

WORKERS' SAFETY AND COMPENSATION COMMISSION
Northwest Territories and Nunavut

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INCIDENT AND INJURY REPORTING

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Introduction

JOINT MESSAGE FROM WSCC'S GOVERNANCE COUNCIL CHAIRPERSON AND PRESIDENT & CEO



It's our pleasure to present to you the WSCC's 2026 Corporate Plan. The Plan outlines our Goals and Initiatives set for the next twelve months and represents our path forward in advancing our overall Strategic Priorities of *Advancing Safety Outcomes*, *Delivering Quality Services*, and *Ensuring Financial Sustainability*.

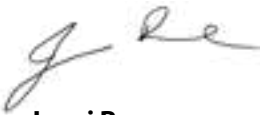
The WSCC's mission is to promote workplace health and safety while providing no-fault insurance to employers and care for injured workers. We monitor our progress closely and report annually to uphold our commitment to transparency. The 2026 Corporate Plan builds on the work from the previous year in support of our 2023-2027 Strategic Plan, *Paths Towards*

Safety, and introduces new Initiatives aimed at achieving our strategic Objectives and Targets.

Tailored to the unique needs of industries and workers in the Northwest Territories and Nunavut, in 2026, we will continue to build on our achievements while positioning the WSCC to adapt to emerging opportunities. Our focus remains on delivering value to our stakeholders and enhancing operational excellence.

The 2026 Corporate Plan was prepared pursuant to subsection 91(1) of the Government of Nunavut's *Financial Administration Act*, and the Government of the Northwest Territories' *Planning and Accountability Framework* as required by section 21 of the *Financial Administration Act*.

We look forward to the year ahead as we refine our activities to build on past successes, manage emerging issues, and better serve our stakeholders.



Jenni Bruce
Chairperson
Governance Council



Rick Hunt
President & CEO
WSCC

About the WSCC

The Workers' Safety and Compensation Commission (WSCC) is an arm's length government agency responsible for administering the *Workers' Compensation Acts, Safety Acts, Explosives Use Acts* and *Mine Health and Safety Acts* of the Northwest Territories and Nunavut.

The WSCC provides services to approximately 40,000 workers and 4,000 employers across the two territories. WSCC staff process over 3,000 claims annually and conduct hundreds of on-site inspections each year to ensure the safety of northern workplaces. The WSCC is unique in Canada as it is the only workers' compensation organization in the country to insure workers across more than one province or territory.

WSCC Organizational Structure

A seven-person Governance Council oversees the WSCC, and is responsible for the conduct of business and management while maintaining WSCC's credibility and vitality. The Governance Council delegates responsibility to the President & CEO for the accountability of the organization's performance against established strategic objectives.

The WSCC is structured into six divisions, which include the following units.



WSCC's leadership team includes seven senior-level staff residing in Nunavut and the Northwest Territories. They provide leadership and direction to the WSCC's staff and oversee the operations of the five divisions of the organization.

The team is comprised of:

- President & CEO
- Vice-President, *Performance & Corporate Services*
- Vice-President, *Financial Services*
- Vice-President, *Legal & Compliance*
- Vice-President, *WSCC Northwest Territories*
- Vice-President, *WSCC Nunavut*
- Chief Governance Officer/Senior Advisor

Our Vision

Eliminate workplace diseases and injuries.

Our Mission

We promote workplace health and safety while providing no-fault insurance to employers and care for injured workers.



Our Values

Respect – We demonstrate care, compassion, and honesty.

Engagement – We ensure meaningful participation and collaboration.

Integrity – We honour our commitments and act fairly.

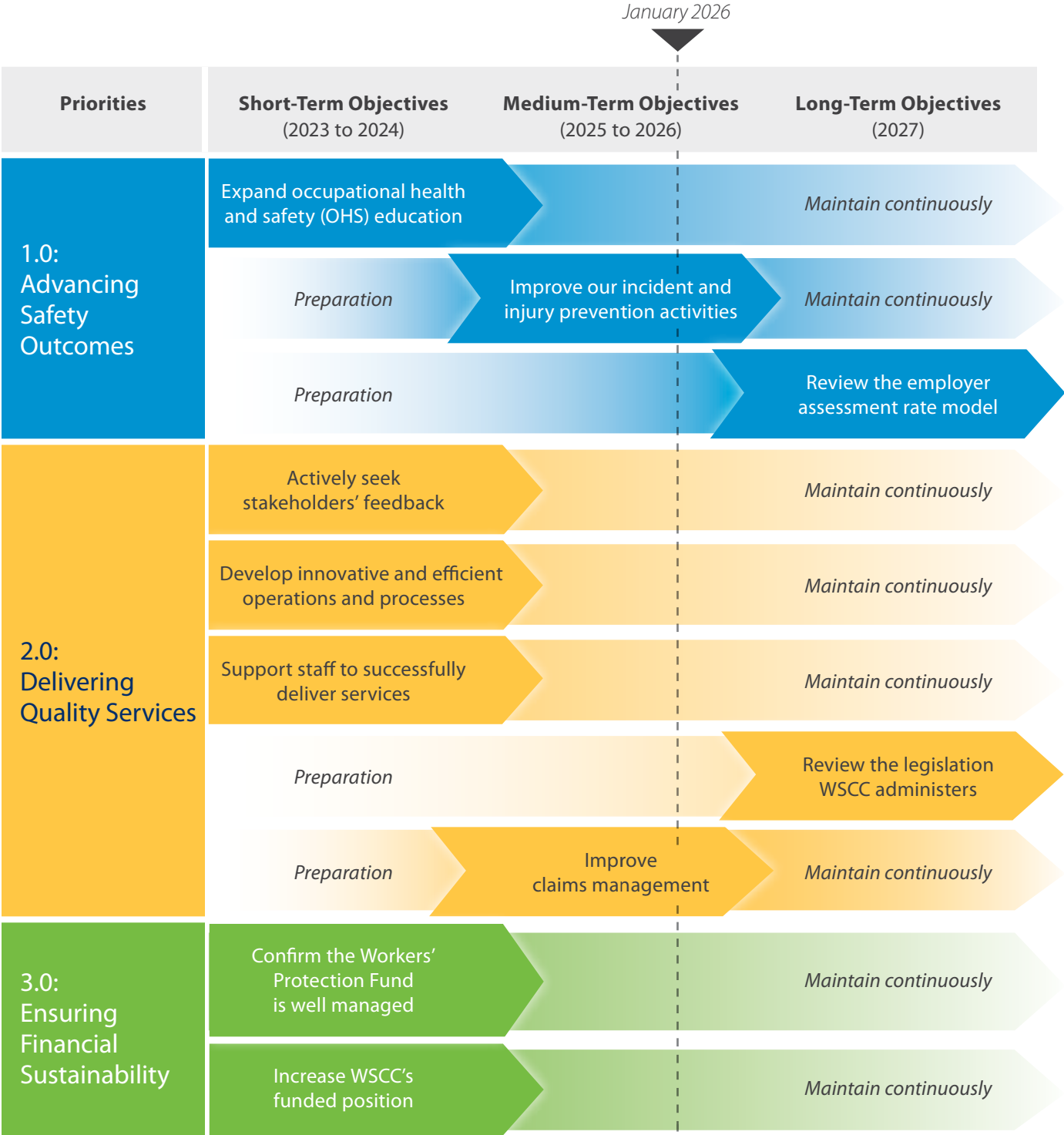
Openness – We are accessible, clear, and transparent.

Cultural Safety – We recognize, gain knowledge of, and respect cultural dignity.

Excellence – We are efficient and service-focused.

Stewardship – We sustain the Workers' Protection Fund through accountability and fiscal responsibility.

2023–2027 Strategic Plan: Where are we now?



Please visit wsc.nt.ca or wsc.nu.ca to view WSCC's 2023–2027 Strategic Plan.

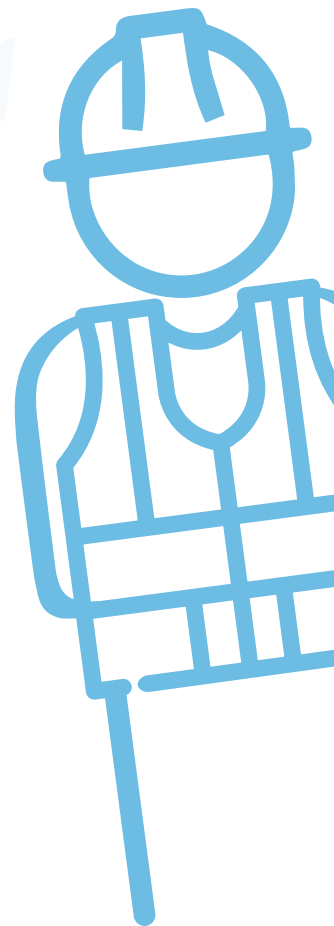
Over the next twelve months,
the 2026 Corporate Plan will continue
to guide our operations towards
reaching the targets within the three
strategic priorities: *Advancing Safety
Outcomes, Delivering Quality Services,*
and *Ensuring Financial Sustainability.*



Strategic
Priority 1.0:

Advancing Safety Outcomes

Advancing Safety Outcomes is central to our vision of eliminating workplace diseases and injuries. It emphasizes WSCC's ongoing commitment to safe workplaces, continuously raising awareness of safety rights and responsibilities, and preventing and reducing accidents and incidents.



Key Performance Indicators

PERFORMANCE MEASURE	2026 TARGET
Lost Time Injury Frequency	1.71
Objective 1.1: Expand occupational health and safety (OHS) education	
Percentage of priority worksites that receive OHS resources from Prevention Services	80%
Percentage of employers satisfied with the resources and information provided	N/A¹
Objective 1.2: Improve our incident and injury prevention activities	
Percentage of total assessable payroll classified as a Safe Workplace	55%²
Percentage of eligible employers classified as a Safe Workplace	43.8%
Develop OHS policies according to the Comprehensive Policy Review Plan (CPRP)	N/A³
Objective 1.3: Review the employer assessment rate model	
Status of the employer assessment rate model project	On track with project plan

1. Due to changes in 2024, this data is no longer collected.
2. Reported annually as of March 31. Data from GNWT and GN are excluded to avoid skewing results and ensure accurate comparisons among other employers in the program.
3. This KPI is now operational and no longer tracked.

Definitions

Safe Workplace Program

The Safe Workplace program promotes positive workplace health and safety culture by providing incentives to employers to improve how they manage and prioritize safety. For more information, visit wscn.nt.ca or wscn.nu.ca

Objective 1.1: Expand occupational health and safety (OHS) education

INTENT: To raise the understanding of OHS requirements by providing information and resources to WSCC's stakeholders.

ACCOUNTABILITY: Prevention Services

INITIATIVES	2026 GOAL
1.1.1 Work with successful applicants under the OHS funding program to deliver quality initiatives	• 50% of approved initiatives launched

Definitions

Stakeholders

Workers, employers, and others who have an interest in the policies and programs of the WSCC.

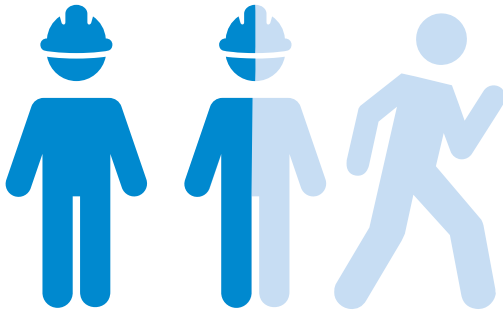


PHOTO: ISTOCK

Objective 1.2: Improve our incident and injury prevention activities

INTENT: To increase the number of employers with OHS programs by making policies clearer and providing guidance on procedures and the appropriate tools to reduce and prevent injuries and incidents, thereby creating safer workplaces.

ACCOUNTABILITY: Senior Management Team



Initiatives under this objective are now operational with the successful implementation of *Safety Outreach* representatives.

Objective 1.3: Review the employer assessment rate model

INTENT: To review the employer assessment rate model and identify approaches that may better reward excellent safety performance and motivate weaker-performing employers.

ACCOUNTABILITY: Employer Services

INITIATIVES	2026 GOAL
1.3.1 Present an analysis of the preferred rate model impacts	<ul style="list-style-type: none"> • Submit paper to Governance Council for review and direction by third quarter of 2026

Strategic
Priority 2.0:

Delivering Quality Services

Quality services that incorporate our values are foundational to our mission. This strategic priority addresses improvements to services by enhancing processes and empowering WSCC staff to provide timely, accessible, understandable, and effective services.



Key Performance Indicators

PERFORMANCE MEASURE	2026 TARGET
Stakeholder Satisfaction Score	80%¹
Objective 2.1: Actively seek stakeholders' feedback	
Percentage of stakeholder engagements that have the stakeholder engagement framework applied	N/A ²
Percentage of WSCC public engagements that meet their response rate targets	90%
Objective 2.2: Develop innovative and efficient operations and processes	
Net Maturity Score (5-point scale)*	N/A ³
Percentage of clients satisfied with e-Business functions	80%
Objective 2.3: Support staff to successfully deliver services	
Net Promoter Score*	80%⁴
Retention rates*	Exceed GNWT and GN rates
Objective 2.4: Review the legislation WSCC administers	
Status of Legislation Review project	On track with project plan
Objective 2.5: Improve claims management	
Average Cost Per Claim*	6% reduction from 2022
Number of non-responsiveness complaints forwarded from the Workers' Advisor Office*	33% reduction from 2022

1. This KPI has been put on hold until 2026.
2. This KPI continues to meet or exceed its goal. It is now operational and no longer tracked.
3. The business model driving this KPI has changed and is no longer being tracked.
4. This KPI is measured every two (2) years. (2023, 2025, and 2027).

* Definitions see next page.

Objective 2.1: Actively seek stakeholders' feedback

INTENT: To ensure stakeholders have opportunities to share their experiences and suggestions for improvements by broadening the stakeholder engagement process.

ACCOUNTABILITY: Legal & Compliance

INITIATIVES	2026 GOAL
2.1.1 Implement evaluation cycle for WSCC programs and services	• Review the Cultural Safety program and Safe Workplace program

Definitions

Terms used on previous page

Net Maturity Score

Indicates the WSCC's ability to improve continuously. This score measures services, resources, and how the WSCC interacts with stakeholders. Goals are achieved by improving the efficiency of internal processes and systems.

Net Promoter Score

Indicates employee satisfaction, loyalty, and future success.

Retention Rates

The percentage of employees that remain with the WSCC during a given time frame.

Average Cost Per Claim

The average total cost of each claim filed with the WSCC over a specified time period.

Workers' Advisor Office

An independent office that helps workers understand and navigate the workers' compensation system.

Objective 2.2: Develop innovative and efficient operations and processes

INTENT: To create defined processes that deliver the most value to stakeholders by leveraging appropriate tools, technologies, data, and solutions to simplify and streamline our work.

ACCOUNTABILITY: Performance & Corporate Services

INITIATIVES	2026 GOAL
2.2.1 Improve employer experience	<ul style="list-style-type: none"> • Complete implementation of Phase 1 of the Employer Support Model¹
2.2.2 Modernize records and information management	<ul style="list-style-type: none"> • Continue implementation of the Electronic Content Management System project
2.2.3 Enhance Information Systems’ operational efficiency	<ul style="list-style-type: none"> • Complete analysis and identify solution for the WSCC Financial system² • Complete analysis for the WSCC Human Resource system • Investigate and procure internal audit software system³ • Initiate a review of the WSCC core business application, Compensation Assessment Accident Prevention System (CAAPS)
2.2.4 Strengthen cyber security defences to protect critical data and systems	<ul style="list-style-type: none"> • Plan and execute the Cyber Security Strategy prioritized project initiatives
2.2.5 Website redesign plan complete	<ul style="list-style-type: none"> • Implement Phase 2 of website development as outlined in the 2025 project plan⁴
2.2.6 Explore Artificial Intelligence (AI) capabilities to improve organizational efficiency	<ul style="list-style-type: none"> • Initiate AI Pilot and explore use cases

1. Accountability is shared with Employer Services
2. Accountability is shared with Financial Services
3. Accountability is shared with Internal Audit
4. Accountability is shared with Communications & Public Affairs

Definitions

Compensation Assessment Accident Prevention System

WSCC’s centralized system for external operations documentation and records.

Objective 2.3: Support staff to successfully deliver services

INTENT: To ensure that robust strategies are in place to respond to an ever-changing labour market by supporting, engaging, and empowering WSCC's employees to deliver excellent services to our stakeholders.

ACCOUNTABILITY: Performance & Corporate Services

INITIATIVES	2026 GOAL
2.3.1 Implementation of Workforce Planning Strategy	• Initiate development of WSCC's Learning and Development Program Framework
2.3.2 Optimize office space	• Complete the design, procurement and retrofit of WSCC's Yellowknife office space as identified.

Objective 2.4: Review the legislation WSCC administers

INTENT: To update the legislation WSCC administers.

ACCOUNTABILITY: Prevention Services

INITIATIVES	2026 GOAL
2.4.1 Review <i>Occupational Health and Safety Regulations</i> and <i>Mine Health and Safety Regulations</i>	• Assess current regulations to identify gaps and coordinate national harmonization ¹

1. Accountability is shared with Legal & Compliance

Definitions

Harmonization

The process of aligning regulations across Canada to improve consistency across jurisdictions.

Objective 2.5: Improve claims management

INTENT: To manage claims effectively and responsibly using appropriate processes, tools, and systems, thereby lessening the challenges of staff workloads while improving stakeholder claims experiences.

ACCOUNTABILITY: Claims Services

INITIATIVES	2026 GOAL
2.5.1 Enhance claims management communications	<ul style="list-style-type: none"> • Continue the Claims standardization of claims letters • Continuous improvement to standardize case manager external communications through training
2.5.2 Continue the legislative process for the <i>Workers' Compensation Acts</i> new earnings loss system amendments	<ul style="list-style-type: none"> • Support the working group to operationalize the new earnings loss system amendments
2.5.3 Evaluate the design of the case management role and the optimal capacity of case managers in Nunavut	<ul style="list-style-type: none"> • Incorporate recommendations based on the new earnings loss system processes
2.5.4 Develop an onboarding and training program for claims staff	<ul style="list-style-type: none"> • Continue to create comprehensive learning modules for claims staff and expand modules for claims representatives and nurse advisors

Definitions

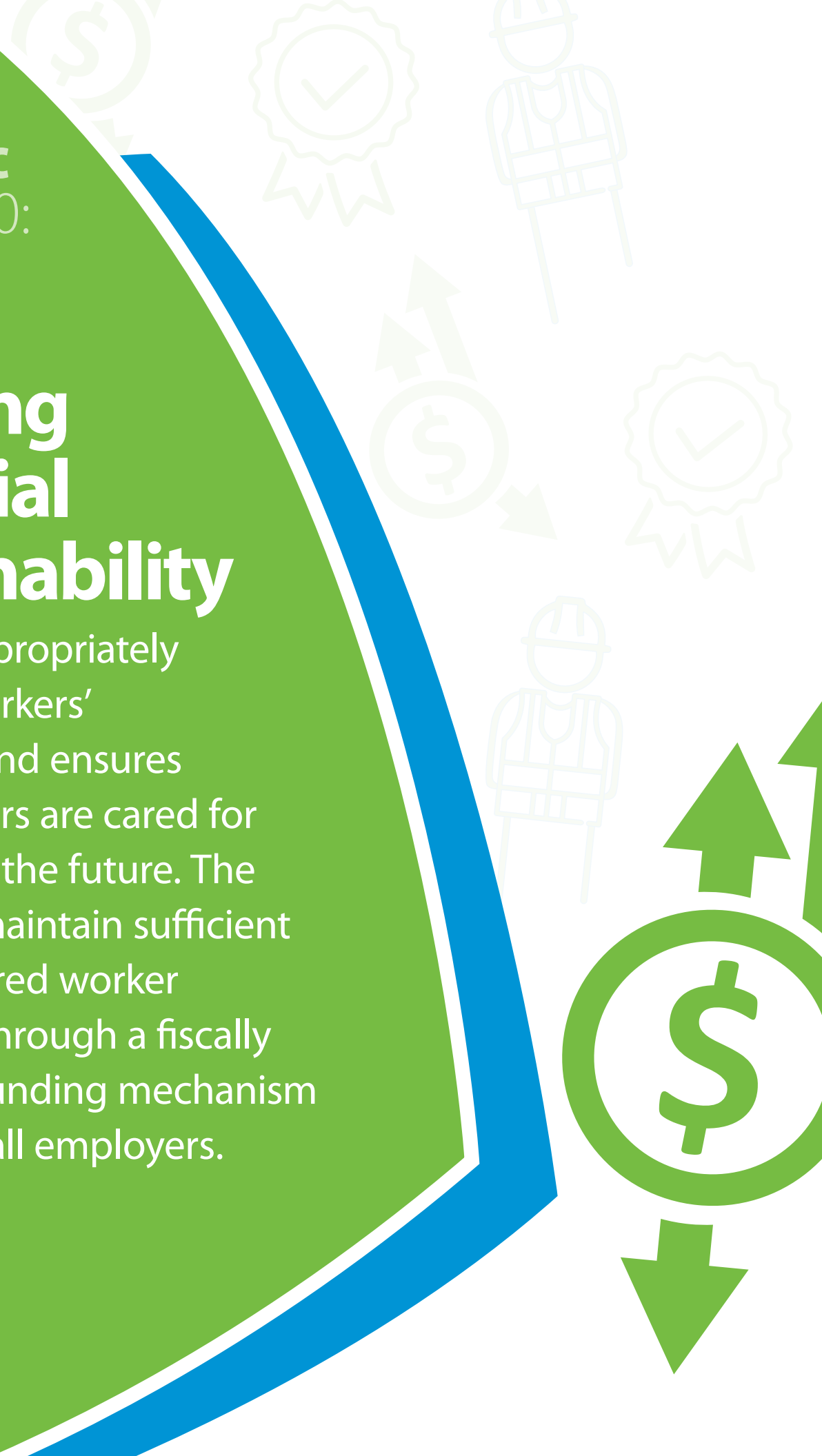
New Earnings Loss System Amendments

These amendments revise the pension provisions in the Workers' Compensation Acts and change how compensation benefits are considered for workers who suffer a permanent medical impairment.

Strategic
Priority 3.0:

Ensuring Financial Sustainability

Having an appropriately resourced Workers' Protection Fund ensures injured workers are cared for now and into the future. The WSCC must maintain sufficient funds for injured worker claims costs through a fiscally responsible funding mechanism that is fair to all employers.



Key Performance Indicators

PERFORMANCE MEASURE	2026 TARGET
Average Composite Claims Duration	99.09
Objective 3.1: Confirm the Workers' Protection Fund is well managed	
Return on Investment	5.25%
Objective 3.2: Increase WSCC's funded position	
Funded Position	115%

Definitions

Funded Position

The amount of money WSCC has compared to what it owes as of December 31 each year. It indicates WSCC's ability to meet its financial commitments.



PHOTO: ISTOCK/GALEANU MIHAI

Objective 3.1: Confirm the Workers’ Protection Fund is well managed

INTENT: To review if outsourcing the WSCC’s investment management of the Workers’ Protection Fund remains appropriate and to understand if WSCC has gained in overall return on investment by outsourcing this function.

ACCOUNTABILITY: Financial Services

INITIATIVES	2026 GOAL
3.1.1 Assess IFRS 17 impact on funded position	• Review and establish an appropriate benchmark discount rate framework for funded position

Definitions

IFRS 17

The International Financial Reporting Standard used for insurance contracts.

Objective 3.2: Increase WSCC's funded position

INTENT: To maintain a balance between the provision of quality benefits to injured workers while maintaining stable and affordable employer assessment rates.

ACCOUNTABILITY: Financial Services

INITIATIVES	2026 GOAL
3.2.1 Conduct a review of the existing investment portfolio	<ul style="list-style-type: none">• Conduct a comprehensive review of the existing investment portfolio to confirm alignment with WSCC's funding requirements, risk tolerance, and long-term investment strategy



PHOTO: ISTOCK/SHIRONOSOV

Operations and Capital Budgets

2026 Operations Budget

Summary by Division and Headquarters

<i>For the year ending December 31</i>	2024 Budget	2025 Budget	2026 Budget	2026 Budget (Decrease) Increase	2026 Budget Change
	\$	\$	\$	\$	%
WSCC Nunavut	7,305,167	6,290,968	6,630,030	339,062	5.4%
WSCC Northwest Territories	10,796,851	10,711,014	11,510,790	799,776	7.5%
President's Office	1,014,922	1,243,518	1,494,085	250,567	20.1%
Performance & Corporate Services	11,851,806	12,154,672	12,844,735	690,063	5.7%
Financial Services	3,546,020	3,864,002	4,293,304	429,302	11.1%
Legal & Compliance	5,830,375	5,937,777	7,229,485	1,291,708	21.8%
Headquarters	1,178,802	2,880,593	2,987,824	107,231	3.7%
Subtotal - President Accountability	41,523,944	43,082,544	46,990,253	3,907,709	9.1%
Governance Council	301,178	431,181	448,285	17,104	4.0%
Appeals Tribunal	617,488	573,326	628,296	54,970	9.6%
Office of the Workers' Advisor	548,777	563,273	595,643	32,370	5.7%
Partnerships	890,496	800,000	300,000	(500,000)	(62.5%)
Subtotal - Legislative and Partnerships Accountability	2,357,940	2,367,779	1,972,224	(395,556)	(16.7%)
Total	43,881,884	45,450,323	48,962,476	3,512,153	7.7%

Note: Certain balances have been reclassified for a better disclosure.

2026 Operations Budget

(in thousands of Canadian dollars)

	2024 Budget	2025 Budget	2026 Budget
	\$	\$	\$
INSURANCE REVENUE AND EXPENSES			
Insurance revenue	97,500	106,100	116,700
Insurance service expense	(79,166)	(89,477)	(94,004)
Insurance service result	18,334	16,623	22,696
Net investment income	29,519	35,346	39,574
Insurance finance (expenses) for insurance contracts issued	(23,018)	(23,980)	(24,132)
Net insurance financial result	24,835	27,989	38,138
OTHER INCOME AND EXPENSES			
Administration and general expenses	(8,807)	(9,999)	(10,772)
Fines and miscellaneous income	700	1,079	927
Total other income and expenses	(8,107)	(8,920)	(9,844)
Income/(loss) before other comprehensive income	16,729	19,069	28,294
OTHER COMPREHENSIVE INCOME/(LOSS)			
Items that will not be reclassified to profit or loss in subsequent periods:			
Re-measurement (loss)/gain on defined benefit plan	-	-	-
Total comprehensive (loss)/ income	16,729	19,069	28,294

2025 Capital Budget Summary

Including 2026 Capital Budget

	Requested 2024 Carry- forward	2025 Budget	Funds to be spent in 2025	Funding from reserve in 2025	Funding to be retired in 2025	Estimated 2025 Carry forward	2026 Budget
	\$	\$	\$	\$	\$	\$	\$
Computer Equipment	-	-	-	(100,000)	-	5,996	60,000
Furnishings	68,605	-	68,605	(50,000)	-	51,836	50,000
Equipment - Non-computer	-	-	-	-	-	-	65,000
Software	474,342	-	474,342	(1,013,829)	-	1,104,622	75,000
Leasehold Improvement	244,162	-	244,162	(351,804)	-	-	650,000
Vehicle	-	-	-	(65,000)	3,533	-	-
Total	787,109	-	787,109	(1,580,633)	3,533	1,162,454	900,000

Note: The 2025 Capital expenditure plan was funded from reserve.

