

June 10, 2021.

Sue Ball  
Chair, Board of Governors  
Nunavut Arctic College  
Box 600  
Iqaluit, NU X0A 0H0.

Minister David Joanasie  
Minister Responsible for Nunavut Arctic College  
Legislative Building of Nunavut  
926 Federal Road  
Iqaluit, NU X0A 0H0.

Re: Board of Governors' Response to Letter of Expectation 2021-22

Dear Minister Joanasie:

I am writing in response to your Letter of Expectation for 2021-22. To begin, I would like to thank you for acknowledging the contribution of the College during the pandemic. Faculty, staff and students did their best to adapt. Teaching and learning moved to on-line instruction in a timely fashion. For some it was a steep learning curve, and technology was not always the best, but the experience bodes well for the development of on-line programming options in the future.

Your priorities, such as the expansion of Piqqusilirivik into other communities and an increase in Inuit educators in the Community Learning Centres, were mentioned on numerous occasions in the consultations conducted by the Board in 2020. The College continues to explore options to increase its Inuit employment across the various employment categories. In addition, NAC's recruitment division is exploring ways to better connect and communicate with the College's alumni. Opening up this line of communication may tap into the growing number of alumni who may eventually wish to join the College ranks.

Through our partnership with Memorial University, there has been, and will continue to be, an expansion of opportunities for our students, educators, and researchers. As an example, the Nunavut Research Institute (NRI) has received funding from ArcticNET to conduct research on its research practices and experiences. Not only will this study outline what research the College has completed, but it will also allow the College an opportunity to develop its own strategic research priorities. I note your reference to renewable energy technology and will ensure the NRI is aware of the Government interest and commitment to this very important research field.

In regard to program developments, as you are aware, NAC had significant support for two of its programs: the expansion of the Nunavut Teacher Education Program and the Licensed Practical Nurse Program, as well as the expansion of the roll-out for the Bachelor of Social Work Program.



Such programs are developed with a strong foundation in Inuit knowledge and experience. These are factors which support the students at our College.

In addition, we are very much looking forward to the adaptation and implementation of a ‘family education model’ for Student Services. The great significance of Inuit culture and family relationships was pointed out to us frequently during the consultations. Such a model will be of benefit to educators as well as to students, as this model provides an opportunity to put into practice actions and supports that many Adult Educators in Nunavut communities already strive to provide.

The Board also seeks to support the administration of the College. NAC’s participation on the Territorial Corporations Committee will provide an opportunity for the corporations to collaborate and will promote consistency in meeting reporting requirements. Both our Director of Policy and our new Chief Financial Officer participate on this committee on behalf of the College.

Additionally, NAC will work with the Department of Finance to establish a Memorandum of Understanding with the Government of Nunavut. This will clarify the respective roles and responsibilities for our organizations, independently and in working together.

In the area of financial accountability and expectations, the Board is fortunate to currently have a member who is a professional accountant. She remains in touch with the College’s Chief Financial Officer and reviews financial documents prior to meetings, so we are well informed when making decisions. The College strives to fulfill its financial reporting obligations and meet its deadlines; it has tended to receive favorable reports from the Office of the Auditor General and any issues noted have been addressed in a timely manner. The Board looks forward to working with Nayab Khan and her team to ensure that the College’s financial obligations are being met as required.

Regarding our strategic plan, the Board has received the first draft for review. It is being written by staff and faculty at Nunatta Campus and many of the items stressed in your letter will be addressed in the strategic plan with priorities similar to those noted in our current Business Plan. To implement the strategic plan, the Board encourages the College to continue its pursuit of partnerships and opportunities to collaborate with others, both in Nunavut and beyond. So much of our program offerings depend upon third party contributions.

In closing, I would like to thank you for sharing your high expectations and priorities with us. The Board and the College will strive to realize them to the best of our ability, although we are somewhat hampered by a large number of staff and faculty vacancies. We also strive to realize the visions for community development, education and training set out in *Turaaqtavut*. At the same time, we aspire to contribute and to meet the expectations and standards of other academic institutions, particularly in Canada and the circumpolar world.

Minister Joanasié, the Board members look forward to an opportunity to meet with you. We especially look forward to the time when we are able to share our strategic plan with you. Stay safe.



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Yours sincerely,

*S. Ball*

Sue Ball  
Chair, Nunavut Arctic College Board of Governors

Cc: Rebecca Mearns, President, Nunavut Arctic College  
Jeff Chown, Deputy Minister, Department of Finance

**NUNAVUT BUSINESS**  
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**CREDIT CORPORATION**  
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## *"Lender of Northern Opportunity"*

July 28, 2021

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

Response to Nunavut Business Credit Corporation Letter of Expectation 2021 – 2022

Dear Minister Akeeagok:

The Board of Directors has reviewed and discussed the Letter of Expectation 2021 – 2022 for the Corporation. The Board of Directors appreciates your ongoing support of the Corporation's activities and in particular, the passage of Bill 64 (An Act to Amend the Nunavut Business Credit Corporation Act).

The Board of Directors has comments on specific components of the Letter of Expectation 2021 – 2022 as follows:

### **Credit Facilities Portfolio**

One of the goals of the Corporation's 2019 – 2022 strategic plan is to "grow its portfolio by amount and number of clients while minimizing loan losses". The Corporation is in some ways a "victim of its own success" since some clients as they grow and become successful graduate to other more traditional financing alternatives. The recent increase to the legislative lending limit will certainly retain more clients.

Thus far in the first quarter of 2021/2022, the Corporation has approved six new credit facilities, which includes a client in the cannabis sector. The Corporation had noted in its 2021 – 2024 business plan that "there may continue to be opportunities for more store-front retail suppliers". The Corporation has in successive business plans noted potential lending opportunities in different sectors of Nunavut's economy and will continue to do so.

### **Inuit Employment Plan**

After discussion within the Board of Directors and the Department of Human Resources, focus will be shifted to another position for internship due to the nature of the CEO position. This will provide a better opportunity for a beneficiary to grow into the CEO position.

### **Partnership and Collaboration**

The Corporation works in partnership and collaboration with all of its partners within the Government of Nunavut, Inuit organizations, the Government of Canada, and others. There are long-standing Memorandums of Understanding (MOU) between the Corporation and Atuqtuarvik Corporation, Kitikmeot Community Futures Inc., and Baffin Business Development Corporation.

Although there are no MOUs between the Corporation and Kakivak Association and Nunavut Development Corporation (NDC), there are close working relationships between officials to ensure that clients get the best service possible.

### **Memorandums of Understanding**

The Corporation has good working relationships with the Departments of Finance (Finance) and Economic Development and Transportation (EDT) and NDC on both a formal and informal basis. The Board of Directors would appreciate an understanding as to how a MOU will enhance the current working relationships, which is established on a formal basis through the annual Partnership Agreement with EDT and on an informal basis through the goodwill of officials.

### **Strategic Plan**

The Corporation will review its risk assessment and mitigation strategies with an eye to the impacts of COVID-19 on the Corporation's operations.

### **Communications Plan**

With COVID-19 stabilizing, the Corporation intends to re-engage in its efforts to prepare an updated communications plan. A component of the updated communications plan will be to develop, over the medium-term, Inuinnaqtun content on the Corporation's website.

### **Amendments to NBCC Act**

The Board of Directors appreciates your support and that of EDT of the passage of Bill 64 (An Act to Amend the Nunavut Business Credit Corporation Act) in the Legislative Assembly. The Corporation has not stopped its efforts to modernize the *Nunavut Business Credit Corporation Act* and encourages the collaboration of EDT officials in making further legislative amendments.

### **Addressing Vacant Positions**

The Board of Directors will be completing its review of the Corporation's vacant positions to best position the Corporation for future growth and opportunities.

**Job Creation**

As noted in the Corporation's appearance in front of the Standing Committee on Oversight of Government Operations and Public Operations in November 2015, it is challenging to assign which entity "created" a job with respect to "stacked" funding projects. In the case of NDC it is more clear cut as NDC is either the sole owner or majority owner of its subsidiary investments. That said, the Corporation acknowledges that this is an important metric and looks forward to the creation of a standard reporting format from EDT.

The Board of Directors looks forward to discussing the Letter of Expectation 2021 – 2022 and the Corporation's response to it with you. Your continued support of the Corporation is appreciated.

Yours sincerely,



Marg Epp  
Chairperson

xc: Jimi Onalik, Deputy Minister – Economic Development and Transportation  
Jeff Chown, Deputy Minister – Finance  
Peter Ma, Chief Executive Officer





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

August 5, 2021

The Honourable David Akeeagok  
Minister Responsible for the Nunavut Development Corporation  
PO Box 2410  
Iqaluit, NU  
X0A 0H0

Dear Minister:

I am in receipt of the Nunavut Development Corporation's Letter of Expectation for 2021-22 dated March 31, 2021.

Firstly I am grateful to be selected as the new chairperson for NDC, along with my returning and new colleagues on the NDC Board look forward to both meeting and working with you in the years ahead as we work to advance the important economic priorities identified in Turaaqtavut and Katujjiqatigiinnivut.

As you allude to in your letter, NDC has hired a new President who recently started on August 3<sup>rd</sup>, with experience here at NDC, I am pleased to welcome back Kyle Tattuinee as President & CEO.

NDC's core objectives of supporting the growth of business, job creation and promoting diversification of the Nunavut economy align closely with many of the Turaaqtavut priorities. At NDC we also try to emphasize investments and projects that will benefit Nunavut's smaller communities. NDC will try to expand into the housing sector to help with overcrowding homes to ensure health and safety concerns especially with Covid-19 hitting Nunavut over the last year. NDC would like to work more closely with ED&T and NBCC to further advance economic opportunities to expand Nunavut's ever expanding territory and potentially work with the Regional Inuit Organizations.

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Employment. Income. Business.

Emplois. Revenus. Affaires.

Havaaq. Manikhaat. Manikhaqhiut.

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Community banking is an initiative that NDC started in 2019/2020 to help ease the pressure to have banking available to smaller communities. Although this has been a learning experience it does have its benefits, once we feel we have it streamlined NDC can potentially open up for needs for other Nunavut communities.

Our Board has made it clear for many years that we will not tolerate Harassment or Bullying of any sort within our Corporation; this is also reinforced in our internal human resource policies. Maximizing levels of Inuit Employment within NDC remains a priority for our organization as does trying to ensure NDC is able to offer a full complement of its services in Inuinnaqtun and Inuktitut.

Our Corporation maintains positive and frequent dialogue with Nunavut's Department of Finance. NDC is a Public Agency as listed on Schedule B of the FAA and per Part IX of the FAA the Corporation strives to meet the reporting requirements established therein. All Board members are required to sign a Code of Conduct and we have what I believe to be a very functional Board Member Handbook and descriptions for key board positions.

The full NDC Board tries to meet as required through out the year; usually twice face-to-face and thru by teleconference. First teleconference was held on August 4<sup>th</sup> and the Board has indicated to have an orientation meeting in the near future. We also have an Executive Committee of the Board who meet more frequently as the case may be dealing with investment proposals, personnel matters and audit committee business.

I very much look forward to working with you in positively advancing matters of economic development across Nunavut in the years ahead.

Sincerely,



Kolola Pitsiulak  
Chairperson

CC: Kyle Tattuinee, President, Nunavut Development Corporation  
Jimi Onalik, Deputy Minister, Department of Economic Development and Transportation  
Jeff Chown, Deputy Minister, Department of Finance





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Honourable Margaret Nakashuk  
Minister Responsible for the Nunavut Housing Corporation  
PO Box 2410  
Iqaluit, NU  
X0A0H0

July 7, 2021

Dear Minister,

**RE: Nunavut Housing Corporation Letter of Expectation 2021-22**

I am writing you in response to your letter dated March 31, 2021 setting out the priorities and goals you have for the Nunavut Housing Corporation (NHC) for 2021-22.

**Expectations and Priorities for 2021-22**

The NHC's 2021-22 business plan and budget outline several essential priorities for the Corporation, many of which align with Turaaqtavut and should be implemented strategically and with the overall well-being of Nunavummiut in mind.

The independent reviews of the public housing rent scale and the construction allocation methodology are close to completion. We look forward to sharing the results with you once finalized and approved. We also look forward to tabling the reports in the Legislative Assembly before the end of the Assembly's mandate.

**Inuit Employment Plan**

The Corporation has been working toward filling its vacancies and meeting the Inuit Employment Plan (IEP) requirements. NHC strives to provide a work environment responsive to IQ. principles. The NHC also continues to make opportunities available for Inuit staff to access educational opportunities and training.

Through the President, NHC presented its priorities supporting Inuit employment objectives established in the 2021-2024 Business Plan. We recognize that the current Inuit employment rate of 38% represents a slight increase from 36% in 2019-20, which the Corporation recognizes must continue to increase. As the level of Inuit employment is much higher in the Local Housing Organizations (LHOs) than at the NHC itself, an important priority is to leverage the Inuit employment pool at the LHOs to actively and



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intentionally support and ladder LHO employees to take positions within the NHC's district offices, headquarters, and directorate.

The NHC's recruitment strategies and human resource activities to increase Inuit Employment are guided by the Government of Nunavut (GN) Master IEP and NHC's detailed plan. For the year 2021-22, the Corporation has set a higher target of filling 81% of approved positions (100 of the 124 positions). Of those positions, 40% (40 positions) will be filled by Inuit. The President continues to work with the NHC Human Resources on opportunities to improve Inuit employment within NHC. This work included discussions with my fellow directors on NHC's option to exercise S(7) of the NHC Act, recently approved by the Cabinet.

Based on this work, the Board is confident in the direction of the NHC in advancing on improving Inuit Employment and that this will be reflected in the near future.

#### Respectful and Harassment-Free Workplace

On behalf of my fellow directors on the Board and the President of the Corporation and Executive Team, we consider a Respectful and Harassment-Free Workplace at the Corporation to be extremely important.

The NHC collectively recognizes the importance of protecting the right of every employee to work in a respectful, positive, and supportive environment. The NHC has updated its Occupational Health and Safety Guidelines, which include specific guidelines regarding harassment. NHC's human resources division informed staff about these updates with Respectful and Harassment-Free Workplace seminars for employees in February 2021.

#### Leasing & Procurement

The NHC takes issues regarding conflicts of interest very seriously. Please note our full intention to ensure that my team members and employees at the NHC conduct all day-to-day operations at the Corporation ethically. The NHC collectively recognizes the importance of operating by the GN's Code of Values and Ethics.

All board members and employees at the NHC are required to review and acknowledge the Code of Values and Ethics upon initial hire and are periodically reminded of this policy. Board members and employees at the NHC are also provided guidance on how





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Nunavut. This work continues as NHC is currently working with the Department of Family Services to finalize a framework under the Canada Housing Benefit as part of the National Housing Strategy. This initiative allows funding to flow to Income Assistance clients to secure transitional housing. The Canada Housing Benefit has been co-developed by the Government of Nunavut, represented by the Department of Family Services and the NHC and CMHC. The benefit is anticipated to run from April 1, 2020, to March 31, 2028. A final signed addendum between CMHC and the NHC is expected soon. The NHC will continue to foster this important relationship with our partners in the federal government.

#### *Blueprint for Action on Housing & Status of Housing Report*

Work on the implementation of the Blueprint for Action on Housing continues. The NHC will continue its progress on the critical actions identified in the Blueprint, including increased collaboration with other departments and agencies to achieve specific actions and activities. The GN Status of Housing Report 2020 was the first tabling of this document by the NHC. The expectation is to continue providing updates to our stakeholders and GN partners regularly through the Status of Housing Reports.

As you have stated, it is only through shared investment and collective responsibility that we can adequately address the complex issues related to housing. The NHC will continue working collaboratively with all mining companies and project proponents operating in Nunavut to promote their projects' positive effects on housing and mitigate their adverse effects. Through the GN–Agnico Eagle Mines (AEM) MOU Oversight Committee's Subcommittee on Housing, NHC continues its work with AEM to explore ways to support their employees in homeownership.

NHC will remain actively engaged with NTI through the Blueprint and continue to increase lobbying opportunities. NHC and NTI met in March 2021 to discuss collaboration through the Purpose-built Housing Working Group to develop a needs and demand study. NHC will also continue to work with NTI, QIA, Ilitaqsiniq – the Nunavut Literacy Council, and Rent Smart on developing a Tenant Education Program through the Advisory Committee.

#### *Partnerships with Local Housing Organizations*

The NHC will continue to work with the Local Housing Organizations (LHO) to fulfill its mandate. The signing of the new Management Agreement has ensured there are no disruptions in funding.



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NHC anticipates that collections activity rates will drop significantly in the fiscal year 2021-22 due to the COVID-19 outbreak. However, NHC will make every effort to work with clients and tenants to find affordable payment means and reasonably adjusted to each individual's specific circumstances while taking action on collection. Termination of Tenancy and Quit Claims are a last resort.

To maximize its limited resources, maintain the quality of its programs and services, and adhere to territorial legislation, NHC will continue taking a serious and proactive stance on collecting rental and homeownership program arrears across the territory. NHC Collections is revising the arrears tracking system to better support LHOs monitor their collections process. NHC is also working on new Verification of Income process with the Canada Revenue Agency to decrease the time and administration currently used for the process.

### Staff Housing

The NHC is committed to continued collaboration with the Department of Finance and the Department of Human Resources to ensure the proper implementation of the revised Staff Housing Policy and Procedures. The NHC, together with the Departments of Finance and Human Resources, are working closely to implement Cabinet's direction on changes to the Staff Housing Policy and other programming, which includes working on completing the Homebuyers Matched Savings Program.

### Condo Program

Condominium insurance is becoming very difficult to obtain. However, the NHC was able to secure condo insurance for two of the four buildings. The Condo Program was scheduled to resume in March 2021. The NHC will be moving forward with conducting meetings to resume and present the Condo Program to interested GN indeterminate and term employees in 2021, pending Government of Nunavut COVID-19 restrictions. The expectation is to conclude the program by March 31, 2022.

### Homeownership

Homeownership is one component of the housing spectrum in Nunavut, proportionally smaller than other provinces and territories. The homeownership review in 2018 identified barriers to homeownership in Nunavut. The NHC is currently reviewing the Nunavut Down-Payment Assistance Program and how the program can best suit the needs of Nunavummiut to access and build new homes or maintain the ones they already have.









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Qulliq Energy Corporation  
Société d'énergie Qulliq  
Qulliq Alruyaktuqtunik Ikumatjutiit

May 11, 2021

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

**Re: Qulliq Energy Corporation's 2021-22 Letter of Expectation**

Dear Minister Ehaloak,

Thank you for your letter of April 12, 2021 outlining the 2021-22 expectations for Qulliq Energy Corporation (QEC). The Board of Directors, President, Chief Executive Officer (CEO), Mr. Rick Hunt, and I have reviewed your letter.

Since 2001, QEC has taken on a variety of major projects. Power plants have been replaced in Baker Lake, Qikiqtarjuaq, Taloyoak, Pangnirtung, Kinngait and Grise Fiord, and significant upgrades have been made to Iqaluit's power generation system. Most notably, Grise Fiord received a design award for excellence in steel construction. The design was a pre-fab build and the first of its kind for Nunavut. The plant was constructed in the south, then sealifted to the community in pieces for reassembly at the site. An incredible feat for everyone involved.

As we head into the next 20 years, QEC is continuing to invest in significant power infrastructure upgrades in the territory. New power plants have been approved for construction for Kugluktuk and Arctic Bay, with plans to also replace the aging facilities in Cambridge Bay, Gjoa Haven and Igloolik. QEC also begins construction in summer 2021 of our head office in Baker Lake; another important milestone project for the corporation.

Together, we look forward to successfully meeting the priorities and goals outlined for the new fiscal year to help shape QEC's future and its mission to continue providing our communities with safe and reliable power.

COVID-19 Response

The last fiscal year was challenging; we have learned much and evolved as a corporation. Following the directives from Nunavut's Chief Public Health Officer, QEC implemented work from home initiatives, temporarily closed customer care offices and amended maintenance schedules to ensure the safety of our employees and Nunavummiut. Moving into 2021-22, we acknowledge the continued challenge presented by COVID-19, while QEC continues to provide an essential service to Nunavummiut in a safe and responsible manner.

### Territorial Corporations Committee

QEC is committed to working with its territorial counterparts through the Territorial Corporations Committee. This committee promotes cooperation through shared interests and insights in best governance, while also fostering opportunities for collaboration in managing the corporation's role within the territorial government.

### Memorandum of Understanding

In further strengthening its relationship with the Government of Nunavut (GN), QEC will work with the GN to establish a formal memorandum of understanding (MOU). I look forward to the added clarity this MOU will provide in regards to QEC's autonomy as a public corporation and accountability within the GN governance structure.

### Inuit Employment Plan

QEC continues to see improvement in its efforts to increase Inuit employment to representative levels. Inuit employment continued to increase throughout our paraprofessional, professional, and middle management employment categories. This was achieved through the use of career development plans, the Inuit Leadership Development Program (ILDLP) and developmental assignments. This year QEC processed four direct appointments of Inuit employees into positions aligned with their career development paths. We believe that continued efforts to boost our Inuit employment percentages across all employment categories will see further positive results.

Despite a challenging past year, the work of QEC's dedicated Inuit Employment Programs division continues apace in 2021-22. This year QEC expects to achieve its goals of creating career development plans for up to 90% of Inuit employees and to recruit two new Inuit candidates into the apprenticeship program. QEC has pushed this priority to better align with the GN's new internship program, which is currently under review.

The Board of Directors will continue to monitor this progress through our Human Resources and Inuit Qaujimagatuqangit 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 2021-22 and beyond.

### Respectful and Harassment Free Workplace

QEC has continued to communicate with employees about the Respectful and Harassment Free Workplace Policy through various platforms including email and QEC's internal newsletter. The corporation plans to host formal training sessions to promote respect in the workplace once the current public health crisis has been resolved and it is safe to travel. Both I, and the President and CEO of QEC commit to taking personal responsibility for promoting a respectful and harassment free workplace.

### Contracting, Procurement & Leasing

QEC will table its 2019-20 Contracting, Procurement and Leasing Report later this year. The upcoming report will include additional information on QEC's leasing activities as per the recommendations put forth by the Standing Committee.

In addition to QEC's own website, the corporation posts all requests for tenders and proposals to the GN's tenders website to ensure transparency on its procurement activities. In our procurement division, all employees follow GN mandated procedures, including those related to conflict of interest, and subscribe to the code of ethics as outlined by the Purchasing Management Association of Canada. Furthermore, all contracts and leases are reviewed and approved by senior management and subsequently reported to the Board of Directors.

QEC appreciates the opportunity to work with the Territorial Corporations Committee in developing a standardized template for territorial corporations' activity reporting. The corporation supports efforts that promote transparency and make corporate information more accessible to Nunavummiut.

#### Plant Upgrades & Office Upgrades

QEC, and especially our Baker Lake employees, are looking forward to the corporation's new head office. Construction is anticipated to begin this summer and we expect to move into the building in 2022. As you noted in your letter, COVID-19 did impact our capital planning process but our Capital Planning Committee has proactively adapted to this challenge. In the last year, QEC awarded contracts for the design of the Kugluktuk solar array and power plant. Nunavut's first hybrid power plant is expected to be completed in 2024. Construction of the new power plant in Arctic Bay is also underway and expected to be completed in 2022. Additionally, four Major Project Permit Applications were submitted for new power plants in Gjoa Haven, Cambridge Bay and Igloolik as well as a new generator set in Iqaluit; QEC will also submit these projects through the Arctic Energy Fund program for federal funding approval. QEC will update the Minister when further information becomes available regarding the new headquarters and other infrastructure upgrades.

#### Customer-Focused Operations

QEC will continue improving how we communicate our activities within communities and how our customer care offices operate. In 2021-22, QEC will work to provide Nunavummiut with safe and accessible customer services while continuing to implement COVID-19 health protocols. This fiscal year, QEC has committed to initiating a customer survey to assess progress in dealing with customers' concerns and will develop a plan to improve areas where issues are identified.

#### Alternative Energy Programs

QEC's new Commercial and Institutional Power Producer (CIPP) program launched on March 5, 2021. To date, three entities have submitted formal applications with another 10 prospective applicants in various stages of discussions with QEC. As a result of the Utility Rate Review Council's (URRC) review of the CIPP program, and as per your instructions, QEC retained a consultant to develop a report for a holistic pricing structure for renewable energy in Nunavut. QEC anticipates receiving the pricing report this summer, and will use it as a starting point for discussions with the GN, around viable pathways to implementing a pricing structure that can provide cost effective and reliable power for Nunavummiut.

QEC will continue to support and promote the Net Metering Program in 2021-22. This year QEC will be reviewing the Net Metering program to determine if it is meeting its intended goal of fostering small scale renewable energy generation in Nunavut.

These programs, along with the upcoming Independent Power Producers program, reduce harmful emissions and utilize new energy technologies that rely on renewable sources. The integration of clean energy into QEC's power supply demonstrates our commitment to plan and provide for Nunavut's long-term needs for affordable, dependable energy, taking into consideration Nunavut's desire to enhance energy self-reliance, reduce reliance on diesel fuel and to conserve energy and energy resources.

#### Financial Accountability, Management, and Reporting Expectations for 2021-22

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 budget variance reports delivered promptly and continued efforts to ensure Public Sector Accounting Standards are appropriately implemented.



We look forward to strengthening our relationship 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 'Keith Peterson', with a long horizontal flourish extending to the right.

Keith Peterson  
Chairperson, QEC Board of Directors