



June 20, 2018

Honourable David Joanasie  
Minister Responsible for Nunavut Arctic College  
PO Box 2410  
Iqaluit, Nunavut  
X0A 0H0

Dear Minister Joanasie:

I am responding to your Letter of Expectation for 2018-19 dated April 16, 2018. The Board of Governors (Board) wishes to acknowledge your continued support and willingness to discuss the priorities and directions outlined in your letter.

At our Board meeting in early April, we reviewed the *Turaaqtavut* mandate with our new President. We are assured that the 2018-2021 direction of the College will align very closely with the new government's mandate, particularly in the areas of developing individual and community self-reliance, providing local skills and trades training, creating opportunities for Inuktitut learning and teaching situations, establishing strategic partnerships, and operating in a fiscally responsible manner.

The Board of Governors supported and directed the President of Nunavut Arctic College to reorganize the institution to improve administrative and academic accountability and to support student success. We are pleased to see a fourth Dean was created to lead the Centre for Teaching and Learning based in Arviat and look forward to seeing strategic plans and objectives set out to support staff and learners at the Community Learning Centres.

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

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.

With a current Board vacancy in the Kivalliq region and one impending term ending, the Board would appreciate your support in ensuring that Board appointments are made on a timely basis.

The Board has a significant role to play in the development of Nunavut. We look forward to supporting the implementation of *Turaaaqtavut* through our contribution to education and training.

Yours Sincerely,

A handwritten signature in black ink that reads "S. Ball". The signature is written in a cursive style with a large, looped initial "S".

Sue Ball  
Chairperson

Cc: Sheila Kolola, 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”*

June 28, 2018

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

Dear Minister Akeeagok:

On behalf of the Board of Directors, I would like to congratulate you on your appointment as Minister responsible for Nunavut Business Credit Corporation. The Board of Directors looks forward to meeting with you at our fall in-person meeting. We anticipate that our collaborative efforts will ensure that *Turaaqtavut* will be fulfilled during the 5<sup>th</sup> Assembly.

On April 18, 2018, former Minister Savikataaq forwarded the 2018/2019 letter of expectation to the Corporation. The Board of Directors reviewed and discussed the 2018/2019 letter of expectation during its recent spring in-person meeting.

We would note though that the Board of Directors expected to see expectations of an economic development nature given that *Turaaqtavut* is a new Mandate. As such, we are hopeful that during the fall meeting with you that you will outline your vision of economic development in the territory.

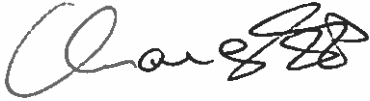
The Corporation is proceeding with respect to bringing forward amendments to the *Nunavut Business Credit Corporation Act* (Act). The Act is thirty years old, inherited from the Government of the Northwest Territories on division, and needs to be updated.

With respect to ongoing reporting responsibilities to the Department of Finance, our CEO on June 19, 2018 presented the 2017/2018 financial statements to the Central Accountability Committee. In addition, an overview of the activities of the Corporation for 2018/2019 was provided.

The Board of Directors looks forward to your support in fulfilling its mandate and supporting small and medium sized businesses in Nunavut to prosper.

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Yours sincerely,



Marg Epp  
Chairperson

xc: Jeff Chown, Deputy Minister - Finance  
Udlu Hanson, Deputy Minister - Economic Development and Transportation  
Peter Ma, Chief Executive Officer



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. In terms of overall board governance NDC recently ran a full on two day governance workshop for its full board and we also seek out training opportunities for key board members specifically geared towards Public Agency boards. 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 three times a year; usually twice face-to-face and once by teleconference. 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. Our next full meeting of the NDC Board is schedule for the week of May 28<sup>th</sup> in Igloolik and I would like to personally extend an invitation to you at this time to attend should your schedule permit.

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

Sincerely,



Donald Haviyok  
Chairperson

CC: Darrin Nichol, President, Nunavut Development Corporation  
Udlu Hanson, Deputy Minister, Department of Economic Development and Transportation  
Jeff Chown, Deputy Minister, Department of Finance



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Nunavut Housing Corporation  
Nunavutmi Iglulirijirjuarkut  
Société d'habitation du Nunavut

Hon. Lorne Kusugak  
Minister responsible for the Nunavut Housing Corp  
Legislative Assembly of Nunavut  
Iqaluit, NU  
X0A0H0

June 27, 2018

Dear Minister Kusugak

**Re: Response to Letter of Expectation, Nunavut Housing Corp., 2018-19**

I am writing you in response to your letter dated April 17, 2018 setting out the priorities and goals you have for the Nunavut Housing Corporation for 2018-19.

**Accountability and Financial Management Reporting Requirements**

The 2018-19 financial reporting and tabling requirements set out in your letter are duly noted and will be incorporated into corporate work plans. The Corporation will endeavor to meet all required deadlines.

In regards to the new requirement for the Corporation to make quarterly presentations to the Central Accountability Committee (CAC) the Corporation's officials will of course make themselves available to attend these meetings to address CAC concerns. As CAC reviews may overlap with similar reviews conducted through NHC Board of Directors, I respectfully suggest that the ongoing need for reporting by the Corporation to CAC be reviewed in the future.

**Inuit Employment Plan**

The Corporation was pleased to present its priorities in support of its Inuit employment objectives established in the 2018-2021 Business Plan. In short, the Corporation recognizes that the current Inuit employment rate of 35% represents a stagnation which must be addressed. As the level of Inuit employment is much higher in the local housing organizations (LHOs) than at the Corporation itself, an important priority is to leverage the Inuit employment pool at the LHOs with a view to actively and intentionally supporting and laddering LHO employees to take positions within the Corporation's district offices, headquarters and directorate.

For 2018-19, the Corporation intends to do the following to support its Inuit employment goals:

- Continue to collaborate across GN departments to implement the NHC's Blueprint for Action and the actions within it related to workforce development, with the larger goal of increasing the NHC's Inuit employment. This includes:
  - Supporting the Department of Family Services' development of the "Building Trades Helper" program to provide students with entry-level employment skills for building maintenance and construction industry.

- Supporting the Department of Education's review of the former Nunavut Early Apprenticeship Training program.
  - Supporting the Department of Family Services' continuing development of the Getting Ready for Employment and Training Program.
  - Reviewing positions within NHC and the LHOs to assess the effectiveness and suitability of current occupational standards.
  - Supporting the Department of Education in determining the feasibility of incorporating skills and competencies for employment in housing-related occupations into school curriculum.
- Increase in number of Inuit casual employees within the NHC, creating greater potential for qualified Inuit to become indeterminate employees.
  - Maintain high levels of Inuit employment within the NHC in the administrative category, including restricting competitions for administrative positions to Inuit candidates.
  - Leverage the LHO Inuit employee pool to fill GN positions through secondments and support career advancement by surveying LHOs for training needs and responding accordingly.
  - Increase entry level Inuit employment through promotion of the NHC at the Nunavut Arctic College trades program as well as engagement with the GN Summer Student Employment Equity Programs and Nunavut Arctic College practicum program, and continue to participate in career fairs and to promote the GN as a potential employer.
  - Provide new practical and applied career advancement for Inuit employees through supported internships within NHC, career advancement plans, support for educational leave opportunities and direct appointments where possible and appropriate.
  - Encourage and support Inuit employees to participate in career broadening, policy development and leadership training opportunities offered at Executive and Intergovernmental Affairs.
  - Complete the on-going Staff Housing program review and carry out a Homeownership Program review, with a view to updating those programs to better support the GN's Inuit employment objectives.

### **Harassment Free Workplace**

On behalf of my fellow Directors on the Board, as well the President of the Corporation and Executive Team, please note our full intention to take personal responsibility for ensuring a harassment-free workplace at the Corporation.

Collectively we recognize the vital nature of this duty and the importance of protecting the right of every employee to work in a respectful, positive and supportive environment. We also note the role that anti-harassment policies and implementation plays in ensuring a productive workplace and the achievement of the Corporation's mandate.

### **Partnership and Collaboration – including the National Housing Strategy**

In line with *Turaaqtavut* as well as the *Blueprint for Action on Housing*, the Corporation commits to continue working closely with the federal government as well as Nunavut's Inuit organizations



with the aim of securing additional funding for housing in our territory—a vital component for moving forward effectively in addressing the current and severe housing shortage we face.

The Corporation has already taken steps under the new government mandate to renew its working relationship with Nunavut Tunngavik Inc. and the Qikiqtani Inuit Association, and will be moving quickly to meet with the Kitikmeot and Kivalliq Inuit Associations. This collaboration will include fulfilling joint priorities under the *Blueprint for Action on Housing* to address Inuit housing needs in Nunavut, including joint lobbying efforts aimed at the federal government.

With respect to the federal government, the Corporation is working to ensure that the National Housing Strategy meets the needs of Nunavummiut. In April 2018, Nunavut was part of a joint endorsement of the Federal-Provincial-Territorial Housing Framework, a multilateral agreement under the National Housing Strategy.

Negotiations between the Corporation and federal government began in May 2018 and will continue throughout 2018. The objective of the Corporation is to develop a bilateral agreement with sufficient flexibilities for implementation of the funding within the challenging northern housing context and in a way that meets Nunavut's unique needs.

The Corporation continues to collaborate and share information wherever possible with its territorial partners on areas of joint interest in terms of policy, programming and lobbying efforts.

### **Blueprint for Action on Housing**

Year One of implementation of the *Blueprint for Action on Housing* ('*Blueprint*') ended with the close of fiscal year 2017-2018. The Corporation has begun the collaborative, inter-departmental work to assess the progress to date under this whole-of-government approach to solving the housing crisis in Nunavut and establishing a more robust housing continuum.

As of today, the Corporation has met with the majority of departments to assess which actions under the *Blueprint* have been completed or have become redundant, which actions require further attention and which actions are at risk. Year two deliverables have also been set.

This important work is a key component of the Review and Accountability priorities under the *Blueprint* and will lead to the development of the first Annual Status of Housing Report, which the Corporation aims to have completed in time for tabling during the fall 2018 sitting of the Legislative Assembly.

For *Blueprint* actions for which the Corporation is the lead agency, there are a number of objectives set out for 2018-19. They include:

#### *Advisory and Administrative Services*

- Support the development of care and supportive housing through the development of a policy and intake process for purpose-built housing and the examination—through the Nunavut Roundtable for Poverty Reduction—of the feasibility of establishing an umbrella organization for not-for-profit organizations.
- Continue collaboration with the Department of Family Services on the determination of supportive housing needs in order to match purpose-built units with programming, as part of an overall assessment of housing needs and the feasibility of different approaches to social housing delivery.
- Engage with Culture and Heritage on the integration of Inuit Qaujimagatunqangit into housing design, particularly in regards to purpose built housing for vulnerable groups, including

elders.

- Collaborate with Community and Government Services to explore legislative and zoning options for creating affordable housing, support short-term community development plans, support efficient lot development and the support of potential private land development and housing construction opportunities,
- Conduct a jurisdictional scan of various subsidized housing models and best practices.
- Continue the process of identifying unused residential units in communities for possible use in public or staff housing, and identifying, where possible, local redevelopment possibilities.
- Engage with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land, including potential P3 opportunities.
- Continue to collaborate with the mining industry on housing solutions.
- Continue to collaborate with Community and Government Services, the Climate Change Secretariat, Canadian High Arctic Research Station and Canada Mortgage and Housing Corporation in the support, engagement and development of opportunities to reduce costs associated with housing through technological innovation
- Continue to carry out quarterly monitoring and annual review and reporting on implementation to the Legislative Assembly

#### Public Housing

- Continue project scoping for market and statistical analysis to determine the future demand for public housing construction.
- Develop a plan to publicize a list of housing needs by community to inform private sector priorities.
- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Continue to develop information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to work towards developing an evidence-based business case, in coordination with NHCs partners, including NTI and the Regional Inuit Associations, for continued long-term federal investment in housing.
- Continue to research the viability and suitability of alternative financing options for purpose-built housing.

#### Staff Housing

- Review the current prioritization system and process for allocating staff housing units, and reallocating vacant units, based on the review of the GN Staff Housing Policy.

#### Homeownership

- Develop and implement a work plan to examine the suitability of secondary suites as a means of increasing private rental options.
- Finalize an updated Local Housing Organization management agreement and determine the feasibility of expanding Local Housing Organization maintenance services to homeowners.
- Complete a review of current Homeownership Programs with a view to developing options to

update or discontinue existing programs, as well as options to establish new programs to support the provision of affordable and accessible housing options and the support of homeownership readiness for program applicants.

- Establish a work plan for the development of a plain language “Toolkit for Renters and Homeowners”.

### **Staff Housing**

In addition to the *Blueprint*-related activities set out above, the Corporation will continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements. Further, in partnership with the Department of Finance, the Corporation will continue to work closely with GN departments to meet their staff housing requirements.

### **Homeownership**

In addition to the *Blueprint*-related activities set out above, in 2018-19 the Corporation will work to actively increase the local workforce, to address issues of capacity to perform home repairs in communities. The Corporation will monitor the success and impact of the homeownership programs, and the program process through the NHC, including implementation of potential program changes coming out of the ongoing, multi-stage program review which began in 2017.

The Corporation will implement and monitor the success of the revised GN Staff Condominium Program, including its effects on homeownership markets, and will also continue to work with mining companies to encourage development of homeownership support programs for employees.

### **Public Housing Construction**

Details of the intended public housing construction will continue to be released annually, for the following fiscal year, based on calculations made under the Corporation’s public housing allocation methodology.

The Corporation is reviewing the allocation methodology for suitable options to refine how it allocates new units to communities. The Corporation expects to bring the updated allocation methodology to Cabinet for review within the 2018 calendar year.

### **Mould Remediation**

The Corporation notes your recommendation to continue to develop and roll out a public education campaign on household mould, and how it can be prevented. We will incorporate this priority into our continuing work on a tenant engagement campaign and updates to the public housing tenant manual.

### **Relationship with the Local Housing Organizations (LHOs)**

The Corporation is finalizing a revised Management Agreement with the LHOs that clarifies and defines the relationship and authorities between the NHC and Local Housing Organizations, and helps to ensure that the NHCs programs are delivered consistently across the territory.

In 2018-19, the NHC will review and update electronic system for maintenance work orders to improve efficiency and responsiveness of Local Housing Organizations.

As Chair, I will be joining the executive team on their 2018 tour of the Kivalliq region, where we will meet with each LHO as a means of ensuring good communication between our organizations.

The tour will contribute to the Corporation's ability to identify and deliver supports as needed to the LHOs, and to underline the obligations they are required to meet in delivering programming on behalf of the Corporation. A central aim of this tour is to foster a strong relationship between the Board, the executive team and the LHOs as a pillar of our governance structure.

### **Board Recruitment and Governance**

My fellow Directors and I, along with the Corporation's Executive team, commit to the high standard of good governance that is expected of us. Included in this commitment is the continued orientation of our two new members.

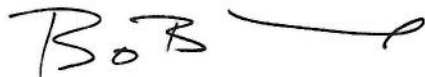
The Board plans to provide you with a recommendation for Vice-chair for your consideration after our August board meeting.

### **Next steps**

Looking ahead to this year, I note the upcoming prospect for the Board to meet with you in your role as Minister responsible during our next board meeting, currently set for August 27-29, 2018. We would greatly appreciate the opportunity to discuss with you the joint priorities we have set out for 2018-19 and the Corporation's mandate to serve Nunavummiut and their communities, particularly in the context of *Turaaqtavut*.

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

Sincerely,



Robert Leonard  
Chair  
Board of Directors  
Nunavut Housing Corporation

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



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Qulliq Energy Corporation  
Société d'énergie Qulliq  
Qulliq Alruyaktuqtunik Ikumatjutiit

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August 7, 2018

Hon. Jeannie Ehaloak  
Minister Responsible for Qulliq Energy Corporation  
Iqaluit, NU

Dear Minister Ehaloak,

Thank you for your letter of March 19, 2018 outlining your expectations of the Qulliq Energy Corporation (QEC) for 2018-19. I have reviewed the letter with the Corporation's Board of Directors, President/CEO and senior management team.

### **Turaaqtavut Priorities**

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 *Turaaqtavut*.

The priorities of this mandate are woven throughout QEC's initiatives both ongoing and in planning stages. QEC is already implementing projects that support the goals of *Turaaqtavut*; ranging from environmental considerations in our capital projects, to promoting and encouraging trades training among Nunavummiut. QEC's Net Metering program, by enabling and incentivizing Nunavummiut to produce renewable energy, is one of our initiatives that aligns with the *Turaaqtavut* priority of *Pivaallirutivut*, developing our infrastructure and economy in ways that support a positive future for our people, our communities, and our land. In the spirit of *Sivummuaqpalliajjutivut*, education and training that prepares Nunavummiut for positive contributions to society and for meaningful employment, QEC is working to promote trades training through an apprenticeship program. *Katujiqatigiinnivut* – working in partnership to advance the goals and aspirations of Nunavummiut – on the other hand, is a central component to many initiatives where QEC is, and has been, partnering with stakeholders both locally at the hamlet and territorial levels and nationally with federal government agencies.

### ***Corporate Expectations and Priorities for 2018-2019***

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

#### Inuit Employment Plan

Furthering Inuit Employment, with the aim of having a representative workforce, is a vital component of QEC's future growth and stability. QEC will work closely with 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.



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Qulliq Energy Corporation  
Société d'énergie Qulliq  
Qulliq Alruyaktuqtunik Ikumatjutiit

Of specific note, QEC is introducing a recruitment and promotion strategy to attract Nunavut Inuit to electrical utility occupations. The Corporation is also targeting high schools to inform students of the employment opportunities for them at QEC. In addition, QEC has created new positions within the Human Resources Department. Once filled, these positions will focus on supporting current supervisors and Inuit employees who wish to participate in QEC and the GN Inuit Employment programs. Inuit employees currently represent 52% of all QEC employees.

### Harassment Free Workplace

Our employees continue to be the backbone of the Corporation. The Board will continue its efforts to position QEC 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.

The Board fully supports the GN's Directive *1010: Harassment Free Workplace* and has ensured that QEC is fully compliant with this directive. The President and CEO has been made aware of the responsibility to uphold and promote QEC's Respectful Workplace policy across the Corporation. In addition, information is currently posted in all QEC workspaces outlining workplace bullying and steps to take when faced with this behavior.

### Partnership and Collaboration

Collaboration is vital to all that QEC does. By working with federal funding agencies on renewable and alternative energy projects and engaging with hamlets and Inuit Organizations on proposed initiatives; QEC is able to deliver safe and reliable power to Nunavummiut through partnering with key stakeholders.

In order to fund QEC's large capital projects and renewable initiatives, the Corporation requires support from the governments of Canada and Nunavut. Moving forward, QEC is looking to partner with federal agencies to enable QEC to pursue community-scale renewable and alternative energy projects.

### Power Plant Replacement

At present QEC's diesel power plants provide the most secure and reliable electricity supply to Nunavummiut. Until viable options for our Arctic environment become available, maintaining and replacing aging power plants is a necessity. To this end, QEC's focus is to invest in and improve the territory's electricity infrastructure to ensure that all communities have a safe power supply they can depend on.



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Qulliq Energy Corporation  
Société d'énergie Qulliq  
Qulliq Alruyaktuqtunik Ikumatjutiit

## Rate Changes

The Board recognizes the impact that rate changes can have on Nunavummiut with the recent approval of QEC's 2018-19 General Rate Application. In the spirit of Aajiiqatigiinniq and Piliriqatigiinniq, the Corporation will be working with pertinent GN departments to assess the existing electricity subsidy programs and ensure an efficient administration process in the interest of all Nunavummiut.

## Alternative Energy and Independent Power Producers

Diesel power generation is costly to both customers and the environment, to this end, QEC is engaged in reducing Nunavut's reliance on diesel fuel. As a part of this effort, QEC is in the process of developing an Independent Power Producers (IPP) program. To ensure this key renewable energy initiative is implemented, QEC has submitted a legislative proposal to amend the *QEC Act* to enable the Corporation to purchase clean energy from IPPs. QEC is anticipating to launch the IPP program in 2019.

## Increasing Communications

Communication is paramount in many aspects of QEC's operations. In developing new capital projects, understanding the energy requirements of a community is a vital process in ensuring a successful outcome. Early engagements and consultations are key stages in QEC's capital project development.

When delivering programs and new initiatives, having the ability to communicate timely information and instructions to the public is necessary. With the Net Metering program, QEC distributed information through public notices and social media, raising public awareness of the program. The Board would like to thank you, Minister, for your support in mentioning this program in the Legislative Assembly on numerous occasions.

## Governance

The passing of Elijah Evaluarjuk was impactful on the Board; QEC hopes to move on from this trying time towards a brighter future. Filling vacant Board positions is an important facet in ensuring the productivity and success of the Corporation. QEC welcomes the appointment of new members that represent Nunavut Inuit as this will enhance the Board's skills and experience and provide a local perspective of energy considerations in the territory.

***Accountability and Financial Management Reporting Expectations for the 2018-19 Fiscal year.***



The Board of Directors acknowledges the importance of openness and accountability, and the provision of timely information to the GN 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 and ensuring proper process is followed and accurate information is provided when requested.

Looking ahead, QEC will further its efforts to communicate with the Government of Nunavut, our employees and our customers through increased transparency, reporting and outreach. Enhanced operational effectiveness 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 guidance of 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.

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,

T. Bert Rose  
Chairperson, Qulliq Energy Corporation

cc: Bruno Pereira, President and CEO, Qulliq Energy Corporation  
Jeff Chown, Deputy Minister, Department of Finance