



June 23, 2015

Ms. Elizabeth Ryan, Chairperson  
Board of Governors  
Nunavut Arctic College  
PO Box 609  
Iqaluit, NU X0A 0H0

**Nunavut Arctic College Letter of Expectation 2015-16**

Dear Ms. Ryan:

It is my pleasure to provide this Letter of Expectation for 2015-16. I firmly believe that the direction provided within will help to reinforce our relationship, build on our successes and further promote accountability. This letter contains the priorities and desired outcomes for the 2015-16 fiscal year and provides direction concerning the reporting responsibilities of the College. It is my expectation that you will discuss the direction herein with the Board of Governors and your staff to ensure the expectations are met.

In addition, I expect that the College's 2015-16 strategic goals will be to realize your mandate while endeavoring to achieve the vision for the future as outlined in *Sivumut Abluqta: Stepping Forward Together*:

- Our Government is committed to focusing on four priorities that will enable us to step forward together and 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

Nunavut Arctic College (NAC) plays an integral role in helping to realize this vision, particularly with respect to meeting the education and training needs of Nunavummiut to build a foundation for employment and self-reliance of individuals and families.

This includes promoting and recognizing the importance of early childhood education, teacher education including bilingual education, strengthening and enhancing the use of the Inuit language, developing a skilled and engaged workforce, including trades, apprenticeships, and





## Expectations and Priorities for 2015-16

As Minister responsible for NAC, I have reviewed and approved your 2015-16 business plan and budget. It is my expectation that you will adhere to the priorities and principles you have stated. Our continuous goal of achieving improved accountability and transparency must be kept in mind when you are following your plan.

I look forward to receiving regular reports highlighting progress made in implementing the 2015-16 business plan and meeting with you, and your board, on a regular basis to discuss the status of these priorities and the College's overall performance.

## Accountability and Financial Management Reporting Expectations for 2015-16 Fiscal Year

The *Financial Administration Act (FAA)*, in Section IX, Public Agencies, outlines the minimum reporting responsibilities and timeframes for Nunavut's public agencies, including particular provisions for territorial corporations. Additionally, in the interest of increased transparency, accountability and effectiveness, Ministers responsible for territorial corporations have issued directives to provide additional important information to the GN and Nunavummiut.

Ongoing reporting responsibilities through tabling in the Legislative Assembly include:

- The College's Business Plan, at the same time as the GN's Business Plan is tabled.
- A yearly comprehensive report on all procurement, contracting and leasing activities undertaken by NAC. This report, or reports, should contain, at a minimum, the information currently available in the GN Annual Procurement Activity Report, Lease Activity Report and Contract Activity report. (In preparing the Lease Activity Report, please ensure that information which may provide an unfair business advantage to potential competitors is not disclosed).
- Formal responses to letters of expectation, letters of instruction and Ministerial directives at the first session of the Legislative Assembly subsequent to the College receiving such correspondence.

During 2015-16 you are again instructed to give attention to the following ongoing reporting responsibilities to the Department of Finance:

- Board approved budget variance reports and expense projections for both operations and maintenance and capital on at least a quarterly basis.
- All schedules and working papers required for the preparation of the consolidated public accounts at their earliest availability or as per the distributed requirement timetable.







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Bâtir le Nunavut ensemble

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Department of Economic Development & Transportation  
Pivalliyuliyikkut Ingilrayuliyitkulu  
Ministère du Développement économique et des Transports

Nunavut has abundant natural resources – renewable and non-renewable. We must work towards a more diverse economy that will provide Nunavummiut with a wide range of employment and business options.

*Sivumut Abluqta* identifies “Good government through wise use of our resources” as a priority. It commits to delivering programs and services in an effective, efficient and economical manner, and to focus limited funds on programs and services that enable Nunavummiut to live healthy and productive lives. To accomplish this, a review of programs and services is being conducted to determine what is working well, what needs improvement, and what we should stop doing, and to ensure recipients of government funding are providing the outcomes that are expected from these investments.

The *Human Resources Strategy* which was approved in 2014 will focus on five priorities that will guide our actions during the four-year strategy: increasing and enhancing Inuit employment in the GN, recruiting the skilled people we need, engaging and developing employees at all levels, enhancing client service, and improving workforce data for planning and decision-making. NBCC is expected work with the Department of Finance and the Department of Executive and Intergovernmental Affairs on these initiatives.

As part of the implementation of the HR Strategy, the Department of Executive and Intergovernmental Affairs will continue to ensure all departments and public agencies actively work towards enhancing Inuit Employment Plans, and will be conduct a training needs analysis to assist departments and agencies to implement their Inuit Employment Plans. NBCC is expected work with the Department of Executive and Intergovernmental Affairs on these initiatives.

Additionally, the GN is committed to fully implementing the *Official Languages Act* and the *Inuit Language Protection Act*, ensuring Nunavummiut are able to communicate in their preferred official language when dealing with GN departments and agencies. In this regard, I remind you of your obligation to implement the *Uqausivut Comprehensive Plan* to ensure all Nunavummiut are able to communicate with NBCC in their official language of choice.

### Expectations and Priorities for 2015-16

As Minister\* responsible for NBCC, I have reviewed and approved your 2015-16 business plan and budget. It is my expectation that you will adhere to the priorities and principles you have stated. Our goal of achieving improved accountability and transparency must be kept in mind when you are following your plan.

I look forward to receiving regular reports highlighting progress made in implementing the 2015-16 business plan and meeting with you, and your board, on a regular basis to discuss the status of these priorities and the corporation’s overall performance.





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 Department of Economic Development & Transportation  
 Pivalliyuliqiyikkut Ingilrayuliqiyitkullu  
 Ministère du Développement économique et des Transports

I look forward to discussing with you the priorities and directions as stated in this Letter of Expectation. I also look forward to reviewing your response to this letter.

In replying to this letter, please copy Chris D'Arcy, Deputy Minister of Finance, who will ensure that all public agency responses are tabled in the Legislative Assembly by the Chairman of the Public Agencies Council at the appropriate time.

Sincerely,

Hon. Monica Eil  
 Minister Responsible for Nunavut Business Credit Corporation

c.c. Pauloosie Suvega, Deputy Minister, Economic Development and Transportation  
 c.c. Chris D'Arcy, Deputy Minister, Department of Finance



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 Ministère du Développement économique et des Transports

Hon. Monica Ell / ᐱᑦᑦᑦ  
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Ms. Nancy Karetak-Lindell  
 Chairperson, Nunavut Development Corporation  
 PO Box 249  
 Rankin Inlet, NU X0C 0G0

JUN 24 2015

**RE: Nunavut Development Corporation 2015-16 Letter of Expectation**

Dear Ms. Karetak-Lindell:

It is my pleasure to provide this Letter of Expectation for 2015-16. I firmly believe that the direction provided within will help to reinforce our relationship, build on our successes and further promote accountability. This letter contains the priorities and desired outcomes for the 2015-16 fiscal year and provides direction concerning the reporting responsibilities of the Corporation. It is my expectation that you will discuss the direction herein with the Board of Directors and your staff in order to ensure that the expectations will be met.

In addition, I expect that the Corporation's 2015-16 strategic goals will be to realize your mandate while endeavoring to achieve the vision for the future as outlined in *Sivumut Abluqta: Stepping Forward together*:

- Our Government is committed to focusing on four priorities that will enable us to step forward together and 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

The Nunavut Development Corporation's (NDC's) mandate to carry on the business of companies, the business of projects, and investing in business enterprises, will play an integral role in helping to realize the vision of Nunavummiut participating in business and resource development activities which will be the foundation for our future prosperity and success.

This includes supporting local economic development initiatives that are based on a community's own natural resources and skills, as well as its vision for the future, initiatives that build on and add value to identified areas of potential, including harvesting, arts and tourism sectors, and support the development of current and future Nunavut artists in all









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Nunavut iluagalingniq  
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Mr. Bob Leonard  
Chairperson, Nunavut Housing Corporation  
PO Box 1000, Station 1300  
Iqaluit NU X0A 0H0

JUN 25 2015

### **Nunavut Housing Corporation Letter of Expectation 2015-16**

Dear Mr. Leonard:

It is my pleasure to provide this Letter of Expectation for 2015-16. I firmly believe that the direction provided within will help to reinforce our relationship, build on our successes and further promote accountability. This letter contains the priorities and desired outcomes for the 2015-16 fiscal year and provides direction concerning the reporting responsibilities of the Corporation. It is my expectation that you will discuss the direction herein with the Board of Directors and your staff to ensure the expectations are met.

In addition, I expect that the Corporation's 2015-16 strategic goals will be to realize your mandate while endeavoring to achieve the vision for the future as outlined in *Sivumut Abluqta: Stepping Forward Together*:

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  - Economic growth through responsible development across all sectors
  - Good government through wise use of resources

Nunavut Housing Corporation (NHC) plays an integral role in helping to realize this vision, particularly with respect to the provision of adequate housing that is fundamental to the health, education and well-being of Nunavummiut.

As we continue to invest in housing with our partners, we will develop more energy efficient and economical solutions, and ensure more affordable housing options and alternatives are available to meet people's varied needs, including the needs of a growing elder population.



*Sivumut Abluqta* identifies “Good government through wise use of our resources” as a priority. It commits to delivering programs and services in an effective, efficient and economical manner, and to focusing limited funds on programs and services that enable Nunavummiut to live healthy and productive lives. To accomplish this, a review of programs and services is being conducted to determine what is working well, what needs improvement, and what we should stop doing, and to ensure recipients of government funding are providing the outcomes that are expected from these investments.

The *Human Resources Strategy* which was approved in 2014 will focus on five priorities that will guide our actions during the four-year strategy: increasing and enhancing Inuit employment in the GN, recruiting the skilled people we need, engaging and developing employees at all levels, enhancing client service, and improving workforce data for planning and decision-making. NHC is expected work with the Department of Finance and the Department of Executive and Intergovernmental Affairs on these initiatives.

As part of the implementation of the HR Strategy, the Department of Executive and Intergovernmental Affairs will continue to ensure all departments and public agencies actively work towards enhancing Inuit Employment Plans, and will be conduct a training needs analysis to assist departments and agencies to implement their Inuit Employment Plans. NHC is expected work with the Department of Executive and Intergovernmental Affairs on these initiatives.

Additionally, the GN is committed to fully implementing the *Official Languages Act* and the *Inuit Language Protection Act*, ensuring Nunavummiut are able to communicate in their preferred official language when dealing with GN departments and agencies. In this regard, I remind you of your obligation to implement the *Uqausivut Comprehensive Plan* to ensure all Nunavummiut are able to communicate with NHC in their official language of choice.

### **Expectations and Priorities for 2015-16**

As Minister responsible for NHC, I have reviewed and approved your 2015-16 business plan and budget. It is my expectation that you will adhere to the priorities and principles you have stated. Our continuous goal of achieving improved accountability and transparency must be kept in mind when you are following your plan.

I look forward to receiving regular reports highlighting progress made in implementing the 2015-16 business plan and meeting with you, and your board, on a regular basis to discuss the status of these priorities and the corporation's overall performance.







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 Minister responsible for Qulliq Energy Corporation  
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 Ministre responsable de la Société d'énergie Qulliq

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Ms. Julie-Ann Miller  
 Interim Chairperson, Board of Directors  
 Qulliq Energy Corporation  
 PO Box 250  
 Iqaluit, NU X0A 0H0

**Qulliq Energy Corporation Letter of Expectation 2015-16**

Dear Ms. Julie-Ann Miller:

It is my pleasure to provide this Letter of Expectation for 2015-16. I firmly believe that the direction provided within will help to reinforce our relationship, build on our successes and further promote accountability. This letter contains the priorities and desired outcomes for the 2015-16 fiscal year and provides direction concerning the reporting responsibilities of the Corporation. It is my expectation that you will discuss the direction herein with the Board of Directors and your staff to ensure the expectations are met.

In addition, I expect that the Corporation's 2015-16 strategic goals will be to realize your mandate while endeavoring to achieve the vision for the future as outlined in *Sivumut Abluqta: Stepping Forward Together*:

- Our Government is committed to focusing on four priorities that will enable us to step forward together and 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

Qulliq Energy Corporation (QEC) plays an integral role in helping to realize this vision, particularly with respect to taking advantage of economic development opportunities through strategic alliances with sector partners while upgrading, modernizing and strengthening Nunavut's power utility infrastructure.

Nunavut has one of the fastest growing populations in Canada, as well as Canada's youngest; more than 30 per cent of the population is below the age of 15. This growing, youthful population places persistent new demands on the territory's health and education systems, housing stock, infrastructure, and economy.

All of this will also create more demands on Nunavut's power system, and QEC will need to keep pace with the ever growing power needs of the territory. This will include Nunavummiut taking advantage of the business, employment and training opportunities as a result of QEC activities, and working with communities to help them realize their own vision for local economic development.

*Sivumut Abluqta* identifies "Good government through wise use of our resources" as a priority. It commits to deliver programs and services in an effective, efficient and economical manner, and to focus limited funds on programs and services that enable Nunavummiut to live healthy and productive lives. To accomplish this, a review of programs and services is being conducted to determine what is working well, what needs improvement, and what we should stop doing, and to ensure recipients of government funding are providing the outcomes that are expected from these investments.

The *Human Resources Strategy* which was approved in 2014 will focus on five priorities that will guide our actions during the four-year strategy: increasing and enhancing Inuit employment in the GN, recruiting the skilled people we need, engaging and developing employees at all levels, enhancing client service, and improving workforce data for planning and decision-making. QEC is expected work with the Department of Finance and the Department of Executive and Intergovernmental Affairs on these initiatives.

As part of the implementation of the HR Strategy, the Department of Executive and Intergovernmental Affairs will continue to ensure all departments and agencies actively work towards enhancing Inuit Employment Plans, and will be conduct a training needs analysis to assist departments and agencies to implement their Inuit Employment Plans. QEC is expected work with the Department of Executive and Intergovernmental Affairs on these initiatives.

Additionally, the GN is committed to fully implementing the *Official Languages Act* and the *Inuit Language Protection Act*, ensuring Nunavummiut are able to communicate in their preferred official language when dealing with GN departments and agencies. In this regard, I remind you of your obligation to implement the *Uqausivut Comprehensive Plan* to ensure all Nunavummiut are able to communicate with QEC in their official language of choice.

### **Corporate Expectations and Priorities 2015-16**

As Minister responsible for QEC, I have reviewed and approved your 2015-16 business plan and budget. It is my expectation that you will adhere to the priorities and principles you have stated. Our continuous goal of achieving improved accountability and transparency must be kept in mind when you are following your plan.

I look forward to receiving regular reports highlighting progress made in implementing the 2015-16 business plan and meeting with you, and your board, on a regular basis to discuss the status of these priorities and the corporation's overall performance.

## **Accountability and Financial Management Reporting Expectations for 2015-16 Fiscal Year**

The *Financial Administration Act (FAA)*, in Section IX, Public Agencies, outlines the minimum reporting responsibilities and timeframes for Nunavut's public agencies including particular provisions for territorial corporations. Additionally, in the interest of increased transparency, accountability and effectiveness, Ministers responsible for territorial corporations have issued directives to provide additional important information to the GN and Nunavummiut.

Ongoing reporting responsibilities through tabling in the Legislative Assembly include:

- The Corporation's Business Plan, at the same time as the GN's Business Plan is tabled.
- A yearly comprehensive report on all procurement, contracting and leasing activities undertaken by QEC. This report, or reports, should contain at a minimum the information currently available in the GN Annual Procurement Activity Report, Lease Activity Report and Contract Activity report. (In preparing the Lease Activity Report, please ensure that information, which may provide an unfair business advantage to potential competitors, is not disclosed).
- Formal responses to letters of expectation, letters of instruction, and Ministerial directives at the first session of the Assembly subsequent to the Corporation receiving such correspondence.

During 2015-16 you are once again instructed to give attention to the following ongoing reporting responsibilities to the Department of Finance:

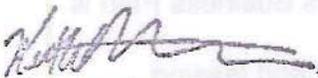
- Board approved budget variance reports and expense projections for both operations and maintenance and capital on at least a quarterly basis.
- All schedules and working papers required for the preparation of the consolidated public accounts at their earliest availability or as per the distributed requirement timetable.
- Management letters (and the Corporation's response) issued by the auditor (both the Auditor General of Canada and any other independent auditor) for all audits conducted on the Corporation for the year.
- QEC is asked to work with staff at the Department of Finance's Financial Reporting and Controls to ensure Public Sector Accounting Standards are implemented in all financial reporting.
- QEC will direct its auditors to copy the Comptroller General on the annual audit plan, annual audit results, and management letters and/or other reporting.
- QEC will enable the Internal Audit Services, Department of Finance, to carry out its audit duties and responsibilities and shall ensure that the Internal Audit Services has full, unrestricted, and timely access to all organizational activities, records, property, and personnel.

- Completion of the human resources audit for QEC including a review of staffing practices and processes.

I look forward to discussing the priorities and expectations stated in this Letter of Expectation with you, the Board of Directors and the President. I also look forward to reviewing your response to this letter.

In replying to this letter, please copy Chris D'Arcy, Deputy Minister of Finance, who will ensure that all public agency responses are tabled in the Legislative Assembly by the Chairman of the Public Agencies Council at the appropriate time.

Sincerely,



Honourable Keith Peterson  
Minister responsible for Qulliq Energy Corporation

c.c. Peter Tumilty, Interim President & CEO, QEC  
c.c. Chris D'Arcy, Deputy Minister, Department of Finance, GN