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Nunavut
Arctic College

May 21, 2016

Honourable Paul Quassa
Minister responsible for
Nunavut Arctic College
PO Box 2410
Iqaluit, Nunavut
X0A 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

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.

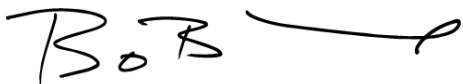
The NHC remains committed to fulfilling reporting responsibilities through the Department of Finance, including providing budget variance reports and expense projections for operations and maintenance and capital approved by the board on at least a quarterly basis.

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



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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

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.



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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.



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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