

MEETING HIGHLIGHTS

COUNCIL OF COMMISSIONERS – OCTOBER 21-23 | KUUJJUAQ

The Council of Commissioners approved ADM-25, the Directive Respecting Roles and Responsibilities in Case of a Confidentiality Incident. This directive establishes clear principles, reporting procedures, and responsibilities to be followed in the event of a confidentiality incident. Information regarding the scope, responsibilities, and obligations stemming from this directive will be communicated to employees and, where applicable, to concerned third parties.

Kativik Ilisarniliriniq is subject to the *Act respecting access to documents held by public bodies and the protection of personal information* (CQLR, c. A-2.1), specifically sections 63.8 to 63.11, which pertain to confidentiality incidents. The organization recognizes the importance of protecting personal information that is collected, used, communicated, and retained.

ADM-25 was developed to ensure a structured and consistent approach to managing confidentiality breach incidents, including the dissemination of its principles and the prevention of recurrence.

The directive outlines roles and responsibilities, establishes reporting procedures, and promotes uniform implementation across the organization. The directive is effective immediately following its adoption by the Council.

The Council of Commissioners reviewed and approved the 2025-2026 Sivumuattiit Strategic Plan Implementation Proposal. As part of this initiative, continuous improvement loops will be developed, with specific topics to be determined during an upcoming activity with management. The Council also agreed that the activities and staff engagement efforts planned under Sivumuattiit's implementation are an integral part of Kativik Ilisarniliriniq's response to the 2024 Ministry of Education (MEQ) Administrative inquiry into the administration and operation of Kativik Ilisarniliriniq.

The 2025-2026 Sivumuattiit Strategic Plan Implementation Proposal aims to strengthen organizational practices through continuous improvement. The implementation plan includes five key components:

- **Continuous Improvement Loops** – Two processes will be launched to address strategic priorities and train the Strategic Plan Coordinator to lead future initiatives.
- **Workshops** – Designed to foster visual thinking and promote ownership of new concepts and tools, with a focus on student success and collaboration with external partners.
- **Activities with the General Administration department, involving senior management** – A coordinated approach to align actions and monitor progress. Coaching and support from external specialists are included in these activities.
- **Communication Plan** – Includes documentation, social media content, publications, and internal communications to ensure transparency and staff engagement.

- **Additional Support for the Strategic Planning Team** – Co-design of workshops, coaching, and materials to sustain implementation efforts.

The 2025-2026 Sivumuattiit Strategic Plan Implementation Proposal ensures that, by June 2026, internal teams will have the capacity to independently implement and evaluate strategic initiatives.

The Council of Commissioners approved a detailed action plan addressing the recommendations of the 2024 MEQ Administrative Inquiry into the administration and operation of Kativik Ilisarniliriniq. The action plan will be submitted to the MEQ to initiate discussions on the measures and initiatives it details.

While reviewing the action plan, the Commissioners reiterated that they still felt some of their concerns remained unaddressed. Specifically:

- The inquiry was initiated to address a troubling financial situation, notably a deficit. The Council continues to argue that this deficit was caused by inadequate funding under budget rules that entered into force in 2019 and expired on June 30, 2023. Budget rules negotiations are still ongoing, and the proposals currently on the table appear to be corroborating their position.
- The need for a comprehensive organizational diagnosis should be reassessed once the action plan's implementation is well underway, and results can be evaluated.
- Prioritizing the reform of the secondary school program over the reform of the elementary school program of study does not align with the work undertaken by Arqusiurtiit, the committee overseeing the creation and implementation of the Nunavik Education Program. The prioritization of the reform of the elementary school program of study should be maintained.

The Director of Post-Secondary Student Services briefed the Council of Commissioners on key elements of the Sponsorship Policy, including student obligations, services provided, housing arrangements, and opt-out options. The presentation also highlighted additional types of support available to students, including but not limited to the following: coverage of daycare expenses, reimbursements for study-related materials and equipment, funding for extracurricular activities and wellness services, access to support resources for single parents and travel coverage for chaperones.

The core benefits provided under the Sponsorship Policy are financed by the Ministère de l'Enseignement supérieur du Québec (MES) in accordance with Kativik Ilisarniliriniq's established budget rules.

Additional support options offered through the Sponsorship Program are funded by the Government of Canada as part of the Inuit Post-Secondary Education Strategy and by Illivik funding from Kativik Regional Government (KRG).

The Council of Commissioners was informed of the publication of a landmark report by Kativik Ilisarniliriniq, following public consultations held across all 14 Nunavik communities in 2023-2024. The report confirms overwhelming support for the creation of a post-secondary institution in Nunavik—one that is rooted in Inuit values, language, and culture, and capable of offering recognized certification both within and beyond the region. The Council reiterated its support for the creation of a Nunavik Institute, an independent, non-governmental Inuit post-secondary institution to be spearheaded by Kativik Ilisarniliriniq.

Over 400 Nunavimmiut participated in the consultations through surveys, radio calls, and in-person sessions. The report outlines a vision for post-secondary education based on Inuit Qaujimausingit, land-based learning, and culturally grounded curriculum.

A MEQ-commissioned pre-feasibility study conducted in 2023 recommended the creation of a Nunavik Institute. The proposed institute would integrate college and university-level programs under one roof, offering flexible and locally governed educational pathways.

Kativik Ilisarniliriniq continues to collaborate with Makivvik and the Ministère de l'Enseignement supérieur to develop the legal and institutional framework necessary to establish the institute.

The Council of Commissioners approved the summary financial statements and auditor's report for the 2024-2025 fiscal year. These documents were presented by the Finance Director and a representative from Raymond Chabot Grant Thornton, the firm appointed to audit the school board's accounts.

The Council received all necessary explanations and information regarding the financial documents. The resolution confirming the approval is effective as of its adoption date.

The Council of Commissioners was briefed on the status of budget rules negotiations and financial planning. Following years of operating with insufficient funding under outdated budget rules, Kativik Ilisarniliriniq has negotiated what will most likely be a final budget rules proposal in negotiations with the MEQ. These budget rules would apply and 2023-2024 to 2026-2027, and result in a projected surplus budget for 2025-2026.

Previous budget rules covered the 2019-2020 to 2022-2023 period. They left the organization underfunded and operating at a deficit. The latest proposal on the table for the 2023-2024 to 2026-2027 budget rules would ensure a balanced budget.

Demands for the 2027-2028 to 2032-2033 budget rules are to be submitted to the MEQ by November 10, 2025.

The Council of Commissioners indicated that some of the essential Kativik Ilisarniliriniq demands rejected by the MEQ should be brought back to the table as part of the 2027-2028 to 2032-2033 budget rules negotiations.

The Information Technology Department presented a comprehensive overview to the Council of Commissioners, highlighting its organizational structure, team roles, accomplishments, incident statistics, and strategic priorities. The presentation emphasized the department's commitment to improving cybersecurity, infrastructure, software development, and operational support across all Nunavik communities.

The Information Technology Department is structured into specialized teams: Administration, Management, Operations (Network & Support), Cybersecurity, and Software Development. Key accomplishments include upgrades to intercom, camera, and phone systems; the launch of ticketing platforms; and the implementation of new data systems.

Strategic projects underway include identity and access management, server upgrades, disaster recovery planning, and enhanced cybersecurity measures aligned with provincial mandates.

Incident statistics show a steady increase in service requests and resolutions, reflecting growing demand and improved responsiveness.

The department is actively working on cross-training, procedural development, and filling key vacancies to strengthen service delivery. Collaboration with other departments and external partners continues to support the integration of secure, efficient, and user-focused technology solutions.

The Commissioners were provided with an overview of all current capital investment projects as well as major and minor renovation projects, along with past and projected delivery dates in the period up to and including 2030. The overview also included requests submitted to the Quebec Ministry of Education (MEQ) for construction projects under the 2026-2036 Québec Infrastructure Plan (QIP) totalling more than \$1.6 B. Projects that were not granted over the past four years were included in the 2026-2036 PQI.

Approved and ongoing capital investment projects include: **temporary classrooms** (Kangiqsualujuaq—delivered, Salluit—Ikusik—delivered, Ivujivik—delivered), **student residences** (Kuujjuaq—delivered), **adult education centres** (Kuujjuaq—projected delivery 2028), **administrative offices** (Kuujjuaq—MEQ funding required), **schools** (Tasiujaq—projected delivery 2029, Quaqtac—projected delivery 2030), **warehouses and bus garages** (Tasiujaq—projected delivery 2025, Kangirsuk—projected delivery 2026, Quaqtac—awaiting additional funds, Kangiqsualujuaq—delivered, Salluit—delivered, Ivujivik—projected delivery 2026), **housing units** (Inukjuak—projected delivery 2026).

Approved and ongoing major renovation projects include: **housing units** (Umiujaq), **schools** (Kuujjuaq—Jaanimarik, Puvirnituq—Iguarsivik, Inukjuak—Innalik, Umiujaq), **adult education centres** (Puvirnituq), **administrative offices** (Montreal).

The Director of Human Resources presented an overview of the disciplinary measures framework currently in place at Kativik Ilisarniliriniq. The presentation outlined the structured 7-step process used to address employee misconduct, emphasizing fairness, transparency, and cultural sensitivity. The Director highlighted the importance of providing employees with opportunities to respond to allegations, ensuring due process, and maintaining consistency in the application of sanctions. The Council was also informed of the retention policies for disciplinary records and the support mechanisms available to staff throughout the process.

Grounds for Discipline: Insubordination, negligence, misconduct, and immoral behaviour. Incapacity is handled administratively.

Types of Measures: Verbal and written warnings, reprimands (professionals), and dismissal—applied progressively.

7-Step Process: From incident documentation to final decision and communication, with union involvement throughout.

Retention Rules: Disciplinary records expire after 12 months for unionized staff; remain on file for management.

Support & Fairness: Employees are given the opportunity to share their version of events, and support programs are available when needed.

The Director of Human Resources presented an overview of the onboarding process at Kativik Ilisarniliriniq, emphasizing its role in preparing new employees for success. The Council was informed of the structure, content, and outcomes of the onboarding sessions, which aim to foster cultural awareness, organizational understanding, and a supportive work environment.

Onboarding Program: Delivered online over three days, the sessions are open to all new hires—regional and local—and provide essential orientation and cultural integration.

2024–2025 Results:

- 215 employees onboarded so far.
- 80% satisfied or very satisfied with the onboarding.
- 96% satisfied with KI as an employer.
- Sessions offered in English and French.

The Commissioners approved a resolution to outsource janitorial services, awarding a three-year contract to the Nunavik-based company Suluk. During discussions, the Commissioners reiterated that using an external supplier when local recruitment fails does not reflect a shift in hiring priorities. Kativik Ilisarniliriniq remains committed to recruiting Nunavimmiut for janitorial positions. However, many schools are currently facing situations where no candidates apply, despite the positions offering competitive salaries and benefits.

A three-year janitorial services contract was awarded to Suluk, starting November 1, 2025, and ending October 31, 2028.

A public call of intent was issued, and no other company expressed interest by the deadline of August 22, 2025, allowing a mutual agreement under section 13.1 of the Act respecting contracting by public bodies (CQLR, c. C-65.1).

The Council supports external contracting only when local recruitment is unsuccessful, reaffirming its priority to hire locally whenever possible.

The Commissioners were briefed on the timeline and approval process for upcoming school construction projects. When the time comes to build, it will be essential to meet with the community to ensure their vision is reflected in the design—such as providing adequate space for cultural activities. Community consultation is a core part of the process, with multiple meetings being held at different stages of the project. The Commissioners will also visit the Kajusivik Student Residence, which, although not a school, serves as a strong example of how community input shaped the design to support cultural life, family needs, and student well-being.

Construction timelines are tied to the overall budget of the project:

- Five years for a regular construction project (-\$75M)
- Ten years for a major construction project (+\$75M)

Projects follow a multi-year process including funding requests, Ministry of Education approvals, planning, public tendering, and final delivery. These steps are more extensive for major construction projects.

Consultation is integrated throughout the process, with repeated meetings to gather input on priorities such as cultural space and family-friendly design.

New schools are planned for Quaqtaq and Kangiqsujuaq, with timelines extending into 2032 for including delivery.

The Commissioners shared their communities' experiences with student absenteeism, recognizing it as a serious and widespread issue across Nunavik. They expressed concern that some of the proposed solutions—such as offering door prizes to encourage parents to pick up report cards—may unintentionally reinforce the problem. These incentives reflect the depth of the challenge and the need for more meaningful engagement with families and students.

Evaluation Policy: Kativik Ilisarniliriniq applies a clear policy (SO-09 Policy on Evaluation of Student Learning and Promotion) to determine grade-level advancement. There remains, however, a strong perception of “social promotion,” where students are moved forward to stay with their age group.

Community Mobilization: Despite efforts, participation in initiatives like the Sivumuattiit consultations has been low, with only 25 community members taking part in activities offered both in-person and online across Nunavik.

Historical Context: The discovery of mass graves of children in other regions of Canada has deeply affected how Nunavimmiut view schools and the western education system, contributing to mistrust and disengagement.