



September 24, 2015

Honourable Paul Quassa
Minister responsible for
Nunavut Arctic College
PO Box 2410
Iqaluit, Nunavut
XOA OH0

Dear Minister Quassa:

I am writing with respect to your Letter of Expectation for 2015-2016 dated June 23, 2015. The Board of Governors (Board) wishes to acknowledge your continued support and willingness to meet and discuss various matters.

While the Board of Governors supports the Government of Nunavut's (GN) review of programs and services, it should be noted that the majority of the College's funding comes from GN departments who dictate which programs should be delivered by the College. The College, nonetheless, will participate in this review, as appropriate.

The College supports 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.

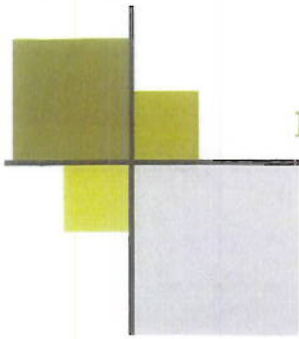
With respect to accountability and financial management reporting, the College has for the last several years met its responsibilities and does not expect this to change. What has changed is an increase in the level of involvement and engagement by the Board.

As previously communicated to you, the Board expects that governance of the College will be more appropriate at the Board level. With a current vacancy in the Kitikmeot region and five impending terms ending, the Board would appreciate your support in ensuring that Board appointments are made on a timely basis.

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



NUNAVUT BUSINESS
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CREDIT CORPORATION
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"Lender of Northern Opportunity"

July 07, 2015

The Honourable Monica Ell
Minister Responsible for the Nunavut Business Credit Corporation
The Legislative Assembly of Nunavut
P.O. Box 1200, 926 Federal Road
Iqaluit, NU X0A 0H0

Dear Minister Ell:

Re: Nunavut Business Credit Corporation - Letter of Expectation

Please accept this letter as acknowledgement of the Letter of Expectation issued to Nunavut Business Credit Corporation (NBCC) with respect to its 2015-2016 fiscal year.

NBCC's Board of Directors and senior management understand the broader context in which NBCC operates and strive to ensure the best service to Nunavummiut to foster employment and economic development of the Territory. Each year, NBCC strives to improve its operations and is pleased to report that the Corporation surpassed its own record for timely reporting and that of its Territorial counterparts. It achieved this while receiving positive audit results from the Auditor General of Canada for the fifth consecutive year since 2010-11.

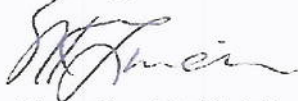
We strongly concur with your encouragement towards ongoing dialogue and communication and agree this is fundamental to achieving the vision for the Territory as outlined in *Sivumut Abluqta: Stepping Forward Together*. Consistent with this, the Corporation remains committed to the priorities as set out in its 2015-16 Business Plan. Enhancing internal capacity and strengthening financial management are ongoing themes for the organization while it also aims to expand its loan portfolio and support new business opportunities under its current mandate. Of note, NBCC has recently issued several new loans through broadening its outreach and marketing across the Territory. Thanks to the coordinated efforts to the rebuild the Corporation several years ago and the increased lending limit obtained in 2013-14, it has a much stronger foundation and enhanced capacity to further develop its client base and operations to ensure its place as the "Lender of Northern Opportunity".

P.O. Box 2548 / Parnaivik Bldg Suite 100 - 924 Mivvik Street Iqaluit, Nunavut X0A 0H0

☎ 1-888-758-0038 ☎ (867) 975-7896 ☎ (867) 975 - 7897

On behalf of NBCC's Board of Directors and its senior management, we agree to comply with the requirements under the Letter of Expectation and look forward to building on the Corporation's impressive record of achievements.

Sincerely,



Nancy Karetak-Lindell
Acting Chair

cc: Chris D'Arcy, Deputy Minister, Department of Finance

cc: Paul Suvega, Deputy Minister, Department of Economic Development and Transportation

P.O. Box 2548 / Parnaivik Bldg Suite 100 - 924 Mivvik Street Iqaluit, Nunavut X0A 0H0

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NUNAVUT DEVELOPMENT CORPORATION
LA CORPORATION DE DÉVELOPPEMENT DU NUNAVUT
NUNAVUNMI PIVALLIAJJUTIKHALIRINIRMUT KUAPURIISINGAT

July 31, 2015

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

Dear Minister:

I am now in receipt of the Nunavut Development Corporation's Letter of Expectation for 2015-16; thank you. I will point out that as of March 9th 2015 I assumed the Chairmanship of the Nunavut Development Corporation (NDC); I do want to recognize the excellent work and commitment of outgoing Chairperson Ms. Karetak-Lindell however.

The Letter of Expectation is very good, I agree with it completely. The advancement of employment and income earning opportunities for Nunavummiut generated through the carrying on of business, the business of projects and investing in Nunavut based businesses is integral to the success of our economy. As stipulated in our legislation, we also believe that additional emphasis needs to be given to support the economies of our smaller communities. NDC prioritizes broad economic sectors such as commercial harvesting, tourism and cultural industries as these sectors resonate strongly with many of our smaller communities.

In terms of Sivumut Abluqta, we are Nunavummiut working together to create jobs, grow business and provide income-earning opportunities for fellow Nunavummiut. We believe that our people are resourceful and innovative and that community driven initiatives which take advantage of local resources are best suited to successfully advancing local economies. NDC's investing initiatives whether in a subsidiary company or a private venture partner promote productive choices for our residents and yield enhanced self-sufficiency. Further, when NDC assesses a business, project or investment opportunity we also take into consideration how the goods or services generated by the investment will benefit the local and territorial economy. Nunavummiut will support Nunavummiut and it is essential that we ensure every effort is made to service our local and territorial markets.

I along with my colleagues understand and support our obligation as a territorial corporation under Article 23 of the Nunavut Land Claims Agreement. NDC looks forward to working with the Department of Finance and Intergovernmental Affairs to advance the five priorities set out under the current Human Resource Strategy and working to enhance levels of Inuit employment. NDC does have an active language plan that facilitates communication in one of Nunavut's four official languages; we are aware of our obligations in this regard under the Uqausivut Comprehensive Plan.

NDC takes public accountability, transparency and reporting to the Nunavut public seriously; this includes working within the approved parameters of our business plan. I look forward to meeting with you at a future date to update you on progress made toward achieving the objectives and priorities contained therein. We also understand the legislated oversight and accountability requirements set out in both the Nunavut Development Corporation Act and Part IX of the Financial Administration Act. In terms of financial reporting expectations I am pleased to say that NDC continues to maintain an effective and efficient reporting relationships with the Department of Finance, the Department of Economic Development and Transportation, the Public Agencies Council and the Office of the Auditor General.

I along with my board colleagues and senior staff of NDC look forward to a continued positive working relationship with you and your staff at Economic Development and Transportation. I look forward to meeting you in person to discuss and update you on the objectives and priorities of the Corporation.

Tentatively the NDC board is planning to meet in Kugluktuk during the last part of October with a firm date yet to be fully finalized; of course you are always welcome to attend. I have instructed my staff to confirm with you once an exact meeting date is finalized. In closing I would like to wish you a good summer and I look forward to working with you in the months and years ahead.

Sincerely,

A handwritten signature in black ink, appearing to read 'Donald Haviyak', is written over a horizontal line.

Donald Haviyak
Chairperson

C.c. Mr. Pauloosie Suvega, Deputy Minister, Department of Economic Development and Transportation
Mr. Chris D'Arcy, Deputy Minister, Department of Finance
Mr. Darrin Nichol, President & CEO, Nunavut Development Corporation
NDC Board of Directors



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Nunavut Housing Corporation
Nunavutmi Iglulirijirjuarkut
Société d'habitation du Nunavut

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

September 22, 2015

Nunavut Housing Corporation Letter of Expectation 2015-2016

Dear Minister Kuksuk:

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 2015-2016 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 solution, 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 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 is already beginning to identify training, mentoring, and staffing

opportunities for NLCA beneficiaries both within the NHC and its network of Local Housing Organizations.

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 2015-2016

I am confident that all of your expectations, will be met and the priorities and directions outlined in the approved 2015-2016 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 2015-2016 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 \$100M the GN has received from the CMHC as announced in t he 2013 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 2015-16 Letter of Expectation.

Sincerely,



Bob Leonard,
Chairperson, Nunavut Housing Corporation Board of Director

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



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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

September 18, 2015

Hon. Keith Peterson
Minister responsible for Qulliq Energy Corporation
Iqaluit, NU

Dear Minister Peterson,

Thank you for your letter of June 25, 2015 outlining your expectations of the Qulliq Energy Corporation (QEC) for 2015-16. 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 vision as set out in *Sivumut Abluqta: Stepping Forward Together*. The Board has set out a new direction for QEC through the Corporation's strategic goals for 2015-16, to ensure that we fulfill our mandate while aligning our priorities with the Government'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 demand. To achieve our long-term plans for modernizing QEC's infrastructure, the Board and Senior staff are focused on the continued development of QEC's 40 year capital plan document. Milestone capital projects already underway include the replacement of QEC's power plants in Qikiqtarjuaq and Taloyoak.

QEC's Senior Management is engaged and responsive to the Government's implementation of a comprehensive Operational Audit of all programs and services being offered in Nunavut. We look forward to the directives that will effect operational improvements within QEC and collaboration between the Corporation and its governmental partners, in order to better serve all Nunavummiut.

Recognizing the importance of a strong workforce that is both qualified and representative of our territory's population, QEC's Human Resources department has been an active member of the Government's Inuit Employment Steering Committee and Building Capacity Committee. Most recently, the department has implemented the GN's Mentorship Program within the Corporation and plans to strengthen its partnership with its Government counterpart. QEC will work closely with the departments of Finance and EIA on the GN's Human Resources Strategy initiatives.



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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

The Corporation is committed to the Uqausivut Comprehensive Plan and will continue to enhance its efforts to serve Nunavummiut 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 2015-2016

As we work to meet the priorities set out in the Corporate 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 our relationship with our rate payers, 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 our 2015-16 Corporate Plan.

Accountability and Financial Management Reporting Expectations for 2015-2016 Fiscal Year

The Board of Directors acknowledges the importance of transparency and accountability, and the provision of timely information to the Government and Nunavummiut as set out in the *Financial Administration Act*, Section IX. The Senior Management staff 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 Director's and QEC's Senior Management, we will strive to meet the priorities and expectation outlined in your letter, while continuing to operate as a responsible, transparent and reliable electrical utility, serving the needs of our customers in Nunavut.

Sincerely,

Julie-Ann Miller
Chairperson, Qulliq Energy Corporation

cc: Peter Tumilty, Interim President & CEO, Qulliq Energy Corporation
Chris D'Arcy, Deputy Minister, Department of Finance
Board of Directors, Qulliq Energy Corporation