



Kivalliq Inuit Association

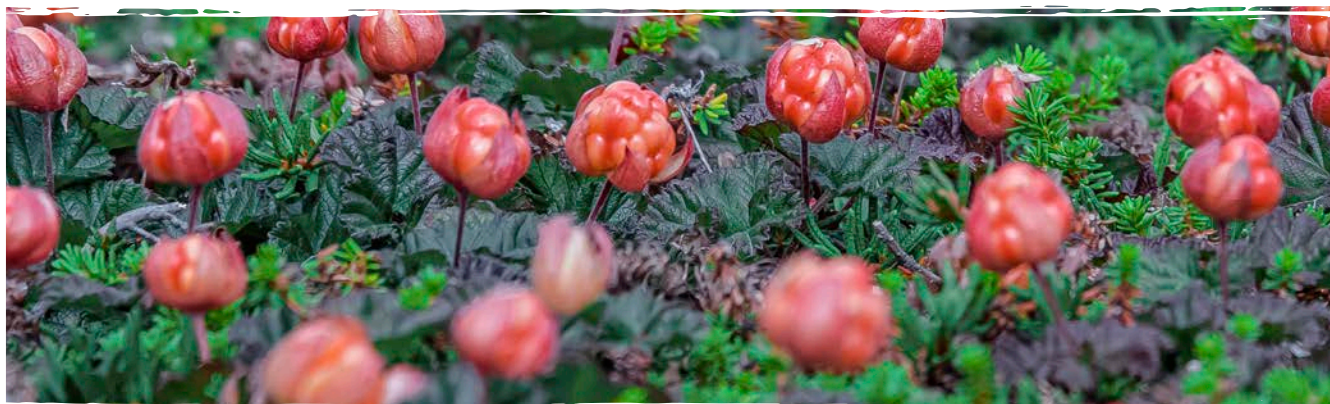
Annual Report 2025



Table of Contents

- 01** 50 Years of Inuit-Led Governance in the Kivalliq Region
- 02** Executive Summary
- 03** About the Kivalliq Inuit Association
- 04** Governance and Leadership
- 05** 2025 Elections
- 06** Message from the President
- 07** Strategic Direction:
2025–2030 Framework
- 08** Strategic Priority Areas
- 10** Strategic Priority Performance Reports
- 16** Departmental Reports
- 28** Subsidiaries and Partnerships
- 29** Subsidiary Profiles
- 30** Financial Overview
- 33** Looking Ahead: 2026 Priorities





50 Years of Inuit-Led Governance in the Kivalliq Regions



As KIA moves forward with the operational rollout of the 2025–2030 Strategic Plan Framework—rooted in the five priority areas of Culture & Language, Food Security & Inuit Stewardship, Community Health & Childcare, Infrastructure & Economic Development, and Advocacy & Business Relationships—the guidance and trust of beneficiaries remain at the heart of this work. These priorities, shaped through community voices across all seven Kivalliq communities, continue to anchor the direction of the organization and inform every step KIA takes.

KIA's efforts are made possible because Inuit throughout the region place their confidence in the Association to speak with one voice, safeguard long-standing rights, and advance priorities grounded in real community experience. It is this trust that allows Inuit leadership to advocate strongly and effectively for the region, ensuring that decisions reflect the lived realities and aspirations of Kivallirmiut.

The continued support of beneficiaries forms a partnership that strengthens every part of KIA's work—uniting community members, Elders, youth, and elected representatives in shared purpose. Together, this collective leadership shapes a path toward a resilient, sustainable, and prosperous future. With beneficiaries guiding and inspiring every initiative, the journey ahead continues to be firmly Inuit-led and grounded in responsibility, respect, and a shared vision for the generations to come.

Executive Summary

The Kivalliq Inuit Association (KIA) is pleased to present the 2025 Annual Report, marking a year of foundational implementation of the 2025–2030 Strategic Plan Framework. Guided by a strong commitment of self-determination and long-term sustainability, 2025 became a year of renewed momentum – aligning our operations with the priorities that matter most to Kivallirmiut, strengthening how we plan and measure progress, and ensuring Inuit voices continue to shape the decisions that chart the course of the Kivalliq Region’s future.



2025 by the Numbers

- 7 communities engaged across the Kivalliq Region in strategic dialogues and outreach.
- \$1.3 Million committed for repairs and renovations for daycares within the region
- Committed \$2 Million towards Major Infrastructure for Daycare Operations
- Completed and began operationalizing the 2025–2030 Strategic Plan Framework.
- KIA Top up of \$500,000 to ensure continuity of the NHSP Program
- Ongoing implementation and administration of the Sapuulutaq Fund
- Strengthened governance and internal systems
- Continued Advocacy for Housing, Energy, Connectivity & Infrastructure
- \$100,000 Donations to various groups and organizations in the Kivalliq
- 92% of Inuit Employment Rate

About the Kivalliq Inuit Association

The Kivalliq Inuit Association represents Inuit beneficiaries of the Nunavut Agreement in the seven Kivalliq communities: Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Rankin Inlet, Nauyasat, and Whale Cove. KIA protects and administers Inuit rights and interests, manages Inuit Owned Lands (IOLs), and promotes the cultural, social, political, and economic well-being of Kivalliq Inuit.

Mandate

Represent Inuit in a fair and democratic manner.

Protect and administer Inuit rights and interests under the Nunavut Agreement.

Manage Inuit Owned Lands and support responsible stewardship.

Promote cultural continuity, social well-being, and sustainable economic development.

Impact Statement: KIA advances cultural strength, land stewardship, and sustainable development for Inuit across the Kivalliq Region, protecting rights today while building the foundation for future generations.



Governance and Leadership

KIA is governed by a Board of Directors elected from each Kivalliq community and led by regionally elected President, Vice President and Secretary Treasurer. The Board provides strategic oversight, policy direction, and accountability to Inuit beneficiaries.

Board Responsibilities

- Strategic planning and governance.
- Financial oversight and fiduciary responsibility.
- Representation of Inuit interests at regional, territorial, and national levels.
- Oversight of subsidiaries and affiliated corporations.

2025 Kivalliq Inuit Association Board of Directors



President –
Kono Tattuinee



Vice-President –
Patrick Tagoona



Secretary Treasurer –
Samuel Alagalak



Community Director Arviat –
Tony Uluadluak



Community Director Baker Lake –
Joan Scottie



Community Director Chesterfield Inlet –
Peter Sr Kattegatsiak



Community Director Coral Harbour –
Lucassie Nakoolak



Community Director Nauyas –
Johnny Tagornak



Community Director Rankin Inlet –
Nellie Kusugak



Community Director Whale Cove –
Guy Enuapik

Sapuulutaq (formerly Legacy Fund) By-Law #2 Amendments

In 2025, the Board took a historic step by passing a bylaw amendment that transforms how longterm resources are governed and used for the benefit of Kivalliq Inuit. Following extensive community visits and discussions across all seven Kivalliq communities, the Board approved significant updates to the Funds structure—most notably its renaming to Sapuulutaq. This name was chosen based on the suggestion and guidance of Guy Enupik, a respected Elder and KIA Community Director for Whale Cove, whose insight reflected the values of endurance, prosperity, and longterm responsibility that the fund represents.

The amendment also streamlined the fund by removing specific subfunds—including the Ukkusiksalik National Park allocation, Inuit Employment Target Contribution Funds, and the Resource Revenue Trust—creating greater flexibility for future programming, education initiatives, and longterm sustainability. For Kivalliq Inuit, these changes mark a meaningful evolution in selfdetermination and financial governance. The strengthened structure ensures that each community can access Sapuulutaq resources equitably while honouring the unique circumstances, priorities, and aspirations expressed during Board engagement and community consultations.

2025 Elections

Secretary Treasurer & three (3) Community Directors

In 2025, KIA held regional elections for the position of Secretary Treasurer, along with local Community Director elections in Arviat, Baker Lake, Coral Harbour and Chesterfield Inlet. These elections played an important role in renewing the Association's commitment to transparent and democratic governance, ensuring that leadership continues to reflect the voices and priorities of Inuit across the Kivalliq Region.

The election process strengthened community participation and reaffirmed beneficiaries' trust in the Board's role as the guiding body for KIA's longterm direction. Newly elected and returning Board Members bring forward community perspectives that will help shape policy, guide major decisions, and support the operational rollout of the 2025–2030 Strategic Plan Framework. Their leadership will be essential as KIA continues to advance key priorities, strengthen regional partnerships, and ensure that Inuit voices remain at the center of all governance decisions.



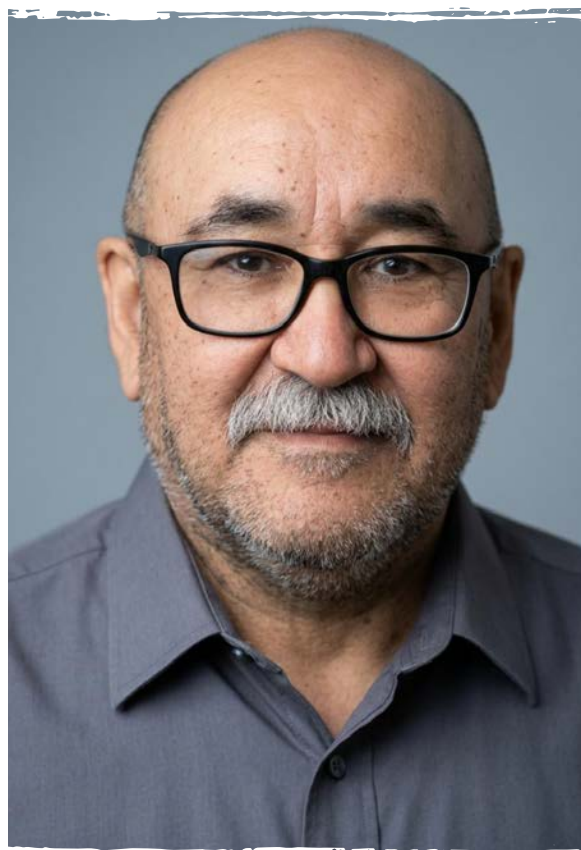
Message from the President

As Inuit, we know that the future is something we build together. In 2025, I am proud of the work the Kivalliq Inuit Association (KIA) has done to support our people, strengthen our communities, and plan carefully for the generations who will come after us.

This year reminded us of both our challenges and our strengths. Across the Kivalliq Region, Inuit continue to face high cost of living, housing shortages, and the impacts of climate change. At the same time, we see resilience every day – in students working toward their education, in harvesters continuing traditions on the land, and in communities coming together to support one another. These realities guide KIA’s work and remind us why our role is so important.

2025 was a year of important groundwork and renewed focus for the Kivalliq Inuit Association. With the completion of our 2025–2030 Strategic Plan Framework, KIA set a clear, Inuit-driven direction, rooted in our values and long-term vision. We advocated strongly for food security, infrastructure investment, housing, and economic opportunities, while supporting cultural revitalization and stewardship initiatives led by Inuit. Our work reflects our commitment to self-determination and to ensuring Inuit voices remain central in all decision-making affecting our region.

I am optimistic about the path ahead. Through careful planning, including the continued development of the Sapuulutaq Fund, we are laying the groundwork for lasting benefits that will support Inuit not just today, but far into the future. Our partnerships are growing stronger, our organization is becoming more resilient, and Inuit leadership continues to guide every step forward.



On behalf of the Board of Directors, I thank our staff, Elders, community leaders, partners, and most importantly Inuit beneficiaries for your trust and guidance. Together, we will continue to protect Inuit rights, support our communities, and build a future rooted in our values and responsibilities to one another.

The future of the Kivalliq Region is Inuit-Led, Strong, and Full of Opportunity

Kono Tattuinee,
President, Kivalliq Inuit Association



Strategic Direction: 2025–2030 Framework

The 2025-2030 Strategic Plan Framework represents a significant milestone for the Kivalliq Inuit Association, reflecting extensive collaboration between the Board of Directors, community members, elders, youth, and Kivalliq Inuit across the region. Over the course of several months, Board Members engaged with their respective communities to gather perspectives, concerns, and long-term aspirations. These conversations held through consultations, local meetings and ongoing dialogue with beneficiaries, ensured the Framework is grounded in lived experience and reflects the priorities expressed directly by Inuit. Through this process, the Board collectively examined what Inuit in each community identified as the most pressing issues and the most promising opportunities for long-term regional well-being. Board members brought this feedback together at the regional level, where it was reviewed, discussed and refined collaboratively. This collective approach ensured that each priority area was not only informed by community voices but also evaluated through an Inuit-led governance lens that emphasizes self-determination, sustainability, collaboration and cultural continuity.

The result is a Strategic Plan Framework built on five (5) priority areas that will guide KIA's work over the next five (5) years:

Strategic Priority Areas



Culture and Language

Objective: Making Inuit Language and Culture a core part of education and community programming



Food Security and Inuit Stewardship

Objective: Supporting harvesting through stable funding mechanisms which tackle food security through Inuit led initiatives



Community Health and Childcare

Objective: Improve the lives of Inuit in the Kivalliq Region through expanded and enhanced childcare and community health service opportunities and more Inuit well-being programming



Infrastructure and Economic Development

Objective: Use strategic and smart partnerships to access funds and increase Infrastructure and Economic Development initiatives and improve on existing opportunities to better the lives of Inuit in the Kivalliq region



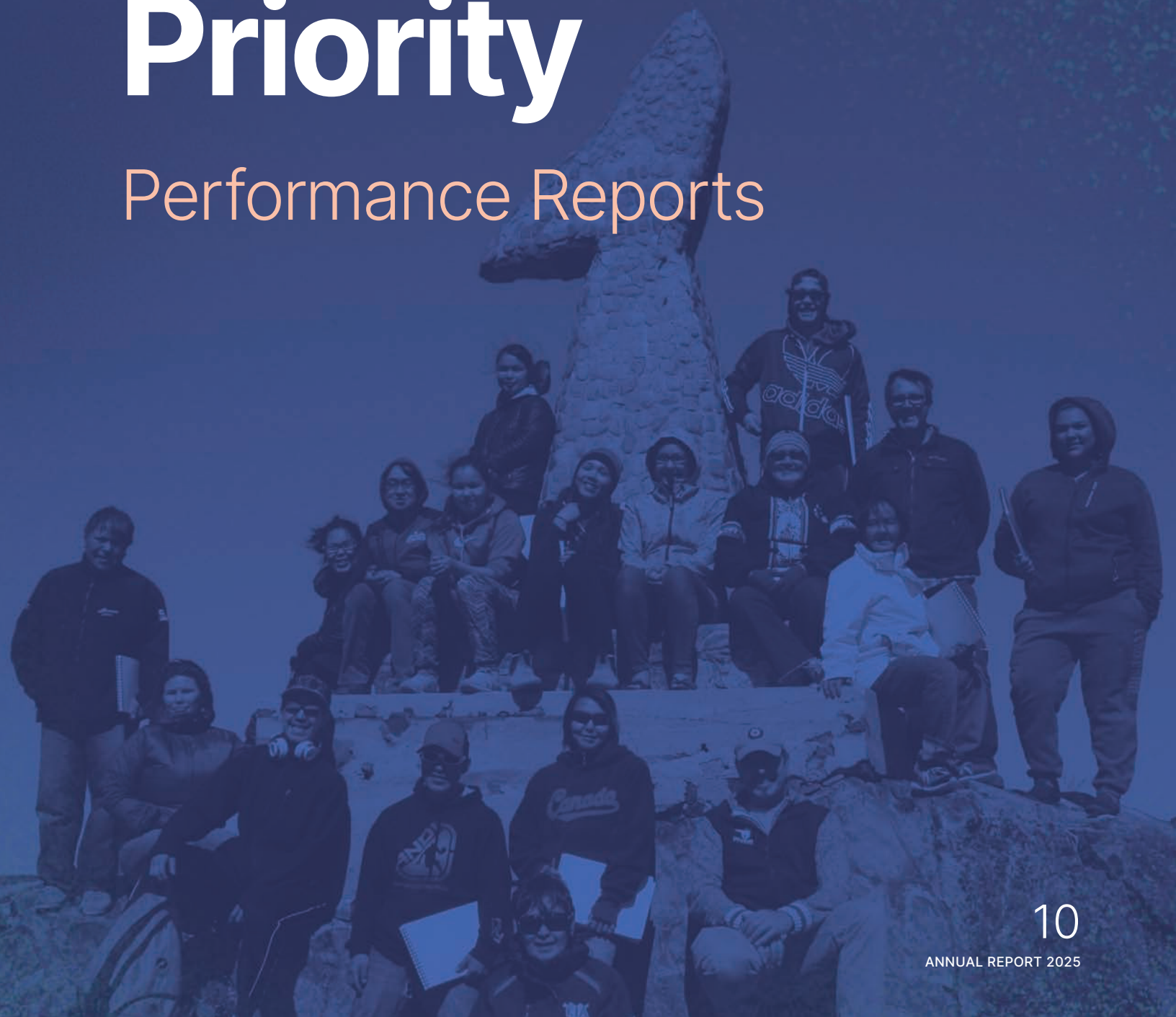
Advocacy and Business Relationships

Objective: Build relationships with government, stakeholders and other organizations to secure funding and improve business relationships



Strategic Priority

Performance Reports





Culture and Language

Objective: Making Inuit Language and Culture a core part of education and community programming.

2025 Impact Snapshot:

- Community-driven cultural and language priorities identified through Board consultations were integrated into new programming directions.
- Initial planning began for revitalizing cultural infrastructure and creating dedicated spaces for knowledge sharing
- Early groundwork laid for long-term Inuktitut learning supports, reflecting strong community demand

2025 Activities and Outcomes:

- Supported community-based cultural and language programming. During the Summer of 2025, KIA introduced Inuktitut Summer Camps in every community
- Engaged Elders, Youth and Cultural Leaders to guide the development of future language initiatives
- Initiated planning for cultural facilities and resource hubs that reflect community feedback gathered during Strategic Plan consultations
- Collaborated with partners to enhance access to Inuktitut learning tools for both youth and adults

Looking Forward (2026 - 2030):

- Re-Establish the Inuit Cultural Institute (ICI) in the Kivalliq Region
- Seek new partnerships and funding opportunities to deliver more cultural programming and expand current programming
- Establish a KIA Cultural Committee within Inuit Programs & Services (IPS) Department to help define what Inuit identity and culture mean for KIA
- Continue to implement year-round programs to teach Inuktitut and preserve cultural knowledge
- Prioritize the teaching of harvesting and traditional skills and create more training programs
- Increase opportunities and support for Inuit education and apprenticeships, including advocating for an Inuit focused curriculum in schools



Food Security and Inuit Stewardship

Objective: Supporting harvesting through stable funding mechanisms which tackle food security through Inuit led initiatives.

2025 Impact Snapshot:

- Harvesters across all communities engaged in identifying needs, gaps and opportunities related to food security
- Momentum gained toward Inuit-led conservation and stewardship initiatives, reflecting community priorities surfaced during consultations

2025 Activities and Outcomes:

- Advanced implementation planning for the Guardians Program announced in November 2025, including training and needs assessments
- Facilitated dialogue on harvesting supports, equipment access, storage solutions, and on-the-land training
- Engaged partners to explore long-term funding options for stewardship and food systems
- Participated in regional discussions informed by direct community feedback gathered by Board Members

Looking Forward (2026 - 2030):

- Develop a KIA Conservation Strategy
- Hire KIA Guardians in every Kivalliq Community
- Continue community engagements to determine community specific needs
- Continue to seek increased funding and partnerships
- Explore marine protected area (MPA) initiatives or separate Inuit stewardship program as a funding mechanism
- Assess current Park Inuit Impact Benefit Agreements (IIBAs) for Guardian Program Funding opportunities
- Establish more food safety and meat testing programs
- Look into KIA or community-owned freezers and food distribution sites



Community Health and Childcare

Objective: Improve the lives of Inuit in the Kivalliq Region through expanded and enhanced childcare and community health services opportunities and more Inuit well-being programming.

2025 Impact Snapshot:

- Increased Regional discussions identified community-specific childcare and wellness needs
- Advocacy advanced for better access to culturally grounded health services based on consistent feedback from beneficiaries

2025 Activities and Outcomes:

- Worked with partners to identify training pathways for Early Childhood Educators and assess childcare facility needs
- Identified community-level barriers to health service access and opportunities for improving navigation and support
- Integrated community insights into early planning for wellness and childcare initiatives

Looking Forward (2026 - 2030):

- Support Inuit-led childcare models and workforce development.
- Pilot community-based childcare solutions with integrated cultural programming.
- Increased mental health programming
- Engage with Nunavut Arctic College (NAC) on Early Childhood Educator Programs for Inuit
- Tour the Pond Inlet Montessori facility and explore other daycare models
- Conduct Daycare Operators capital needs assessment
- Increase financial literacy training for daycare operators
- Conduct a review of existing daycare inventories
- Medical Boarding Home initiatives that reduce medical travel south



Infrastructure and Economic Development

Objective: Use strategic and smart partnerships to access funds and increase infrastructure and economic development initiatives and improve on existing opportunities to better the lives of Inuit in the Kivalliq region

2025 Impact Snapshot:

- Community input highlighted infrastructure gaps such as energy security, housing and connectivity
- Strengthened collaboration with Inuit-owned corporations to align development decisions with long-term Inuit benefit

2025 Activities and Outcomes:

- Participated in regulatory and policy processes to support progress on major regional infrastructure projects
- Advanced conversations with community partners and subsidiaries on unlocking development opportunities
- Integrated community-identified needs from Strategic Plan consultations into advocacy and planning

Looking Forward (2026 - 2030):

- Plan to open Cultural Centres in each community and seek revenue sources to cover operating and maintenance (O&M) costs
- Address land development issues including solutions for lack of ready lots
- Develop KIA Housing Action Plan responsive to needs raised in each community
- Advocate for increased employment opportunities in the mining sector within and outside of Inuit Impact Benefit Agreements (IIBAs)
- Advocate for increased Inuit employment across mining operations and monitor upcoming mine closure strategies
- Support the KHFL and other clean energy initiatives
- Grow tourism and business development opportunities in the Kivalliq Region



Advocacy and Business Relationships

Objective: Build relationships with government, stakeholders and other organizations to secure funding and improve business relationships.

2025 Impact Snapshot:

- Strengthened relationships with governments and industry partners were shaped by issues repeatedly raised during Board of Director Meetings during Community visits
- Active participation in co-management boards and negotiations advanced regional priorities identified by beneficiaries

2025 Activities and Outcomes:

- Coordinated regional advocacy on housing, health, food security, and infrastructure development based on Strategic Plan findings
- Renewed agreements/MOUs to increase training and employment pathways for Inuit.
- Used insights gathered by Board Members during consultations to refine advocacy submissions and negotiation priorities

Looking Forward (2026 - 2030):

- Regular meetings with both the Federal Government & Territorial Government to advance community and regional priorities
- Use advocacy to improve relationships with Government and Industry to secure better funding for KIA
- Use advocacy to ensure agreements are honored and respected
- Advocate for a transparent process to identify territorial parks
- Advocating for improved use of Inuit General Contractors and Inuit Employment within all contracts
- Advocating for better procurement policies that suit the needs of Inuit in the region
- Increase activity in the Kivalliq Business Chamber of Commerce
- Work with Canada Post and Amazon to achieve better options for mail and parcel delivery for Inuit in the region

Departmental Reports

1 Executive Department

Mandate:

Provide strategic leadership and governance support to ensure KIA fulfills its responsibilities under the Nunavut Agreement and advances Inuit rights and interests at the regional, territorial and national levels. The Executive Department oversees organizational direction, supports the Board of Directors, strengthens high-level partnerships, and ensures that decision-making is grounded in Inuit values, self-determination and long-term vision

2025 Key Activities:

- Coordinated cross departmental planning to operationalize the 2025-2030 Strategic Plan Framework
- Supported overlap discussions with Manitoba Denesuline and Athabasca Denesuline organizations

2025 Key Outcomes:

- Stronger alignment between community priorities and regional planning initiatives
- Increased internal capacity to support major development reviews

2026 Priorities:

- Modernize Executive-Level governance tools & Decision Support Systems
- Strengthen executive oversight of Strategic Plan Implementation
- Enhance long-term leadership development and succession pathways

2 Planning and Implementation Department

Mandate:

Lead regional planning, negotiations and implementation activities that uphold Inuit rights under the Nunavut Agreement. The department coordinates across all KIA divisions, negotiates Inuit Impact Benefit Agreements (IIBAs) and land-use arrangements, and serves as a liaison with

federal, provincial, territorial and industry partners. It ensures Inuit participation in co-management systems, supports regulatory and environmental processes, and advances community engagement so that Kivalliq Inuit benefit from development and decision-making affecting the region

2025 Key Activities:

- Translated strategic priorities into departmental work plans.
- Developed performance tracking and reporting tools.
- Supported cross-departmental collaboration and accountability.

2025 Key Outcomes:

- Increased consistency in planning and reporting.
- Strong foundation for outcome-based reporting over 2025–2030.

2026 Priorities:

- Standardize project templates and reporting cadences.

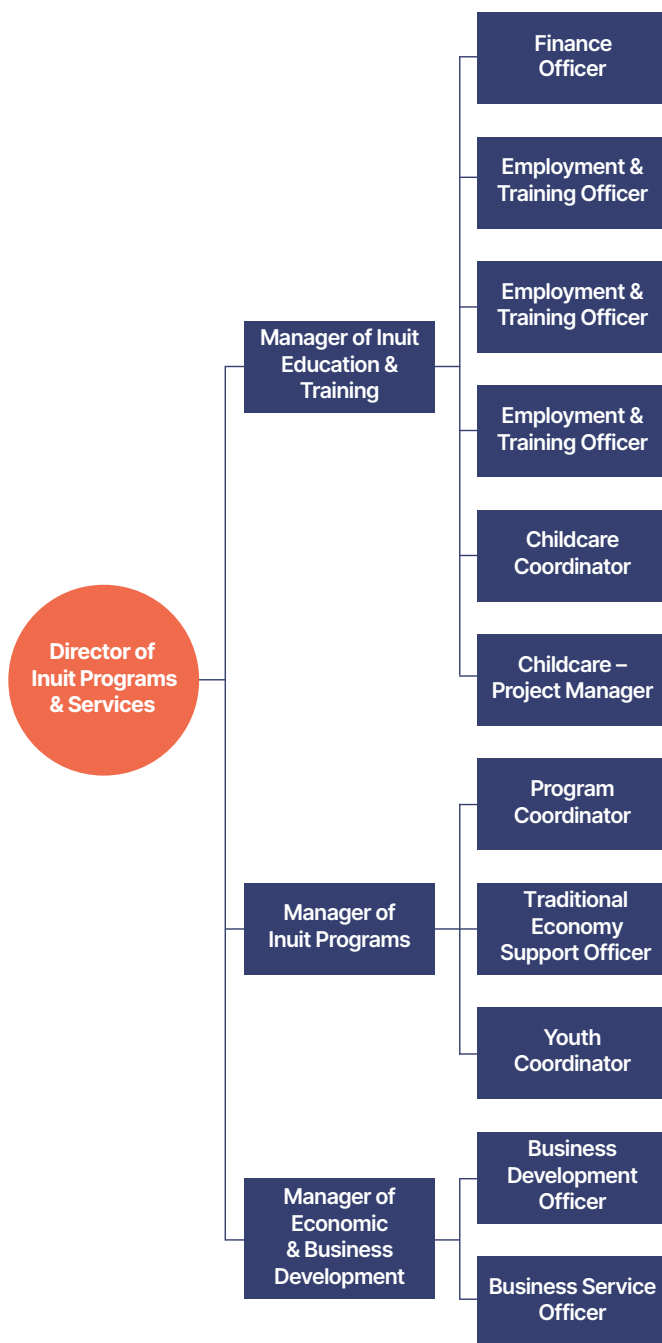


3 Inuit Programs and Services (IPS) Department



Mandate:

Deliver high-quality programs and services that directly benefit Inuit beneficiaries, including education supports, scholarships, harvesting funding assistance and community services. IPS ensures programs are culturally grounded, accessible and responsive to beneficiary needs, strengthening lifelong learning, well-being and opportunities for Kivalliq Inuit



2025 Key Activities:

- Administered Inuit education sponsorships, scholarships, and student supports.
- Delivered beneficiary services and responded to community and beneficiary needs
- Supported harvesting initiatives including subsidies, equipment supports and traditional economy programs
- Responded to community requests and ensured consistent service access across all seven (7) communities.

2025 Key Outcomes:

- Expanded post-secondary education funding pathways for beneficiaries
- Strengthened responsiveness to community requests
- Enhanced access to harvesting support, improving food security outcomes
- Increased visibility of IPS services and community presence

2026 Priorities:

- Implement service standards and quality of service reporting across IPS programs
- Strengthen harvesting program data collection and distribution models
- Expand youth engagement and skills based community programming

4 Lands Department

Mandate:

Administer, protect and steward Inuit Owned Lands (IOLs) under the Nunavut Agreement. The department manages land use, permits and agreements; facilitates Inuit participation in environmental and regulatory processes, and advances stewardship initiatives rooted in Inuit Qaujimajatuqangit (IQ) to ensure long-term protection of land, water and wildlife

2025 Key Activities:

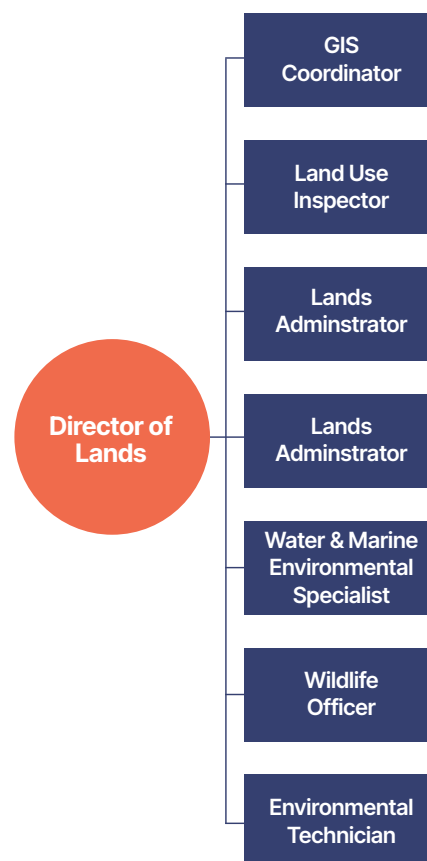
- Processed land transactions, permits and land-use requests
- Supported Inuit participation in environmental reviews and management bodies
- Conducted community engagement on land access, safety and wildlife concerns

2025 Key Outcomes:

- Effective and compliant administration of Inuit Owned Lands (IOLs)
- Increased Inuit involvement in regulatory and environmental processes
- Strengthened foundation for future environmental processes

2026 Priorities:

- Expand land-related training tools for beneficiaries and communities
- Coordinate with the Planning & Implementation Department on IIBAs and land-use agreements
- Continue advancing regional programming and monitoring activities



5 Communications Department

Mandate:

Ensure transparent, accessible and meaningful communication with Inuit beneficiaries; this department leads public information, digital platforms, community outreach, elections support

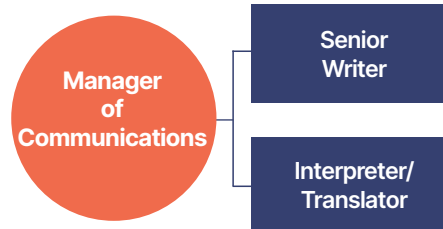
and engagement processes. Its work strengthens organizational transparency, improves access to information in Inuktitut and English, and fosters trust between KIA and beneficiaries

2025 Key Activities:

- Delivered ongoing digital communication through web, social media and community platforms
- Supported elections, community meetings and regional engagement sessions
- Improved clarity and accessibility of public information, including Inuktitut content
- Coordinated communication related to the Strategic Plan Framework publishing and rollout

2025 Key Outcomes:

- Increased beneficiary awareness of KIA programs and decisions
- Strengthened organizational transparency and communication consistency
- Enhanced participation in consultations and meetings



2026 Priorities:

- Expand Inuktitut content and plain-language materials
- Launch regional event calendar on website
- Modernize communication tools and expand outreach capacity



6 Governance & Community Liaison Department

Mandate:

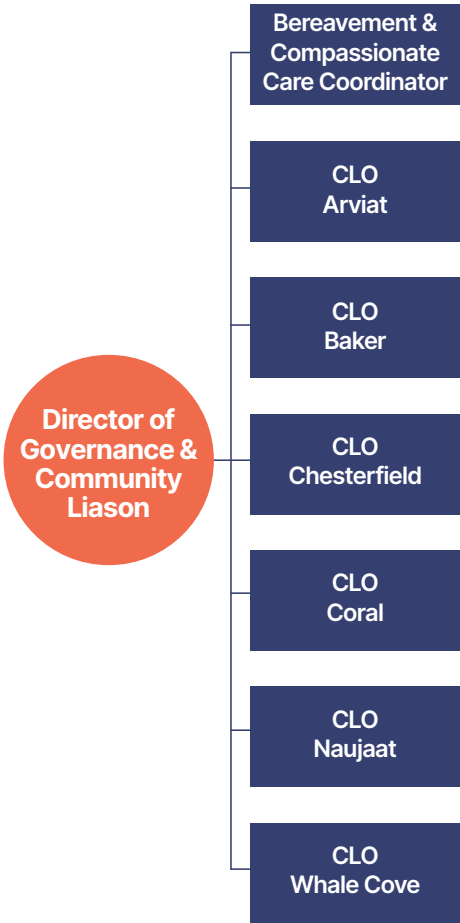
Oversee KIA's internal and external governance processes by coordinating strategic planning, Board and Committee administration, and organizational decision making support. The department prepares and delivers briefings for Board and Executive Committee members, manages the planning and follow-up for all governance meetings, and ensures effective communication and alignment across committees and leadership

2025 Key Activities:

- Coordinated all Board of Directors, Executive Committee, and standing committee meetings, including logistical preparation, agenda development, briefing materials, and followup actions
- Supported strategic planning sessions tied to the rollout and operationalization of the 2025–2030 Strategic Plan Framework.
- Provided governance support for elections, bylaw amendments (including the Sapuulutaq Fund transformation), and Board transitions.
- Facilitated communication between Board members and departments to ensure community feedback was integrated into strategic decisionmaking.
- Managed governance records, resolutions, and documentation to maintain compliance with KIA's bylaws and governance practices.
- Strengthened liaison functions between communities, leadership, and administrative staff by coordinating outreach, community visits, and reporting expectations.

2025 Key Outcomes:

- Enhanced governance consistency through improved meeting coordination, timely briefings and structured follow-up systems
- Strengthened Board decision-making capacity by providing clear, timely and well-prepared information packages on all major files
- Delivered a more transparent governance process through stronger documentation, clearer communication channels and improved internal coordination
- Successfully supported governance transitions and maintained continuity of leadership throughout the 2025 election cycle and bylaw amendment processes



2026 Priorities:

- Develop and implement a digital governance records management system to enhance access, transparency, and archival quality
- Strengthen committee structures with updated terms of reference, clearer mandates and improved reporting pathways
- Expand training and onboarding for Board and committee members, including governance fundamentals, roles and responsibilities and Inuit-centered leadership principles
- Enhance Community Liaison functions by improving communication channels and developing structured feedback loops between Board Members and their communities
- Support continuous governance modernization to align with best practices and evolving organizational needs, including updates to policies, bylaws and internal procedures

7 Finance Department

Mandate:

Ensure sound financial stewardship, accountability and transparency across all KIA programs, services and operations. The Finance Department manages budgeting, forecasting, financial reporting, auditing processes, internal controls and the administration of funds in alignment with Inuit rights and organizational policies. It provides financial analysis that supports informed decision-making, ensures compliance with funding agreements, and safeguards KIA's long-term financial stability

2025 Key Activities:

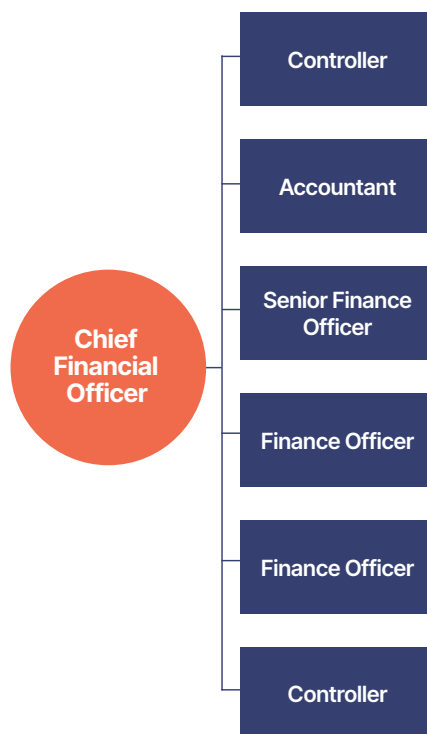
- Managed annual budgeting, audits and financial compliance
- Strengthened internal financial controls and risk management systems
- Provided financial analysis to support Sapuulutaq Fund modernization and strategic planning.
- Ensured timely reporting to partners and funding bodies

2025 Key Outcomes:

- Improved financial accountability and reporting accuracy
- Streamlined budget processes and increased inter-departmental coordination
- Enhanced financial oversight for long-term investments and strategic initiatives

2026 Priorities:

- Strengthen financial training for program managers
- Support transparent reporting on the Sapuulutaq Fund's community impact



Human Resources Department

Mandate:

Support KIA's organizational strength through recruitment, development, and retention of a skilled and culturally grounded workforce. The HR Department oversees staffing, training, compensation, performance management, Inuit employment initiatives, workplace wellness and policy development. It ensures a respectful, safe and values-driven work environment while advancing Inuit employment priorities and building long-term internal capacity.

2025 Key Activities:

- Supported recruitment across departments, with emphasis on Inuit employment
- Advanced workplace wellness and updated internal HR policies
- Strengthened performance management processes and job classification reviews

2025 Key Outcomes:

- Improved organizational capacity through key hires and onboarding supports
- Enhanced staff development and retention
- Clearer HR processes and policy guidance for departments

Manager of
Human
Resources

Human
Resources
Assistant

2026 Priorities:

- Continue modernization of HR Systems, employee onboarding, and performance evaluation tools
- Expand staff wellness and mental-health support initiatives



9 Information Technology (IT) Department

Mandate:

Provide secure, reliable and modern digital infrastructure that enables effective service delivery, communication, and organizational operations across all KIA departments. The IT Department manages networks, cybersecurity, data governance, digital systems, user support, and technology planning. IT ensures that KIA's digital environment supports community service delivery, remote operations, across the Kivalliq Region and long-term organizational resilience

2025 Key Activities:

- Maintained secure network systems, cybersecurity protections and IT infrastructure
- Supported staff with daily IT troubleshooting, upgrades and system access
- Strengthened data governance protocols and digital file management
- Improved digital tools used for communication and remote operations

2025 Key Outcomes:

- Increased organizational reliability through stable IT operations
- Improved cybersecurity and data protection
- Enhanced capacity for remote work and regional digital communication

2026 Priorities:

- Modernize IT infrastructure, including hardware, software and cybersecurity programs
- Develop a digital transformation roadmap aligned with KIA's Strategic Plan Framework
- Expand data governance policies and digital recordkeeping systems
- Improve IT support accessibility across all seven (7) communities

Subsidiaries and Partnerships

KIA works closely with its two Inuit-owned corporations—**Sakku Investment Corporation (SIC)** and **Nukik Corporation**—along with a wide range of strategic partners to advance economic development, strengthen regional infrastructure, and expand employment and training opportunities for Kivalliq Inuit. These partnerships form a critical foundation for longterm regional development and ensure that Inuit ownership, leadership, and benefit remain central in all major initiatives carried out across the Kivalliq Region.

As wholly Inuitowned entities, Sakku Investment Corporation and Nukik Corporation contribute directly to KIA’s mandate by reinvesting revenues into community priorities, creating employment pathways, and supporting projects that align with the 2025–2030 Strategic Plan Framework. Whether through housing initiatives, energy development, business opportunities, transportation assets, or communitybased economic projects, these corporations play an essential role in shaping a sustainable, prosperous future for Kivalliq Inuit.

2025 Collaboration Highlights:

- Coordinated regional messaging on housing, health, and infrastructure. Throughout 2025, KIA, Sakku, and Nukik aligned their strategic efforts to advocate for improved housing conditions, essential regional infrastructure, and better access to health services. By presenting unified positions to federal and territorial partners, this coordinated approach strengthened the impact of regional advocacy and ensured that community concerns identified by Board members were elevated across all relevant policy and funding discussion
- Renewed or initiated partnership agreements to enhance training and employment. New and renewed agreements between KIA, its subsidiaries, and industry proponents expanded workforce development opportunities for Inuit in sectors such as construction, energy, mining services, childcare, and business administration.

These collaborative arrangements created clearer pathways for Inuit employment, including internships, apprenticeships, ontheland skills training, and job placements aligned with community priorities.

- Structured engagement with co-management boards and regulatory bodies. KIA, together with its subsidiaries, took an increasingly active role in regulatory and comanagement processes, ensuring Inuit perspectives were consistently represented in environmental reviews, landuse planning, wildlife management, and major project assessments. Through these engagements, KIA helped reinforce Inuit rights under the Nunavut Agreement and supported decisionmaking processes that reflect community values and longterm sustainability.

Subsidiary Profiles

Sakku Investment Corporation (SIC)

Mission: To strengthen the economic wellbeing of Kivalliq Inuit by developing sustainable business ventures, generating revenue for reinvestment into regional priorities, and increasing Inuit participation in all sectors of the regional economy.

What Sakku Does:

- Invests in business ventures that benefit the Kivalliq region.
- Operates and supports companies across construction, energy, logistics, transportation, and resource related services.
- Develops partnerships with industry and government to create economic opportunities for Inuit.
- Supports training and employment programs linked to major projects and local industries.

Nukik Corporation

Mission: To advance communitydriven development through infrastructure, energy, and service delivery projects that directly improve quality of life for Kivalliq Inuit while supporting longterm regional sustainability.

What Nukik Does:

- Leads and supports infrastructure development initiatives across Kivalliq communities.
- Partners on clean energy, housing, and community facility projects.
- Supports operational projects that enhance services, reduce costs, or improve community resilience.
- Facilitates employment, contracting, and training linked to infrastructure and community development projects.



Financial Overview

Selected from
the Consolidated
Financial Statements

The 2025 fiscal year reflected stable funding, prudent financial management, and continued investment in priority programs.

KIVALLIQ INUIT ASSOCIATION
CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2025

	General <u>Fund</u>	Sapuulutaq <u>Fund</u>	Total <u>2025</u>	Total <u>2024</u>
REVENUE				
Nunavut Tunngavik Incorporated				
Operating contribution	\$ 8,935,488	\$ 0	\$ 8,935,488	\$ 9,071,648
Economic development and program funding - Schedule 2	5,547,038	0	5,547,038	5,424,303
Government of Canada				
DIAND - Schedule 4	3,194,186	0	3,194,186	2,621,369
HRSDC - Schedule 3	9,473,226	0	9,473,226	8,656,355
Other departments - Schedule 5	1,856,065	0	1,856,065	1,464,799
Agnico Eagle Mines Limited - Schedule 6, 9 and 10	1,382,365	0	1,382,365	1,920,880
Ukkusiksalik National Park IIBA - Schedule 7	12,000	0	12,000	10,500
Special projects - Schedule 8	4,934,994	0	4,934,994	8,838,950
Commercial Activities - Schedule 11	76,427,516	0	76,427,516	53,496,333
Sapuulutaq revenue - Schedule 1	0	51,380,517	51,380,517	39,915,836
Other revenue - Schedule 12	4,787,192	0	4,787,192	4,617,339
	<u>116,550,070</u>	<u>51,380,517</u>	<u>167,930,587</u>	<u>136,038,312</u>
EXPENDITURES				
Nunavut Tunngavik Inc. - Schedule 2	5,596,362	0	5,596,362	5,532,242
HRSDC - Schedule 3	9,473,226	0	9,473,226	8,656,355
DIAND - Schedule 4	3,194,186	0	3,194,186	2,621,369
Other Departments - Schedule 5	1,882,122	0	1,882,122	1,478,806
Meadowbank projects - Schedule 6	299,624	0	299,624	295,304
Meliadine projects - Schedule 9	1,060,676	0	1,060,676	1,577,115
Whale Tail projects - Schedule 10	22,065	0	22,065	48,461
Ukkusiksalik National Park IIBA - Schedule 7	12,000	0	12,000	10,500
Special projects - Schedule 8	4,935,964	0	4,935,964	8,756,314
Commercial activities - Schedule 11	55,944,635	0	55,944,635	43,581,539
Administration - Schedule 13	8,622,757	0	8,622,757	7,521,096
Sapuulutaq expenditures - Schedule 1	0	209,451	209,451	0
	<u>91,043,617</u>	<u>209,451</u>	<u>91,253,068</u>	<u>80,079,101</u>
EXCESS REVENUES FROM OPERATIONS	<u>25,506,453</u>	<u>51,171,066</u>	<u>76,677,519</u>	<u>55,959,211</u>
Other income (expenditures)				
Depreciation of building and equipment	(4,834,014)	0	(4,834,014)	(5,049,651)
Amortization of deferred capital contributions	221,966	0	221,966	181,541
Gain (loss) on disposal of investments and assets	29,763	0	29,763	246,483
Income (loss) on equity investments	377,023	0	377,023	(2,516,629)
Interest on long term debt	(2,632,417)	0	(2,632,417)	(2,691,728)
Non-controlling interest	(2,360,308)	0	(2,360,308)	(17,243)
Extraordinary item (Note 19)	0	0	0	(683,623)
	<u>(9,197,987)</u>	<u>0</u>	<u>(9,197,987)</u>	<u>(10,530,850)</u>
EXCESS REVENUES OVER EXPENSES	<u>\$ 16,308,466</u>	<u>\$ 51,171,066</u>	<u>\$ 67,479,532</u>	<u>\$ 45,428,361</u>

KIVALLIQ INUIT ASSOCIATION
CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2025

	<u>Opening balance</u>	<u>Excess revenues</u>	<u>Transfers</u>	<u>Total 2025</u>	<u>Total 2024</u>
SAPUULUTAQ FUND					
Sapuulutaq fund	\$ 133,059,510	\$ 0	\$ 44,398,010	\$ 177,457,520	\$ 133,059,510
Income stabilization fund	5,000,000	50,568,018	(50,568,018)	5,000,000	5,000,000
Community initiatives fund	11,052,233	542,895	5,553,007	17,148,135	11,052,233
Education fund	<u>1,224,367</u>	<u>60,153</u>	<u>617,001</u>	<u>1,901,521</u>	<u>1,224,367</u>
	<u>150,336,110</u>	<u>51,171,066</u>	<u>0</u>	<u>201,507,176</u>	<u>150,336,110</u>
GENERAL FUND					
Unrestricted net assets	93,144,807	16,308,466	256,917	109,710,190	93,144,807
Non-controlling interest	(936,713)	2,360,308	0	1,423,595	(936,713)
Reserves	<u>1,785,230</u>	<u>0</u>	<u>(256,917)</u>	<u>1,528,313</u>	<u>1,785,230</u>
	<u>93,993,324</u>	<u>18,668,774</u>	<u>0</u>	<u>112,662,098</u>	<u>93,993,324</u>
	<u>\$ 244,329,434</u>	<u>\$ 69,839,840</u>	<u>\$ 0</u>	<u>\$ 314,169,274</u>	<u>\$ 244,329,434</u>

SAPUULUTAQ FUND TRANSFERS

Excess balance in Income Stabilization Fund transferred to Sapuulutaq Fund	\$ 50,568,018
90% investment return transferred to Community Initiatives Fund	(5,553,007)
10% investment return transferred to Education Fund	<u>(617,001)</u>
Net transfer to / (from) Sapuulutaq Fund	<u><u>\$ 44,398,010</u></u>

Looking Ahead:

2026 Priorities

The year 2026 represents an important step forward as KIA enters the first full phase of implementing the 2025–2030 Strategic Plan Framework. Guided by Inuit values and the voices of beneficiaries from all seven communities, KIA will continue building a strong foundation for longterm regional wellbeing. Our focus for the year brings together clear organizational goals with a vision of growth, resilience, and Inuit progress.



Advancing the Strategic Plan Framework

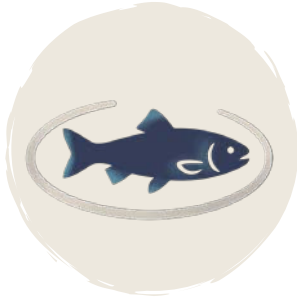
KIA will ensure the Strategic Plan becomes fully integrated into our operations, with each department aligning its work to communityidentified priorities. Improved reporting tools and regular updates will help beneficiaries see progress throughout the year. This work strengthens accountability while supporting a future shaped by Inuit decisionmaking and community direction.

Expanding Inuit Stewardship and the Guardians Program

In 2026, KIA will begin building the Guardians Program through a gradual, sustainable growth plan. While the longterm goal is to have Guardians in every Kivalliq community, the expansion will take place stepbystep to ensure proper training, funding stability, and community readiness. The development of a KIA Conservation Strategy will guide this work and support Inuit stewardship that reflects regional priorities and Inuit Qaujimajatuqangit. These efforts will help strengthen our connection to the land while creating lasting opportunities for future generations.



Strengthening Food Security Across the Region



In 2026, KIA will continue advocating for affordable, reliable access to food for Inuit across the Kivalliq Region. Building on the priorities raised through community conversations, KIA will advance discussions that support more stable harvesting programs, improved country food access, and better storage and safety solutions. As this work continues, clearer data collection and communitydriven planning will help shape longterm approaches that make food more affordable and accessible while respecting Inuit harvesting traditions

Modernizing Governance and Strengthening Organizational Capacity

In 2026, KIA will begin exploring options to digitize governance records and information, supporting clearer organization, improved accessibility, and longterm preservation. As this work moves forward, KIA will also strengthen committee structures, enhance Board training, and reinforce processes that support strong, Inuitcentered leadership. Increased transparency—including expanded Inuktitut communication and more consistent public reporting—will help beneficiaries stay informed and engaged in the decisions that shape the region’s future.



Improving Programs for Families, Youth, and Community WellBeing



KIA will expand childcare supports, mentalhealth initiatives, and youth programming based on communityidentified needs. New partnerships and training opportunities will help build a stronger workforce and ensure services are culturally grounded. By investing in families and young people, KIA supports the next generation of Inuit leaders.

Investing in the Organization and its People

A regional recruitment strategy, modernized HR systems, and stronger wellness supports will help KIA continue to grow a skilled, representative, and resilient workforce. Improvements to IT infrastructure and cybersecurity will support safe, effective operations across the region. These changes ensure that KIA remains equipped to deliver highquality programs and services long into the future.





