the other communities.

As an example, last year we had a training session in Rankin Inlet, as well as a training session in Iqaluit. We plan to continue those training sessions with the staff from the communities as a way of supporting them and learning from each other, both on the operational experiences, and any issues that they may share across communities. The training is ongoing. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Ms. Nakashuk.

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Ms. Nakashuk (interpretation): Thank you, Mr. Chairman. Looking at the staff, there are two staff members for Pangnirtung, and two vacancies as of June 2018.

(interpretation ends) I am assuming that the employees that are working there are casuals. If they going to fill those positions, what qualifications do they need to ensure that those positions are filled indeterminately. (interpretation) Thank you. That's all.

Chairman: Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. In Pangnirtung we've had a bit of an issue recruiting from the community. We've actually advertised the positions in a couple of instances. We're determined to get some candidates from the community to fill those positions, so that is our goal for that community is to hire people from the community.

We don't want to fly anybody in. I'm aware of what has happened historically in terms of we're trying to do that. I didn't check the current status before I came to the meeting but our goal is to have members from the community. On a temporary or casual basis, we may need to bring somebody in to, for example, to train Inuit employees or fill the gaps while we try to do that, but that is our goal; to have indeterminate employees from the community operating the plant.

If you need more specifics, please let me know and I will go back and get that information if you do want it. Thank you, Mr. Chairman.

Chairman: Thank you. (interpretation) Are you done? Ms. Nakashuk.

Ms. Nakashuk: Thank you for that answer.

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The other question I had to that was: what qualifications do they need to fill those positions at the community level? (interpretation) Thank you.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much. The plant superintendent requires a grade 12. We provide the training for those plant superintendents and the plant operators are grade 10. We do have at least one situation right now where we are supporting one of the employees to get their grade 12 so that they can become the successful applicant for the superintendent position in the plant. The training for this, we're very fortunate that since we are on site, we can provide training specific to the plant. It makes the recruitment from the communities, if not easy, better because we are on site and we can provide the training at the home community for the potential employees. Thank you, Mr. Chairman.

Chairman: Thank you. It doesn't conclude all of our talk on this area. We can always go back and revisit HR issues, but moving on, our next theme is power rates, recommendations of the URRC, Utility Rates Review Council, terms and conditions of service, and the audit opinion of the Office of the Auditor General of Canada. Mr. Qirngnuq.

Mr. Qirngnuq (interpretation): Thank you, Mr. Chairman. I just want to get clarification on the Utility Rates Review Council. I know that there are figures for each community's rate review. For Kugaaruk's rate, it's 112.34 cents per kilowatt hour. I wonder if I understand it properly. It seems like a huge figure for Kugaaruk. I know that nobody can beat the community of Kugaaruk for anything. Therefore I would like to get

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clarification as to exactly what that is, if Mr. Pereira can respond to that, Mr. Chairman. Thank you.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. Specific to Kugluktuk, the current approved rate for 2018 is 112.34 cents. That's a bit of a decrease from 114.16 for 2014. In terms of the rates the customers pay, if you recall, earlier I made.... Forgive me as I go back to some information I presented earlier.

For customers in Iqaluit, their existing rate is 56.69. The government subsidizes half of that. The customers actually pay around 28 cents and the government pays the difference. What happens is the government then takes the 28 cents and pays the difference for all the communities. Everybody is paying 28 cents residentially and then the customer pays the difference compared to the rates that you have here on this schedule.

Now, there are some limitations. They say that they only pay for so many kilowatt hours per month, but the attempt there is to try to be fair to everyone so that everybody, even though the rates are different in every community, if everybody uses, for example, less than 1,000 kilowatt hours in the winter, they all pay the same actual rate in terms of how much they're billed.

Hopefully that made sense, but I can elaborate on that if required, Mr. Chairman. Thank you.

Chairman (interpretation): Thank you. Mr. Qirngnuq.

Mr. Qirngnuq (interpretation): Thank you, Mr. Chairman. Maybe if it's a small

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community, the generator might be old and maybe that's why the figure is quite large for the community of Kugaaruk and Kimmirut. It's over 100 as well. Perhaps Mr. Pereira can respond to me. Is it because these communities are small that the figure is huge? Maybe Mr. Pereira can respond, Mr. Chairman. Thank you.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you very much. All of the costs that we incur at the QEC, regardless of which community, go into one bucket. What I mean by that is that we don't capture costs by community. We capture the total cost that we incur in Nunavut and then we look at how much we need to recover through our rates to cover those costs.

Why are the rates different? When we went through division from the Northwest Territories, they had different rates in all of the communities and that practice has continued. Even though the Northwest Territories has changed that to two rates throughout the territory, we haven't had the opportunity to change that yet.

What happens is that when we do, for example, a 10 percent... We don't do 10 percent increases, but if we were to do a 10 percent increase, it would be applied against all of the existing rates. If we had a rate increase effective today based on these rates on a percentage basis, they would all go up by the percentage. Because the rates are all different, they would end up with different increases in each community.

The rates that you see here are not reflective of what happens in each community. They're reflective of what happens in Nunavut in total and the pre-existing rate structure that we inherited as we became Nunavut. I apologize, I said Kugluktuk; I meant to say Kugaaruk. Their rate, 112, is because the rate was high when we separated from the Northwest Territories and the percentage increases as we do our rate reviews have added to that rate, not because of work necessarily that was done within that community. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Pereira. Maybe just to follow up on my colleague's question, the rates are inherited from years ago in some ways. If we look at Kugaaruk for example, I'm looking at your rates here, the domestic rate for Kugaaruk is 112 cents per kilowatt hour, non-government and government the same rate, right? And then you look at Whale Cove, which is a community I represent, the non-government rate is 87 cents and the government rate is 143 cents, which is, as far as I can tell, the highest in the entire territory. Why is it that in some communities these rates are the same whether you're government or non-government and in some communities they're different, dramatically different in the case of Whale Cove? Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. I think there's a historical factor there as well based on past practices and part of it was because the government was perceived, perhaps, to be better able to pay and cover some of the costs associated with the operation of the utility.

I think, as we moved into subsidies from the government directly for the residential rates, that is probably something that needs to be looked at and reconciled with how the rates are paid today. As I mentioned before, the government will subsidize the difference from the 28 cents that is charged in Iqaluit for all the residential customers throughout the territory.

Beyond that, in terms of the historical perspective, I would need to dig a bit deeper to get a fuller understanding of how we ended up there. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. (interpretation ends) I'm sure we will get into this rate issue more in terms of the GRA, where the idea was to go for one rate for the whole territory, which is what's been done in the NWT, but we'll keep moving on. I don't want to ask all the questions myself. (interpretation) Member Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. My first question will be on the rates. I was curious if the other territorial corporations are charged at the same rates as the Government of Nunavut? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. May I ask for a clarification please? Are you saying are the rates that we charge here in Nunavut the same as what you would expect in other territories, or did I misunderstand that question, Mr. Chairman?

Chairman (interpretation): Thank you. Mr. Lightstone.

Mr. Lightstone: Sorry for that confusion. My question is: you've set Government of Nunavut rates, which are different than domestic, and commercial. My question is: do those government rates also apply to other territorial corporations and government-related entities? Sorry, Government of Nunavut-related entities. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: The rates structure that I am familiar with, and again, I'm willing to come back if I misunderstood, a lot of the restrictions don't have government rates, they just have residential rates. So this is something that's a bit of a historical thing that we still have in Nunavut. So if you go to some other jurisdictions, this doesn't exist at all. It's one residential rate, regardless of who owns the residential accounts. Hopefully, I am understanding your question, but I am willing to revisit that if I misunderstood. Thank you, Mr. Chairman.

Chairman: Thank you, and if you'll allow me; were you asking in terms of the Nunavut Housing Corporation, for example? So, use them for an example. Technically they are not government, they are a corporation, so which rate would the Nunavut Housing Corporation pay in this case? Mr. Pereira.

Mr. Pereira: That's an interesting situation because it's when there is a tenant in there, they pay the residential rate, and in fact as you know, quite a large number of our customer base are in public housing so they pay... I actually brought up something. They pay the residential rate unless they're subsidized rate at the 7 cents per kilowatthour, which is something different. What happens with Nunavut Housing is if somebody moves out, then while they are waiting for a new tenant to come in, we would apply the commercial rate because it's now the institution that's holding after the rate. Hopefully that made sense. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. The other major GN-related entities such as Arctic College, and then smaller entities like the Legal Services Board and other statutory

bodies, which category would they fall under? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Those institutions would go under the commercial rates as opposed to residential, but in terms of if a government rate is applicable to any of those, I believe it's the commercial rates. I will confirm that and if I am incorrect, I will bring that back to this Committee tomorrow.

Chairman (interpretation): Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. I'll move on to my next question. On June 1 the Minister responsible for the QEC publicly announced in the Legislative Assembly that the cabinet had rejected the QEC's request under its GRA application to change from a varied rate structure to a territorial rate structure. The Minister's announcement indicated that an assessment of the existing Nunavut electricity subsidy program was required. This program is administered by the Department of Finance. My question is: to what extent is the QEC participating in this review and what stage is it at? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. In terms of the role we play, we would support and we support by providing information in terms of the rates, the rate structure, what the different communities are paying in terms of the total rate. Basically analytics that say these are the numbers associated with each community and if they, they being the finance department, come back to us and ask to run some scenarios, we would support

them in that as a means of getting some clarity on the issue.

In terms of the status, we have had preliminary discussions. That's the joint status that I can comment on in terms of the finance department's status internally in terms of where we are in that process. I'm not able to comment on that because I am not aware of how far along they are in their process internally to the department. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. My next question is regarding the initial GRA, which requests an increase of 7.6 percent over two years, but in the end the actual rate increase that was granted was 6.6 percent over two years. My question is: how much of an effect would that 1 percent have on the QEC? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. When we get our rate application, I think I had mentioned earlier that the last time we went for renewal rates was in 2014. Those rates needed to last us until the next rate application. In this case it was 2018. Now, that time period is not necessarily fixed. If there was a need to go earlier, we would have gone earlier. If we could have gone longer, then perhaps we would have gone longer.

The reason I'm framing it that way is that when we go for the rates, there is a component which is our return on equity. If we make more than our operating costs, we use that surplus to reinvest in our capital, as an example, whereas most of the capital would impact our funding through that. As we go through the years, the amount of return gets eaten up by our operating costs.

We have the cycle where we make the return, we have enough cash to use some of that, perhaps, to fund capital, and then our rates don't increase for four years, the operational costs continue to increase, either maintenance or contracts or negotiated, I guess negotiated, and we get to a point where we need to revisit if it's time for a general rate application.

Now, obviously impacting that is do we see efficiency increases in organization and this sort of thing, but if all things are equal, the impact is over the longer term, we may need to ask to go back to the, for example, next GRA sooner than we may have otherwise needed simply because we're not generating as much revenue because of the decrease in the rates.

In terms of impact right now, there is no impact because we're at the beginning of the cycle. I guess the impact is we don't have as much revenue to be able to throw at our capital plan and we need to borrow that incremental amount. Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. My next question is going to be about the rates charged to customers that are receiving residual heat.

I'm kind of curious: what is the current rate for residual heat and how does QEC come up with that rate? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. That is an excellent question because we spend a lot of time talking about our district heating system and the residual heat, and

because we have district heating systems in some communities, we want to encourage people to use it.

So the way we do it is we tie what we charge to those customers to the existing fossil fuel rate, so the heating fuel rates, and we provide the discounts to that rate. My apologies. We provide a discount to the rates that they would buy on the market.

If a customer was paying \$100, as an example, to buy the fuel... And I want to be clear, this is, for now, focused on institutional customers; the large buildings, because it's quite expensive to bill that to the infrastructure to those buildings. So the customer can expect a 10 to 15 percent savings on their heating bill by using the district heating system, as opposed to getting the same heat by buying the heating fuel directly. We see it as a win-win for the customer and us, and it mitigates the need to import that additional fuel into the territory.

So we tie it to the existing cost of the heating fuel. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Chairman. I sort of understand the gist of how you come about with the rates for the residual heat, but I assume that every case is going to be drastically different.

For example, what is the estimated cost to connect to the district heating system, and given that 10 to 15 percent discount, what would the payback period be to cover those costs, and is that a fair incentive to take advantage of the residual heat? Thank you, Mr. Chairman.

Chairman (interpretation): Thank you. Mr. Pereira.

Mr. Pereira: Thank you, Mr. Chairman. One of the ways we do this is: all of our district heating projects have been done with the support of federal funding; for example, the pool here in Iqaluit, and then the recently announced projects in Sanikiluaq and Taloyoak.

What we do is, the district heating system infrastructure is quite capital intensive. To do it on a standalone basis would not work financially for the corporation. So we go out, often with the support of the customers who potentially will receive the district heating, and lobby the federal government for funds to deploy these systems.

We've changed the way we treat those systems. In the past the customers were responsible for maintaining the infrastructure leading up to the customer's premises, and if that failed, they were responsible for fixing it. So we've assumed that responsibility, and also the responsibility of course, which has always been ours, of installing equipment in the plant to tap into the heat and maintaining the system on a go-forward basis.

As a result, it's a very attractive option for customers, and for us it's also an economical option because we get the subsidy from the federal government. One of the requirements that we work under is that we can't use our electricity revenue to subsidize those projects. They need to be self-sustaining. It's unfair to electricity customers to pay for those projects. That's how we make it attractive financially for us and for the customers by getting that funding from the federal government. All of the projects on the books right now follow that formula. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Pereira. At this

point in the day I'm going to recognize the	
clock and thank all the Committee Members	
for their interesting questions. This will	
conclude the day's hearings and we will	
reconvene tomorrow morning at 9:00 a.m.	
with the President of the Qulliq Energy	
Corporation. Thank you. Ma'na. Have a	
good evening.	

>>Committee adjourned at 17:00