



August 21, 2014

Martha Main, Interim Chairperson
Board of Governors
Nunavut Arctic College
PO Box 60
Arviat, NU X0C 0E0

Nunavut Arctic College Letter of Expectation 2014-15

Dear Ms. Main:

It is my pleasure to provide this Letter of Expectation for 2014-15. 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 2014-15 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 2014-15 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 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 the completion of certification requirements on the job, and participating in strategic alliances in labour force training, development and employment with sector partners.



Our top priority is the development of self-reliance and optimism through quality education and training to prepare Nunavummiut for employment. Education and employment will reduce poverty, improve health outcomes and enhance our ability to look after ourselves, our elders and our children. The College's full suite of adult basic education, business, cultural, educational, environmental, arts, health and trades programs will be essential in achieving these outcomes and broader objectives.

Sivumut Abluqta identifies "Good government through wise use of our resources" as a priority. It commit 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 will be 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 Government will continue to improve fair and transparent practices in staffing and career advancement, ensure all departments and agencies actively work towards enhanced Inuit employment, continue investing in the education and development of current and potential public servants, with an emphasis on increasing Inuit employment in professional and leadership roles in the government.

In 2013, a new *Public Service Act* was passed by the Legislative Assembly and received commissioner's Assent. This year the Departments of Finance and Executive and Intergovernmental Affairs will be working with all departments and agencies to strengthen human resources accountability, staffing, appeals, and the implementation of Article 23 of the NLCA, including the completion of Inuit Employment Plans for each department and agency.

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 NAC in their official language of choice.

Expectations and Priorities for 2014-2015

As Minister responsible for NAC, I have reviewed and approved your 2014-15 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 quarterly reports highlighting progress made in implementing the 2014-15 business plan, with particular emphasis on the following strategic goals:

- Communities: Improving Programs and Services to Communities
 - The continuing need for more adult learning opportunities accessible in the communities has been an ongoing priority. Offering a diversity of programs in communities leads to further training for employment.
- Culture: Building a Culturally Responsive College
 - The Board of Governors wishes to ensure that Inuit language and culture are the foundation for adult learning at Nunavut Arctic College. The Board welcomes partnership opportunities with communities, schools, regional Inuit associations and Piqusilirivik. The Board values the participation of Elders in the learning of its students. The Board of Governors considers the establishment of bilingual learning environments to be an urgent need and supports the development of bilingual learning materials.
- Excellence: Achieving Academic Excellence
 - The Board of Governors supports appropriate academic standards for all programs. The Board values entrance standards that recognize the different abilities and accomplishments of adult learners and exit standards recognized by employers and the College's post-secondary partners. Recognition of Prior Learning will be incorporated into all programs. All programs are expected to provide appropriate Inuit content, community access, and transition-to-work experiences; and undergo periodic quality review and meet acceptable performance standards. It is an important priority to provide the necessary support to students when they attend Nunavut Arctic College. The Board of Governors has made it a priority to ensure that our student services division receives the necessary resources to provide student services that meet or exceed national standards.
- Strength: Strengthening College Systems and Operations
 - The Board of Governors recognizes its duty to oversee the management of Nunavut Arctic College in the best interests of both the College and Nunavummiut at large, while recognizing its accountability to the Minister. Arctic College works with the Public Agency Council to maintain accountability and address any issues raised by the Auditor General. Arctic College continues to work in partnership committees with GN departments to coordinate adult learning and training activities in Nunavut to ensure the wise use of its resources.

I am very interested in learning more about these stated priorities in the coming months.

Accountability and Financial Management Reporting Expectations for 2014-15 Fiscal Year



The *Financial Administration Act (FAA)*, in Section IX, Public Agencies, outlines the minimum reporting responsibilities and timeframes for Nunavut's public agencies in general and territorial corporations in particular. 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 Assembly subsequent to the College receiving such correspondence.

During 2014-15 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.
- Management letters or other reporting (including the College's response) issued by the auditor (both the Auditor General of Canada and any other independent auditor) for all audits conducted on the College for the year.
- A comprehensive list of all leasing activity, if different to the public Lease Activity Report above.
- NAC is asked to work with staff at the Department of Finance's Financial Reporting and Controls division to ensure Public Sector Accounting Standards are appropriately implemented in all financial reporting.

It is also important that dialogue and communication be ongoing throughout our government. In the spirit of strengthening our public agencies, I ask that NAC continue its close working relationship with the Department of Finance at all levels. The relationship needs to be nurtured on both parts with an effective flow of both formal and informal information.



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Bâtir le Nunavut ensemble

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Minister Responsible for Nunavut Arctic College
Minista Kamayiuyuq Nunavut Ukiuqtaqtumi Ilinniaryumivingmik
Ministre responsable du Collège de l'Arctique du Nunavut

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,

Honourable Paul Quassa
Minister Responsible for Nunavut Arctic College

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



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Bâtir le *Nunavut* ensemble

AUG 06 2014

Greg Cayen
Chairperson, Board of Directors
Nunavut Business Credit Corporation
PO Box 2548
Iqaluit, NU X0A 0H0

RE: Nunavut Business Credit Corporation 2014-15 Letter of Expectation

Dear Mr. Cayen:

It is my pleasure to provide this Letter of Expectation for 2014-15. 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 2014-15 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 2014-15 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 Business Credit Corporation (NBCC) plays an integral role in helping to realize this vision, particularly with respect to providing Nunavummiut loans, loan guarantees and the indemnification of bonds, leading to Nunavummiut participation in business and resource development activities that 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 supporting the development of current and future Nunavut artists in all media to produce high quality work and to market their work across Canada and around the world.

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 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 will be 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.

In 2013, a new *Public Service Act* was passed by the Legislative Assembly and received Commissioner’s Assent. This year the Departments of Finance and Executive and Intergovernmental Affairs (EIA) will be working with all departments and agencies to strengthen human resources accountability, staffing, appeals, and the implementation of Article 23 of the NLCA, including the completion of Inuit Employment Plans for each department and agency. NBCC is expected to work with Finance and EIA 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 2014-15

As Minister responsible for NBCC, I have reviewed and approved your 2014-15 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 quarterly reports highlighting progress made in implementing the 2014-15 business plan, with particular emphasis on the following priorities:

- Work with tourism businesses involved in showcasing what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.
- Support economic growth through responsible development across all sectors by providing on-the-ground logistics and support services.
- Continue to support community-based sustainable economies and will forge strategic partnerships and work together with other economic development organizations.
- Formalize a relationship with the Kivalliq Business Development Centre.
- Broaden reach across sectors and across the territory, and make a concerted effort to negotiate new loans with existing and new clients.
- Assist in the development of the entrepreneurial sector, arts and crafts sector, tourism and the film sector while ensuring ongoing development in other sectors.
- Explore options on how best to support an increase in private sector participation in those industries critical to macroeconomic growth.
- Develop a user-friendly electronic loan application submission process.
- Introduce a coordinated marketing campaign that includes the new logo unveiled in 2013/2014 and website design.
- Consider options to enhance Board capacity, including increasing the number of Directors, as allowed under existing legislation, and by providing additional Board training.

Accountability and Financial Management Reporting Expectations for 2014-15 Fiscal Year

The *Financial Administration Act (FAA)*, in Section IX, Public Agencies, outlines the minimum reporting responsibilities and timeframes for Nunavut's public agencies in general and territorial corporations in particular. 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 NBCC. 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).
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- A comprehensive list of all leasing activity, if different to the public Lease Activity Report above.
- NBCC is asked to work with staff at the Department of Finance's Financial Reporting and Controls division to ensure Public Sector Accounting Standards are implemented appropriately in all financial reporting.

It is also important that dialogue and communication be ongoing throughout our government. In the spirit of strengthening our public agencies, I ask that the Corporation continue its close working relationship with the Department of Finance at all levels. The relationship needs to be nurtured on both parts, with an effective flow of information, both formally and informally.

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.



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Bâtir le Nunavut ensemble

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 George Kuksuk
Minister Responsible for Nunavut Business Credit Corporation

cc. Chris D’Arcy, Deputy Minister, Department of Finance
cc. Paul Suvega, Deputy Minister, Economic Development and Transportation