



May 11, 2017

Honourable Paul Quassa
Minister responsible for
Nunavut Arctic College
PO Box 2410
Iqaluit, Nunavut
X0A 0H0

Dear Minister Quassa:

I am writing with respect to your Letter of Expectation for 2017-2018 dated April 18, 2017. The Board of Governors (Board) wishes to acknowledge your continued support and willingness to meet and discuss various matters.

The College continues to support the HR Strategy and its senior management team has been engaged in this process. In particular the College has been working closely towards implementing our Inuit Employment plans. Through the College's programs, the Board is hopeful that more Nunavummiut, in particular Inuit, participate in the GN's workforce.

The College has benefited from the Inuit Language Implementation Fund (ILIF) and will continue to implement the *Uqausivut Comprehensive Plan* for the benefit of Nunavummiut. We are extremely excited to be able to utilize ILIF funding for Inuit Language Revitalization and programs aimed at our Centre of Excellence for Language and Culture.

With respect to accountability and financial management reporting, the College has for the last several years met its responsibilities and does not expect this to change. What has changed is an increase in the level of involvement and engagement by the Board.

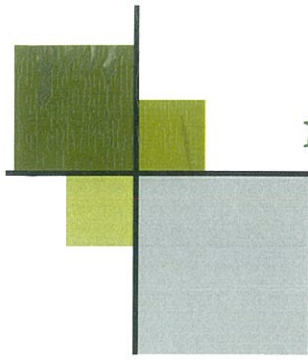
As previously communicated to you, the Board expects that governance of the College will be more appropriate at the Board level. I am pleased that our vacant positions were filled this year, and I look forward to working with the Board in meeting your expectations during 2017-18.

The Board recognizes that it has a significant role to play in *Sivumut Abluqta: Stepping Forward Together* and looks forward to continuing to contribute to self-reliance and optimism through education and training.

Yours sincerely,



Elizabeth Ryan, B.Ed.
Chairperson



NUNAVUT BUSINESS
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CREDIT CORPORATION
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“Lender of Northern Opportunity”

June 8, 2017

Hon. Monica Eil-Kanayuk
Minister responsible for
Nunavut Business Credit Corporation
PO Box 2410
IQALUIT, NU
X0A 0H0

Dear Minister Eil-Kanayuk:

On behalf of the Board of Directors, I acknowledge receipt of your Letter of Expectation for 2017/2018. The Board of Directors has had an opportunity to review and discuss your expectations for 2017/2018.

Through funding, again, in 2016/2017 from the Government of Canada’s Department of Indigenous and Northern Affairs, the Corporation continued its community outreach program. This coupled with your support of the passage of the Government of Nunavut’s 2016/2017 Main Estimates allowed the Corporation to not only continue its community outreach program, but to also modernize its computers and software, as well as providing staff with training opportunities.

We thank you for your continued support in the passage of the Government of Nunavut’s 2017/2018 Main Estimates, which provided for \$700,000 in the Partnership Agreement between the Department of Economic Development and Transportation and the Corporation. This funding will allow the Corporation to continue the review and updating of its policies and procedures. In addition, the Corporation has begun to refresh its website, which includes the provision of information and documents in the Inuktitut language and French.

The Corporation continues to work closely with the Policy and Corporate Services sections of the Department of Economic Development and Transportation to improve coordination on various matters, which has resulted in efficiencies in accounting and the annual audit.

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The Board at its meeting of June 6 – 7 approved the 2016/2017 annual report, which also includes the approved audited 2016/2017 financial statements. The 2016/2017 annual report includes information on the Corporation's procurement, contracting, and leasing activities.

The Corporation, in 2017/2018, has begun collaborating with the Department of Finance on public sector accounting standards that came into effect on April 1, 2017 as to the applicability of these accounting standards. In addition, the Corporation is engaged in the review of the applicability of individual directives of the Financial Administration Manual to territorial corporations.

The Board has discussed at length the disclosure of the identities of recipients of credit facilities. The Board recognizes that the Corporation's working capital advance are public funds to which public disclosure is attached. At the same time, there is a delicate balance between disclosure and ensuring that our clients are not disadvantaged in Nunavut's competitive marketplace.

To this end, the Corporation in previous annual reports has provided disclosure through client profiles and pictures. In the 2016/2017 annual report, the practice of providing client profiles has continued.

The Board also appreciates the opportunities to have meaningful discussion on the priorities of the Corporation with you. On behalf of the Board, I would like to acknowledge and thank you for your continued support and engagement in the activities of the Corporation.

Yours sincerely,



Marg Epp
Chairperson

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



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

May 10, 2017

The Honourable Monica Ell-Kanayuk
 Minister Responsible for the Nunavut Development Corporation
 PO Box 2410
 Iqaluit, NU X0A 0H0

Dear Madame Minister:

Thank you for your recent Letter of Expectation setting out the priorities and desired outcomes for the Nunavut Development Corporation (NDC) in the coming year. I along with my fellow colleagues on the NDC Board appreciate your continued confidence and support. Our Board will be meeting during the week of May 29th and I assure you that our 2017-18 Letter of Expectation is included and will be discussed thoroughly as part of our meeting agenda.

Much of what NDC undertakes by way of investment in partner companies, projects or business enterprises helps create employment and income earning opportunities for our residents. In many cases these investments further help to promote our Inuit cultural identity and directly support economic sectors such as the arts, harvesting and our fisheries. I also share your belief that our success must start at home through local economic development initiatives taking advantage of opportunities that exist in our communities and territory. Our business plan highlights how NDC embeds many of the key Sivumut Abluqta principles into our ongoing corporate operations. Whether through building a commercially sustainable business enterprise focused on the production of sealskin fashions or the development of a new mining project in the high arctic we are fortunate to have access to such an abundance of natural resources. NDC looks to be a positive and productive force is supporting the growth of business across all of our economic sectors.

As Chair I appreciate the importance of sound financial management and accountability under both the Financial Administration Act (FAA) and the Nunavut Development Corporation Act. At our upcoming meeting we will be holding a special legislative, regulatory and policy review session for the full NDC board which will include a discussion on our responsibilities as a Nunavut Public Agency under Section IX of the FAA. In so doing we help to ensure our board,

both the new members and existing ones, have a thorough understand of NDC's legislative and policy framework.

In closing I wish to acknowledge the productive and supportive relationship our Corporation maintains with both the Department of Economic Development and Transportation and the Nunavut Business Credit Corporation of which I am also a board member. As Chairperson for NDC I am always available to meet with you on matters of economic development and how we can collectively work to support employment and income earning opportunities for Nunavummiut while at the same time ensuring the investment capital is in place to support both growth within our private sector along with the ongoing diversification of the Nunavut economy.

Sincerely



Donald Haviyok

Chairperson

c.c. Ms. Sherri Rowe, Deputy Minister, Economic Development and Transportation
Mr. Jeff Chown, Deputy Minister, Department of Finance
Mr. Darrin Nichol, President and CEO, Nunavut Development Corporation



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Nunavut Housing Corporation
Nunavutmi Iglulirijirjuarkut
Société d'habitation du Nunavut

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

May 17, 2017

Nunavut Housing Corporation Letter of Expectation 2017-2018

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 2017-2018 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:

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

The development of the Government of Nunavut’s Blueprint for Action on Housing marks an important step in the continued work of the NHC to address Nunavut’s housing crisis. This includes the development of more energy efficient and economically responsible solutions and more diverse and affordable housing options for all Nunavummiut, including the growing elder population, as set out in *Sivumut Abluqta*.

In this first year of implementation of the Blueprint for Action, the NHC looks forward to leading other departments and agencies in increased collaboration through the Inuit Societal Value of *Ikajuqtigiinniᑦ*: working together for a common cause.

As Chair of the Board of Directors, I recognize the importance of the GN’s zero tolerance for harassment and bullying, and will continue to work to ensure that all employees, including the President, understand and follow the corresponding policy. The NHC has been taking steps to train not only NHC staff on the importance of a harassment free workplace, but also Local Housing Organization staff and Managers.

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 2017-2018

I am confident that all of your expectations, will be met and the priorities and directions outlined in the approved 2017-2018 business plan and budget will be adhered to.

Advisory and Administrative Services

As the 2017-2018 year develops, the NHC will continue to prioritize ongoing support to Local Housing Organizations (LHOs), including the delivery of training and mentorship for Nunavut Inuit, and strengthening occupational health and safety through work with WSCC. As our front-line workers, the effectiveness and proper functioning of LHOs is a key priority for the Corporation.

Public Housing

Nunavut's housing crisis is marked most significantly by severe overcrowding caused by a lack of housing stock. The NHC Board of Directors will continue to support the Corporation in its lobbying efforts to increase federal investment in housing in Nunavut. As the National Housing Strategy rolls out in fall 2017, the NHC will work closely with the federal government to ensure that Northern housing remains a key priority within the Strategy.

The Board of Directors is also committed to supporting Corporation and LHO staff in their rent and arrears collection efforts, as well as the implementation of LHO deficit recovery plans.

Staff Housing

This year, the NHC is leading a full review of the Government of Nunavut Staff Housing Policy, to improve Staff Housing operations, and offer recommendations for alternative options to meet the housing needs of GN employees. Meeting the needs of GN employees will be critical not only for recruitment and retention of GN staff, but also in the GN's efforts to meet its Inuit employment targets under Article 23 of the Nunavut Land Claims Agreement

Homeownership

The Board of Directors supports the continued implementation and promotion of the NHC's suite of Homeownership programs, which help Nunavummiut in purchasing and maintaining a home. Homeownership is an important part of a full housing continuum, and efforts to make homeownership more achievable are valuable in addressing the housing crisis.

Please expect regular updates on all business plan priorities to meet the goal of improving accountability and transparency.

Accountability and Financial Management Reporting Expectation for 2017-2018 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 funding the NHC has received from the CMHC, including the funding announced in the 2017 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 2017-2018 Letter of Expectation.

Sincerely,



Bob Leonard,
Chairperson, Nunavut Housing Corporation Board of Director

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



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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

June 20, 2017

Hon. Johnny Mike
Minister responsible for Qulliq Energy Corporation
Iqaluit, NU

Dear Minister Mike,

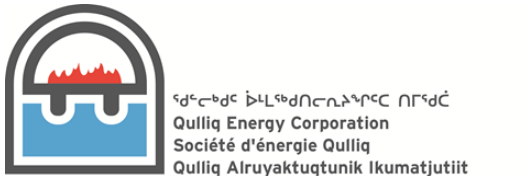
Thank you for your letter of April 13, 2017 outlining your expectations of the Qulliq Energy Corporation (QEC) for 2017-18. I have reviewed the letter with the corporation's Board of Directors, President/CEO and senior management team.

Sivumut Abluqta Priorities

As you allude to in your letter, we have “one of the fastest growing populations in Canada,” and as demand for electricity subsequently increases, the Board of Directors and QEC's senior management acknowledge the corporation's pivotal role, as the sole generator and supplier of electricity in Nunavut, in fulfilling the Government of Nunavut's (GN) vision as set out in *Sivumut Abluqta: Stepping Forward Together*.

The Board of Directors recognizes that Nunavut's economic and social development are dependent on QEC meeting the territory's current and future electricity needs. To serve these increasing needs, QEC has developed long-term plans for modernizing QEC's infrastructure and have adopted an *Alternative Energy Framework* with the intent of producing more energy at less cost to QEC, Nunavummiut and to the environment. This framework aims to facilitate progress and promote discussion on alternative energy in Nunavut, and describes financially how QEC can incorporate alternative and renewable energy into its supply mix, either as a QEC initiative or a public private partnership (P3) arrangement.

QEC has and will continue to meet with the Government of Nunavut on energy and renewable energy alternatives, including policies and strategies. Part of these discussions focused on the Arctic Energy Fund that was announced in the 2017 Federal Government budget. QEC is actively seeking new opportunities in renewable and alternative energy technologies that are appropriate for the northern environment. As we build on our clean energy projects, the corporation will place emphasis on strengthening our partnerships with government entities at the federal, territorial and community levels, as well as other pertinent organizations, to ensure that the solutions we implement are relevant and supported by all stakeholders. The Board and senior management are also focused on the ongoing development of QEC's 10 year capital plan and upgrading current infrastructure.



Recognizing our obligation to assist in the development of a strong workforce that is both qualified and representative of our territory's population, QEC will work closely with the Department of Finance and the Department of Executive and Intergovernmental Affairs to implement the GN's Human Resources Strategy priorities and will continue to focus on recruitment and development opportunities for Nunavut Inuit.

Corporate Expectations and Priorities for 2017-2018

The Board along with the dedication of the senior management will continue to focus on the following key items:

Harassment Free Workplace

The Board fully supports the GN's policy on a harassment free workplace and we commit to overseeing the review and update of QEC's policies to ensure that employees are provided a safe and respectful work environment. The President and CEO has been made aware of the responsibility to uphold and promote QEC's Respectful Workplace policy across the corporation. To constantly be at the forefront on this important topic QEC had invited Workers' Safety and Compensation Commission for a series of Safety Talks regarding new Occupational Health and Safety regulations dealing specifically with Workplace Violence and Harassment.

Human Resources

Our employees continue to be the backbone of the Corporation. The Board will strive to restore QEC's reputation as the employer of choice in Nunavut, and will actively engage with senior management to identify ways to help boost employee morale and promote a culture of strong and accountable leadership.

As we move forward, we will continue to focus on increasing Inuit employment in skilled trades and at the professional and management level within the corporation. We believe that a workforce representative of Nunavut's population is pivotal to the success of QEC and as of March 31, 2017, 50% of QEC's employees are Inuit. QEC's long-term plan for increasing Inuit employment is through supportive education and work experience initiatives for both power plant staff and office staff, which is achieved through QEC's Inuit Leadership Development Program (ILDP) and the Apprentice Program. We expect 3 Inuit employees from these programs to be full-time by the end of 2017.

Uqausivut Plan

The Corporation has worked to implement the Uqausivut Comprehensive Plan and enhance its efforts to serve our customers in their official language of choice and to comply with the *Official Languages Act* and the *Inuit Language Protection Act*. Earlier this year our staff provided their



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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

input into the development of The *Uqausivut Plan 2* discussion paper and are eager to be involved in the framework.

Accountability and Financial Management Reporting Expectations for the 2017-18 Fiscal year.

The Board of Directors acknowledges the importance of openness and accountability, and the provision of timely information to the Government and Nunavummiut as set out in the *Financial Administration Act*, Section IX. QEC's senior management has been instructed to adhere to our reporting responsibilities outlined in the Letter of Expectation, and to work closely with the Department of Finance to ensure fulfillment of the corporation's duties.

The Corporation is committed to fulfilling our reporting responsibilities to the Department of Finance and ensuring proper process is followed and accurate information is provided when requested. We are pleased to have staff working collaboratively with the Department of Finance along with other representatives from other crown corporations on a working group that is currently reviewing the Financial Administrative Manual (FAM).

Looking ahead, the Corporation will further its efforts to communication with the Government of Nunavut, our employees and our ratepayers through increased transparency, reporting and outreach. Enhanced operational effectiveness throughout the year is one key area that the Corporation has designated as a focus. QEC will continue to improve on established processes and strive for a higher standard of practice as it continues to build upon the progress that has been made in the past.

Through collaboration and the guiding Inuit societal values we are committed to meeting the objectives you have provided in your letter and building upon a better future for all Nunavummiut. Our focus will continue to be based on providing for the communities and the people we serve.

On behalf of the Board of Directors and senior management, we will strive to meet the priorities and expectations outlined in your letter, while continuing to operate as a responsible, transparent and reliable electrical utility, serving the needs of our customers.

Sincerely,

Elijah Evaluarjuk
Chairperson, Qulliq Energy Corporation

cc: Bruno Pereira, President and CEO, Qulliq Energy Corporation



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Jeff Chown, Deputy Minister, Department of Finance