

KEY MESSAGES

COUNCIL OF COMMISSIONERS OF OCTOBER 22 - 24, 2024 | KUUJJUAQ

In the context of a general discussion of their roles and responsibilities, the Commissioners stressed the importance of follow-up to ensure accountability and transparency related to decisions and requests made by the Council. To this end, they have requested that the former practice of recording and reviewing the status of action items from previous meetings be re-introduced, in complement to minute-taking.

In the past, action points from each Council meeting were identified and assigned to specific department directors for follow-up. Action points were reviewed at each Council meeting, and a status updated was provided to indicate if work was completed.

The Council was updated on the momentum gained by Sivumuattiit, the Student Success Initiative spearheading Kativik Ilisarniliriniq's strategic planning process. Since June 2024, one community consultation and five internal consultations have brought together over 300 employees from the youth and adult education sectors, as well as commissioners and managers from all departments. Background:

The strategic planning process will enter the Visioning phase this November. As the Listening phase ends, there have emerged both a sense of purpose and a definition of student success.

The staff and student journeys mapped by participants, along with the strengths and challenges identified, in addition to the ideas put forward for improvement and community engagement in education, will serve as a basis for the next series of consultations with Nunavik communities and staff.

The Commissioners were asked to identify questions they would like to see addressed at the December Council meeting. The overall Sivumuattiit plan and takeaways from on-going consultations are available on our website:

<https://www.kativik.qc.ca/en/sivumuattiit>

The Council was briefed on work of the Language committee, recently renamed Arqusiurtiit. Created in 2021 in response to the 2018-2021 Education Research (Program Evaluation - Audit), the Committee has refocused its work on curriculum reform with the purpose of strengthening Inuktitut as an academic language at all levels. The proposed approach to curriculum reform is unique in Quebec and Canada, as it is rooted in the development of multilingual competencies, rather than focusing on a traditional first- and second-language model.

Next steps for 2024-2025 will include:

- Identification of criteria and necessary building blocks (material, human and financial resources) to pilot the reformed curriculum and new pedagogical approach.
- Identification of how the Inuguiniq pedagogical approach can apply to and inform our program framework.
- Continue to implement and strengthen the pathways to school success that were introduced in 2022-2023.

Assistant Deputy Minister for Diversity, External Relations, Anglophones and Indigenous Affairs Marie-Josée Blais presented to the Council a total of 14 recommendations resulting from the investigation launched by the MEQ in January 2024 looking into the administration and operation of Kativik Ilisarniliriniq, with regard specifically to the management of its human, financial and material resources. Ten of the recommendations presented are addressed to KI, while the remaining four are addressed to the MEQ. The Council indicated that, in the absence of access to the full investigation report, it lacked the essential contextual information it would need to further comment on or discuss the recommendations.

On January 3, 2024, a letter from the MEQ informed Director General Harriet Keleutak that the *Direction générale des affaires internes* of the Ministry of Education had been mandated to launch an inquiry regarding the governance and administration of the Kativik Ilisarniliriniq. The letter stated that the investigation would determine the impact of the challenges that Kativik Ilisarniliriniq was facing, in order to resolve a troubling financial situation (i.e. a financial deficit, which the Council had argued was due to inadequate funding and budgetary rules that expired on June 30, 2024).

Publication of the investigation report was initially expected by June 30, 2024. On October 23, 2024, MEQ Assistant Deputy Minister Marie-Josée Blais confirmed to the Council that the report would be published in the following weeks.

The Commissioners approved amendments to the Ordinance on the delegation of functions and powers (KSB-03). The changes introduced will allow department directors and assistant directors to approve agreements with partner legal entities, while working within specified budget thresholds. The Director of Human Resources will also be authorized to approve employees' suspension with pay.

These changes will streamline the administrative processes for departments, as approval by the Executive Committee will not be systematically required.

The Commissioners were briefed on the Accumulated Maintenance Deficit (AMD), which totals \$292.4 M. The assessment of all KI buildings is now completed. With the current funding allocated by MEQ (\$30M per year for building repairs), it is estimated that it would take 10 years to bring this AMD to zero. This scenario does not take into consideration the repair budget that will also be required to deal with normal wear and tear on all our buildings over this 10-year period.

The replacement value of all our buildings currently represents more than \$2.3 B.

All required maintenance work is tracked using Maximo software, introduced in 2021. This computerized maintenance management system (CMMS) facilitates automated workflows and provides an up-to-date inventory of all required maintenance work on our buildings.

Over the last three years, the maintenance needs of all housing units, schools, adult education centres, student residences and warehouses were assessed in the 14 Nunavik communities.

The replacement of pad foundations by piles on new and existing buildings is currently being implemented in Maximo. The objective is to prepare for the forecasted receding of permafrost over the next 20 to 30 years, and to verify the current estimate of \$60 M for the work planned.

The Commissioners were provided with an overview of all current capital investment projects, as well as major and minor renovations, along with past and projected delivery dates over the period up to and including 2029. The overview also included requests submitted to the Quebec Ministry of Education (MEQ) for construction projects under the PQI 2025-2035 totalling more than \$1.6 B. Projects that were not granted over the past three years were included in the PQI 2025-2035. No new construction projects submitted last year under the PQI 2024-2034 were approved for the current school year.

Approved and on-going capital investment projects include: **housing units** (Kangiqualujuaq, Salluit, Puvirnituaq, Inukjuak, Umiujaq, Kuujjuaraapik), **schools** (Tasiujaq, Quaqtaq, Ivujivik—portable classrooms, Salluit—Ikusik portable classrooms, Akulivik, Kuujjuaraapik—portable classrooms), **warehouses and bus garages** (Tasiujaq, Kangirsuk, Kangisujuaq, Salluit, Ivujivik), **student residences** (Kuujjuaq), **adult education centres** (Kuujjuaq) and **administrative offices** (Kuujjuaq).

Approved and on-going major renovation projects include: **schools** (Kuujjuaq—Jaanimarik, Tasiujaq, Puvirnituaq—Iguarsivik, Inukjuak—Innalik, Umiujaq), **adult education centre** (Puvirnituaq), **housing units** (Umiujaq), **offices** (Montreal) and **Nunavik Sivunitsavut** (Montreal).

As part of the Re-IP project, the Information Technologies (IT) department has rebuilt the network of schools, warehouses, offices and adult education centres in 10 of the 14 Nunavik communities since April 2024. The rebuilt network will open Internet access to students in a controlled way and will permit Kativik Iisarniliriniq to access cyber security insurance.

By rebuilding school and adult education centres, the IT department will be able to strengthen control mechanisms related to cybersecurity and meet the standards required to access cyber insurance, which Kativik Iisarniliriniq does not qualify for right now. The communities of Salluit, Ivujivik, Puvirnituaq and Inukjuak, as well as the Montreal offices, are scheduled for completion by June 30, 2025.

In addition, work will continue this year to:

- Transition internet infrastructures to include both a fiber and Low Earth Orbit (LEO) satellite solutions at all locations. As of October 2024, all Nunavik schools, adult education centres, warehouses and offices are using a combination of internet service providers to achieve broadband internet connection. Starlink Business Edition is active everywhere, using Low Earth Orbit (LEO) satellites. On the Hudson coast, (Kuujjuaraapik to Salluit), all communities are connected to Tamaani Fiber. However, the Tamaani Fiber **for business** has only been activated in 4 communities so far (Kuujjuaraapik, Umiujaq, Inukjuak and Puvirnituaq). In the remaining 10 communities, the Starlink Business Edition connection is complemented by OneWeb, which also relies on Low Earth Orbit (LEO) satellites. OneWeb will be phased out and replaced by Tamaani Fiber for business in communities where it gets activated.
- Transition internet Low Earth Orbit (LEO) satellite infrastructures to Starlink for businesses and Tamaani Fiber as the latter becomes available to businesses in new Nunavik communities. At the moment, 4 communities out of 14 are fully transitioned (Kuujjuaraapik, Umiujaq, Inukjuak and Puvirnituaq).

- Replace of legacy intercom systems, telephone systems and surveillance cameras in schools and adult education centres. An average of two thirds of the workload has been completed so far.
- Install three Teams Rooms for videoconferencing at each youth-sector school as planned and scheduled for completion by June 30, 2025.

The Director of Finance presented an analysis of his department's operations, its challenges and the internal restructuring plan currently being implemented to address the issues affecting both internal (KI departments) and external stakeholders (MEQ, suppliers, etc.).

The Finance department restructuring plan includes the development of workflows for all operations, as well as the hiring of additional employees based on needs assessments, review of all current roles and positions and the introduction of performance indicators to be linked to each role within the department.

The implementation of the restructuring plan has begun, and completion is projected by the end of March 2025.

The Council approved the abolition of a management position within the IT department and the creation of positions under the Human Resources and Education Services departments.

The IT management position abolished had remained vacant since its creation and does not meet current needs.

A temporary position of Associate Human Resources Director was created as part of a succession plan for the current Director. The Council expressed interest in following up on this initiative to find out if the same practice could be mirrored in other departments.

Six additional full-time positions of Regional Special Education Technicians were created to support schools in Kuujjuaq, Kangiqsujaq, Salluit, Puvirnituk and Inukjuak. The Council stressed the importance of ensuring that expertise is available locally to provide support to students who need special education services.