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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

Corporate Plan 2026-2030

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1.0 Introduction

Qulliq Energy Corporation is a Government of Nunavut territorial corporation responsible for the generation, transmission, and distribution of electricity across Nunavut's communities. Delivering safe, reliable, and affordable electricity in one of the most geographically vast and climatically challenging regions in Canada defines the Corporation's mandate and operations.

Qulliq Energy Corporation operates under the *Qulliq Energy Corporation Act,* which establishes the Corporation's authority, governance structure, and mandate. The Act authorizes Qulliq Energy Corporation to generate, purchase, transmit, distribute, and sell electricity in Nunavut, and to undertake activities related to energy efficiency, conservation, and system reliability. Amendments to the Act in 2018 further expanded Qulliq Energy Corporation's authority to purchase power, enabling the Corporation to support independent power producers and renewable energy initiatives consistent with territorial priorities.

As a territorial public utility, Qulliq Energy Corporation's rates and regulatory oversight are also subject to the *Utility Rates Review Council Act*, under which the Nunavut Utilities Rate Review Council reviews applications on the imposition of rates, tariffs and for major capital projects. Qulliq Energy Corporation also operates within applicable federal and territorial legislation governing environmental protection, occupational health and safety, labour relations, and financial administration, including *the Financial Administration Act* and the *Business Corporations Act* of Nunavut.

Electricity services in Nunavut were originally provided by the Northern Canada Power Commission (1949–1988), followed by the Northwest Territories Power Corporation. With the establishment of Nunavut in 1999, the Government of Nunavut created a locally managed utility to reflect the territory's unique priorities. Nunavut Power Corporation was established on April 1, 2001, and renamed Qulliq Energy Corporation in 2003, with amendments broadening its energy-related mandate.

Qulliq Energy Corporation operates within a complex and evolving environment characterized by aging infrastructure, workforce capacity pressures, rising fuel and capital costs, climate-related risks, and increasing public expectations for reliability, transparency, and environmental responsibility. At the same time, the transition toward renewable and alternative energy presents long-term opportunities that require disciplined planning, technical readiness, financial sustainability, and strong governance oversight.

This Business Plan sets out Qulliq Energy Corporation's strategic and operational priorities for 2026–2030 within this legislative, regulatory, and operational framework.

2.0 Mission, Vision and Values

In 2024, following a Senior Management Retreat and a structured review process informed by feedback from customers and internal stakeholders, Qulliq Energy Corporation revised its Vision, Mission, and Values to reflect its evolving operating environment and long-term

responsibilities to Nunavummiut. As the sole provider of electricity to isolated communities across Nunavut, the Corporation must balance reliability, financial sustainability, workforce capacity, and the gradual transition toward cleaner and more resilient energy systems. The Corporation's mission, vision and values provide strategic direction for the 2026–2030 period and guide decision-making across governance, operations, and capital planning. These elements are grounded in Inuit qaujimajatuqangit principles, reflecting Inuit societal values such as collaboration, environmental stewardship, respect, and consensus-based decision-making. Together, they establish the foundation for the priorities outlined in this Business Plan.

2.1 Mission

To provide comfort and warmth to our communities by delivering reliable and responsible energy in Canada's True North

2.2 Vision

An energized Nunavut, powered by alternative energy and community-centred initiatives

2.3 Values

Safety, Reliability, Respect, Teamwork, Accountability, Transparency

3.0 Governance and Strategic Alignment

The Minister responsible for Qulliq Energy Corporation appoints the Board of Directors, which provides governance oversight and strategic direction. The Board operates in alignment with Inuit societal values, including *Aajiiqatigiinniq* — decision-making through discussion and consensus.

Qulliq Energy Corporation's Corporate Strategy is built on three themes:

Elevate – Motivating our staff to thrive and succeed

Focus: workforce well-being, development, inclusion, and engagement.

Evolve – Shaping the future with forward-thinking solutions

Focus: sustainable energy, resilient infrastructure, innovation, and technology integration.

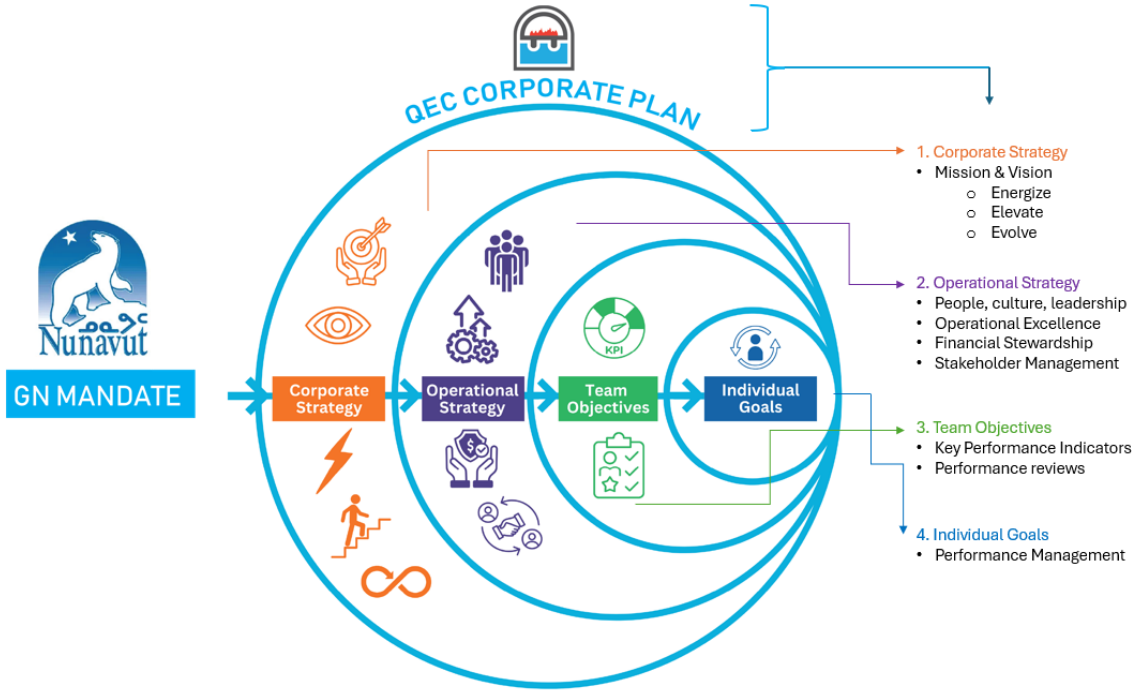
Energize – Fueling performance to power a stronger future

Focus: operational excellence, risk management, customer service, and performance discipline.

This Plan translates these themes into mandate related and operational priorities for 2026–2030 under four pillars:

1. Culture, Leadership and People
2. Operational Excellence and Efficiency
3. Financial Risk and Stewardship
4. Customer, Community and Stakeholder Reputation

Figure1: Qulliq Energy Corporation Strategic Direction



Government of Nunavut Ikajuqtigiikta Mandate Alignment

This Business plan aligns with the Government of Nunavut's mandate by:

- Mitigating the impacts of our growing population, resource development and climate change in order to protect the environment and enable climate change adaptation;
- Continue to build or replace critical infrastructure such as schools, power plants, health centres, airports, and tank farms;
- Strengthen and develop transportation and telecommunications links and the availability of land, water, and energy as key drivers of a diversified economy;
- Build capacity in the public service and strengthen Inuit employment through decentralization, pre-employment training and addressing barriers to employment;
- Maintain fiscal discipline to ensure that public resources are allocated responsibly, while protecting essential services and priority initiatives;

- Increase efficiency and improve access to government services and funding by simplifying and modernizing processes and systems;
- Enhance education, awareness, and communication initiatives to improve access to programs and services, support informed decision-making, and strengthen community engagement across Nunavut.
- Encourage and support Government of Nunavut departments and agencies to use innovative, collaborative, and resourceful approaches to serving Nunavummiut; and
- Achieve shared goals faster by reducing duplication of efforts and working more efficiently across Government of Nunavut departments and with our partners.

4.0 Environmental Scan

Qulliq Energy Corporation operates within a dynamic and increasingly complex environment. The Corporation must balance its responsibility to provide safe, reliable, and affordable electricity with evolving regulatory expectations, workforce realities, infrastructure demands, financial constraints, and growing public interest in renewable energy. The following environmental scan outlines the key pressures, risks, and opportunities influencing Qulliq Energy Corporation's strategic direction over the planning horizon.

4.1 Culture, Leadership, and People

Qulliq Energy Corporation operates in one of the most challenging labour markets in Canada. Workforce shortages across skilled trades, engineering, finance, information technology, and executive leadership are compounded by national competition for talent and the unique realities of living and working in remote Arctic communities. Recruitment and retention are ongoing pressures, influenced by housing availability, cost-of-living factors, geographic isolation, and limited qualified local labour pools.

At the same time, Qulliq Energy Corporation is supported by a young, motivated, and increasingly skilled workforce that is eager to learn, grow, and contribute to the future of energy in Nunavut. Through strong partnerships and community stakeholders, the Corporation continues to expand opportunities for hands-on learning, mentorship, and capacity building across all regions. Working in Nunavut offers a uniquely dynamic environment where employees develop a broad and adaptable skill set, often gaining cross-functional experience that would be less accessible in larger, more specialized southern utilities. These experiences foster resilience, innovation, and operational excellence, while equipping employees with highly transferable skills that are valued across Canada's energy sector, both in northern and southern contexts.

Succession planning and institutional knowledge transfer are increasingly critical as experienced employees approach retirement eligibility and operational complexity increases. The Corporation must proactively identify critical roles, develop internal talent pipelines, and strengthen leadership capacity to ensure operational continuity and long-term resilience.

Workplace health and safety remains a foundational priority. Operating diesel generation facilities in the Arctic climate can present physical risk, while the demands of emergency

response and operational accountability create psychological pressures. Sustaining a strong safety culture, including psychological wellness, is essential to maintaining employee engagement and performance.

Advancing Inuit employment, training, and leadership development is both a strategic priority and a long-term opportunity. Building local capacity strengthens community capabilities, supports self-determination, aligns with the Government of Nunavut's *Ikajuqtigiikta* mandate, and contributes to sustainable workforce development within the territory. Such initiatives also advance the objectives of Article 23 of the Nunavut agreement which calls for increased Inuit participation in government and public sector employment, helping to ensure that the workforce better reflects the population it serves. Creating culturally grounded leadership pathways and inclusive workplace practices remains central to Qulliq Energy Corporation's strategy.

4.2 Operational Excellence and Efficiency

Qulliq Energy Corporation's operational environment is characterized by aging infrastructure, logistical complexity, and operating in the Arctic environment. Where in southern Canada many communities will be connected to one energy supply grid, Qulliq Energy Corporations maintains 25 independent power plants and grids across the territory in each community. Many energy generation assets and distribution systems require significant renewal or modernization to maintain reliability and safety. Asset management discipline, preventative maintenance, and capital prioritization are therefore critical to reducing system risk.

Climate impacts, including permafrost degradation, coastal erosion, extreme cold, and increasingly unpredictable weather patterns, place additional stress on infrastructure and operating systems. These conditions demand resilient design standards and proactive adaptation strategies.

Supply chain constraints further complicate operations. Limited annual shipping windows, reliance on marine sealift, vendor availability, and freight costs require a unique approach to both routine operations and capital project planning and timelines. Disruptions or delays can have cascading impacts on reliability and/or cost.

At the same time, customer and regulatory expectations for reliability continue to rise. Reducing outages, strengthening system controls, and improving operational discipline are essential to maintaining public trust. Technology modernization, including supervisory control and data acquisition, advanced metering infrastructure, enterprise resource planning, and cybersecurity enhancements are necessary to improve visibility, data integrity, decision-making, and system control.

Emergency preparedness and response capability are integral components of operational resilience. Qulliq Energy Corporation must be positioned to respond rapidly to unplanned outages, equipment failures, environmental incidents, and cybersecurity threats while maintaining continuity of service across geographically dispersed communities.

4.3 Financial Risk and Stewardship

Qulliq Energy Corporation faces sustained financial pressures driven by rising fuel, freight, labour, and capital costs. As a diesel-dependent utility operating in remote communities, the Corporation is particularly exposed to global fuel price volatility and inflationary pressures. Freight and logistics costs, combined with constrained labour markets, continue to increase operating expenditures.

Operating within a regulated funding and subsidy framework requires Qulliq Energy Corporation to balance affordability for customers with financial sustainability and infrastructure investment needs. Rate applications and regulatory reviews are supported by disciplined financial planning and transparent reporting.

Significant capital investment is required to renew aging assets, modernize systems, and strengthen resilience to climate impacts. These investment needs must be thoughtfully sequenced and prioritized within the fiscal realities of the Corporation. Renewable energy initiatives require additional funding sources and partnerships to ensure technical expertise is available to proponents and that the community grids are prepared to accept the new energy sources - without placing additional financial pressure on ratepayers.

Enterprise risk exposure extends beyond financial volatility. Safety incidents, cybersecurity breaches, regulatory non-compliance, and supply chain disruptions each carry operational, financial, and reputational implications. A structured and integrated enterprise risk management approach is essential to protecting organizational stability. At Qulliq Energy Corporation, this approach is supported through ongoing risk identification and assessment processes, regular monitoring and reporting, and the implementation of mitigation strategies embedded across operational and corporate functions, ensuring risks are proactively managed and aligned with organizational priorities and regulatory requirements.

4.4 Customer, Community, and Stakeholder Reputation

Public expectations regarding transparency, service reliability, affordability, and responsiveness continue to increase. Customers expect timely communication during outages, clear explanations of rate adjustments, and accessible information about system performance. In smaller communities, the visibility of Qulliq Energy Corporation’s operations amplifies both positive and negative public perceptions.

Digital platforms and social media have accelerated reputational exposure. Issues can escalate rapidly, requiring proactive communications strategies and coordinated messaging. Qulliq Energy Corporation works to implement effective crisis communications and partnerships with other Government of Nunavut departments, and our community engagements are essential to maintaining public trust.

Qulliq Energy Corporation operates within a complex stakeholder environment that includes the Government of Nunavut, regulators, Inuit organizations, municipal governments, community leaders, federal partners, and renewable energy proponents. Qulliq Energy Corporation works to maintain credibility through consistent engagement, communication and education, with a focus on accountability and alignment with territorial priorities.

There is growing public and political interest in renewable energy development and reduced reliance on diesel generation. While the transition presents an opportunity, it also raises expectations regarding timelines, feasibility, and cost impacts. Qulliq Energy Corporation balances innovation with system reliability, financial prudence, and operational readiness to ensure the energy transition strengthens territorial grids and does not risk destabilization of existing services.

5.0 Organizational Structure and Functional Overview

Qulliq Energy Corporation's organizational structure is designed to ensure clear accountability, disciplined execution, and alignment with its legislative mandate. Each team plays a distinct but interconnected role in delivering reliable electricity service across Nunavut, while supporting corporate governance, financial sustainability, and operational resilience.

President and Chief Executive Officer

The president and chief executive officer provides overall leadership and strategic direction for the Corporation. Accountable to the Board of Directors, the chief executive officer is responsible for organizational performance, regulatory compliance, financial stewardship, and maintaining public and stakeholder confidence. The president and chief executive officer ensures that operational execution, corporate planning, and risk management remain aligned with the Government of Nunavut's mandate and Qulliq Energy Corporation's legislative authority. The role also serves as the primary liaison with government, regulators, and external partners.

Vice Presidents

Vice presidents provide executive leadership across their respective portfolios and are responsible for integrating corporate priorities into operational outcomes. Working collectively as the senior leadership team, they oversee team performance, resource allocation, and cross-functional coordination. Their role is to ensure that planning, budgeting, operational delivery, and risk oversight are integrated and aligned across the organization.

Key Functional Areas

Finance

Overseen by the chief financial officer and vice president finance, the Finance team safeguards the Corporation's financial integrity and long-term sustainability. It is responsible for financial planning, budgeting, accounting, regulatory rate submissions, internal controls, and financial reporting. Operating within a regulated utility framework, Finance ensures that expenditures, capital investments, and revenue requirements are managed responsibly while maintaining transparency and accountability to the Board, regulators, and the Government of Nunavut.

Operations

Overseen by the vice president of operations and engineering, the Operations team is responsible for the safe, reliable, and efficient day-to-day delivery of electricity to Nunavut communities. This includes managing generation plants, transmission and distribution networks, and emergency response to unplanned outages or operational incidents. Operations ensures

continuity of service in a challenging Arctic environment, maintaining system reliability while adhering to safety, environmental, and regulatory standards.

Engineering

Overseen by the vice president of operations and engineering, the Engineering team provides technical expertise, planning, and project management to support both infrastructure development and system modernization. Engineering oversees capital projects, asset management, technical standards, system design, and implementation of new technologies. This team plays a critical role in ensuring that infrastructure investments are technically sound, resilient, and aligned with long-term operational requirements.

Health, Safety, and Environment

Health, Safety, and Environment is responsible for protecting people, assets, and the environment by establishing, implementing, and continuously improving systems that manage risk and ensure regulatory compliance. This includes proactive measures such as hazard identification, risk assessments, training, leadership engagement, and fostering a strong safety culture to prevent incidents before they occur. As well proactive compliance-focused activities like monitoring adherence to legislation, conducting inspections and audits, investigating incidents, and maintaining required documentation and reporting. Together, these efforts enable the organization to operate safely, responsibly, and sustainably while supporting operational performance and continuous improvement.

Corporate Affairs

Corporate Affairs serves as the organization’s central coordination point for governance, policy, communications, and stakeholder engagement. The team supports board governance processes, government reporting and corporate and business planning. It also manages public communications, media relations, and community engagement to ensure transparency and maintain stakeholder confidence.

Information Technology

Overseen by the vice president of corporate services, Information Technology supports both corporate systems and operational technology infrastructure. The team maintains network stability, cybersecurity safeguards, enterprise systems, and data management processes. As Qulliq Energy Corporation modernizes its digital and operational systems, Information Technology plays a critical role in protecting information assets, improving data reliability, and enabling informed decision-making across the organization.

Human Resources

Overseen by the vice president corporate services, Human Resources manages workforce planning, recruitment, employee relations, training and development, and performance management. The team supports succession planning, Inuit employment initiatives, and leadership development to strengthen organizational capacity. Human Resources also promotes employee engagement, workplace culture, and compliance with employment legislation.

6.0 Core Business Objectives and Actions (2026-2030)

The objectives and actions identified in this plan are multi-year initiatives covering the 2026–2030 fiscal period. Accordingly, certain objectives may be reflected across multiple fiscal years, as their implementation extends beyond a single year and represents the continuation of ongoing efforts.

Core Business Objectives

A. Energize - Operational Excellence: (Aligned with efficiency, reliability, standardization, and strong internal operations)
    1. Modernize and strengthen safety program
    2. Improve system safety and operating discipline
    3. Strengthen system reliability and emergency readiness
    4. Modernize internal policy framework
    5. Strengthen internal financial operations
    6. Optimize finance and travel systems
    7. Modernize engineering processes
    8. Improve facilities planning and employee accommodations
    9. Strengthen reputation and public trust

B. Elevate - Employee Focused (Aligned with workforce development, engagement, and a supportive work environment)
    10. Embed succession planning
    11. Build leadership and capacity
    12. Strengthen employee engagement
    13. Develop Inuit talent pipeline

C. Evolve - Innovation and Growth (Aligned with digital transformation, sustainability, partnerships, and long-term innovation)
    14. Modernize supervisory control and data acquisition (SCADA) and advanced metering infrastructure systems
    15. Modernize digital and Operational Technology
    16. Advance carbon fuel reduction
    17. Advocate for energy strategy and policy reform

Actions 2026-27 (Year 1):

A. Energize - Operational Excellence (Focused on reliability, efficiency, standardization, and strong internal systems)
    - Simplify reporting and participation; improve hazard prevention; build shared ownership and proactive risk management culture.
    - Build internal asset management capacity by implementing asset planner training and standardized templates to support renewal of housing and lodging infrastructure.

- Undertake a full review and restructure policy framework by consolidating policies, simplifying language, introducing standardized formats, and establishing a centralized repository.
- Optimize finance systems by implementing travel software and enterprise resource planning systems; conduct data cleanup; improve reporting and efficiency.
- Strengthen system reliability and emergency readiness through increased inspections, proactive maintenance, equipment overhauls, updated system mapping, and improved emergency response plans.
- Strengthen financial and operational controls by establishing a financial calendar; standardizing inventory, procurement, and collections procedures; and reinforcing system control and operating discipline.
- Modernize engineering processes by completing Arc Flash Study (Phase 1); implementing geographic information system mapping; updating as-builts; and delivering capital projects with disciplined project management.

B. Elevate - Employee Focused (Focused on people, culture, development, and engagement)
    - Identify critical roles, develop talent pipelines through the summer student program, and regularly assess leadership readiness.
    - Strengthen employee engagement by launching an annual engagement survey; enhancing recognition; improving customer service training; and standardizing onboarding and offboarding processes.

C. Evolve - Innovation and Growth (Focused on innovation, community relationships, sustainability, and long-term transformation)
    - Launch Phase 2 of the Ikajuuti LED program to support Elders and promote electricity conservation, strengthening customer and community trust.
    - Enhance stakeholder engagement and customer and community trust by increasing transparency, sharing the corporation’s stories, and improving customer service.
    - Support local initiatives through targeted donations and scholarships to further demonstrate commitment to the community.
    - Advance carbon fuel reduction by sharing data, pursuing third-party funding, and collaborating on clean energy pathways.
    - Advocate for energy strategy and policy reform by developing a clean energy strategy and advancing procurement toward low-carbon solutions.

Actions 2027-28 (Year 2):

- To be determined.

Actions 2028-29 (Year 3):

- To be determined.

Actions (April – October 2029 (Year 4):

- To be determined.

Balanced Corporate Scorecard

Table 1 below represents a balanced corporate scorecard that will be used to translate the organization's strategic priorities into a clear set of measurable outcomes and to track progress across key initiatives.

The scorecard measures performance across four core perspectives—financial sustainability, customer and stakeholder experience, internal operational effectiveness, and people and culture—to ensure the organization advances in a balanced and sustainable manner.

For each strategic objective, defined key performance indicators, targets, and supporting initiatives will be established, enabling leadership to monitor progress, identify risks, and take corrective action as required. This approach provides a consistent framework for accountability, supports data-driven decision-making, and ensures that short-term results are achieved while building long-term organizational capability and resilience.

Table 1

Category	Key Performance Indicator
Culture, Leadership and People	1. % Safety Leadership Activities 2. No. of Proactive Safety Reports 3. Total Recordable Injury Frequency 4. % of Engaged Employees (Survey-Defined)
Operational Excellence and Efficiency	5. System Average Interruption Frequency Index 6. System Average Interruption Duration Index 7. Overall Engine Efficiency (kW/litre) 8. % Genset Availability
Financial and Risk Stewardship	9. % of Adherence to Operations and Maintenance Budget 10. % Capital Project Performance (Cost vs Progress) 11. % of Audit Actions Closed 12. % of Current Customers <30 days
Stakeholder and Reputation	13. % of the overall Nunavut Inuit Employed 14. % of completed Nunavut Inuit Career Plans 15. Carbon intensity of electricity 16. % of Customers Rating Satisfaction (survey)

7.0 Conclusion

Qulliq Energy Corporation's 2026–2030 Business Plan positions the organization to strengthen its workforce, modernize operations, enhance financial resilience, and build stakeholder trust while responsibly advancing renewable energy solutions.

Guided by disciplined execution, governance oversight, and alignment with Inuit societal values and the Government of Nunavut's mandate, the Corporation will continue to deliver safe, reliable, and affordable electricity and prepare for a sustainable energy future for all Nunavummiut.