

MEETING HIGHLIGHTS

COUNCIL OF COMMISSIONERS – DECEMBER 02 – 05, 2025 | MONTREAL

The Council adopted a resolution approving a three-year partnership agreement with Breakfast Club of Canada to support the delivery of breakfast programs in Nunavik schools, replacing the previous annual renewal process. In addition, a long-term agreement with Makivvik was reached to fund lunch and snack programs until the end of the 2028–2029 school year. These measures will improve planning and program delivery. Commissioners expressed strong support for these initiatives, emphasizing their importance for student success and noting that food insecurity reflects the socio-economic challenges faced by many families. Some commissioners also voiced concerns about schools assuming responsibilities traditionally associated with families.

- **Breakfast Club of Canada Partnership:**

- The agreement spans 2025-2026 to 2027-2028, ensuring a universal, sustainable, and high-quality breakfast program available every school day to all students who wish to participate.
- It serves 17 of 18 schools in Nunavik; estimated average daily participation: 2,903 students. Note that Jaanimmarik School expressed a preference for managing its own program and funding agreement.
- In 2024, the total program cost was \$1,189,376, with Kativik Ilisarniliriniq contributing 50% (\$594,688).
- Under the current three-year partnership agreement, Kativik Ilisarniliriniq will cover \$1,639,432 for shipping, food purchases, equipment, and administration.
- A notice of intent was published on SEAO (Nov 18, 2025); no other bidders expressed interest.

- **Makivvik Lunch and Snack Program:**

- Long-term funding secured until 2028-2029, enabling strategic planning and stability.
- 2024-2025 spending: \$361,639 (late start due to funding confirmation in April 2025).
- 2025-2026 budget: \$2,068,336.25; total with carry-over: \$2,987,597.
- This program encompasses hiring cooks for all 18 schools, creating a new position dedicated to the management of food programs, and upgrading facilities to meet rising needs.

As part of the activity report presented by the Education Services' School Operations team, the Council was briefed on the Student Teacher Placement Program. This initiative, implemented in collaboration with Canadian universities, identifies candidates for six- to eight-week placements in Nunavik schools. The program continues to be successful and, while recruitment is not the primary goal, it complements the school board's broader recruitment strategy.

- This initiative targets universities offering a Bachelor of Education and students in their fourth and final year of university.

- Host schools must have a qualified teacher willing to mentor the student teacher.
- Housing availability is required for placements to be approved.
- Partner Universities include: Université du Québec à Montréal, Université du Québec à Rimouski, Université du Québec à Trois-Rivières, McGill University, University of Saskatchewan, University of Prince Edward Island (UPEI), Bishop's University, Lakehead University, Sherbrooke University.
- For the 2025-2026 school year, nine placements are confirmed across Nunavik communities:
 - Two at Ulluriaq School (Kangiqsualujjuaq) – (Sherbrooke and Bishop's)
 - Two at Jaanimmarik School (Kuuujjuaq) – (Sherbrooke, UPEI)
 - Two at Kiluutaq School (Umiujaq) – (UPEI)
 - Two at Asimauttaq (Kuujuaraapik) – (Lakehead)
 - One placement pending from McGill

The Council expressed support and optimism after being briefed on progress toward the development of a Nunavik Education Program (NEP). This program defines the founding principles that will guide curriculum development at Kativik Ilisarniliriniq (KI) in all languages—Inuktitut, French, and English. The initiative is grounded in the education self-governance rights enshrined in the James Bay and Northern Quebec Agreement (JBNQA). Consultations with the Ministère de l'Éducation du Québec (MEQ) are part of the NEP development process, with the goal of achieving official recognition and integration in the provincial educational framework.

- **Pedagogical Support Needs:**

- Discussions emphasized the ongoing need for teacher support in the Inuktitut sector, particularly to strengthen educators' mastery of the language.
- Once the NEP is finalized, Quebec universities' faculties of education will also be able to take it into consideration and include it in their teacher certification programs.

- **Origins and Leadership:**

- Development of the NEP began in 2023–2024, led by the Inuktitut curriculum development and education consultant team under Arqusiurtiit, the committee overseeing Nunavik education reform.
- Work will continue in 2025–2026, including broader consultations and communications with KI teachers and staff.

- **Arqusiurtiit Committee:**

- Created in 2021 following the 2018–2021 Education Research (Program Evaluation – Audit).
- In 2024, the committee refocused on curriculum reform to strengthen Inuktitut as an academic language at all levels.
- With the work spearheaded by Arqusiurtiit, KI has adopted an approach to curriculum reform that is unique in Québec and Canada. This approach is rooted in developing multilingual competencies rather than focusing on a traditional first- and second-language model.

The Council was briefed on the development of the Nunavik History Program, a project initiated in 2016. Significant progress was achieved between 2023 and 2025, and the work aligns with the approach used for the development of a Nunavik Education Program, which the Arqusiurtiit committee oversees. Commissioners highlighted the value of this initiative, noting that its implementation will connect youth with their communities and actively involve community members in sharing and documenting local history, while situating Inuit communities within the broader Canadian and international context.

- **Program Status:**

- Submitted to the Ministère de l'Éducation du Québec (MEQ) for first-round comments; integration currently being finalized.
- Second submission for MEQ approval completed in January.
- The program reflects the multilingual and culturally grounded approach promoted by the Arqusiurtiit committee, ensuring integration of Inuit perspectives in curriculum development.

- **Next Steps:**

- Avataq Cultural Institute is producing the textbook, which is expected to be finalized at the beginning of 2026.
- The development of a pedagogical package and teaching materials will follow MEQ approval.

The Council approved a series of resolutions to support the progress of projects led by the Material Resources department, including major renovation initiatives, transportation contracts, and change orders for ongoing construction and maintenance projects. These approvals ensure continued investment in school infrastructure and operational capacity across Nunavik.

- The 2025–2026 Major Renovation Projects support renovation work and upgrades in schools and facilities across multiple communities, including: Ulluriaq School (Kangiqsualujjuaq) – Window replacement, heating piping cleaning, and multiple door replacement; Innalik School (Inukjuak) – Main entrance and bathroom renovation work; Iguarsivik School (Puvirnituq) – Classroom interior finishes and radiator replacement; Jaanimmarik School (Kuujjuaq) – Building envelope renovation; Arsaniq School (Kangiqsujuq) – Boiler and generator replacement.
- Renewed transportation contracts:
 - Air Inuit – One-year contract for passenger and cargo services (approx. \$10M annually).
 - Sealift Cargo Transportation – Three-year contract for 2026–2028 seasons, awarded through public tender.
- Change orders for ongoing projects – Change orders address unforeseen conditions and compliance requirements, ensuring project continuity and safety. Those approved include:
 - Garage/Warehouse Construction in Tasiujaq, Ivujivik, and Kangirsuk – Adjustments for structural, electrical, and mechanical modifications.
 - School Renovation Projects: Kiluutaq School (Umiujaq) – Additional plumbing and ventilation work; Innalik School (Inukjuak) – Temporary ventilation and

heating system modifications; Jaanimmarik School (Kuujjuaq) – Fireproofing and water infiltration repairs.

The Council received an update from the Nunavik Board of Health and Social Services (NRBHSS) public health team on the *Uvikkavut Qanuippat? 2022* health survey dissemination activities and next steps. Commissioners emphasized the importance of raising awareness among the general population and youth about substance and drug use, noting that, beyond some of the specific issues they discussed, this research is critical to better understand youth realities. They highlighted that with more than 70% of students leaving school, outreach cannot rely solely on school-based channels. Communities must take a proactive role in engaging youth, creating spaces for dialogue, and building a vision for their future locally. Commissioners also stressed that the survey data is relevant to all Nunavik organizations and encouraged the NRBHSS public health team to find ways to share results directly with youth, to foster their engagement and help them understand why their participation matters.

- *Uvikkavut Qanuippat?* is part of the Québec Health Survey of High School Students, conducted in Nunavik in 2010, 2016, and 2022. Led by Institut de la statistique du Québec (ISQ) the research was conducted in collaboration with the NRBHSS and Kativik Ilisarniliriniq.
- The objective was to collect data on physical and mental health, lifestyle habits, and social environments of Nunavik high school students. In 2022, 699 questionnaires were completed (51% response rate) surveying youth on topics such as sleep, nutrition, substance use, cultural identity, mental health, violence, and school engagement. Data was compiled, and dissemination of the findings began in 2024 with the publication of reports, presentations to Nunavik organizations, and community outreach.
- Over the coming year, the NRBHSS public health team will work to increase visibility and accessibility of the findings (postcards, social media, newsletters). Follow-up activities will include co-interpretation of key findings with communities and advocacy for resources and partnerships to sustain engagement.
- The NRBHSS public health team was invited to continue updating the Council on a yearly basis.

The progress report presented to the Council by the Director of Human Resources highlighted the work completed as part of continuous improvement loops designed to support in-community recruitment efforts. These initiatives aim to strengthen strategies for attracting and retaining employees locally, ensuring that schools and administrative units have the resources they need to maintain stability and quality in staffing.

- The Human Resources department, in collaboration with General Administration, has strengthened local recruitment strategies through targeted initiatives.
- Among these, the introduction of comprehensive offer letters stands out as a significant improvement, ensuring that employees clearly understand their rights

and benefits. This approach enhances transparency and fosters greater confidence in employment terms.

The Council approved a new Memorandum of Understanding (MoU) with the Université du Québec en Abitibi-Témiscamingue (UQAT), marking a significant milestone for the Teacher Training Program. This revised agreement reinforces Kativik Ilisarniliriniq (KI)'s authority and enhances operational efficiency, ensuring the program remains culturally grounded and community-focused. It guarantees Kativik Ilisarniliriniq's full jurisdiction over the curriculum used in its schools, minimizes classroom disruptions, and provides Inuit educators with high-quality training aligned with Nunavik's educational vision.

- The collaboration between KI and the UQAT has evolved over several decades, with a formal partnership established through an MoU signed in 2021.
- The 2021 MoU required revision to better reflect KI's priorities and governance framework, leading to the development of a revised agreement in 2024.
- The revised MoU affirms KI's jurisdiction over the curriculum and educational materials used in its schools, which is consistent with the Education Act and the James Bay and Northern Quebec Agreement (JBNQA).
- It introduces measures to reduce classroom disruptions by coordinating training schedules with KI's school calendar and separating Inuktitut adaptation sessions from teaching periods.
- A co-management committee with representatives from KI and UQAT oversees planning, scheduling, and evaluation of the Teacher Training Program, ensuring responsiveness to Nunavik's educational context.
- The academic structure is also adapted to Nunavik realities, with clear milestones for teaching certification and delivery in Inuktitut, English, and French. This increases equity between the outcomes of programs offered by McGill and UQAT to KI teachers. While the McGill program ultimately leads to a Bachelor of Education (B.Ed.), the UQAT program leads to a Bachelor of Arts (B.A.).
- Financial and operational management responsibilities are clearly defined, including budget approval and payment processes, with KI retaining authority over student lists and scheduling.
- Additional improvements include intellectual property protections, confidentiality and data management aligned with provincial legislation, and formal dispute resolution and renewal processes.

The Director of Adult Education and Vocational Training updated the Council on the progress of the teacher training programs offered in partnership with McGill University. The part-time, on-the-job program continues to support KI-employed teachers directly in their schools and communities, with regional counsellors providing ongoing support and conducting personalized student evaluations. In addition, a full-time Certificate in Education for First Nations and Inuit (CEFNI) program was launched in Kuujuaq in August 2025. This new program is open to the public, and five students are currently enrolled.

- The part-time teacher training program offers courses such as Indigenous Physical Activities, Communication in Education (delivered exclusively in Inuktitut), Inuktitut Orthography and Grammar, Educational Psychology, and Dialects of Inuktitut.
- Regional counsellors have been actively traveling to schools to conduct student evaluations and provide personalized support during the fall session.
- The full-time CEFNI program was promoted through multiple channels, including a news release, a social media campaign, and radio ads, generating significant engagement.
- Despite strong outreach efforts through news releases, social media, and radio, the full-time program has faced challenges with low conversion into applications and poor student retention. Between June and October 2025, 29 applications were received, 10 students were accepted, and 5 remained active by October 20, 2025. The first field placement pairs full-time students with teachers at Pitakallak School, focusing on classroom observation, instructional strategies, and reflective portfolio development.
- Key challenges include difficulty recruiting instructors who can leave their classrooms for extended periods and the need to restructure course materials for the intensive three-week format, which differs from the on-the-job courses that are offered over a more condensed schedule (one-week intensive courses).

The Director of Adult Education and Vocational Training presented a comprehensive update on the department's activities, emphasizing its multifaceted role in supporting learners, communities, and the regional workforce across Nunavik. The department continues to deliver general education and vocational training programs tailored to community needs, while also expanding initiatives in parenting, cultural preservation, and teacher training. Collaborative efforts with regional partners and ongoing program development aim to enhance employability, cultural continuity, and educational leadership within Nunavik.

- The department coordinates educational programs and professional development opportunities across four main areas:
 - **General Education and Vocational Training:** Supporting literacy, numeracy, secondary-level completion, academic upgrading, and hands-on vocational programs aligned with labour market demands.
As of December 2025, there were 205 students enrolled in general education courses, while 59 students were enrolled in vocational training programs. A School Enrollment Audit conducted by an external firm in October 2025 found that from a sample of 49 student files verified, all were complete and compliant with ministry administrative requirements. This represents a major achievement for the department.
 - **Services to Businesses and Communities:** Delivering tailored training for employers and municipal organizations, building local capacity in key sectors, and promoting workforce development in partnership with the Kativik Regional Government (KRG) and other stakeholders. So far this year, 519 participants enrolled in training sessions offered across Nunavik.
A key project launched this year is the Certificate in Management program offered in partnership with McGill University. The program focuses on

leadership and organizational skills and is tailored to the needs of staff from KI, KRG, and Makivvik.

- **Ilurqisitigut and Parenting Programs:** Fostering personal development, cultural continuity, and lifelong learning by integrating traditional knowledge, land-based learning, and community values. A long-term goal includes establishing a cultural centre in Kuujjuaq serving as a hub for preserving Inuit knowledge and traditions. So far this year, 164 individuals participated in training sessions offered across Nunavik and in Montreal.
Parenting and family wellness initiatives have also been initiated, including new workshops, staff training, and ESUMA-funded projects such as cultural boxes and an online radio show to support parental involvement.
- **Teacher Training:** Preparing and supporting future Inuit educators through part-time and full-time programs developed with McGill University, and expanding professional development to align with Inuit culture and the Nunavik context.

The Council was briefed by the Director of Post-Secondary Student Services on major organizational development that will positively impact the general post-secondary programs offered to Nunavimmiut. This includes progress made in the development of programming in French for Nunavik Sivunitsavut and a related Memorandum of Understanding with the Collège Ahuntsic. Following the release of the Kativik Ilisarniliriniq report on community consultations related to the creation of a post-secondary institute in Nunavik, key steps were also taken to confirm partners' support and clarify the vision of a future institution, as formulated by Nunavimmiut during the 2023-2024 public consultations.

- A new education consultant was recruited to work with Collège Ahuntsic on the development of Nunavik Sivunitsavut programs in French. The current project timeline foresees a launch of the programs for the fall of 2027, with student recruitment opening next year.
- A joint letter of intention was sent to the Ministry of Higher Education by Kativik Ilisarniliriniq and Makivvik. The letter reiterated Nunavimmiut's readiness to see a post-secondary institute in their region, subsidized by public funding. While work is ongoing to create the required legal and financial framework for this institution, the department is working on the development of courses and programs that will be offered to Nunavimmiut, in partnership with educational institutions at the college and university levels.