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Kativik Ilisarniliriniq

2024 2025 ANNUAL REPORT



OUR MISSION STATEMENT

To provide the people of Nunavik with educational services that will guide and enable all learners to develop the qualities, skills, and abilities they need in order to achieve well-being and self-actualization.



A WORD FROM THE PRESIDENT AND THE DIRECTOR GENERAL

IN 2024–2025, WE MOVED FROM LISTENING TO DOING. GUIDED BY THE VOICES OF STUDENTS, FAMILIES, STAFF, AND PARTNERS ACROSS NUNAVIK, WE TRANSLATED COMMUNITY PRIORITIES INTO CONCRETE ACTIONS TO STRENGTHEN STUDENT SUCCESS, STABILITY IN SCHOOLS, AND EQUITABLE WORKING CONDITIONS. IN THIS REPORT, YOU WILL FIND ARTICLES ON TWO KEY MILESTONES: THE APPROVAL OF SIVUMUATTIIT 2025–2030 AND THE RENEWAL OF COLLECTIVE AGREEMENTS FOR 2023–2028.

BUDGET RULES AND FINANCIAL STABILITY

The Council of Commissioners approved a balanced budget for 2025–2026. We continue to work with the Quebec Ministry of Education to modernize budget rules according to northern realities and to ensure retention premiums are applied equitably across roles. The Ministry temporarily withdrew and later reinstated funding for student success measures specific to Indigenous learners. We remain vigilant to ensure continuity and transparency are maintained.

CHALLENGING LAW 14

To uphold treaty rights and remove barriers for Inuit graduates, the Council authorized legal action to seek an exemption from Law 14 for JBNQA beneficiaries. This exemption would ensure Inuit students can pursue post-secondary education in Quebec in the language of their choice.

TEACHER WORKFORCE AND RECRUITMENT

The teacher shortage remains our most urgent challenge. A new full-time, university-level pathway with McGill University (Certificate in Education for First Nations and Inuit) was launched this fall to prepare Nunavimmiut to teach—in Inuktitut and across subjects—in their home communities. We are revamping our hiring approaches to reach more Inuit candidates and to encourage more men to consider teaching—a career where culturally grounded role modelling and patience are essential. Some of our head office professionals have returned to the classroom. With new leadership in place, we are reassessing how to fill critical curriculum and support roles, prioritizing Inuit hires.



From left to right:
Lisa Mesher – Assistant Director General, Eva Kauki Gordon – Kuujuaq Commissioner and Executive Committee Member, Sarah Aloupa – President and Executive Committee Member, Harriet Keleutak – Director General, Jeannie Dupuis – Assistant Director General

SCHOOL LEADERSHIP, ORIENTATION AND RETENTION

Most schools began the year with at least one administrator in place. We streamlined the onboarding process for new employees; however, true readiness can only be gained by experiencing Nunavik. Our goal is to relocate the core three-day orientation for teachers and administrators to the North. While more costly, this investment supports retention, community integration, and classroom continuity.

STUDENT SERVICES AND FOOD SECURITY

It’s no secret: the cost and availability of food affect learning in our communities. In addition to breakfast and snack programs, we are exploring the possibility of offering home-style lunches, with the support of Makivvik; these would be prepared by local cooks and served in existing schools. Emergency Childcare Services reduced absenteeism and class closures caused by daycare disruptions. Uncertainties around Jordan’s Principle/Child First funding remain a risk—especially for students with special needs—so we will continue to advocate for stable, multi-year support and bridge gaps with federal programs where necessary.

OPERATIONS AND ACCESS

Air carrier transitions and airport constraints, particularly those affecting Puvirnituk, created delays for families going to medical appointments and for staff travel. We are working with partners to reduce impacts on attendance and service continuity.

ARQUSIURTIIT

Building on the language of instruction audit and community consultations, the Arqusiurtiit committee spent 2024–2025 turning research and legal obligations into a practical roadmap. This included drafting a Nunavik Education Program framework, testing time allocation scenarios by subject and cycle, and mapping school-level feasibility (staffing, schedules, and materials). The approach prioritizes Inuktitut throughout schooling while strengthening biliteracy through dual/translanguaging practices and clearer expectations across languages. In 2025, the committee began formally validating the framework and finalizing an implementation plan (by subject) so schools can phase in changes with training, supports, and monitoring.

LOOKING AHEAD

We are focused on keeping more classes open and ensuring they stay open more consistently than last year. We will continue recruiting Nunavimmiut across roles, filling key Inuit positions, and ensuring that the benefits of our renewed agreements reach every school. With *Sivumuattiit* as our guide—and the strength of our communities to support us—we are moving forward for the benefit of every student in Nunavik.



SARAH ALOUPA
PRESIDENT

HARRIET KELEUTAK
DIRECTOR GENERAL

ABOUT US

Kativik Ilisarniliriniq, the school board of Nunavik, was established following the James Bay and Northern Quebec Agreement (JBNQA) that came into effect on November 11, 1975. Since June 21, 1978, it has been the exclusive provider of educational services to the Nunavik population. Under the JBNQA, the school board is authorized to develop and deliver educational programs and services designed to protect and promote the Inuit language, culture and way of life. The education programs developed by Kativik Ilisarniliriniq are offered in all schools across Nunavik's 14 communities, with Inuktitut as the first language and English and French as second languages. The school board operates 18 primary and secondary schools along with 6 adult education centres.

Kativik Ilisarniliriniq is governed by the Education Act for Cree, Inuit and Naskapi Native Persons (CQLR c I-14), while the Education Act (CQLR c I-13.3) applies to all non-Indigenous school service centres in Quebec.



COUNCIL OF COMMISSIONERS

2023-2026

Comprised of 14 INDIVIDUALS elected by universal suffrage for a 3-year mandate, the Council also includes one appointed Kativik Regional Government representative.

The election of a new Council of Commissioners took place in November 2023.



QUAQTAQ
Sarah Aloupa
President and Executive Committee member



KUUJJUAQ
Eva Kauki Gordon
Executive Committee member



APPOINTED
Lucy Qalingo
Kativik Regional Government representative and Executive Committee member



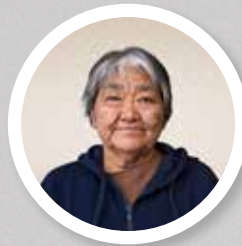
SALLUIT
Patsy Cameron
Vice-President and Executive Committee member



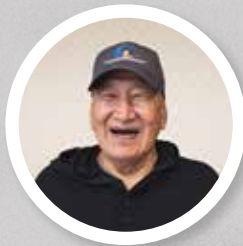
AUPALUK
Martin Scott
Executive Committee member



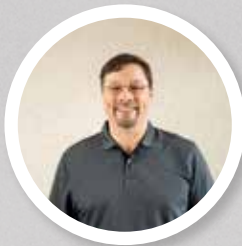
IVUJIVIK
Qumaq Iyaituk
Commissioner



KUUJJUARAAPIK
Caroline Weetaltuk
Commissioner



KANGIQSUALUJJUAQ
David Annack
Commissioner



TASIUJAQ
Tommy Cain Jr.
Commissioner



PUVIRNITUQ
Theresa Etok
Commissioner



INUKJUAQ
Stephane Lacasse
Commissioner



AKULIVIK
Adamie Alayco
Commissioner



KANGIRSUK
Zackaraisie Tukkiapik
Commissioner



KANGIQSUJUAQ
Pierre Phillie
Commissioner



UMIUJAQ
Noah Inukpuk
Commissioner



LAUNCH OF THE SIVUMUATTIIT STRATEGIC PLAN: A COLLECTIVE VISION FOR STUDENT SUCCESS

IN JUNE 2025, KATIVIK ILISARNILIRINIQ LAUNCHED ITS NEW FIVE-YEAR STRATEGIC PLAN, ***SIVUMUATTIIT—GOING FORWARD TOGETHER***, MARKING A KEY MILESTONE IN ITS COMMITMENT TO STUDENT SUCCESS ACROSS NUNAVIK. THE PLAN IS THE RESULT OF A COLLABORATIVE AND INCLUSIVE PROCESS THAT ENGAGED NEARLY 1,000 VOICES FROM ACROSS THE REGION, INCLUDING STAFF, STUDENTS, AND COMMUNITY MEMBERS.

The name *Sivumuattiit*, meaning “people moving forward together,” reflects the spirit of unity and shared purpose that guided the year-long planning process. It involved participatory and empowering consultations in schools, centres, and communities from Kuujjuaq to Ivujivik.

Students played a central role, contributing with enthusiasm to in-community and multi-community activities. These events fostered connections between schools and reunited remote family members, reinforcing the role of education as a community-centred experience.

The participatory approach created safe spaces for dialogue, built transparency, and encouraged collaboration and peer support among staff. It also strengthened cultural awareness and empowered participants, which are key to shaping a strategic plan that reflects the values and aspirations of Nunavimmiut.

While staff engagement was strong, participation from community members at the four major events was rather limited. However, many of the staff consulted are Nunavimmiut, and their perspectives reflect the communities they serve.

The final strategic plan is structured around three guiding pillars:

- **NIKISUITTUQ:** A shared vision of student success, emphasizing cultural identity, resilience, and community contribution.
- **SIVUMUT:** Strategic priorities and actions that will guide our organization through 2030.
- **PINASUGUTITAARQAMIIT:** A framework for how our people will work together to implement the plan.

As the 2025–2026 school year begins, Kativik Ilisarniliriniq is engaging employees in the development and implementation of action plans aligned with these priorities. School success plans and departmental action plans will serve as key tools to translate the vision into tangible progress.

With *Sivumuattiit* as its foundation, our organization is strengthening work practices rooted in collaboration and shared leadership. The plan supports partnerships with organizations across Nunavik and strengthens cooperation with governmental partners, helping build a deeper understanding of student success and the many forms it takes in Arctic communities.

The *Sivumuattiit* strategic plan is more than a document: it is a shared commitment to student success, cultural pride, and community well-being.

REVENUE	\$
OPERATIONS	
GRANTS FROM:	
Ministère de l'Éducation (MEQ)	211,063,665
Ministère des Affaires municipales et de l'Habitation	7,752,156
Makivvik Corporation – Indigenous Services Canada	0
Kativik Regional Government – Adult Education	2,144,463
Makivvik Corporation – IPSE funding	3,209,197
Makivvik Corporation – Other	120,000
Kativik Regional Government – Other	523,173
Nunavik Regional Board of Health and Social Services	2,430,391
Other grants	144,126
Rental revenue	943,730
Other revenue	3,245,686
INVESTMENTS	
Amortization of deferred capital grants from the MEQ	29,888,712
Amortization of deferred capital grants from other organizations	340,503
Grants for non-capitalizable expenses from the MEQ	1,908,404
	263,714,206
EXPENDITURES	\$
Teaching and learning activities	74,473,366
Support activities for education and training	48,164,505
Support services	15,750,727
Administration activities	38,909,751
Maintenance of buildings and equipment for activities	69,459,225
Other activities	26,434,703
	273,192,277
Variation in the allowance for future benefits of employees	559,761
	273,752,038
DEFICIT FOR THE YEAR	-10,037,832

SUMMARY STATEMENT OF OPERATIONS

YEAR-END DATE: JUNE 30, 2025
2024–2025 SCHOOL YEAR

The accompanying notes and summary tables are an integral part of the summary financial statements.

FINANCIAL ASSETS	\$
Cash balance	530,980
Grants receivable from the MEQ	111,054,823
Accounts receivable	9,849,352
	121,435,155
LIABILITIES	\$
Bank overdraft	0
Temporary advances	75,852,264
Accounts payable and accrued liabilities	64,294,860
Allowance for future benefits of employees	8,541,729
Allowance for contingencies	1,355,874
Allowance for salary retroactivity	19,464,143
Deferred revenue	1,861,470
Deferred capital grants from the MEQ	790,153,547
Deferred capital grants from other organizations	3,403,340
	964,927,227
NET DEBT	(843,492,072)
NON-FINANCIAL ASSETS	
Capital assets	803,574,720
Prepaid expenses	1,764,496
	805,339,216
DEFICIT	(38,152,856)

RENEWAL OF COLLECTIVE AGREEMENTS AND IMPLEMENTATION OF NEW BENEFITS

DURING THE 2024–2025 SCHOOL YEAR, SIGNIFICANT PROGRESS WAS MADE IN RENEWING COLLECTIVE AGREEMENTS WITH UNIONIZED EMPLOYEES. AGREEMENTS IN PRINCIPLE WERE REACHED WITH PROFESSIONALS IN APRIL 2025, FOLLOWED BY AGREEMENTS WITH TEACHERS AND SUPPORT STAFF IN MAY 2025. THESE AGREEMENTS RECEIVED STRONG SUPPORT, WITH OVER 90% OF EMPLOYEES IN EACH CATEGORY VOTING IN FAVOUR OF THEM.

The renewed collective agreements will cover the period from 2023 to 2028. As of June 2025, final texts were being prepared for signature. Once signed, the agreements will come into effect, triggering the implementation of new financial benefits and salary increases.

Several benefits introduced under the 2020–2023 agreements will remain in place, including food transportation benefits, retention premiums for locally hired staff, transportation benefits (including outings on the land for Nunavik residents), and housing allowances.

In addition, Kativik Ilisarniliriniq will implement new benefits through administrative measures funded

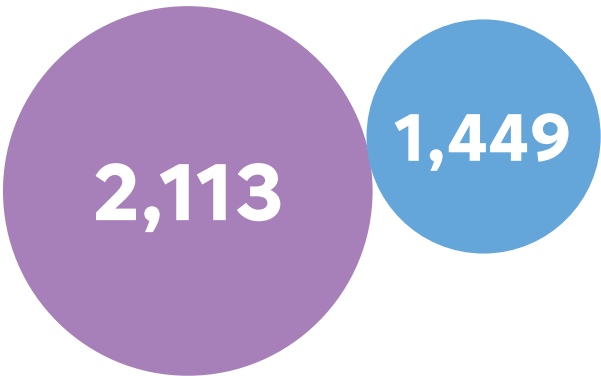
under a differentiated financial framework outlined in the 2022 Protocol of Agreement. These new benefits include:

- A generous signing bonus and a returning bonus for Nunavik-based teachers and professionals.
- A retention premium to include a broader range of professionals and teachers. Rather than being based on Nunavik’s geographic sectors, the premium is now structured according to years of service, which will make it accessible to more professionals and include those working in positions based outside Nunavik.
- A new and substantial attraction and retention premium for support staff based in Nunavik and outside Nunavik.

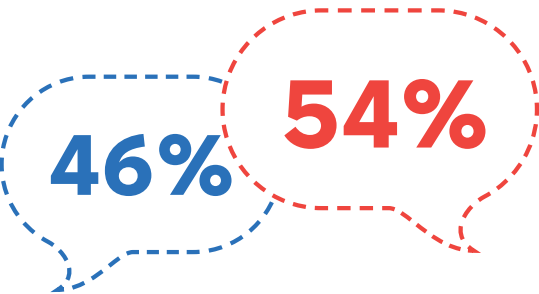
These measures reflect a continued commitment to supporting and retaining dedicated staff, while ensuring equitable and meaningful recognition of their contributions.

STATISTICAL PORTRAIT 2024-2025

YOUTH SECTOR STUDENT CLIENTELE

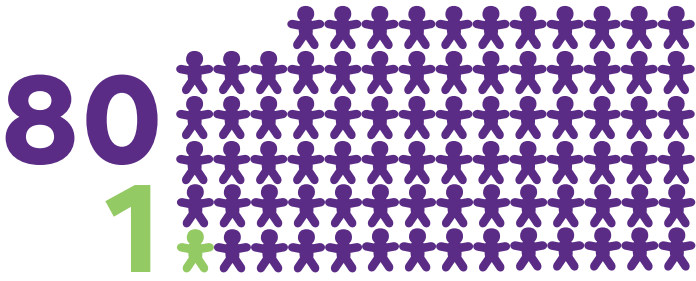


AS OF SEPTEMBER 30, 2024
PRIMARY AND KINDERGARTEN /
SECONDARY
TOTAL : 3,562

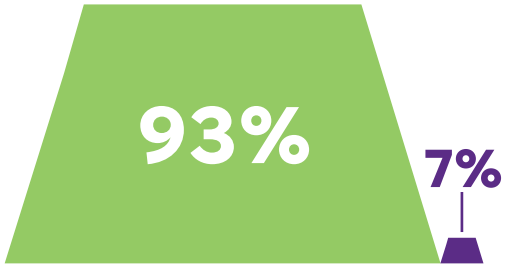


SECOND LANGUAGE: FRENCH / ENGLISH
* NOTE: Inuktitut is the language of instruction in the youth sector.

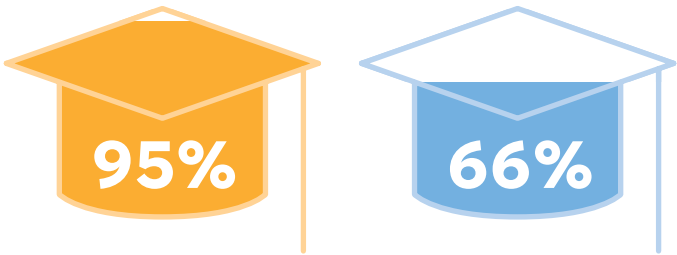
BY JUNE 30, 2025, NUMBER OF STUDENTS
WHO OBTAINED A SECONDARY SCHOOL
DIPLOMA (SSD) / CERTIFICATE OF TRAINING
FOR A SEMISKILLED TRADE (TST)



% OF STUDENTS ENROLLED IN
THE REGULAR PROGRAM / A SEMISKILLED
TRADE TRAINING PROGRAM



RATE OF PROGRESSION TO NEXT GRADE
PRIMARY / SECONDARY



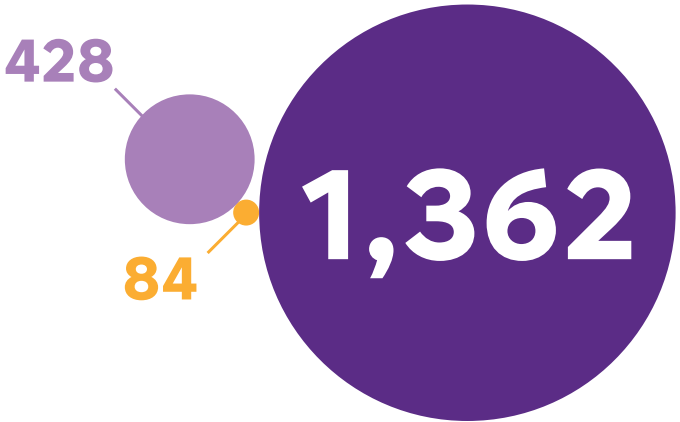
NUMBER OF UNPLANNED SCHOOL CLOSURE DAYS: 62
AVERAGE NUMBER OF CLOSURES PER SCHOOL: 3

17% OF UNPLANNED
SCHOOL CLOSURES
WERE DUE TO WEATHER
CONDITIONS.

83% OF UNPLANNED SCHOOL CLOSURES WERE DUE
TO OTHER REASONS, INCLUDING: heating, power failures,
construction, sewage, drinking water supply, funerals, staff shortages,
emergencies, staff training, or community events.

* NOTE: The school year comprises a total of 190 days, including scheduled pedagogical days.
* NOTE: Unplanned school closures were in addition to the 20 scheduled pedagogical days. This data only provides a partial picture of the situation, as not all school closures are systematically reported.

ADULT SECTOR STUDENT CLIENTELE



GENERAL EDUCATION /
VOCATIONAL TRAINING /
NON-CERTIFICATE COURSES OFFERED BY
BUSINESS AND COMMUNITY SERVICES

WORKSHOPS OFFERED THROUGH THE
ILURQUSITIGUT PROGRAM: QAJAQ
MAKING, MUSK OX WOOL SPINNING,
JEWELRY MAKING, FISH SKIN TANNING,
KAMIK MAKING, AND PARKA MAKING.



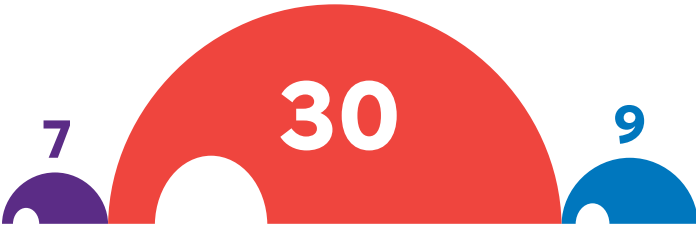
NUMBER OF STUDENTS WHO
SUCCESSFULLY COMPLETED A PROGRAM
OF STUDY BY JUNE 30, 2025
2 GENERAL ADULT EDUCATION
IN NUNAVIK (SSD)
25 VOCATIONAL TRAINING
(DVS, STC, AVS) IN NUNAVIK

SPONSORED STUDENTS ENROLLED IN
POST-SECONDARY PROGRAMS

NUMBER OF SPONSORED STUDENTS
(JULY 1, 2024 TO JUNE 30, 2025): **189**

* NOTE: The number of sponsored students fluctuates throughout the school year. Some drop out while others complete their program, and some start in the winter session. As of May 2024, 133 sponsored students were still active.

NUMBER OF KI-SPONSORED STUDENTS WHO SUCCESSFULLY COMPLETED A PROGRAM OF STUDY OUTSIDE OF NUNAVIK BY JUNE 30, 2025



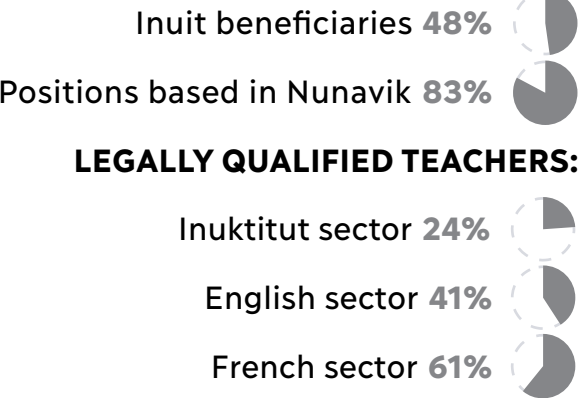
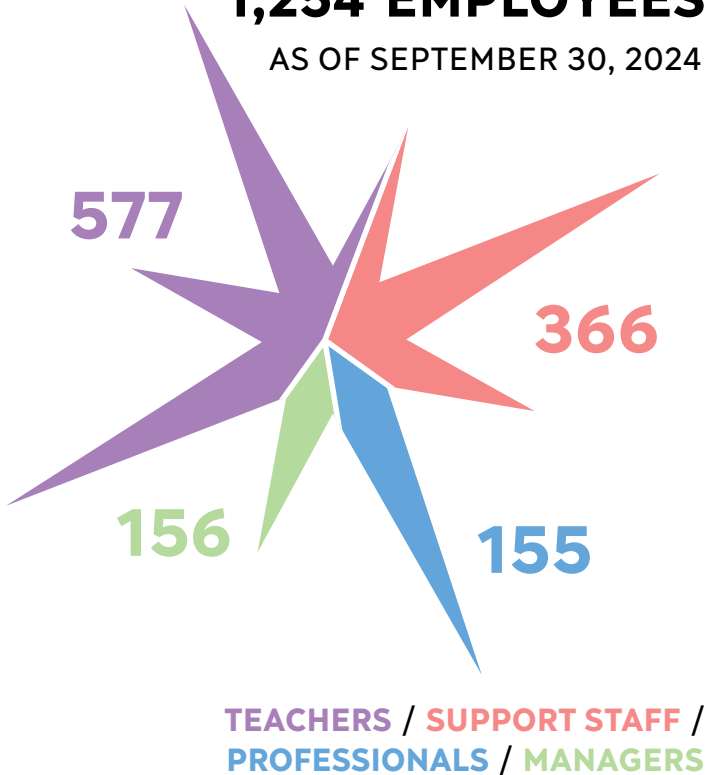
VOCATIONAL TRAINING (DVS, STC, AVS) /
COLLEGE EDUCATION (DCS, ACS, NUNAVIK
SIVUNITSAVUT) / UNIVERSITY EDUCATION
(BACHELOR'S, MASTER'S)

TEACHER TRAINING

TOTAL NUMBER OF INUIT TEACHERS WHO COMPLETED A TEACHER TRAINING PROGRAM IN NUNAVIK, OFFERED IN PARTNERSHIP WITH UQAT OR MCGILL.

CERTIFICATE: **4**
CERTIFICATE WITH TEACHING LICENSE: **5**
BACHELOR OF EDUCATION: **1**

WORKFORCE PROFILE
FOR A TOTAL OF
1,254 EMPLOYEES
AS OF SEPTEMBER 30, 2024



TOTAL **DEPARTURES**



TOTAL **HIRES**



For the 2024–2025 school year, as of June 30, 2025
*REASONS INCLUDE: end of contract, resignation, breach of contract, retirement.

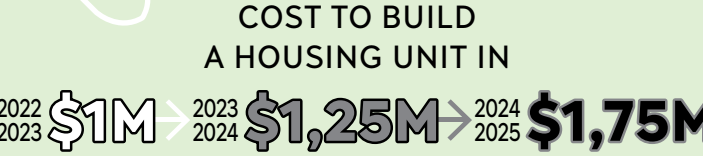
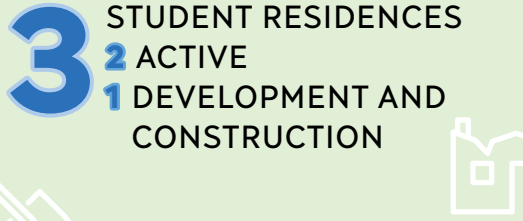
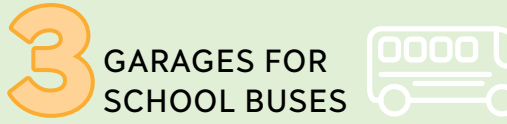
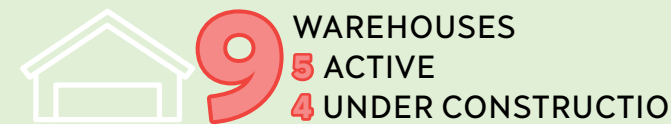
NEW HIRES IN 2024–2025
EXTERNAL CANDIDATES /
INTERNAL CANDIDATES



VACANCIES AS OF SEPTEMBER 30, 2024
TEACHERS
SECOND LANGUAGE SECTOR /
INUKTITUT SECTOR



INFRASTRUCTURE



* NOTE: Construction costs do not include taxes, project management fees, or contingencies.

PARTNERS

EDUCATION PARTNERSHIPS

Our partnerships with organizations make it possible to offer several activities as well as specialized training throughout the organization.

NUNAVIK AND GOVERNMENTAL PARTNERS

The Makivvik Corporation

Kativik Regional Government

ESUMA

The Avataq Institute

The Nunavik Regional Board of Health and Social Services

Breakfast Club Canada

Indigenous and Northern Affairs Canada

Ministry of Education and Higher Education (Quebec)

EDUCATIONAL PROGRAMS PARTNERS

ᐃᑦᑕᐃᑦ | Nurrait - Jeunes Karibus

Youth Fusion

Université du Québec en Abitibi-Témiscamingue

United for Literacy

John Abbott College

McGill University

Collège Saint-Félicien





Photo : Katvik Ilsarniliriq