



September 15, 2022

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

Minister Pamela Gross
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 2022-23

Dear Minister Gross:

I am writing in response to your Letter of Expectation for 2022-23 which outlined your priorities and goals for Nunavut Arctic College (NAC) in the new 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 of Governors has reviewed Government of Nunavut's *Katujjiluta* mandate, and we are committed to moving the college in that direction - especially in the area of reinvesting in education. Our business plan and direction of the college specifically speaks to the importance of healthcare and treatment and developing a skilled and engaged workforce, including in social work and nursing.

The Board of Directors and the College agree with the recommendation to conduct an 'after-action' of the COVID-19 response. Faculty, staff and students did their best to adapt to the transformed way that we all do business. 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.

The College has a history of having solid accountability and financial management and will stive to continue this. The College is working on upgrading its Student Information System and will use this tool to sport reporting on meaningful performance indicators.

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.

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 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.

Regarding long term strategic planning, many of the items stressed in your letter will be addressed in the strategic priorities similar to those noted in our current Business Plan. To implement the strategic priorities, 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. Through our partnership with Memorial University, there has been, and will continue to be, an expansion of opportunities for our students, educators, and researchers.

In regard to working with GN department and other employer to identify specific program opportunities, NAC had significant support for three of its programs for the 2022-2023 academic year: the expansion of the Nunavut Teacher Education Program, the Licensed Practical Nurse Program and the Computer Systems Technician program. Expansion of programs into additional communities has been developed through opportunities from third party funding and working closely with departments and employers, most notably for the Nunavut Teacher Education Program. The decentralized delivery model of this program will serve as an important lesson for the College, and all Nunavut stakeholders interested in supporting training and education in Nunavut communities.

Accessibility as an educational institution and Inuktitut Language are building blocks of the College and are focal to the vision of the College. The College will continue to work to meet its responsibilities under the *Official Languages Act*. The College work towards implementing these priorities as well as provide Inuktitut training that will compliment the labour force needs for other Departments to implement the *Act*.

Accountability in maintaining a Harassment Free Workplace is also important to the Board of Governors. NAC Senior Management is becoming more aware of the policies and procedures in respect to Harassment Free Workplace and is implementing the policies as needed.

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 works with the Chief Financial Officer and the College's Finance and Administrative team to ensure that the College's financial obligations are being met as required.

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 *Katujjiluta*. 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 Gross, 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 priorities with you. Stay safe.

Yours sincerely,



Helen Klengenberg
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”

August 15, 2022

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

Dear Minister Akeeagok:

The Board of Directors acknowledges receipt of your 2022/2023 Letter of Expectations dated May 26, 2022, which was discussed at the Board of Directors meeting of June 13, 2022. Many of your expectations are included in the Corporation’s 2022/2023 workplan.

The Corporation’s 2022/2023 workplan includes:

- Developing meaningful performance indicators – the Corporation is in the early stages of this process
- The Corporation has struck an Ad-hoc Committee to update its communications plan, which includes the development of a client survey, refreshing the website (Inuinnaqtun content), and the use of social media (i.e. Facebook)
- The recruitment of an Accounts Manager Intern, subject to confirmation of funding from the Department of Human Resources
- The signing of a Memorandum of Understanding with Kakivak Association
- The Corporation continues to have regular communication with Nunavut Development Corporation at the senior management level on a number of matters. Prior to COVID-19, there were plans to have a joint Board of Directors meeting, which is under consideration again
- The Corporation has updated its legislative proposal to modernize the *Nunavut Business Credit Corporation Act*, which has been shared with the Department of Economic Development and Transportation
- Development of an on-line application form

Many of the above items are also included in the Corporation’s updated strategic plan.

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The decision by the Board of Directors in late March 2020 to offer deferred payments to clients helped our clients to withstand the initial wave of COVID-19. Throughout the pandemic, our team stayed in contact with clients to offer support, advice, and assistance.

It was clear that clients that maintained books of account on a regular basis were able to take advantage of COVID-19 relief funding from the federal and territorial governments and regional Inuit associations.

The Corporation, as always, will continue to fulfill its reporting obligations in a timely manner.

The Board of Directors appreciates your ongoing support and looks forward to furthering the business development agenda during the *Katujjiluta* mandate.

Yours sincerely,



Marg Epp
Chairperson

xc: David Kunuk, 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

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

Dear Minister Akeeagok:

I am in receipt of the Nunavut Development Corporation's Letter of Expectation for 2022-23 dated May 26, 2022.

Expectations and Priorities

I am looking forward to working with all major stakeholders within the Territory of Nunavut to work towards a better Territory. As you mentioned this is a first time to work collaboratively with all NTI and all 3 RIA's we are excited as well.

Response to COVID

NDC is looking forward to get back to normal operations with the easing of restrictions. It has been a long two years. We are looking forward to new opportunities that will come.

Communications

NDC is looking to continue its strong communication with the Government of Nunavut. We are going to implement new changes to our Annual Report include the Inuit levels of Employment.

Economic Diversification

NDC is looking to expand on its Venture Investment Fund as well as the Venture Investment Reserve Fund to support Arts & Crafts by providing an application based funding request. We well as the Tourism industry by supporting the Outfitters with the same type of Application. Supporting our local, regional and Territorial Artists and Outfitters would help with NDC's mandate by creating Employment, Income & Business. NDC is also looking forward to working with the GN to possibly create a housing subsidiary.



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Fostering Strong Partnerships

NDC will continue to work with ED&T and NBCC regularly discussing potential clients and investments and communicate regularly.

Opportunities through Community Banking

NDC's current and only community banking service in Pangnirtung is finally in a position where we would like to have it. Looking into other communities where NDC has subsidiary companies is something that can be looked into.

Official Languages Act

NDC understands the Official Languages Act and will continue to implement it. The NDC website is currently being worked on will have it translated so that it is accessible to all Nunavummiut.

Harassment Free Workplaces

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 Inuinaqtun and Inuktitut.

Inuit Employment Plan

NDC currently maintains an 80% Inuit work force. In the coming years we are hopeful that we can start an internship for the CFO position so that NDC is a 100% Inuit content. With Covid-19 a huge factor in last year's employment numbers with Canada and Nunavut returning back to normal you will see an increased workforce from NDC.



Leasing and Procurement

NDC as a Crown Corporation of the Government of Nunavut continues to implement the proper use of public funds. NDC will continue to show the processes of how contractors and leasing were selected in our Annual Report.

Memorandum of Understanding

NDC will continue to work the Department of Economic Development & Transportation and the Department of Finance through an MOU to ensure our level of service for the people we serve as transparently as possible. I look forward to working closely with ED&T and the Department of Finance.

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.

NDC will continue to provide the Government of Nunavut a Corporate Plan that coincides with the GN's Business Plan.

NDC will continue to provide an Annual Report to the Government of Nunavut with the Annual Procurement Activity, Lease Activity and Contract Activity.

NDC will continue to participate in the TCC meetings to help create a Territorial Template to ensure all Crown Corporations use a standardized template for reporting purposes.

NDC continues to ensure proper reporting dates are met with the Department of Finance to ensure accountability and proper Public Sector Accounting Standards are followed.

I look forward to working with you, the Department of ED&T and the Department of Finance. Thank you for your continued support.

Sincerely,

Kolola Pitsiulak,
Chairperson
Nunavut Development Corporation

- cc. David Kunuk, Deputy Minister, Department of Economic Development and Transportation
- Jeff Chown, Deputy Minister of Finance
- Kyle Tattuinee, President & CEO, Nunavut Development Corporation



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NUNAVUT HOUSING CORPORATION
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positions (91 of the 121 positions). Of those positions, 50% (45 positions) will be filled by Inuit. The President continues to work with the NHC Human Resources on opportunities to improve Inuit employment within NHC. 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.

National Housing Strategy

The NHC will continue to actively foster its important relationship with Canada Mortgage and Housing Corporation (CMHC) and raise awareness of the realities of housing in Nunavut. NHC continues to work with the Department of Family Services on 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.

NHC will also continue to seek increased investments in housing from our federal partners to support the targets identified for new housing units and explore further opportunities for partnerships with CMHC.

Condo Program

Insurance and condominium fees have increased significantly; nevertheless, we believe the condominiums offer a compelling offer to purchasers. NHC expects to substantially conclude the program in the 2022-23 fiscal year.

Public Transparency and Communications

The NHC remains committed to developing effective communication strategies for its programs and services. NHC will continue to work towards completing a comprehensive communications strategy. I look forward to sharing this strategy with you.

NHC will also continue working with LHOs and Members of the Legislative Assembly to encourage people eligible to apply for housing to do so and who are on the waitlists. This ensures that public housing waitlists accurately reflect their community's housing needs and applicants' eligibility for Public Housing allocations.

The NHC continues to work with NTI, QIA, Ilitagsiniq – the Nunavut Literacy Council, and Rent Smart on developing a Tenant Education Program, which includes curriculum and program delivery methodologies. The committee is on track to complete and roll out a tenant education program pilot in 2022.

Transfer of Human Resources Staffing Functions



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NHC will establish a formal memorandum of understanding (MOU) with the Department of Human Resources to transfer NHC's staffing functions to NHC. The NHC understands the importance of strengthening its relationship with the GN and ensuring the efficient and effective administration of operations and delivery of its mandate through an MOU.

Central Accountability Committee and Territorial Corporations Committee

The Nunavut Housing Corporation is a member of the Territorial Corporations Committee (TCC). The Committee allows the opportunity for collaboration with Nunavut's other Territorial Corporations, and members can work collectively to meet their statutory reporting requirements. We will provide input to the TCC for the standardized template for territorial corporations.

The NHC also engages with the Central Accountability Committee (CAC). CAC is accountable for providing an oversight function to the GN and crown corporations. NHC will continue to work with CAC and ensure its financial and non-financial accountability.

I look forward to the NHC's continued participation in these Committees and fostering a positive working relationship with member departments and Nunavut Territorial Corporations.

Accountability and Financial Management Reporting Expectations for 2022-23

The NHC remains dedicated to the highest standards of accountability and transparency, and 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 Board is pleased to note that the NHC's 2022-23 Main Estimates and 2022-26 Business Plan were approved by Standing Committee in Spring Session 2022.

The NHC Board of Directors works closely with the President and the Chief Financial Officer to ensure all financial resources are managed and accounted for within the GN accounting requirements, including the Office of the Auditor General's audit. The NHC continues to work closely with the LHOs across Nunavut to ensure all finances and inventories, including financials, are kept up to date and accounted for in the final audit.



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We remain committed to our reporting responsibilities to the Department of Finance and will continue to work closely with the department at all levels, including providing budget variance reports and expense projections for operations and maintenance and capital approved by the board on at least a quarterly basis. I am optimistic that the NHC will continue to progress in the 2022-23 fiscal year. We look forward to ensuring that Nunavummiut are provided access to a range of adequate, affordable, healthy housing options.

The Corporation's Executive team and I remain available should you have further questions.

Sincerely,

A handwritten signature in black ink that reads "John Apt". The signature is written in a cursive style.

John Apt
Chairperson, Nunavut Housing Corporation

CC: Eiryn Devereaux, President & CEO, Nunavut Housing Corporation
Jeff Chown, Deputy Minister, Department of Finance



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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Airuyaktuqtunik Ikumatjutiit

P.O. Box 580, Iqaluit, Nunavut, X0A 0H0

August 17, 2022

Hon. Craig Simailak
Minister responsible for QEC
P O Box 2410
Iqaluit, NU
X0A 0H0

Dear Minister Simailak,

Re: Qulliq Energy Corporations 2022-2023 Letter of Expectation

Thank you for your letter dated May 31, 2022, outlining the 2022-2023 expectations for Qulliq Energy Corporation (QEC). The Board of Directors and the Chief Executive Officer and President, Mr. Rick Hunt reviewed the priorities and goals for the next fiscal year. We continue to work towards Katujjiluta to achieve the set objectives.

Inuit Employment & Education Plans

QEC follows the Government of Nunavut's Priority Hiring Policy when recruiting staffing positions, including the provision that "preference will be given to applicants who are Nunavut Inuit. In addition, QEC offers developmental internal transfer assignments, when appropriate, to support Inuit employees in attaining the education and experience required for positions.

Inuit Employment remains at 56% as of March 31, 2022. With the new programs outlined below, QEC aims to increase this percentage in the future.

QEC's Inuit Employment Program includes the Inuit Leadership Development Program, the Inuit Career Development Program, and the Summer Student Program, along with the current development of an Apprenticeship Program. With the lifting of the COVID-19 restrictions, QEC will have the opportunity to establish relationships with Nunavut high schools' post-secondary institutions to attract applicants to QEC's Summer Student Program.

Harassment-Free Workplace

Starting in April 2022, QEC launched the Respectful Workplace training for all staff and was completed in May 2022. The training was delivered via video, and all staff had to complete a form that showed what they had learned about Respectful Workplace. Staff also provided feedback on the types of Respectful Workplace training they would like to see within the corporation. Various training related to the broader topic of a Respectful Workplace will be delivered in the fall and the following fiscal year. All QEC's new hires, including summer students, must complete the Respectful Workplace training. Each Senior Management Committee meeting has a Respectful Workplace as a Standing Item.

QEC tracks the completion of all Respectful Workplace training initiatives and will continue to foster other cultural aspects in the workplace, such as observing Hamlet Days and granting employees Cultural pursuit leave as requested.

Organizational Re-structuring

The Request for a Decision for restructuring has Cabinet approval. The request to include Vice Presidents in the organization's structure aligns with the Government of Nunavut's Assistant Deputy Minister positions. In collaboration with the GN's Department of Human Resources, it was concluded that it is necessary to create a succession plan for executive leadership to ensure corporate knowledge can be retained and transferred. The organizational re-structure will help achieve this while allowing the President to focus on more extensive organizational and strategic requirements.

Partnerships & Capital Projects

Arctic Energy Fund: QEC continues to take advantage of the AEF opportunity and has replaced eight older diesel engines with newer and more fuel-efficient models. QEC continues to work on power plant replacements under this funding; however, the COVID-19 pandemic, supply chain issues and cost increases are challenging the successful completion of many projects.

Energy Programs:

Independent Power Producer (IPP): With the recent pre-approval to start work on the IPP program before the policy is finalized, QEC will start to engage Inuit-owned Organizations to commence work on the IPP program. QEC continues to work towards completing the IPP policy and a pricing strategy acceptable to the GN in response to feedback from the URRC as a matter of priority. The revisions to the IPP policy will require QEC to go back and consult stakeholders before finalization. QEC aims to finalize the policy and fully launch the program by the end of 2022. Also, during this fiscal QEC will complete and seek government approval on the pricing structure for the Commercial and Institutional Power Producers Program and changes to the Net Metering Program.

Baker Lake Headquarters: The construction is scheduled to be completed in November 2022. It will be an exceptional facility and the only Energy Star-certified building in the North.

Kugluktuk Hybrid Power Plant: Procurement issues, including cost and land issues, as well as technical bid evaluations, delayed the project. A new budget was prepared and approved by the BOD and awaiting FMB and Cabinet approval to proceed. QEC has also obtained additional AEF funding for this particular project.

Community Contingency Plans: Arctic Bay has been completed. Baker Lake will be completed this fall. Kugluktuk is awaiting budget increase approval, as mentioned above. Cambridge Bay, Gjoa Haven, Igloolik and Iqaluit engines did not receive any bids; therefore will be going for tender again. The supply chain challenges continue to cause a lack of bids. QEC will be going to tender again.

Auditor General & Inventory Controls:

Significant improvements are underway as QEC undertakes process improvements that deal with inventory. QEC has also invested in line hardware storage containers and in the process of building pole and transformer storage in most communities. In addition to the improvements in the audit process, QEC will be looking at reclassifying small budget items as consumables instead of inventory. The OAG has not participated in the inventory count for the last two years due to the COVID-19 pandemic; therefore, the letter of qualification has been automatically carried forward. QEC expects the earliest OAG will consider removing the letter is at the end of the 2023/2024 financial year.

Central Accountability Committee and Territorial Corporation Committee

QEC will continue working with its territorial counterparts through the Territorial Corporations Committee to promote cooperation through shared interests and insights into best governance while fostering collaboration opportunities in managing the corporation's role within the territorial government.

Memorandum of Understanding

In further strengthening its relationship with the GN, QEC is looking forward to more clarity on establishing MOUs that formalize relations with the GN while maintaining QEC's autonomy as a public corporation within the GN governance structure.

Accountability and Financial Management Reporting Expectations for 2022-23

QEC continues to collaborate and closely work with the Government of Nunavut's Department of Finance to meet all reporting requirements and responsibilities as outlined in your Letter of Expectation. Our undertakings include prompt delivery of budget variance reports as we continue to ensure Public Sector Standards are adhered to and correctly performed.

QEC will continue to ensure the submission and tabling of our Corporate Plans are aligned with the GN's business plan. QEC is finalizing the Contract Activity Report and Procurement Activity Report (CAR/PAR/LAR) and will continue to submit this report annually as required.

The President and CEO will ensure QEC responds to all correspondence from the GN, such as Letters of Expectation, Letters of Instruction, and Ministerial directives, at all Legislative Assembly sittings promptly.

We look forward to a collaborative and strengthened relationship with you. We welcome any further input or questions regarding QEC's mandate and operations.

Sincerely,



Keith Peterson
Board Chairman