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Nunavut  
Arctic College

Oct. 10, 2014

Honourable Paul Quassa  
Minister Responsible for Nunavut Arctic College  
Legislative Assembly of Nunavut  
Iqaluit, Nunavut

**Re: Nunavut Arctic College Letter of Expectation 2014-15**

Dear Hon. Paul Quassa

Thank you for your letter of Expectation for 2014-15 for Nunavut Arctic College. We all agree that the direction provided within will help to reinforce our relationship, build on our successes and further promote accountability within the College. These priorities and desired outcomes will be shared with the President and his staff and we have every confidence that they will be acted upon.

The board of Governors has reviewed Government of Nunavut's vision Sivumut Abluqta: Stepping Forward Together and we are committed to moving the college in that direction – especially in the area of education and training. Our business plan and direction of the college specifically speaks to 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 completion of certification requirements on the job, and participating in strategic alliances in labour force training, development and employment with sector partners.

The Board acknowledges your support of our current business plan and will continue to direct and support staff in accomplishing those endeavors.

The college has solid reputation in the area of Accountability and Financial Management and will strive to continue this. The 2013-14 Annual Report has been sent to you will be prepared for tabling at the fall session. We will continue to report in a timely manner and in accordance with the Financial Management Act.

The Board of Governors looks forward to and is committed to providing quality post-secondary Education in Nunavut.

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Nunavut  
Arctic College

Sincerely, on behalf of the members,

*Martha Main*

Martha Main, Interim Chair  
Board of governors for Nunavut Arctic College

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October 3, 2014

Hon. Paul Okalik  
Minister responsible for  
Qulliq Energy Corporation  
PO Box 2410  
IQALUIT, NU X0A 0H0

Dear Minister Okalik:

The Board of Directors is pleased to receive your letter of expectation for 2014/2015 dated July 29, 2014.

The Board of Directors has discussed what role the Corporation can play in achieving the Government of Nunavut's vision in *Sivumut Abluqta: Stepping Forward Together*. Our staff is engaged with the Government of Nunavut's working group on the development of an implementation plan.

The Corporation is participating in the Government of Nunavut's review of the Nunavummi Nangminiqaqtunik Ikajuuti policy and is seeking additional opportunities for Nunavummiut to participate in business opportunities as a result of the Corporation's activities.

With respect to the new *Public Service Act*, our staff is engaged at various levels with the development of the Government of Nunavut's Public Service Workforce Strategy. The Corporation is continuing its efforts in implementing Article 23 of the Nunavut Land Claims Agreement, which includes updating its Inuit Employment Plan to provide employment and training opportunities to beneficiaries. The Corporation has placed an emphasis on increasing the number of beneficiaries in the professional, middle management, and senior management categories.

The Corporation has made progress in the past year in providing translated materials and continues to implement the *Official Languages Act*, the *Inuit Language Protection Act*, and the *Uqausivut Comprehensive Plan*. The Corporation is grateful for the financial contributions from the Department of Culture and Heritage towards ensuring that all Nunavummiut are able to communicate with Qulliq Energy Corporation in their official language of choice.

### **Corporate Expectations and Priorities 2014/2015**

The Corporation will ensure that quarterly reports are provided to you on a timely basis that outlines the progress being made on the 2014/2015 Corporate Plan. The Corporation will also continue the recent practice of providing to you copies of Board resolutions.



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Qulliq Energy Corporation  
Société d'énergie Qulliq  
Qulliq Alruyaktuqtunik Ikumatjutiit

As part of the 2015/2016 budget development process, the senior management team is exploring opportunities to reduce costs to provide customers with appropriate electrical rates.

The Board expects to review and approve the 2015/2016 O & M budget and the capital plan at its fall in-person Board meeting.

The Board of Directors is aware that it has a role in ensuring that the energy needs of Nunavummiut are provided at a reasonable cost and as such, has struck an Alternative Energy Committee to examine new technologies and responsible means to provide Nunavut's electricity needs.

We acknowledge the leadership you have exhibited in supporting alternative energy through your discussions with the Senate Committee on Energy, the Environment and Natural Resources and your participation at the Hudson Bay Regional Roundtable.

The ongoing replacement, upgrading and modernization of capital infrastructure is critical to the Corporation's ability to provide safe, reliable, and efficient energy to consumers. In order to do so, the Corporation needs to identify financing and as such will be exploring opportunities for economies of scale, increased operational efficiencies and strategic alliances with sector partners. QEC will also examine how its fuel requirements are managed and will consider alternate funding and procurement models including P3 partnerships.

In addition to the priorities identified in the 2014/2015 Corporate Plan, the Corporation is examining ways to improve its capital planning and reporting process and reviewing and updating its policies in areas such as financial, human resources, staff housing, and information technology.

### **Accountability and Financial Management Reporting Expectations for 2014/15 Fiscal Year**

The Board is committed to accountability and transparency and to compliance with its ongoing reporting responsibilities. QEC staff will continue to work closely with the Department of Finance to achieve these goals as well as to support Finance's review of GN operations and to undertake a human resources audit, including a review of staffing practices.

### **Closing Remarks**

The Board of Directors recognizes the importance of Board governance and takes this responsibility seriously. We appreciate your support thus far and look forward to



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Qulliq Energy Corporation  
Société d'énergie Qulliq  
Qulliq Aluyaktuqtunik Ikumatjutiit

discussing with you the priorities and expectations stated in your Letter of Expectations and our responses in this letter.

Yours truly,



David Omilgoitok  
Chairperson

xc: Board of Directors, Qulliq Energy Corporation  
Chris D'Arcy, Deputy Minister, Department of Finance,  
Government of Nunavut  
President and CEO, Qulliq Energy Corporation

**NUNAVUT BUSINESS**

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**CREDIT CORPORATION**

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*“Lender of Northern Opportunity”*

September 11, 2014

The Honourable George Kuksuk

Minister Responsible for the Nunavut Business Credit Corporation

The Legislative Assembly of Nunavut

P.O. Box 2410

Iqaluit, NU X0A 0H0

Dear Minister Kuksuk:

Re: Nunavut Business Credit Corporation 2014-2015 Letter of Expectation

Please accept this letter as acknowledgement of the Letter of Expectation issued to Nunavut Business Credit Corporation (NBCC) with respect to its 2014-2015 fiscal year.

NBCC’s Board of Directors and senior management understand the broader context in which NBCC operates and remains committed to its mandate of fostering opportunities for Nunavummiut through its lending program. NBCC has also undertaken initiatives to broaden its reach across the territory and its sectors as well as strengthen relationships with northern-focused economic development agencies. In striving to achieve its mandate, we believe that NBCC plays an important role toward the realization of the four priorities identified under *Sivumut Abluqta: Stepping Forward Together*.

Consistent with *Sivumut Abluqta’s* objective of “good government”, NBCC remains committed to enhancing its operations and its financial reporting on a continuous basis and wishes to highlight its record of positive audit results from the Auditor General of Canada each year since 2010-2011. This also reflects the Corporation’s achievement in meeting its reporting obligations within the statutory deadlines.

In addition to respecting the Government’s direction concerning Inuit Employment and Official Languages, NBCC remains committed to the priorities outlined in its 2014-2017 Business Plan. Enhancing internal capacity and strengthening financial management are ongoing themes for the Corporation while striving to build and diversify its loan portfolio. The Financial Management Board’s approval to increase NBCC’s loan fund to \$40 million has improved its ability to address the financing requirements of new and existing clients. The Corporation’s Board and senior management also seek to obtain the Government’s approval to revise provisions under the *Nunavut Business Credit Corporation Act* that restrict the maximum loan threshold to \$1 million. Updating the Act overall would enable NBCC to play a more significant role in funding larger Nunavut business opportunities and serve to strengthen its position as “*Lender of Northern Opportunity*”.

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We strongly concur with your encouragement towards ongoing dialogue and communication and that this is fundamental to the Government of Nunavut achieving the four priorities identified in *Sivumut Abluqta*.

We agree to comply with the requirements under the Letter of Expectation and strive to build on NBCC's solid record of achievements.

Sincerely,



Greg Cayen, FCA  
Chair

cc: Chris D'Arcy, Deputy Minister, Department of Finance

cc: Pauloosie Suvega, Deputy Minister, Department of Economic Development and Transportation



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

August 22, 2014

The Honourable George Kuksuk  
Minister Responsible for the Nunavut Development Corporation  
Nunavut Legislative Assembly  
Iqaluit, NU

**RE: Response – Nunavut Development Corporation 2014-15 Letter of Expectation**

Dear Mr Minister:

Thank you for your Letter of Expectation (LOE) dated August 6<sup>th</sup>; I have carefully reviewed it and have shared it with my senior staff. Overall we are in complete agreement with the contents and direction set out in the LOE.

At our most recent board meeting held in Iqaluit this past spring, we reviewed the Sivumut Abluqta: Stepping Forward Together plan in full. NDC's core objectives of employment, business development and the creation of income earning opportunities for Nunavummiut closely support the four priorities set out in Sivumut Abluqta plan including self-reliance, healthy families, economic growth and good government. Further, our emphasis Nunavut's harvesting, cultural industries and tourism sectors, with an emphasis on our smaller communities align closely with the economic sectors identified in Siviumt Abluqta.

Many of the initiatives we undertake are driven by a community's own natural resources whether fish, muskox, sealskin or antler and the local skills of its people in the creation of craft items or the traditional preparation of our country food.

Southern and international marketing is very important but we find it equally important to market products made by Nunavummiut to Nunavummiut living in our communities. Nunavummiut appreciate the local material used in the creation of these goods and recognize the craftsmanship that goes into the finished products. Nunavummiut, more than anyone else, appreciate maktaaq, char or caribou sustainably harvested by Inuit hunters and fishers; we must continue to strive to better meet the needs of this most important local market.

Focusing on Nunavut and other northern markets also allow us to mitigate against excessive freight, packaging and regulatory requirements which work to only drive up costs of finished products in Nunavut. Our cultural is vibrant; I am constantly amazed by the creativity of our many talented producers. I am equally proud of the support shown by Nunavummiut who, through their purchases, support critical local industries so important to our hunters, seamstresses and artists; we are truly a resilient people.



Article 23 of the NLCA is particularly important to me; my staff is aware of this and they will work closely with the Dept of the Executive and Intergovernmental on matters relating to Inuit Employment Plans. In terms of Uqausivut, NDC has a Language Plan in place and we are able to offer full Inuktitut and English language services and through our subsidiary companies are able to offer additional Inuinnaqtun and French language services.

My staff is working diligently to advance the Expectations and Priorities that you have identified and these are reflected in our 2014-15 Business Plan. Quarterly reports will of course be provided, highlighting progress made toward achieving these important priority items. NDC will also communicate regularly with ED&T and the Dept of Finance to ensure any other financial reporting information is provided on a timely basis.

In terms of our public accountability and financial management I am proud of our accomplishments in this area over the past number of years. Although always room to improve no authority violations have been brought to my attention during my time as Chair by the Office of the Auditor General. Both the board and staff have are keenly aware of our statutory requirements under the Nunavut Development Corporation Act and the Financial Administration Act and the necessity for ongoing and timely financial reporting.

As you may be aware 2014-15 will be my last as the Chairperson of the Nunavut Development Corporation. It has been my pleasure to serve in both the capacity of a board member then as the Chairperson of this fine organization committed to employment, business development and the creation of income earning opportunities primarily in sectors where this support is so urgently required.

I look forward to working with you in the coming year.

Sincerely



Nancy Karetak-Lindell  
Chairperson - Nunavut Development Corporation

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



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Nunavut Housing Corporation  
Nunavutmi Iglulirijirjuarkut  
Soci t  d'habitation du Nunavut

Honourable George Kuksuk  
Minister Responsible for  
the Nunavut Housing Corporation  
PO Box 1200,  
Iqaluit NU X0A 0H0

June 4, 2014

### **Nunavut Housing Corporation Letter of Expectation 2014-2015**

Dear Minister Kuksuk:

Please find herein my response to Nunavut Housing Corporation's Letter of Expectation, which provided direction concerning the reporting responsibilities of the Corporation and outlined priorities and desired outcomes for the 2014-2015 fiscal year. On behalf of myself and the Board of Directors, I would like to thank you for the letter, and confirm its acceptance.

We agree that the Nunavut Housing Corporation plays an integral role in respect to the provision of housing in the territory, and that adequate and affordable housing is intricately linked to the health, education, and overall well-being of Nunavummiut.

Adequate housing that meets the needs of all individuals not only improves the health, both mental and physical, of families and communities, but is a significant contributor to economic growth and development, and can lead to increased self-reliance. Investment in housing also generates long-term cost savings in many other areas, including health care. Therefore, the responsibilities of the Nunavut Housing Corporation align with the vision of the future as outlined in *Sivumut Abluqta: Stepping Forward Together*, and the four priorities that will make Nunavut an even better place for our children and grandchildren:

- o Self-reliance and optimism through education and training
- o Healthy families through strong and resilient communities
- o Economic growth through responsible development across all sectors
- o Good government through wise use of resources

As Chairperson of the Nunavut Housing Corporation Board of Directors, I recognize the importance of the Board's commitment to *Sivumut Abluqta*. Specific attention will be paid to develop more energy efficient and economical solution, and ensure more affordable housing options are available to meet the varied needs of Nunavummiut, including the needs of a growing elder population.

I welcome a review of programs and services of the NHC to meet the Government's priority of good governance through wise use of resources, and to ensure the Corporation is meeting its expected outcomes.

I acknowledge my responsibility to ensure that the NHC works closely with the Departments of Finance and Executive and Intergovernmental Affairs to meet our responsibilities under the new *Public Service Act*, and the implementation of the Article 223 of the NLCA, including the development of a long-term Inuit employment plan for the NHC.

I also acknowledge my duty as Chair to ensure the full implementation of the *Official Languages Act* and the *Inuit Language Protection Act* to ensure that all clients and employees can communicate in the language of their choice.

### **Expectations and Priorities for 2014-2015**

I am confident that all of your expectations, will be met and the priorities and directions outlined in the approved 2014-2015 business plan and budget will be adhered to. Please expect regular updates on all business plan priorities to meet the goal of improving accountability and transparency. Particular, attention will be paid to the priorities outlined in your letter pertaining to the items within:

- Advisory and Administrative Services
- Public Housing
- Staff Housing
- Homeownership

Through our Blue Print for Action, we will be implementing the goals and directions outlined in the GN Long-Term Comprehensive Housing and Homelessness Strategy. Increased collaboration with all departments and agencies will be prioritized to ensure a variety of housing options are available to meet the diverse needs of Nunavummiut, as emphasised in *Sivumut Abluqta*.

### **Accountability and Financial Management Reporting Expectation for 2014-2015 Fiscal Year**

The Board will ensure the Corporation continues to satisfy its tabling requirements, including submission of its Business Plan for inclusion in the GN's Business Plan; its Annual Contracting Report and the Corporation's Annual Report as per Part IX of the Financial Administration Act.

The NHC remains committed to fulfilling reporting responsibilities through the Department of Finance, including providing budget variance reports and expense projections for operations and maintenance and capital approved by the board on at least a quarterly basis.

The NHC will also work with the Department of Finance to continue the implementation of the quarterly reporting system to closely monitor and report on projects that utilize the \$100M the GN has received from the CMHC as announced in the 2013 Federal Budget.

In the spirit of strengthening Nunavut's public agencies, the NHC will continue its close working relationship with the Department of Finance at all levels, to ensure an effective flow of both formal and informal information.

I look forward to discussing with you the Nunavut Housing Corporation's progress in addressing the priorities and directions as stated in the 2014-15 Letter of Expectation.

Sincerely,



Bob Leonard,

Chairperson, Nunavut Housing Corporation Board of Directors

Cc: Chris D'Arcy, Deputy Minister, Department of Finance  
Lori Kimball, Interim President and CEO, Nunavut Housing Corporation