

May 21, 2016

Honourable Paul Quassa Minister responsible for Nunavut Arctic College PO Box 2410 Iqaluit, Nunavut XOA 0H0

Dear Minister Quassa:

I am writing with respect to your Letter of Expectation for 2016-2017 dated March 22, 2016. The Board of Governors (Board) wishes to acknowledge your continued support and willingness to meet and discuss various matters.

The College continues to support the HR Strategy and its senior management team has been engaged in this process at various levels. Through the College's programs, the Board is hopeful that more Nunavummiut, in particular Inuit, participate in the GN's workforce. In addition, the College will do its part in enhancing its Inuit Employment Plan.

The College has benefited from the Inuit Language Implementation Fund and will continue to implement the *Uqausivut Comprehensive Plan* for the benefit of Nunavummiut.

With respect to accountability and financial management reporting, the College has for the last several years met its responsibilities and does not expect this to change. What has changed is an increase in the level of involvement and engagement by the Board.

As previously communicated to you, the Board expects that governance of the College will be more appropriate at the Board level. I am pleased that our vacant positions were filled this year, and I look forward to working with the Board in meeting your expectations during 2016-17.

The Board recognizes that it has a significant role to play in *Sivumut Abluqta: Stepping Forward Together* and looks forward to continuing to contribute to self-reliance and optimism through education and training.

Yours sincerely,

Elizabeth Ryan, B.Ed.

Chairperson

 ${\it ``Lender of Northern Opportunity''}$

June 13, 2016

Hon. Monica Ell-Kanayuk Minister responsible for Nunavut Business Credit Corporation PO Box 2410 IQALUIT, NU X0A 0H0

Dear Minister Ell-Kanayuk:

On behalf of the Board of Directors, I acknowledge on behalf of my colleagues receipt of your Letter of Expectation for 2016/2017. The Board of Directors has had an opportunity to review, discuss, and concurs with your expectations for 2016/2017.

The Corporation has continued its community outreach efforts in 2016/2017 and as such, thanks you for your support in this year's passage of the Government of Nunavut's Main Estimates, which included an additional \$100,000 towards the Partnership Agreement between the Department of Economic Development and Transportation and the Corporation.

The Board of Directors has discussed possible legislative amendments to the *Nunavut Business Credit Act*, but with just over a year remaining in *Sivumut Abluqta: Stepping Forward Together* recognizes that important amendments such as an increase to the maximum amount for credit facilities to a business enterprise or related business enterprises may have to be deferred to the next assembly.

The Board of Directors thanks you again for your ongoing support of the Corporation's efforts to develop and expand Nunavut's economy in all communities and industry sectors.

Yours truly,

Nancy Karetak-Lindell

Chairperson

May 24th, 2016

The Honourable Monica Kanayuk-Ell Minister Responsible for the Nunavut Development Corporation PO Box 2410 Iqaluit, NU X0A OHO

Dear Minister:

I wish to acknowledge receiving the Nunavut Development Corporation's 2016-17 Letter of Expectation; thank you. I will ensure my fellow board members along with our senior staff are furnished with copies of this letter and the items set out therein are discussed and understood.

As a life-long Nunavut resident I can say that much of what you have identified in your letter resonates strongly with me. I believe that making investments which help create employment and income earning opportunities for our residents along with advancing investments and projects that support Nunavut business enterprises help advance many of Sivumut Abluqta's core principles. For many years now NDC has identified sectors such as tourism, the fishery and cultural industries as priority sectors. However as Chair I can also assure you that we recognize the importance of other economic sectors, including resource development, to our growing economy both in terms of the employment and the business opportunities arising from these sectors.

I think it is essential that we start close to home when looking to advance new economic development initiatives that build on a community's local assets and resources. I believe this is true for all Nunavut communities but especially those outside of the regional hubs with an overriding emphasis on our small communities. I feel strongly that there is still much potential right here in Nunavut and across the North. We understand however that our local markets are small and that broader Canadian and international markets still present an enormous opportunity.

Economic diversification is essential if we are to continue to grow as a territory, too much money leaves Nunavut each and every year and this ongoing outflow of resources must be reduced and eventually stopped if we are to truly harness the full economic potential of our Territory.

As I have stated before in past correspondence to you, I fully support the principles outlined in Nunavut's Human Resources Strategy, in particular enhancing Inuit employment in our public service. As wel, my senior staff will gladly engage EIA officials in their training needs analysis for our Inuit staff which

presently account for 65% of our headquarters workforce and an even higher percentage at our subsidiary companies. In terms of work place harassment, not long ago I along with my fellow board members and senior staff updated our personal policies to more thoroughly define workplace harassment and set out a clear processes enabling the reporting of such. Finally as a resident of the Kitikmeot I appreciate the overarching intent of both the Official Languages Act and the Inuit Language Protection Act which recognize Inuktitut, French and English along with my language Inuinnaqtun. I am pleased to report that even though we are a small organization, NDC either directly or working through our subsidiary partners, is able to provide language services in all of Nunavut's four official languages.

Finally NDC's financial reporting framework remains strong and our relationship with the Department of Finance, our auditors and officials with in the Department of Economic Development and Transportation is positive and productive.

I look forward to seeing you at the NDC board meeting later this month and working with you and your Departmental staff in the year ahead. Thank you for your ongoing support.

Quona

Donald Havioyak Chairperson

Cc.: Ms. Sherri Rowe, Deputy Minister, Economic Development and Transportation

Mr. Chris D'Arcy, Deputy Minister, Department of Finance

Mr. Darrin Nichol, President, Nunavut Development Corporation





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Nunavut Housing Corporation
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Société d'habitation du Nunavut

Honourable George Hickes Minister Responsible for the Nunavut Housing Corporation PO Box 1200, Igaluit NU X0A 0H0

May 2, 2016

Nunavut Housing Corporation Letter of Expectation 2016-2017

Dear Minister Hickes:

Please find herein my response to Nunavut Housing Corporation's Letter of Expectation, which provided direction concerning the reporting responsibilities of the Corporation and outlined priorities and desired outcomes for the 2016-2017 fiscal year. On behalf of myself and the Board of Directors, I would like to thank you for the letter, and confirm its acceptance.

We agree that the Nunavut Housing Corporation plays an integral role in respect to the provision of housing in the territory, and that adequate and affordable housing is intricately linked to the health, education, and overall well-being of Nunavummiut.

Adequate housing that meets the needs of all individuals not only improves the health, both mental and physical, of families and communities, but is a significant contributor to economic growth and development, and can lead to increased self-reliance. Investment in housing also generates long-term cost savings in many other areas, including health care. Therefore, the responsibilities of the Nunavut Housing Corporation align with the vision of the future as outlined in *Sivumut Abluqta: Stepping Forward Together*, and the four priorities that will make Nunavut an even better place for our children and grandchildren:

- Self-reliance and optimism through education and training
- Healthy families through strong and resilient communities
- Economic growth through responsible development across all sectors
- Good government through wise use of resources

As Chairperson of the Nunavut Housing Corporation Board of Directors, I recognize the importance of the Board's commitment to *Sivumut Abluqta*. Specific attention will continue to be paid to develop more energy efficient and economical solutions, and ensure more affordable housing options are available to meet the varied needs of Nunavummiut, including the needs of a growing elder population.

I welcome, and will continue to participate in a review of programs and services of the NHC to meet the Government's priority of good governance through wise use of resources, and to ensure the Corporation is meeting its expected outcomes.

As the GN Human Resources Strategy is rolled out, the NHC is looking forward to working with the Department of Executive and Intergovernmental Affairs to ensure the implementation of our Inuit Employment Plan. The Corporation has already begun to identify training, mentoring, and staffing opportunities for NLCA beneficiaries both within the NHC and its network of Local Housing Organizations.

I recognize the importance of the GN's zero tolerance for harassment and bullying, and will work to ensure that all employees, including the President, understand and follow the corresponding policy. The NHC has been taking steps to train not only NHC staff on the importance of a harassment free workplace, but also Local Housing Organization staff and Managers.

I also acknowledge my duty as Chair to ensure the full implementation of the *Official Languages Act* and the *Inuit Language Protection Act* to ensure that all clients and employees can communicate in the language of their choice.

Expectations and Priorities for 2016-2017

I am confident that all of your expectations, will be met and the priorities and directions outlined in the approved 2016-2017 business plan and budget will be adhered to. Please expect regular updates on all business plan priorities to meet the goal of improving accountability and transparency.

Through our Blueprint for Action, we will be implementing the goals and directions outlined in the GN Long-Term Comprehensive Housing and Homelessness Strategy. Increased collaboration with all departments and agencies will be prioritized to ensure a variety of housing options are available to meet the diverse needs of Nunavummiut, as emphasised in *Sivumut Abluqta*.

Accountability and Financial Management Reporting Expectation for 2016-2017 Fiscal Year

The Board will ensure the Corporation continues to satisfy its tabling requirements, including submission of its Business Plan for inclusion in the GN's Business Plan; its Annual Contracting Report and the Corporation's Annual Report as per Part IX of the Financial Administration Act.

The NHC remains committed to fulfilling reporting responsibilities through the Department of Finance, including providing budget variance reports and expense projections for operations and maintenance and capital approved by the board on at least a quarterly basis.

The NHC will also work with the Department of Finance to continue the implementation of the quarterly reporting system to closely monitor and report on projects that utilize the \$76.7M the GN has received from the CMHC as announced in the 2016 Federal Budget.

In the spirit of strengthening Nunavut's public agencies, the NHC will continue its close working relationship with the Department of Finance at all levels, to ensure an effective flow of both formal and informal information.

I look forward to discussing with you the Nunavut Housing Corporation's progress in addressing the priorities and directions as stated in the 2016-17 Letter of Expectation.

Sincerely,

Bob Leonard,

Chairperson, Nunavut Housing Corporation Board of Director

Cc: Chris D'Arcy, Deputy Minister, Department of Finance Terry Audla, President and CEO, Nunavut Housing Corporation



August 04, 2016

Hon. George Hickes Minister responsible for Qulliq Energy Corporation Iqaluit, NU

Dear Minister Hickes,

Thank you for your letter of March 22, 2016 outlining your expectations of the Qulliq Energy Corporation (QEC) for 2016-17. I have reviewed the letter with the corporation's Board of Directors, President/CEO and senior management team.

Sivumut Abluqta Priorities

As demand for electricity increases due to the territory's population and economic growth, the Board of Directors and QEC's senior management acknowledge the corporation's pivotal role, as the sole generator and supplier of electricity in Nunavut, in fulfilling the Government of Nunavut's (GN) vision as set out in *Sivumut Abluqta: Stepping Forward Together*. The Board has set out a new direction for QEC through the QEC's strategic goals for 2016-17, to ensure that we fulfill our mandate while aligning our priorities with the GN's vision.

The Board of Directors recognizes that Nunavut's economic and social development are dependent on QEC meeting the territory's current and future electricity needs. To achieve our long-term plans for modernizing QEC's infrastructure, the Board and senior management are focused on the continued development of QEC's 10 year capital plan document.

Recognizing the importance of a strong workforce that is both qualified and representative of our territory's population, QEC will work closely with the Department of Finance and the Department of Executive and Intergovernmental Affairs to realize the GN's Human Resources Strategy priorities to invest in the talent and skills of our people.

The Corporation continues to implement the Uqausivut Comprehensive Plan and enhance its efforts to serve our customers in their official language of choice and to comply with the *Official Languages Act* and the *Inuit Language Protection Act*.



Corporate Expectations and Priorities for 2016-2017

As we work to meet the priorities set out in the Corporate Plan and Strategic Plan, the Board will ensure that QEC conducts its business with accountability and transparency, recognizing that these values play a crucial role in building and strengthening of our relationship with our customers, and our reporting relationship and cooperation with the Minister's office.

The Board and senior management are committed to making significant progress and providing timely updates on the advancement of both our Corporate and Strategic Plans. For the 2016-2017 year, our focus will be on the following key items:

Presidential Search

The Board recognizes the expediency of filling the position of the President and Chief Executive Officer (CEO) with a highly skilled individual. The Board will continue to provide stable direction and guidance to the corporation while the GN searches for the suitable candidate to fill QEC's President and CEO position.

Human Resources

The Board will strive to restore QEC's reputation as the employer of choice in Nunavut, and will actively engage with senior management to identify ways to help boost employee morale and promote a culture of strong and accountable leadership. Our plan to realize these goals include undertaking an employee survey and employee engagement sessions, and focusing on leadership and team development.

As we move forward with our strategic plan, we will continue to focus on increasing Inuit employment in skilled trades and at the professional and management level within the corporation. We believe that a workforce representative of Nunavut's population is pivotal to the success of QEC.

Harassment Free Workplace

The Board fully supports the GN's policy on a harassment free workplace and we commit to overseeing the review and update of QEC's policies to ensure that employees are provided a safe and respectful work environment. The President and CEO has been made aware of the responsibility to uphold and promote QEC's Respectful Workplace policy across the corporation.



Office of the Auditor General of Canada Audit

The Board of Directors and the senior management team have reviewed the observations and recommendations put forward by the Office of the Auditor General (OAG) of Canada. We are in full support of the recommendations made by the OAG to strengthen QEC's existing systems of internal control. As such, the Board is committed to the timely reporting of the implementation and progress of the action plan outlined in the recent audit of QEC by the OAG.

Procurement, Contract and Project Management

Delivering all projects on time, on schedule, and within budget are fundamental to the success and growth of QEC. Our strategic goal to make our annual regulated rate of return reinforces our commitment to enhance our procurement, contracts, and project management processes.

We will ensure continuous training and professional development are made available to employees as we move forward on executing our corporate and strategic plans. In addition, QEC will engage with the Department of Community and Government Services and work collaboratively on procurement activities whenever feasible and share best practices in project management on capital projects.

Policy Review

The Board will work with the President and CEO to initiate a policy review to identify QEC's operational requirements and realities, and integrate the corporate strategic plan, vision and goals, while respecting GN priorities and concerns. We will endeavor to ensure that the corporation's policies are, to the fullest extent possible, aligned with the GN's Financial Administration Manual and Human Resources Manual, in addition to the priorities outlined by the government.

Energy Alternatives

A future of clean and sustainable energy is our vision for Nunavut, and this objective is reflected on our Strategic Goals for 2016-2019. QEC continues to seek new opportunities in renewable and alternative energy technologies that are appropriate for the Arctic environment. As we build on our clean energy projects, the corporation will place emphasis on strengthening our partnerships with government entities at the federal, territorial and community levels, as well as other pertinent organizations, to ensure that the solutions we implement are relevant and supported by all stakeholders.



Accountability and Financial Management Reporting Expectations for 2016-2017 Fiscal Year

The Board of Directors acknowledges the importance of openness and accountability, and the provision of timely information to the Government and Nunavummiut as set out in the *Financial Administration Act*, Section IX. QEC's senior management has been instructed to adhere to our reporting responsibilities outlined in the Letter of Expectation, and to work closely with the Department of Finance to ensure fulfillment of the corporation's duties.

On behalf of the Board of Directors and senior management, we will strive to meet the priorities and expectations outlined in your letter, while continuing to operate as a responsible, transparent and reliable electrical utility, serving the needs of our customers.

Sincerely,

Elijah Evaluarjuk

Acting-chairperson, Qulliq Energy Corporation

cc: Bruno Pereira, President and CEO, Qulliq Energy Corporation Jeff Chown, Deputy Minister, Department of Finance