



August 22, 2019.

Honorable Patterk Netser  
Minister Responsible for Nunavut Arctic College  
PO Box 2410  
Iqaluit, NU  
X0A 0H0.

Dear Minister Netser:

I am responding to your February Letter of Expectation for 2019-20 which outlined your priorities and goals for Nunavut Arctic College (NAC) in the current fiscal year. The Board of Governors (Board) looks forward also to working with you and the Executive team towards achieving these priorities and goals.

The Board will continue to promote the alignment of NAC programming, planning and administration with the *Turaaqtavut* mandate. We will continue to focus particularly on the areas of developing individual and community self-reliance, providing local skills and trades training, creating opportunities for Inuktitut learning and teaching situations, establishing strategic partnerships, and operating in a fiscally responsible manner.

Through the College's new and existing programs, the Board is hopeful that more Nunavummiut, in particular Inuit, will participate in all aspects of the Nunavut workforce, including at our College. NAC will continue to implement the Uqausivut 2.0 Comprehensive Plan for the benefit of Nunavummiut. The College continues to base its programs and learning culture on the principles of Inuit Qaujimajatuqangit.

As the Board heads into the consultation phase related to the development of our 10-year strategic plan for NAC, we have filled all but two Board vacancies. We are awaiting the approval of our second member from the Kitikmeot region and a new student representative. We have also passed a motion requesting two additional 'at-large' members to increase our capacity. The Board is now finalizing the consultation schedule to ensure this long-term plan for the College will represent the needs of our communities and stakeholders.

Once we enter the implementation stage of the strategic plan, NAC will benefit from a number of partnerships, already in place or yet to be developed, not only with government departments, Inuit organizations, and industry, but also with other post-secondary institutions. We are very excited about the Memorandum of Understanding that was recently signed with Memorial University and we look forward to 10 years of growth and development as Nunavut's only post-secondary institution. Through our partnerships, we will challenge ourselves to become the post-secondary institution of choice for our high school graduates and adult learners. It is the intention of the Board that the plan will be structured to support smooth transitions over the 10-year time frame.

The Board will also continue to fulfill its reporting responsibilities. We were pleased to participate in the development of the current Business Plan and to review the report of the Auditor General. Our recent financial audits have been positive. We now have a finance committee with members qualified to question and interpret NAC's financial affairs. We will do our part to ensure that our reports to the Legislative Assembly are timely, accurate and complete.





**NUNAVUT BUSINESS**

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**CREDIT CORPORATION**

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*“Lender of Northern Opportunity”*

August 7, 2019

Honourable David Akeeagok  
Minister responsible for  
Nunavut Business Credit Corporation  
PO Box 2410  
IQALUIT, NU  
X0A 0H0

Dear Minister Akeeagok:

The Board of Directors discussed the 2019/2020 Letter of Expectation at its Board of Directors meeting of June 10, 2019. Based upon these discussions, the Board of Directors is making the following comments:

Although we are a small organization, we are ever mindful of the Inuit Employment Plan as positions become available. One of the Corporation’s Inuit employees submitted her resignation during 2018/2019. The Corporation is considering its options in reorganizing our human resources needs and is considering drafting an application to the Department of Human Resources to fund an intern position through the Sivuliqtiksats program.

The Board of Directors agrees fully that there is zero tolerance for harassment, bullying or reprisals of any type. In 2018/2019, the Board of Directors and staff held a session on Inuit Qaujimagatuqangit in the workplace.

Partnerships and Collaboration are essential in our working relationships. Memoranda Of Understanding are in place with Baffin Business Development Corporation, Kitikmeot Community Futures Inc. and Atuqtuarvik Corporation. We are closely watching the developments at the Kivalliq Business Development Centre and will reach out to establish a relationship with the newly reorganized staff and board.

We have a strong continuum of funding options in Nunavut and all funding agencies work in partnership with each other to minimize any funding gaps for our clients. To this end, we also work very closely with the Nunavut Development Corporation. While we feel that amalgamation may not be the best strategy moving forward, we will work towards formalizing the relationship with a Memorandum Of Understanding. We look forward to meeting with and working with all of our funding partners, including the Department of Economic Development and Transportation.

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We will continue to look for ways to improve our communications plan. Once the Office of the Auditor General of Canada has reviewed the Inuinnaqtun versions of the 2016/2017 and 2017/2018 annual reports, these annual reports will be posted on the Corporation's website.

The 2018/2019 annual report was approved at the Board of Directors meeting of June 10, 2019 and continues to meet reporting requirements.

The Corporation has been working in collaboration with the Department of Finance and the Department of Economic Development and Transportation on a legislative proposal for amendments to the *Nunavut Business Credit Corporations Act*. This has been a lengthy process and we are looking forward to having it finalized.

The Corporation will continue to meet its reporting responsibilities, as appropriate.

The Board of Directors looks forward to meeting again with you at our fall in-person meeting, which is tentatively scheduled for November.

Yours sincerely,



Marg Epp  
Chairperson

xc: Bernie MacIsaac, Deputy Minister, Economic Development and Transportation  
Jeff Chown, Deputy Minister, Finance  
Peter Ma, CEO, Nunavut Business Credit Corporation



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

March 18, 2019

The Honourable David Akeeagok  
Minister Responsible for the Nunavut Development Corporation  
Nunavut Legislative Assembly  
Iqaluit, NU

Dear Minister:

Thank you for your letter of February 2019; I have shared it with our President & CEO Darrin Nichol and it will also be included on our meeting agenda later in the spring when we meet as a board face-to-face.

As I have indicated in the past, I have no tolerance for harassment or bullying of any sort. Our personnel directives contain specific sections dealing with workplace harassment and bullying. I also continue to advocate for enhanced Inuit staffing levels though our public service, my organization included. Small team or otherwise I continue to encourage my staff to find the ways and means to advance Inuit staffing levels.

I agree that partnerships are key, at NDC we maintain numerous important business and sector partnerships. The Clean Fish commercial partnership is an important one, similar to our Agnico-Eagle partnership and Winnipeg Art Gallery partnership all of which enable commercially viable market access for goods that are produced or harvested by Nunavummiut creating jobs and income earning opportunities for our residents. The same can be said for our involvement in facilitating discussions between RBC and Uqqurmiut Arts and Crafts, to hopefully bring RBC agency banking to Pangnirtung later 2019. This initiative will provide an essential local alternative to existing banking options available in the community.

On our venture capital side indeed we look to deploy our investment capital in way that proactively supports our key sections in efforts to help diversify and grow our local economies. With priority given to investments that benefit smaller communities and recognizing that NDC's equity involvement is often higher risk given the unsecured nature of the investment, job creation and the growth of business remain paramount considerations in any venture equity investment.

Over the past year there are have been numerous discussions between our President & CEO, his counterpart at the Nunavut Business Credit Corporation (NBCC) and officials at Economic Development and Transportation (EDT) regarding both the concept of amalgamating the two agencies but also on the need to revamp the way economic development programming is delivered in Nunavut. I, along with my colleagues on the NDC board are open to the idea of an amalgamated entity so long as it takes place within the broader context of enhanced economic development programming, investment and service delivery for Nunavummiut. This also means reviewing the role of EDT as well, in light of this initiative, to best determine where program and service delivery should vest and also to map out the relationship between the amalgamated entity and the department.

I, along with my board colleagues, take seriously our accountability and financial reporting requirements stipulated under Part IX of Nunavut's Financial Administration Act. As in recent years I anticipate full compliance by the Corporation in this critical area and we look forward to a continued productive relationship with officials at the Department of Finance.

In closing I want to thank you for your ongoing support of NDC; I look forward to meeting and working with you in the coming year.

Sincerely,



Donald Haviyok  
Chairperson

Cc: Darrin Nichol, President & CEO Nunavut Development Corporation  
Udlu Hanson, Deputy Minister, Dept of Economic Development and Transportation  
Jeff Chown, Deputy Minister, Dept of Finance



## National Housing Strategy

On April 1 2019, the NHC signed the bilateral agreement with the Canadian Mortgage and Housing Corporation (CMHC) under the National Housing Strategy. This included the development of a 3-year action plan based on the foundations laid by the Blueprint for Action on Housing (Blueprint). This action plan has been completed and approved. For the first three years of our agreement, NHC will focus on new social housing construction to reduce core housing need.

In line with *Katujjiqatigiinnivut*, the NHC will continue to actively foster its partnership with CMHC and raise awareness of the realities of housing in Nunavut.

## Blueprint for Action on Housing

The work on the implementation of the blueprint continues. To maintain the momentum year three of implementation will focus on a renewal of the Blueprint, with the goal of improving collaboration and processes, as well as developing key indicators to improve accountability.

NHC will be hosting a Blueprint workshop for all stakeholders in November 2019. The inter-departmental discussions at the workshop will help inform the Annual Status of Housing report, to be tabled in winter 2019.

## Local Workforce Development

NHC recognizes the importance of developing a local work force through proper training. As such, the NHC is working with the Nunavut Arctic College to develop opportunities for training which helps develop the local workforce. In 2019, the NHC will make a unit in need of repairs available to the College, so students will have the opportunity to practice their skills on the job.

## Partnership and Collaboration

Addressing Nunavut's housing crisis requires collaboration and coordination. The NHC continues to work towards improving the relationship with Nunavut Tunngavik Incorporated, Regional Inuit Associations and Inuit Development Corporations to explore opportunities for housing based partnerships.

## Partnerships with Local Housing Organizations

In 2018-2019, the Corporation worked closely with the Local Housing Organizations (LHO's) to develop a new Management Agreement. The new Management Agreements are expected to be signed in the fall and will help to ensure that the NHC's programs are delivered consistently and successfully across the territory.

## Staff Housing

The NHC and the Department of Finance have been collaborating since 2017 on a review of GN Staff Housing programs, with the goal of improving the overall delivery of the current program and ensuring it meets the operational needs and policy objectives of the GN.

Currently the Corporation, together with the Departments of Finance and Human Resources, are collaborating to implement Cabinet's direction on changes to the Staff Housing Policy and



other programming. The NHC is committed to continued collaboration with the Department of Finance and the Department of Human Resources to ensure a swift implementation.

### Homeownership

In 2018-19 the Corporation reviewed a suite of its programs, including the Corporation's homeownership programs. Homeownership is one component of the housing spectrum in Nunavut, one that is proportionally smaller than other provinces and territories. The current homeownership review identified barriers to homeownership in Nunavut. A feasibility study was also conducted, a range of new, innovative and appropriate options to strengthen homeownership in Nunavut are being considered. The Corporation will be presenting Cabinet with an options paper in the fall of 2019.

The NHC is working collaboratively with all mining companies and project proponents operating in Nunavut to mitigate the negative, and promote the positive housing effects of the project. Through the Government of Nunavut – Agnico Eagle Mines (AEM) MOU Oversight Committee's Subcommittee on Housing, the Corporation is working with AEM to explore ways to support their employees in homeownership.

### Mould Remediation

The Corporation takes concerns regarding mould very seriously. NHC has provided mould remediation training to the LHOs in all 25 communities, with the aim of improving participants' understanding of mould, its root causes, identification and remediation practices. As part of this program, new mould remediation work is planned for 20 units in Coral Harbour, Iqaluit, Rankin Inlet and Sanikiluaq in fall 2019. The Board of Directors will monitor the progress of the Corporation's mould remediation efforts.

## **Accountability and Financial Management Reporting Expectations for 2019-20**

The Corporation remains dedicated to the highest standards of accountability and transparency, this includes tabling in the Legislative Assembly of the following documents:


- The Corporation's Business Plan;
- A yearly comprehensive report on all procurement, contracting and leasing activities undertaken by the Corporation;
- Formal response to letters of expectations, letters of instruction and Ministerial directives.

The Corporation remains committed to its reporting responsibilities to the Department of Finance and will continue to work closely with the Department of Finance at all levels.

My fellow directors and I are optimistic that the Corporation will continue to make progress into the 2019-20 fiscal year and we look forward to working with your office and the NHC staff and executive team to ensure that Nunavummiut are provided access to a range of adequate, affordable and healthy housing options.

I remain, along with the Corporation's Executive team, available should you have any further questions.

Sincerely,

A handwritten signature in black ink that reads "BOB" followed by a long horizontal flourish.

Bob Leonard  
Chair, Nunavut Housing Corporation

CC: Terry Audla, President and CEO, Nunavut Housing Corporation  
Jeff Chown, Deputy Minister, Department of Finance



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Qulliq Energy Corporation  
Société d'énergie Qulliq  
Qulliq Aluyaktuqtunik Ikumatjutiit

June 11, 2019

Hon. Jeannie Ehaloak  
Minister responsible for QEC  
PO Box 2410  
Iqaluit, NU  
X0A 0H0

**Re: Qulliq Energy Corporation's 2019-20 Letter of Expectation**

Dear Minister Ehaloak,

Thank you for your February 14, 2019 letter outlining the expectations of the Qulliq Energy Corporation (QEC or "the Corporation") for 2019-20. I have reviewed your letter with the rest of the Corporation's Board of Directors and our President and Chief Executive Officer (CEO), Mr. Bruno Pereira. Together we look forward to successfully meeting the priorities and goals outlined for the new fiscal year.

Inuit Employment Plan

QEC has developed an Inuit Employment Plan that details recruitment and retention strategies to increase Inuit employment at all levels. At the start of this new fiscal year, Inuit employment is at 51%. Through GN and internal training opportunities, as well as effective programs such as the Inuit Leadership Development Program, QEC's Inuit employment takes a progressive approach to increasing this number.

The Board of Directors will continue to monitor this progress through our Human Resources and IQ Committee. We look forward to having the support of your office and the Government of Nunavut as we execute the corporation's IEP strategy in 2019-20 and beyond.

Harassment Free Workplace

Upon the start of their employment, employees are required to review the GN's Harassment Free Workplace Policy. Staff are encouraged to bring any perceived or potential concerns to our internal Human Resources department which review and address these complaints discretely and efficiently.

Both I and the President and CEO of QEC commit to taking personal responsibility for promoting a workplace free of harassment.

Plant Upgrades

QEC looks forward to sharing the progress being propelled by the Arctic Energy Fund in 2019-20. These enhancements to energy efficiency and reliability will have a profound impact on the 13 communities receiving upgrades. On May 21, 2019, the Government of Canada confirmed funding for generator set

replacements in the communities of Whale Cove, Rankin Inlet, Coral Harbour, Chesterfield Inlet, Pond Inlet, and Clyde River. We will continue to work closely with the Department of Community and Government Services to ensure an accurate and timely fulfillment of all Arctic Energy Fund plans.

#### Alternative Energy and Independent Power Producers

The Corporation supports the Turaaqtavut priority of Pivaallirutivut which incorporates developing and managing our renewable and non-renewable resources for the long-term benefit of Nunavummiut. QEC is committed to reducing the territory's reliance on diesel fuel and are creating feasible options for alternative and renewable energy sources.

As part of the Government of Canada announcement mentioned above, QEC also received funding for the integration of a 500 KW solar power system with storage capacity as part of the new Kugluktuk power plant construction project. The Corporation will continue to pursue funding from federal programs to help expand QEC's renewable energy investments.

QEC's new Independent Power Producers Program is slated to launch in the fall following Cabinet approval. This program will help reduce harmful emissions and utilize new energy technologies that rely on renewable sources. With a strong emphasis on Inuit ownership, this program will provide opportunities to develop local electricity resources that best serve the long-term environmental and economic interests of Nunavummiut.

#### Net Metering

QEC will continue to support and promote the Net Metering Program in 2019-20. It is our hope that more Nunavummiut will apply following our promotion of the program at upcoming public events such as the trade shows in Iqaluit, Rankin Inlet, and Cambridge Bay. With better promotion of the program's benefits, we hope to see an increase in uptake on the Net Metering program this fiscal year.

#### Continuing Communications

QEC's External Communications Policy was officially launched in December 2018. This policy promotes the coordination and management of information coming from the Corporation and going to the public. Clearly communicating the Corporation's objectives and activities strengthens our relationship with customers and supports the public's trust in us.

Part of the communication strategy is our ongoing relationship with the municipalities. QEC staff attended the Kitikmeot and Qikiqtaaluk Mayors Conference in September and March 2019, respectively, with hopes of attending the Kivalliq's conference later this year.

#### New Office in Baker Lake

At the beginning of the fiscal year we received permission to build our new head office in Baker Lake. This much needed office space will ensure a cohesive team environment for our employees currently working in various locations within the community. QEC will monitor the progress of this project closely to ensure it remains on time and budget and apprise you of its advancement along the way.

#### Financial Accountability, Management, and Reporting Expectations for 2019-20

QEC's President and CEO, and I can assure you that we will continue to work closely with the

Department of Finance to ensure the fulfillment of our reporting responsibilities as outlined in your mandate letter. This includes providing the Internal Audit Services with full, unrestricted, and timely access to all records, property, and personnel.

We look forward to strengthening our relationship with you further and welcome any additional input or questions you may have about QEC's future or the Board of Directors.

Sincerely,

A handwritten signature in black ink, appearing to read "Simeonie Akalialuk". The signature is written in a cursive style with a large, stylized initial "S".

Simeonie Akalialuk  
Acting Chairperson, QEC Board of Directors