



$\Delta^{\text{ፍ}} \text{፡} \Delta^{\text{ፍ}}$
 $\text{፡} \text{፡} \text{፡}$
 $\Delta^{\text{ፍ}} \text{፡} \Delta^{\text{ፍ}}$

Δῶδε δὲ πρὸς τὸν ἄνθρωπον ἐκείνους
 ὁρῶντας

IQALUIT NUKKIKSAUTIIT PROJECT

INUIT ADVISORY COMMITTEE

Terms of Reference

2025

Contents

Executive Summary.....	3
1.0 Introduction	4
2.0 Purpose.....	4
3.0 Membership	5
3.1 Composition.....	5
3.2 Non-Voting Participants	6
3.3 Term.....	6
3.4 Compensation.....	6
3.5 Membership Eligibility	7
3.6 Early Departure.....	7
3.7 Termination of Membership by NNC	8
4.0 Responsibilities	8
4.1 IAC Members.....	8
4.2 Deputy Members	9
4.3 NNC IAC Coordinators	9
5.0 Meetings	10
5.1 In-Person Meetings	10
5.2 Quorum.....	11
5.3 Agendas and Meeting Minutes	11
5.4 Languages	11
5.5 Other Participation.....	11
6.0 Decision-Making.....	12
7.0 Communications	12
8.0 Disclaimer.....	13
Appendix A: Project Approach and History	15
Project Approach.....	15
Project History.....	16

Executive Summary

The Iqaluit Nukkiksautiit Project is a renewable energy initiative that will reduce Iqaluit's reliance on diesel and support a cleaner energy future. Nunavut Nukkiksautiit Corporation (NNC) has established an Inuit Advisory Committee (IAC) to ensure Inuit voices actively lead engagement throughout the Iqaluit Nukkiksautiit Project.

The IAC provides advice on how information is shared, and feedback is gathered from Rightsholders, ensuring that engagement reflects Inuit values, priorities, and culture. While advisory in nature and not a decision-making body, the Committee plays an essential role in strengthening Free, Prior, and Informed Consent (FPIC) and supporting meaningful Inuit participation in Project decisions.

Membership reflects a balance of organizational, demographic, and community representation. Up to six Inuit Beneficiaries may serve, including representatives from:

1. Amaruq HTA (1)
2. Panniqtuuq HTA (1)
3. Iqaluit Elder (1)
4. Panniqtuuq Elder (1)
5. Iqaluit resident (1)
6. Panniqtuuq resident (1)

Deputy Members may also be appointed for categories 1 and 2.

The IAC meets at least four times per year (April, October, December, February) and may be asked to provide feedback outside of meetings by phone, email, or visits. Members are expected to attend meetings, review materials, and bring forward perspectives from the groups they represent.

Members are expected to participate in the IAC for a one-year term, with the option to renew annually up to a maximum of three years. Members may also serve as a Deputy for up to three years (maximum six years total involvement).

Honoraria and participation bonuses are provided in recognition of members' time, effort, and contributions including:

- \$250 honorarium per ~1.5 hr meeting.
- \$200 annual honorarium for responding to correspondence.
- \$250 communications honorarium if assisting with outreach/reporting.
- \$500 one-year anniversary participation bonus

Through the IAC, Inuit perspectives will directly shape how the Project engages with communities and how the Project development process remains transparent, culturally respectful, and inclusive at every stage.

1.0 Introduction

The Iqaluit Nukkiqsautiit Project (“Project”) is a renewable power project that will transform Iqaluit’s energy landscape. It proposes a conventional water power plant on the Kuugaaluk River, about 60 kilometers northeast of the City of Iqaluit. The Project aims to replace diesel as Iqaluit’s main power source, reducing reliance on imported fuel and supporting a cleaner energy future.

The Project is led by Nunavut Nukkiqsautiit Corporation (“NNC”), Nunavut’s first Inuit energy developer and a 100% Inuit-owned subsidiary of Qikiqtaaluk Corporation (“QC”), the Birthright Development Corporation of the Qikiqtani Inuit Association (“QIA”).

Free, prior, and informed consent (“FPIC”) is at the heart of all Project decision-making. NNC looks to Iqalungmiut, Panniqtuumiut, and Inuit leadership for guidance at every stage. To help ensure engagement is done in a way that promotes FPIC and reflects Inuit societal values and culture, NNC has established an Inuit Advisory Committee (“IAC”).

The IAC provides guidance to NNC on how information is shared and how feedback is gathered from Rightsholders. Its role is to ensure engagement materials, methods, and events reflect Inuit values, priorities, and culture, and support meaningful participation in Project decisions.

This Terms of Reference serves as a guiding resource for current and prospective IAC members, and its contents are subject to changes and updates as the IAC grows and creates best practices. Each member of the IAC is provided with a digital and hard copy of this document and is encouraged to provide feedback on how it can be improved at any point during their membership.

Appendix A has more information on the Project and Project history.

2.0 Purpose

The IAC has been created to ensure Inuit voices guide how NNC engages with Rightsholders and stakeholders on the Iqaluit Nukkiqsautiit Project. The IAC will improve the quality of engagement through providing advice on engagement plans, materials, and methods so that information is clear, accessible, and respectful of Inuit culture and values.

While its primary role is to enhance the quality of engagement, the IAC may also be asked to share input on broader Project activities such as community benefits sharing models, to ensure Inuit values and perspectives are reflected throughout development.

The Committee will:

- Review and provide input on draft engagement plans, events, and materials.
- Suggest approaches that make engagement more meaningful and inclusive.
- Share perspectives on how Inuit societal values can guide project communications and project development activities.
- Identify concerns or opportunities raised in the community that NNC should consider when engaging Rightsholders and stakeholders or advancing the Project.

The IAC is an advisory body. It does not make binding project decisions or replace the voices of Rightsholders. Its role is to provide advice and recommendations to NNC, which will be considered in both engagement planning and broader Project decision-making processes.

3.0 Membership

3.1 Composition

Membership of the IAC balances the need for efficient decision-making, and having well-rounded representation from both Iqaluit and Panniqtuuq. While the project will serve Iqalungmiut with respect to renewable energy delivery, Panniqtuumiut also depend on, and could be impacted by changes to, the river that flows through Kuugaaluk. Perspectives from both communities are essential to fully reflect environmental, cultural, and harvesting connections to the land and water upstream, downstream, and at Kuugaaluk.

The IAC will have up to six members who will fill seats on the IAC. Seats are divided between those nominated by the Hunters and Trappers Associations and those open to individual applications. Members must be Inuit Beneficiaries.

Delegates from QIA and Nunavut Tunngavik Incorporated may sit in on meetings and offer suggestions, information, and guidance. They will not be voting members of the IAC.

Organization-nominated seats:

1. Amaruq Hunters and Trappers Association (1 seat)
 - Nominated from their Board of Directors.
2. Panniqtuuq Hunters and Trappers Association (1 seat)
 - Nominated from their Board of Directors.

Application-based seats:

3. Iqaluit Elder (1 seat)
 - Open to Inuit Elders living in Iqaluit (self-identifying, recognized for wisdom and respect).
4. Panniqtuuq Elder (1 seat)
 - Open to Panniqtuuq Elders living in Panniqtuuq (self-identifying, recognized for wisdom and respect).
5. Iqaluit At-Large (1 seat)
 - Open to all Inuit residents of Iqaluit over the age of 18.
6. Panniqtuuq At-Large (1 seat)
 - Open to all Inuit residents of Panniqtuuq over the age of 18.

Deputy Members:

Each seat in categories 1 and 2 may also have a Deputy Member (alternate) to attend if the main member cannot. Deputies are nominated or self-nominated in the same way as the main member.

Ideally, the IAC will have all seats filled at all times. If vacancies occur, the IAC will continue to function with a minimum of four seats which must include:

- one from the Amaruq HTA
- one from the Panniqtuuq HTA
- one from either the Iqaluit Elder or Iqaluit At-Large categories
- one from the Panniqtuuq Elder or Panniqtuuq At-Large categories.

Operating with any fewer than this could create a real or perceived bias within the advice being provided to NNC, which would undermine the intent and purpose of the IAC.

3.2 Non-Voting Participants

- Non-voting participants may attend IAC meetings and contribute to discussions but do not hold decision-making authority. One of each of the following categories may be filled, as non-voting participants: Iqaluit City Council
- Panniqtuuq Hamlet Council
- Iqaluit youth (open to all youth living in Iqaluit between the ages of 14 and 17)
- Panniqtuuq youth (open to all youth living in Iqaluit between the ages of 14 and 17)

Attendance by non-voting participants is not mandatory. These participants are welcome to share information and opinions but do not have membership responsibilities or voting rights.

3.3 Term

IAC members hold membership for a one-year term, with the option to renew annually up to a maximum of three years. This means a minimum term of one year, and a maximum term of three years.

The same parameters apply to Deputy Members. One individual may serve as a member and then a deputy member (or vice versa) in which case they would have a maximum six-year total involvement.

NNC understands that the demand for Inuit leadership and representation on boards, committees, and working groups in Iqaluit and Panniqtuuq is high. Limiting terms to a maximum of three years avoids the risk of overburdening and allows for fresh perspectives from new Members around the halfway point of the pre-construction project development activities.

3.4 Compensation

Members and Deputy Members will be eligible for the following compensation for their participation in the IAC:

1. Each Member and Deputy Member will receive a \$250.00 CAD **meeting honorarium** for each in-person IAC meeting attended.
2. Each Member and Deputy Member will receive a \$200.00 CAD **annual honorarium** within the first 30 days of joining the IAC, and annually thereafter for each year served on the IAC, to compensate for the time and effort required to respond to non-meeting correspondence, such as emails, phone calls, or one-on-one visits.
3. For each instance of assuming additional volunteer responsibilities of public outreach or reporting, the Member or Deputy Member will receive a **communications honorarium** of \$250.00 CAD per event.
4. On the annual anniversary of joining the IAC, Members, or Deputy Members, will be eligible for a **participation bonus** of \$500, for each year they serve on the IAC. To qualify for this bonus, Members or Deputy Members must:
 - a. Participate in at least 75% of meetings during a one year period,
 - b. Fulfill role responsibilities, as defined in Section 4.0; and
 - c. Maintain good standing membership on the IAC for one year

Non-voting participants will receive non-voting honouraria of \$75.00 CAD per meeting attended in recognition of their time and participation. Non-voting honouraria do not constitute membership on the IAC and do not include additional compensation provided to Members or Deputy Members.

Non-voting participants are not eligible for annual honoraria, communications honoraria, or participation bonuses. Reasonable expenses related to participation may also be reimbursed, where applicable.

NNC will make accommodations for payment of honorarium including electronic transfer, cheque, or cash.

3.5 Membership Eligibility

3.4.1 General Eligibility

To qualify for the IAC, all Members and Deputy Members must:

- Meet the category representation requirements (section 3.1) for the seat they are applying for.
- Be fluent in either Inuktitut, English, or both.
- Commit to a minimum of a one-year term with the IAC with no known reasons for premature departure.
- Commit to regularly attending meetings and answering correspondence.
- Make every effort to attend public and Rightsholder engagement sessions.

3.4.2 Residency Requirements

All Members and Deputy Members must be residents of the community they represent (Iqaluit or Panniqtuuq) for the past two years, with no determinate plans to leave within the next year:

Exceptions:

- Inuit who previously lived in the community they represent for at least five years and have returned, with no plans to leave within the next year.
- Inuit with an immediate family member living in the community they represent for the last five years, and who now reside there themselves with no plans to leave.
- Inuit who meet none of the above but are current residents of the community they represent may be considered when no other applications meet the two-year requirement.

3.6 Early Departure

Should a Member or Deputy Member request to prematurely end their one-year term, the following courses of action may occur, depending on the seat occupied.

Members

1. For Members representing organization-nominated seats (seats 1 and 2):
 - If there is a Deputy Member, they may take over the Member seat, beginning their own one-year minimum and three-year maximum term. The organization may then nominate a new Deputy.
 - If the Deputy Member declines, they may continue as Deputy Member, and the organization will nominate a new Member

- This process should be completed within 30 days.
2. For Members representing population demographics (seats 3 through 5):
 - Former, runner-up applicants who were not previously selected will be contacted first, to identify the status of their interest, and then considered.
 - If no former applicants are interested and eligible, then the position would be publicly advertised for at least two weeks and filled as soon as possible.
 - Member replacement should ideally occur within 30 days, but if applications are not received, the posting remains open until filled.

Deputy Members

1. For Deputy Members representing organization-nominated seats (seats 1 and 2)
 - The organization will nominate a new Deputy.

3.7 Termination of Membership by NNC

NNC reserves the right to terminate a Member's or Deputy Member's position if they fail to meet the responsibilities outlined in this Terms of Reference. Grounds for termination may include repeated non-participation, conflict of interest, breach of confidentiality, or conduct inconsistent with the Committee's responsibilities. Wherever possible, concerns will first be discussed with the Member or Deputy Member to allow an opportunity for resolution before termination.

4.0 Responsibilities

Iqalungmiut and Panniqtuumiut should feel represented by IAC Members and Deputy Members and be able to rely on their ability to understand collective concerns, needs, preferences. Therefore, IAC Members and Deputy Members should be familiar with and knowledgeable about the organization, distinct group, or demographic that they are representing, in the specific context of living either in Iqaluit, or in Panniqtuuq.

4.1 IAC Members

Members are expected to participate on the IAC through the following actions:

- **Attend** quarterly meetings and participate actively
- **Review** materials in advance and provide feedback.
- **Represent** the views, needs, and interests of their organization, group, or demographic in providing feedback on Project plans and progress.
- **Express** honest feedback openly and completely.
- **Respect** confidentiality of committee discussions (unless approved to share).
- **Encourage** fellow IAC Members and Deputy Members to freely use their voices.
- **Respond** to email / phone / one-on-one visit correspondence within one week.
- **Notify** the IAC Coordinator of any anticipated absences; inability to respond; need to end IAC membership; any accessibility needs, as soon as possible.
- **Report** to the IAC Coordinator any instances of discomfort, pressure, intimidation, or any other experience that causes a negative impact to any Member, Deputy Member, or the IAC at large, and/or discourages full participation on the IAC for whatever reason.

Members will advise NNC on what they think is best, what could be improved upon, and what should be avoided, with respect to the purpose of the IAC outlined in section 2.0. In an effort to maximize transparency, members will hear directly from the broader Project team, including engineers, environmental scientists, archaeologists, commercial experts, and other consultants. Members can ask questions or request information from the broader Project team, and wherever possible, NNC endeavors to fulfill such requests.

Failure to meet the responsibilities outlined in this section may result in early termination of membership, in accordance with Section 3.7.

Volunteer Opportunities

There may be opportunities and benefits to conducting public outreach / reporting on the activities of the IAC. For example, this could take the form of doing a radio announcement or interview, writing and sharing a post on social media, or speaking with a community group.

One willing volunteer from Iqaluit and one from Panniqtuuq will be sought from the IAC during each meeting, via consensus, to hold these additional responsibilities. It is anticipated these public outreach / reporting responsibilities would take under two hours. This work will be compensated, as per bullet 3 in section 3.4.

4.2 Deputy Members

Deputy Members will only attend meetings or respond to correspondence if the Member from their organization or distinct group is unable to do so. When participating in meetings, they have the same responsibilities as full Members.

4.3 NNC IAC Coordinators

NNC has assigned a dedicated staff member the role of IAC Coordinator. The IAC Coordinator is expected to participate with the IAC through the following actions:

- **Serve** as the main point of contact with IAC Members and Deputy Members.
- **Manage** the administration of IAC meetings and all correspondence. Responses to IAC Members and Deputy Members emails / phone calls / one-on-one visits should be completed within 5 business days.
- **Distribute** all relevant materials (e.g. meeting agendas, minutes, informational attachments).
- **Attend** scheduled meetings.
- **Facilitate** scheduled meetings.
- **Be familiar** with all informational materials, Project history, plans, and progress.
- **Encourage** IAC Members and Deputy Members to freely use their voices.
- **Listen** actively to feedback, and any direct requests, complaints, or reports from IAC Members and Deputy Members.
- **Not influence** IAC Members and Deputy Members to express feedback or opinions in any particular way.
- **Respond** promptly to direct requests, complaints, or reports from IAC Members and Deputy Members, and find mutually agreeable solutions.
- **Share** how IAC feedback has informed engagement plans and Project development.

An additional member of staff from NNC will be present at all meetings. They are expected to participate with the IAC through the following actions:

- **Record** meeting minutes.
- **Support** the IAC Coordinator whenever needed.
- **Be familiar** with all informational materials, Project history, plans, and progress.
- **Encourage** IAC Members and Deputy Members to freely use their voices.
- **Listen** actively to feedback, and any direct requests, complaints, or reports from IAC Members and Deputy Members.
- **Not influence** IAC Members and Deputy Members to express feedback or opinions in any particular way.

5.0 Meetings

5.1 In-Person Meetings

The IAC will meet in-person at minimum four times per calendar year. Each meeting will aim not to exceed three hours in length.

1. **Early Spring (April)**

Reviewing, revising, and approving the draft engagement plan for the summer field work season.

2. **Early Fall (October)**

Reviewing, revising, and approving the draft engagement plan on the results of the summer field work season.

3. **Early Winter (December)**

Reviewing, revising, and approving the draft engagement plan for the winter public education / consent-seeking session.

4. **Late Winter (February)**

Debriefing the winter public education / consent-seeking session to identify lessons learned and outline any next steps resulting from the session outcomes.

Additional agenda items beyond the main purposes described above may be added to any of the quarterly meetings on an as-needed basis. Additional meetings may be scheduled on an as-needed basis.

In-person meetings will be held in Iqaluit at the Qikiqtaaluk Corporation office board room, at least three times per year, and in Panniqtuuq at least once per year. NNC will accommodate Members' and Deputy Members' needs for transportation to and from meetings, if required. If travel is required, Members' travel bookings will be managed by the IAC Coordinator. All travel expenses will be covered, including flights, accommodations, and per diems.

The IAC Coordinator will contact Members and Deputy Members one month in advance to schedule in-person meetings by email or phone according to IAC Members' preferences. If any Member is not able to attend in-person, requests for video conferencing can be made and accommodated.

5.2 Quorum

Quorum is the minimum number of Members or Deputy Members required for the IAC to hold a valid meeting. Quorum will be met when at least four Members or Deputy Members are present. If quorum is not reached, the meeting may proceed for information-sharing only, but no official advice, motions, or decisions can be recorded. The meeting may be rescheduled or cancelled if necessary.

5.3 Agendas and Meeting Minutes

Agendas

The IAC Coordinator will provide Members and Deputy Members with meeting agendas no later than one week prior to scheduled meetings.

Meeting agendas will contain a list of the discussion topics for the meeting, and any questions that need to be answered by the IAC during the meeting. Minutes from the previous meeting will be included for review and approval, along with any draft motions or resolutions for the IAC to consider, and relevant informational materials (e.g. reports, presentation slide decks, engagement tools, etc.).

Meeting Minutes

NNC will prepare and share meeting minutes for approval by the IAC. NNC takes the privacy and safety of IAC membership very seriously, and as such, meeting minutes will maintain anonymity of all Members and Deputy Members with respect to feedback and commentary provided.

Paraphrased summaries of discussions and decisions will be drafted, rather than verbatim recording of dialogue.

In the case that any Member or Deputy Member wishes to speak in confidence, this should be done with the NNC Coordinator in a one-on-one setting, outside IAC group meetings.

5.4 Languages

In the case that the IAC Coordinator is not fluent in Inuktitut, meetings will be predominantly in English. In the case that the IAC Coordinator is fluent in Inuktitut, meetings will be in the preferred language of the majority of the IAC. Inuktitut-English Interpreters will be made available in the case that any participating Members or Deputy Members are unilingual or would benefit from having the option of communicating sometimes in Inuktitut, and sometimes in English. Every effort will be made to encourage Inuktitut communication.

All written materials will be provided in both Inuktitut and English.

5.5 Other Participation

At times, there may be questions that NNC or the broader Project team would like to put to the IAC that do not require a meeting. These may be sent to all Members via email, phone call, or one-on-one visit from NNC staff, according to IAC Members' preferences. These requests for brief individual feedback should not take longer than ten minutes to respond to, and their frequency will not exceed six times in a calendar year.

Members may have the opportunity to travel with NNC on "Familiarity Tours" to other project sites. These tours are an opportunity for the IAC Members to learn more about major renewable energy

developments across the Arctic. Participation is not mandatory. All travel bookings and expenses will be covered, including flights, accommodations, and per diems.

6.0 Decision-Making

Motions and Resolutions

Any Member or Deputy Member can put forward a motion or resolution, but this is not an express expectation. Generally speaking, motions and resolutions will be presented by the IAC Coordinator.

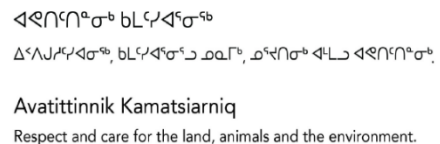
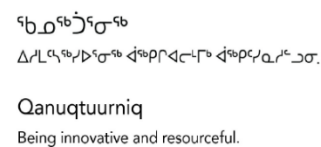
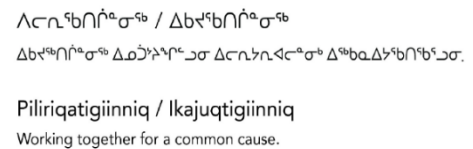
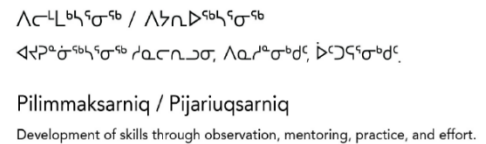
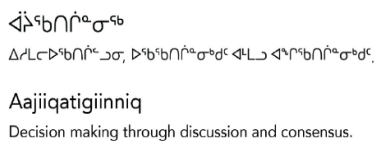
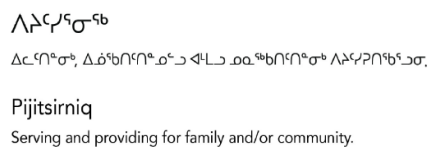
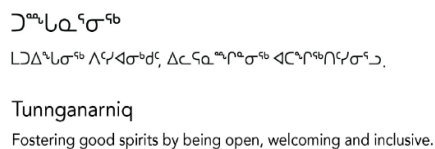
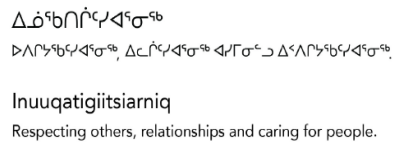
- A motion is a proposal or suggestion that is put to the IAC for discussion and then voting. A motion requires a seconder to trigger the motion going to discussion, and then a vote. Each Member or Deputy Member gets to vote once on each motion; majority rules.
- A resolution is a formal document that records an IAC decision and the reasons why. The same procedure for initiation, discussion, and voting for motions is also used for resolutions.

7.0 Communications

All agendas, motions and resolutions, meeting minutes, and other information provided to the IAC from NNC is subject to being shared with the public but only after they are distributed and approved by the IAC. NNC will post all relevant documents to the Project webpage under a dedicated section for the IAC.

NNC aims to maximize transparency with respect to all Project planning, activities, and reporting; this is the rationale behind sharing meeting minutes publicly. With that said, meeting minutes drafts must be reviewed and approved by the IAC prior to sharing publicly. Any comments, requests for amendments, or edits can be made in writing via email, or shared live during meetings.

ΔΔΔ Δ^c Λ^bd r^ar^c | Inuit Societal Values



8.0 Disclaimer

Members and Deputy Members are selected to participate on the IAC due to their familiarity and knowledge with respect to their category of membership. If supportive or opposing comments are provided, it does not mean that the organization, distinct group, or demographic is in support of or against the topic at hand.

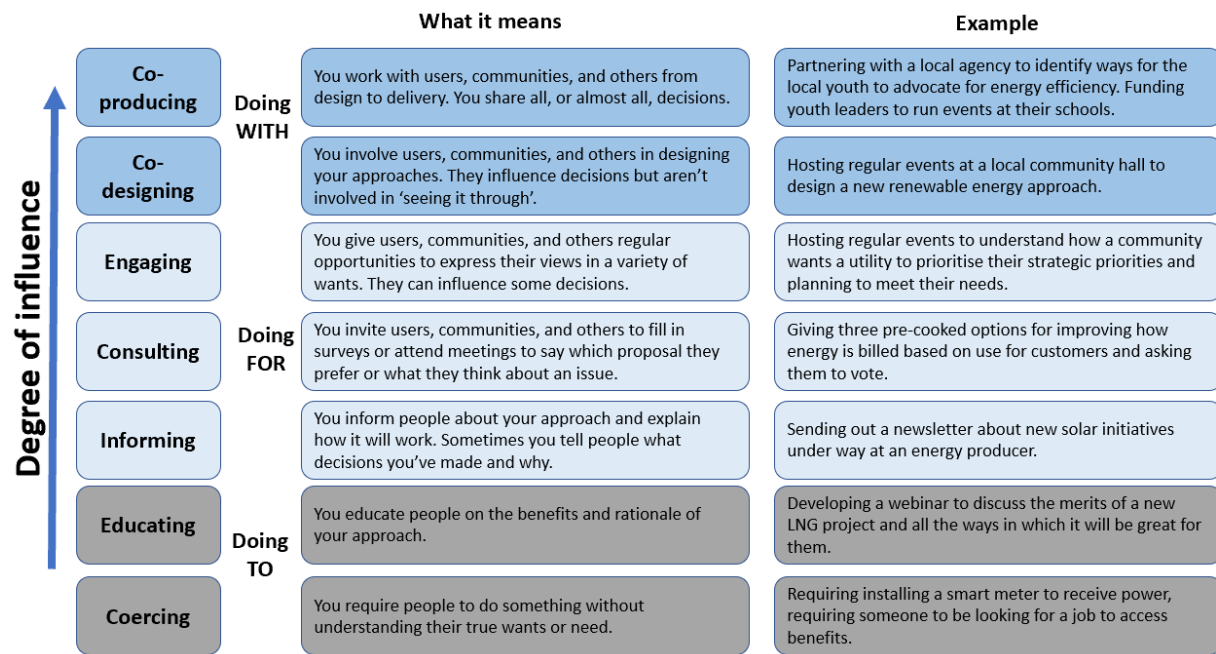
Page 13 of 18

feedback- or consent-seeking efforts, in line with NNC's phase gate approach (see Figure 2 in Appendix A).

Member and Deputy Member participation is limited to duties and responsibilities outlined in this document. They will not be expected, and are not authorized, to speak on behalf of or publicly represent the IAC or Project, unless asked or given approval to by the IAC Coordinator.

IAC Member and Deputy Member profiles, with photos (with consent), will be posted to the Project website.

Proceedings of IAC meetings, outside of what is recorded in meeting minutes, is considered privileged information and should not be discussed outside the IAC in any way that identifies individual participants and their specific commentary. This is to protect the privacy of Members and Deputy Members so they can speak freely.



Adapted from a model by the New Economics Foundation

1

Figure 3: Spectrum of public influence on developments

Project History

Phase 1 – Identify Opportunity (completed January 2023)

The first phase was a desktop study that confirmed renewable energy as a realistic opportunity for Iqaluit. Results were shared with Inuit leadership including Qikiqtani Inuit Association (“QIA”) and Qikiqtaaluk Corporation, the Regional Birthright Development Corporation of QIA, both of whom directed NNC to proceed to the next Phase.

In June 2023, the Project hosted its first public engagement session to introduce Iqalungmiut to renewable energy technologies and Arctic projects, and to answer community questions.

Phase 2 – Feasibility (completed in November 2023)

Phase 2 involved desktop research and conceptual design using existing data to identify potential sites and technologies. Sixteen different options were identified and assessed through equally weighted social, environmental, and techno-economic criteria.

NNC then sought Iqalungmiut direction. All 16 options, as well as the option to continue with diesel-generated electricity, were presented for community feedback through a ranked ballot vote.

Three in-person presentation and voting sessions were held: one with Inukshuk High School students, one with Key Stakeholders (QIA, Nunavut Tunngavik Incorporated, the Amaruq Hunters and Trappers Association, the Government of Nunavut, Qulliq Energy Corporation, and the City of Iqaluit), and one with the general public.

Mail-in voting kits were also provided, allowing people to review and submit their votes within two weeks. Follow-up drop-in sessions were held in January 2024 to answer questions, provide information, and collect ballots.

The Kuugaaluk conventional water power project received the strongest support, with 76% consensus of the 42 ballots submitted. After reviewing results with Inuit leadership at QIA and QC, QIA passed a Board resolution in March, 2024 to advance the project to the next Phase.

Phase 3 - Engineering + Impacts and Benefits Assessment (2024-2027),

Phase 3 began in summer 2024 with a site visit to Kuugaaluk and concept development.

Between January and March, 2025, NNC engaged both Iqalungmiut and Panniqtuumuit to present updates to the conceptual design and gather feedback through surveys. The majority supported continuing the social, technical and environmental studies toward a renewable energy solution that could meet 100% of Iqaluit's electricity and heating needs, with potential to also serve industrial users. There were concerns in Panniqtuuq about potential impacts and benefits sharing, and also a significant amount of misinformation about the Project.

In May 2025, NNC met with key Rightsholders and stakeholders, including the Amaruq and Panniqtuuq HTAs and the Panniqtuuq Hamlet council, to co-develop the 2025 field season data collection plans. These plans, and their priorities, were adjusted based on HTA feedback.

The 2025 summer field season included environmental baseline studies on wildlife and biology, aquatics, and terrestrial plants and ground-cover; archaeological assessments; geotechnical assessments; hydrometric assessments; LiDAR data collection; and, Rightsholder engagement (weekly updates to the Amaruq and Panniqtuuq HTAs). Field teams deployed wildlife cameras, conducted aerial surveys by helicopter and fixed-wing airplane, opportunistic fishing, and did on-the-ground field sampling and observations. Results were shared with the public and the Amaruq HTA in spring, 2026.

These studies will continue and expand in the 2026 summer field season, and the project concept will continue to be revised based on the findings. Results will be shared with Rightsholders and the public in the fall of 2026. With two years of data, the project team will have a clearer picture of any anticipated impacts from the project, and Inuit in Iqaluit and Panniqtuuq will be able to decide if those impacts, and mitigation strategies, are acceptable.

Through 2026 and early 2027, negotiations will take place between NNC and QIA on an Inuit Impacts and Benefits Agreement. QIA will appoint a committee that includes community members from both Iqaluit and Panniqtuuq, to support these negotiations.

The goal for completing Phase 3 is to submit a project description to the Nunavut Impact Review Board (NIRB) in the Spring of 2027 that has a strong majority of Inuit support.

Phase 4 - Permitting & Financial Readiness (2027 – 2028)At present, NNC expects Phase 4, which represents the independent NIRB assessment process, to take at least one year. While this is ongoing, NNC will create a financial framework that can support the Project's needed capital investment, so that if the NIRB approves the project, the schedule can continue seamlessly.

If Inuit continue to provide free, prior, informed, consent, and there are no unexpected engineering or environmental concerns, construction could start in 2028 (Figure 4).

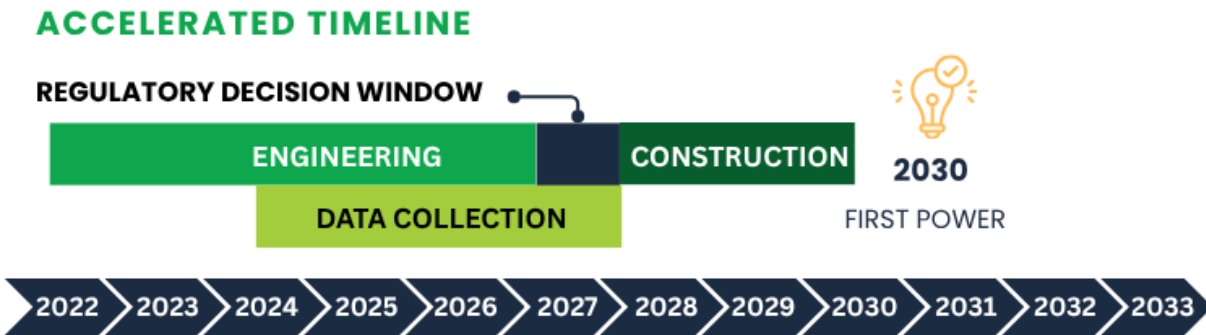


Figure 4: Accelerated Project timeline