



Ms. Helen Klengenberg
Chairperson
Nunavut Arctic College
Box 600, Iqaluit, Nunavut
X0A 0H0

September 26, 2023

Re: Nunavut Arctic College Letter of Expectation 2023-24

Dear Ms. Klengenberg,

I am pleased to provide you with this Letter of Expectation for 2023-24. This letter outlines the priorities and goals intended to guide Nunavut Arctic College (NAC or the College) in the new fiscal year and ensure the College meets the expectation for its success, as set out in in the Government of Nunavut's (GN) mandate Katujjiluta.

I look forward to working with the Board and College to provide high quality post-secondary educational opportunities for Nunavummiut. As Minister, I also want to ensure we continue to respect the roles and responsibilities of the Board of Governors and Executive team, as outlined in the Nunavut Arctic College Act. I believe that through collective efforts the College can continue creating important educational opportunities to Nunavut's students.

Meeting the Expectations of Katujjiluta

The Katujjiluta mandate establishes the direction for priority actions that will be implemented by the GN departments and territorial corporations, specifically:

- Aging with dignity in Nunavut
- Expanding the housing continuum
- Enabling health and healing
- Reinvesting in education
- Diversifying our local economics

Reinvesting in education is one priority in which Nunavut Arctic College will play a significant role. Fostering, developing, and supporting the skills and abilities of Nunavummiut helps reduce Nunavut's dependence on imported labour and builds capacity within our communities.

NAC's 2023-26 Business Plan and budget outline several important priorities for the College, many of which align with the Katujjiluta mandate. I encourage the College to work with government partners to achieve the priorities of the mandate. I ask the Board to commit to leading the priority to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.

Performance Indicators:

While you continue providing information about operational priorities in business plans, I encourage the Board of Directors and the College's senior management to collaborate to develop meaningful performance indicators. These performance indicators should focus on tracking the success and status of the College's current and ongoing initiatives.

The College should continue to develop systems, such as the Student Information System, to support reporting on performance indicators. I ask that these be included in your 2023-24 Annual Report.

Expectations and Priorities for 2023-24

As Minister responsible for the College, I recognize the importance of partnerships with Inuit organizations, education authorities, and other levels of government to encourage and support early learning, educational attainment, and career development. I expect the College to support the following mandate commitments of the 6th Legislative Assembly:

- Explore opportunities for supporting Human Resources and Health in providing culturally and linguistically relevant training for staff working in continuing care facilities.
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Investigate and implement trauma-informed practices in healthcare and education.
- Prepare a new plan to develop and transform Nunavut's early learning and childcare sector, with an emphasis on Inuit-centered early learning.
- Increase opportunities for pre-employment work experiences through placements for post-secondary students throughout the year.

- Engage with FANS and other funding agencies to help identify processes that ensure enrolment information is available to funders and application processes are user- friendly for students.
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.

Inuit Employment Plan

The GN Master Inuit Employment Plan (IEP) and NAC's detailed employment plan should continue to guide the College's recruitment, and human resources activities to increase Inuit employment at all levels through 2023-2024.

As of December 2022, Inuit employment at the College was 60%. While I remain optimistic about the College's dedication to building a diverse and inclusive workforce, the Board must set policies that align with this mission for the institution. Implementing robust strategies aimed at enhancing the College's IEP is a top priority, and one key objective should be recruiting more Inuit instructors to lead the programs. Regular communication of progress on these initiatives is essential in ensuring accountability and success, and as such, I expect a status report on a semi-annual basis.

The College should continue with its plan to fill vacant positions using restricted competitions and strive to make a net increase of 44 Inuit employees.

The College must continue with robust efforts in working with its university partner, Memorial University of Newfoundland and Labrador, to deliver a Master of Education program. It should also consider creating new programs in 2023-24 that cater to the diverse educational backgrounds, skill sets, and experiences of its faculty members.

Long-Term Strategic Planning

As we move forward together as a territory, long term planning and strategic objective setting will be crucial to the success of any organization serving the needs of Nunavummiut. Strategic partnerships allow the College to expand development in areas such as program delivery, student support services, faculty and staff development and research collaboration.

While the immediate needs of the College and its students often take priority, it is critical that these long-term goals be identified, with realistic and achievable mechanisms for implementation. I look forward to seeing the College's completed 10-year strategy, including a plan for implementation.

In 2023-24, I expect the College to work closely with GN departments and other employers to identify specific opportunities for post-secondary education that can strengthen the public service and increase local and Inuit employment in the territory.

Strategically aligning the training available locally with the territory's public service needs requires a commitment to collaboration, and I look forward to seeing evidence of this in the coming year.

Expanding Opportunities for Teachers

I am encouraged by NAC's renewed focus on creating bilingual teachers for Nunavut and look forward to updates on the Uqariuqsatittijit Inuit Language specialist training pilot project that aligns with the Nunavut Teacher Education Program (NTEP). It is encouraging to note that the Department of Education and NAC collaborated on the recent review and renewal of the 10 -year partnership agreement between Nunavut Arctic College and Memorial University of Newfoundland (MUN). The refocused program takes a ladder approach to teacher training in the territory and is expected to strengthen Inuit language and culture in schools.

Successful delivery of NTEP is critical to the wellbeing of children of all ages, but the youngest Nunavummiut are often the most vulnerable. The College should prioritize promoting and expanding the Early Childhood Education programs.

Early Learning and Childcare Training

The development and transformation of Nunavut's early learning and childcare sector relies on prioritizing Inuit-centered early learning. I anticipate that the College will continue to implement the recommendations from the ECE review and adjust the ECE program accordingly. I commend the College for their work in providing a revised Applied ECE program in Arviat and Igloodik. Furthermore, the College should consider expanding the delivery of Early Learning and Childcare programs to other community learning centres.

Social Work Programs

The Auditor General of Canada's 2023 Report to the Nunavut Legislature on Child and Family Services identifies a high staffing vacancy rate, turnover, and lack of training as contributing factors to not meeting our responsibilities for youth-at-risk. I expect the College to support the whole-of-government approach in increasing capacity in services related to the well-being of children, youth, and families. The delivery of Social Work programs at the College supports the development of an Inuit social worker labour force. I expect the College to support any audit or performance accountability framework in response to the report's findings.

Health Program Update

I commend the College for securing \$3.8 million annually for the Pre-Health (Standard) Certificate and Practical Nurse programs. I anticipate the College will continue these projects in 2023-2024 and provide annual updates on the program's success.

Building Houses Together

The College offers local skills and trades training that will reduce our dependence on imported labour and support employment for people with disabilities. In collaboration with the Department of Family Services and Nunavut Housing Corporation, implement the first year of a plan for training with Nunavut Construction Development Corporation (NCCD) by signing a Memorandum of Understanding to formalize this cooperation. As part of the Igluliuqatigiingniq plan to build 3000 homes in Nunavut, NAC will partner with NHC on building and renovation projects for Trades Students and Apprentices.

I expect the College to establish a consistent schedule for trades and industrial training program deliveries throughout community learning centers outside the three main campuses. The College must identify options for trades apprentices to gain work experience in Nunavut to support skills development.

Official Languages Act

As a territorial institution, NAC has operational requirements under the Official Languages Act. Noted in their previous report, "territorial institutions should respond appropriately to establish and maintain the operational policies necessary to implement subsections 12(7) of the NAC Act.

I ask that NAC take the time to thoroughly understand your responsibilities under the Act, and work toward implementing these priorities.

Public agencies need to be accessible to all Nunavummiut. Therefore, I request that all communications be conducted in Nunavut's official languages.

Accountability and Financial Management Reporting Expectations for 2023-24

Memorandum of Understanding

Through the Territorial Corporations Committee (TCC), I ask that NAC work to establish a formal memorandum of understanding (MOU) with the GN. This MOU will strengthen NAC's relationship with the GN and ensure the efficient and effective administration of operations and delivery of the College's mandate.

This MOU will in no way diminish the duties or powers of either my office, or the NAC, but rather build upon the foundational principles of autonomy, accountability, and collaboration to ensure Nunavummiut are provided services at the highest level.

Central Accountability Committee and Territorial Corporation Committee

It is important for NAC to continue working with their counterparts in the GN and other territorial corporations. I encourage NAC to continue to participate in and contribute to the TCC. The opportunity for collaboration with Nunavut's other Territorial Corporations is invaluable, not only helping to foster a positive working relationship, but allowing Corporations to work collectively to meet their statutory reporting requirements. In the coming year, Terms of Reference for the TCC will be developed. This will outline the goals, objectives, and responsibilities of the TCC, as well as the scope of its work.

Accountability and Financial Management Reporting

The foundations of the GN and its public agencies are built on maintaining public trust through adherence to the principles of good governance. This commitment to transparency and accountability requires us to meet all financial reporting requirements and responsibilities outlined in legislation.

The Financial Administration Act (FAA), in Section IX, Public Agencies, outlines the minimum reporting responsibilities and timeframes for Nunavut's public agencies, including specific provisions for territorial corporations. Additionally, please be aware that in the interest of increased transparency, accountability, and effectiveness, Ministers responsible for territorial corporations may issue directives to provide additional important information to the GN and Nunavummiut.

Ongoing reporting responsibilities include tabling the following in the Legislative Assembly:

- NAC's Business Plan, to coincide with the tabling of the GN's Business Plan.
- A yearly comprehensive report on all procurement, contracting and leasing activities undertaken by NAC. This report should contain, at a minimum, the

information currently available in the GN Annual Procurement Activity Report, Lease Activity Report and Contract Activity Report (CAR/PAR/LAR).

- I expect NAC to participate in the Territorial Corporations Committee's ongoing Work to create and use a standardized template for Activity Reporting for all territorial corporations.
- Formal responses to letters of expectation, letters of instruction and Ministerial directives at the first session of the Legislative Assembly subsequent to the NAC receiving such correspondence.
- Ensure outstanding and future Annual Reports are tabled in accordance with Part IX of the *Financial Administration Act*, as stated in the Nunavut Arctic College Act. As of September 2023, the 2020-21, 2021-22 Annual Reports have not yet been tabled.

Again in 2023-24, you are asked to ensure the following reporting requirements are submitted to the Department of Finance, through the Manager of Public Agencies, on a quarterly basis using the Deputy Minister Central Accountability Committee (CAC) reporting template and timeframe indicated below:

- Board approved budget variance reports must be submitted within 30 days of the end of the quarter.
- Reporting template will include corporate financials, policy and strategic planning, interim budget variance reports and expense projections for both operations and maintenance, and capital. These are to be submitted within 40 days of the end of the quarter, including a year-end fiscal forecast with surplus/deficit reporting.

The College is also asked to work with staff at the Department of Finance's Financial Reporting and Controls division to provide all requested documents in the GN's ongoing effort to ensure Public Sector Accounting Standards are appropriately implemented:

- All schedules and supporting documents required in the preparation of the consolidated public accounts at their earliest availability or as per the distributed requirement timetable.
- Management letters or other reporting (including NAC's response) issued by the auditor (both the Auditor General of Canada and any other independent auditor) for all audits conducted on NAC for the year.
- These reports will be presented to CAC as part of a mid-year update, or at any time upon the request of the committee.

In the spirit of strengthening Nunavut's public agencies, it is important that dialogue and communication be ongoing throughout our government, and we continue to foster a close working relationship between NAC and the Department of Finance at all levels.

I look forward to discussing with you the priorities and expectations outlined here, as well as receiving your formal response to this letter.

Sincerely,



Hon. Daniel Qavvik
Minister Responsible for Nunavut Arctic College

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