

2018-2019

Annual Report

October 2018 - September 2019



NunatuKavut
our ancient land

TABLE OF CONTENTS

Vision.....	3	Community Employment Coordinator Offices	15
Areas of Focus.....	3	Memorial Bursaries.....	15
Governing Council.....	4	Merit Award	16
Message from the President	5	Environment and Natural Resources	17
Message from the CEO.....	6	Monitoring and Health Management Oversight Committee	17
Staff Organizational Chart	7	Wildlife Management	17
Office of the President	8	Coastal Restoration	18
New Councillors	8	Resource Stewardship Workshop	18
Recognition of Indigenous Rights and Self-Determination	8	Forestry.....	19
NunatuKavut Flag.....	8	Climate Change	19
Muskrat Falls	9	Fishery.....	19
Commercial Fisheries	10	Gilbert Bay Marine Protected Area Project.....	20
United Nations Permanent Forum on Indigenous Issues	10	Oceans/Partnerships.....	21
Website Redesign.....	11	Community Freezer Program	21
Nakummesuak Awards.....	11	Health and Social.....	22
Office of the CEO.....	12	Women	22
Investing in NunatuKavut Communities Infrastructure Program.....	12	Research.....	23
Membership.....	12	Youth.....	23
Agreement Implementation.....	12	Events.....	24
Human Resources	13	Residential Schools.....	25
Finance and Administration	13	Mental Wellness	25
Employment and Skills Development.....	14	Cancer Care.....	26
Outline of ASETS Programs	14	Missing & Murdered Indigenous Women & Girls	26
Applying for Programs.....	15	Housing/Homelessness	27
ASETS Agreement.....	15	Violence Prevention	28
CAP-ISETS Agreement	15	Provincial Indigenous Administrative Data Identifier Advisory Group	28
		George Roberts Community Grants Program	28
		Other Work	28
		Research, Education and Culture	29
		Exciting Inuit led and co-led research!	29
		Strengthening Research Capacity	29

Expanding Sustainability Discussions and Initiatives in NunatuKavut	31	NunatuKavut Business Centre.....	38
Education in NunatuKavut.....	32	Strategic Growth For Sustainable Dividends	38
Inuit Cultural Awareness	32	Nunacor Organizational Charts	39
Missing and Murdered Indigenous Women and Girls..	32	Contact Information.....	40
Labrador West Indigenous Service Centre	33	NCC	40
On-Going Programs/Services	33	Nunacor	40
Events.....	34		
Cultural Programs	34		
Nunacor Development Corporation.....	35		
Business and Project Updates	35		
Community Work and Recognition	37		

Vision

Imminik aulatsiluta, sakKititsiKattavugut amma ikKasotiKatigeKattavugut, ilagijattinut, amma nunagijattinut pigualliaKullugit ilagennigijavut nunattinut, sikumut amma imannut.

Our vision is to govern ourselves, providing and caring for one another, our families and our communities while nurturing our relationship with the land, ice, and waters.

Areas of Focus

Nunak amma Avatik
Land and Environment

- We live in harmony with our environment and share in nature’s generosity while ensuring the conservation and preservation of the land, ice and waters.

Ilinnik amma Ilukkusik
Education and Culture

- We share and learn by honouring our past, embracing our present, and reclaiming our future.

**Inositsiagittotitsigasuannimut
amma Kanuittailigiamut**
Health and Wellness

- We nurture and support our physical, emotional, intellectual, and spiritual health to ensure the wellbeing of our families and communities.

**Suliatsanut amma
kenaujaliugutiliunnimut**
Business and the Economy

- We facilitate opportunities and platforms for meaningful employment, business development, capacity building, and growth to foster sustainable communities.

Tungavitsait
Infrastructure

- We meet community-specific infrastructure needs, through an equity-based approach that fosters robust communities.

Governing Council



Todd Russell
President



Jim Holwell
Vice President &
Councillor for Area 5
(Central/Northern Labrador)



Boyce Turnbull
Executive Member at
Large & Councillor for Area 3
(Bolsters Rock to Spear Point)



Levi Snook
Councillor for Area 1
(Straits)



Nina Pye
Councillor for Area 2
(Battle Harbour)



Cyril Campbell
Councillor for Area 3
(Bolsters Rock to Spear Point)



Frank Dyson
Councillor for Area 4
(Sandwich Bay/Island of Ponds)



Redgeway Flynn
Councillor for Area 5
(Central/Northern Labrador)



Jessie Tobin
Councillor for Area 6
(Western Labrador)



Harrison Campbell
Elder Councillor



Kellie Clark
Youth Councillor

Message from the President



Dear Friends,

Together, as a people, we have accomplished so much. To be your President in these exciting times and to have the benefit of reflection on our challenges and progress provides a wonderful vantage to see the growth, strength, resilience and endurance of our people, communities and the NunatuKavut Community Council (NCC).

Last year on July 12th we announced one of the most significant milestones in our “rights recognition” journey to date – the start of talks with Canada on the Recognition of our Indigenous Rights and Self-Determination (RIRSD). With that commitment, we forged ahead and, just over a year later on September 5, we signed a Memorandum of Understanding (MOU) on self-determination between Canada and NCC.

The MOU lays the foundation for upcoming discussions with the federal government and, where appropriate, the provincial government. This will result in tangible and positive change for our people while protecting our culture and way of life and furthering self-government. We are grateful to our people for their continued guidance and perseverance and for reminding us how important this work is to our everyday lives.

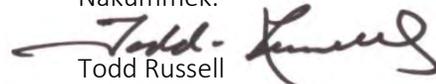
The past year has once again marked significant advancement for our people and communities. NCC is

working on numerous initiatives from climate change to harvesting, health, training, employment and research to ensuring our rights are affirmed and protected. As a result of additional agreements and financial resources, NCC is developing a Medical Travel Assistance Program. We are also introducing a Housing Repair Assistance Program, and further investments in infrastructure, education and training, and community-based initiatives and needs. While these programs provide much-needed assistance, it will be important to ensure sustainability. NCC staff and partners have worked diligently, with professionalism and care, to develop these programs and I am so pleased to see the creation of new jobs. They add to NCC’s existing suite such as the Investing in NunatuKavut Communities Infrastructure Program, the George Roberts Community Grants Program, and the Inuit Education Program.

This annual report highlights these and other important work. We continue to draw strength, inspiration and wisdom from our people. I thank our Governing Council, who have made tough, honest decisions. I also thank our staff for their creativity and tenacity in advancing the projects and initiatives which further the well-being of our people. Their expertise and dedication is essential to building a strong organization. As well, it is important to raise up our partners and those who are helping and support us in this journey.

Our work is aligned with our vision. NunatuKavut is our home. It is where our children are born and raised and where our elders find comfort and rest. It is the land of our ancestors and the home of our grandparents. It where our culture and way of life remains strong and vibrant and is growing stronger with each passing day. NunatuKavut will be home for the many generations to come. It is where are our stories are told and our history and way of being is forever etched.

Nakummek.


Todd Russell

Message from the CEO



Hello again friends,

Wow! What a year it has been!

We have achieved significant milestones, both at a political and operational level, and we are in the process of implementing some really amazing initiatives that will have lasting impacts on the lives of our people.

While we are excited about our growing resources, we are intently listening to your voices and working diligently to manage many aspects of sustainability, including balancing economic, cultural, social and environmental priorities. We truly are moving into a new era, one that will require our people and communities to continue to pull together and be strong in our identity, our truth and our cultural collectiveness. We are on an important mission to fulfill our vision and effectively managing relationships, and even distractions, will be key!

I am practicing a year of thankfulness in spite of challenges. I ask each of you to consider practicing this with me. Always be mindful of our blessings, take nothing for granted and remember the many generations that have worked hard to bring us where we are today.

Nakummesuak.

A handwritten signature in black ink, which appears to read 'D. Earle'.

Dorothy Earle

Staff Organizational Chart



As of October 1, 2019

Office of the President

The President and Governing Council are responsible for the overall governance of NCC. There are also a number of files and issues handled directly through the President's Office. In most cases, support is provided by various departments within NCC.

NEW COUNCILLORS

In November 2018, NCC welcomed two new members to the Governing Council: Redgeway Flynn, representing Central/Northern Labrador and Frank Dyson, representing Sandwich Bay/Island of Ponds.

RECOGNITION OF INDIGENOUS RIGHTS AND SELF-DETERMINATION



Figure 1: RIRSD MOU signing in Toronto on September 5

There continues to be steady progress on our Recognition of Indigenous Rights and Self-Determination (RIRSD) negotiations. Both NCC and Canada negotiation teams meet a couple times a month, both in-person and through teleconference. In late March, the teams visited three NunatuKavut communities – Cartwright, Black Tickle and Port Hope Simpson – to give the Canada team a first-hand and lived understanding of the people and communities that we are negotiating on behalf of. In early May, NCC presented to numerous individuals across various federal departments about the history, culture and self-governance of NunatuKavut Inuit.

On September 5, NCC took the crucial next step in our RIRSD process – the signing of our Memorandum of Understanding (MOU) with Canada. The signing ceremony took place in Toronto with Crown-Indigenous Relations Minister Carolyn Bennett. The MOU outlines the general principles of negotiations and sets the stage for next steps, which includes working with Canada on joint mandating that will look at priorities and tangible outcomes for our people and communities. The province will join our discussions when appropriate.

We have already begun some of the work in relation to priority areas like fisheries, health supports, infrastructure and other areas. This is informed by years of community engagement and facilitated AGA discussions. NCC's approach is to achieve good agreement(s) through a phased and comprehensive approach.

NUNATUKAVUT FLAG



Figure 2: NunatuKavut flag, unveiled at our 2018 AGA

President Russell, along with Vice President Jim Holwell, unveiled a NunatuKavut flag at the 2018 Annual General Assembly (AGA).

The NunatuKavut flag design reflects our Inuit history, culture and way of life. Its symbolism honours the historic and present role of women as culture carriers in our homes and communities.

The large image is that of an ulu, a traditional Inuit women's knife. It was used for multiple purposes like skinning and cleaning animals, cutting food or trimming blocks of snow and ice to build an igloo. It is still used today.

Depicted on the lower blade of the ulu is a Kullik, a traditional seal oil lamp. It was used as a means of lighting and heating our homes and cooking and feeding our families. Today, we light the Kullik for ceremonial purposes to honour and respect our Inuit grandmothers and all our ancestors. The flame of the Kullik is bright, signifying that our culture is still very much alive and our future is filled hope and optimism.

The carving on the handle of the ulu is that of a dog team carrying a seal, which once played a critical role in the lives of NunatuKavut Inuit. Dog teams are still prominent in many communities throughout our territory today. The husky continues to hold a special place in the heart and stories of many of our people. The seal is also so important. Its meat gave us nourishment and its skin was prepared and used to keep us warm, provide clothing and for dog team traces. It is still significantly used by our families.

Since time immemorial, our identity has been shaped by our relationship with all that surrounds us. The blue, white and green colours in the flag represent that which makes up our home territory: the land, inland waters, the sea and sky and the ice and snow.

This flag was inspired by a design submitted by NunatuKavut artist Barry Pardy of Cartwright.

MUSKRAT FALLS

Inquiry

NCC was granted limited standing at the Commission of Inquiry Respecting the Muskrat Falls Project that was established by the Government of Newfoundland and Labrador in November 2017. The Commission was tasked with examining four issues, including how the hydroelectric project was approved and executed and why costs have escalated since its sanctioning. They also examined what occurred with respect to Indigenous consultation and accommodation.

President Russell was called to appear as a witness at the Inquiry hearings on three different occasions, along with representatives from Labrador's two other Indigenous groups. It is important that NCC be on the record about the longstanding connection that NunatuKavut Inuit have to the lands and waters affected by this project and the treatment at the hands of the provincial/federal governments and Nalcor. Our final written submission and final oral summation can be found on our website at www.nunatukavut.ca.



Figure 3: President Russell testifying at the Muskrat Falls Inquiry

Independent Expert Advisory Committee

NCC signed an agreement with Nalcor in July that enables us to deliver additional programs and services that contribute to the overall wellbeing of our people and communities. The funding for this agreement totalled \$10 million. The funding was budgeted for by Nalcor for possible wetland capping of a small area before impoundment of the Muskrat Falls reservoir. This was one of the recommendations presented to the Province of Newfoundland and Labrador by the Independent Expert Advisory Committee (IEAC) back in April 2018.

The Province of Newfoundland and Labrador failed to provide a timely response to these recommendations, which meant they would not be proceeding with wetland capping before filling the reservoir in the summer of 2019. Further data provided by the Province through regular water monitoring has also "shown that methylmercury levels have, at no time, presented a risk to public health." Once it was confirmed that wetland capping would not proceed, Nalcor offered the budgeted thirty million dollars for equal distribution to Labrador's three Indigenous

groups. This money is not compensation or part of any deal on methylmercury.

New Programming

NCC has been working hard to develop a series of initiatives from the agreement with Nalcor that responds to NunatuKavut Inuit needs and priorities. A budget was approved by NCC's Governing Council for the following initiatives:

- Medical Travel Assistance. \$1.75 million for one year.
- Housing Repair Assistance. \$1.25 million for one year.
- Infrastructure Investment Partnering. \$5 million
- Education and Training Funding. \$500,000 for one year.
- Community-Based Initiatives and Needs. \$1.5 million

NCC staff are working diligently on program development. Further details about program implementation will be announced as they are finalized. They will be implemented with a view to ongoing sustainability.

COMMERCIAL FISHERIES

We continue to work with the Department of Fisheries and Oceans (DFO) Minister and officials to pursue equity and fairness in the fishery. We have also been busy supporting our fisheries within NunatuKavut. There are positive results from our efforts on the Cod Stewardship fishery, which show improvement for Labrador. All of NCC's quotas were caught on the commercial side, whether through Imakpik Fisheries or our fish harvesting agreement with the Labrador Fishermen's Union Shrimp Company.

Over the year, stock reports were not good for Shrimp Fishing Areas 4 and 5, with Area 6 remaining low but stable. We worked to lessen the impacts of potential cuts for NunatuKavut Inuit and our people involved in the fishery. The federal government issued a final decision on shrimp quotas in May. The cuts were not as deep as first anticipated.

NCC was disappointed that DFO's latest increase in turbot allocations in NAFO OB was not shared beyond Nunavut (90

per cent) and Nunavik (10 per cent). We are continuing our efforts to gain entry into this lucrative fishery.

We also issued a statement in April calling on the federal government to suspend the commercial capelin fishery. The latest scientific information on capelin is extremely limited and our own traditional knowledge indicates that they are arriving later (if at all) in fewer numbers and smaller in size.

UNITED NATIONS PERMANENT FORUM ON INDIGENOUS ISSUES

President Russell, along with Research, Education and Culture Manager Amy Hudson, attended the 18th Session of the United Nations (UN) Permanent Forum on Indigenous Issues in New York City the week of April 22.

It is the second year that President Russell attended this important international event to represent and tell the story of our people. While at the UN, President Russell had an opportunity to deliver a statement to forum participants, entitled "Recognition of the Indigenous Rights and Traditional Knowledge of the Inuit of NunatuKavut."



Figure 4: President Russell addressing the United Nations Permanent Forum on Indigenous Issues in April

WEBSITE REDESIGN

In September, NCC launched a completely redesigned website at www.nunatukavut.ca that is more responsive and easier to navigate. It features a google map of our communities, ability to pay membership processing fees online and has the latest information about NCC, our people and communities. This redesign was managed by the Communications department.

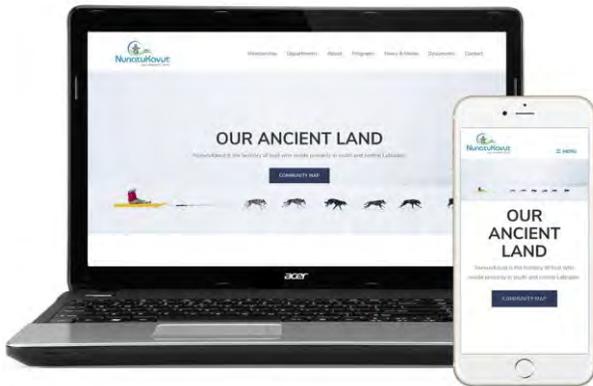


Figure 5: Our new website design

NAKUMMESUAK AWARDS

Nakummesuak, which means “thank you very much” or “a big acknowledgement,” is a prestigious award created by NCC. It is given annually to individuals who have demonstrated outstanding support for NunatuKavut Inuit and communities and have given unselfishly of their time and energy to make a difference.

At the 2018 AGA closing banquet, the following well-deserving recipients were presented with a 2018 Nakummesuak Award:

- **Esther Keefe, Black Tickle**, for her tremendous volunteer work in her community and going above and beyond to help organize various events. She is also a skilled seamstress and craft maker and was

instrumental in helping to establish the Black Tickle community craft group.

- **Joseph Keefe, Black Tickle**, has fought hard and endlessly for his people and community and is presently the chair of the Local Service District. He is an advocate for his people on many important issues like healthcare and transportation. He was also instrumental in developing a fuel service plan for the residents of Black Tickle after gas and diesel were no longer stored or served in the community.
- **Martha Penney, Wabush**, for her outstanding contributions to her community. She is distinguished for her talent and ability in crafting, especially in working with materials like duffle and seal skin. She, along with her late husband, Alex, owned and care for a team of Labrador husky dogs. Martha has given of herself unselfishly and has notably kept our NunatuKavut Inuit traditions alive.



Figure 6: President Russell (left) and Vice President Jim Holwell presenting Martha Penney with her 2018 Nakummesuak Award

Office of the CEO

INVESTING IN NUNATUKAVUT COMMUNITIES INFRASTRUCTURE PROGRAM

The Investing in NunatuKavut Communities Infrastructure Program (INCIP) is the first infrastructure program developed by NCC that is fully funded from its own source revenues.

INCIP has two application deadlines per year: April and October. For each intake, communities and organizations can access up to \$30,000 in funding for project planning and proposal development and up to \$100,000 for direct investment into infrastructure projects.

To date, NCC has approved funding for 24 projects under this program, totalling nearly \$1.2 million.



Figure 7: Funding announcement event for a new community building in St. Lewis, partially funded through NCC's INCIP

MEMBERSHIP

The membership office continues to be busy processing new applications and membership card renewal forms. The three categories for membership are: Full Member–Resident; Full Member–Non-Resident; and Alliance Member. This year, NCC's new website redesign introduced a new function for online payment of processing fees. We are also working on enhancing the application process so that membership forms can be filled out online. Further

information on our membership department can be found on NCC's website at www.nunatukavut.ca.

Members are reminded that they will need a current card to participate in the communal fishery and to avail of funding. Membership cards expire after five years and card renewal notices are sent three months in advance. Please check the expiry date on your card and, if you haven't received a card renewal letter and form, please contact the NCC office. Members are strongly encouraged to provide NCC with a current address and the appropriate documentation to complete your card renewal.

Please contact our Membership Clerk at membership@nunatukavut.ca if you have changes to information on the Membership Registry, like spelling of names, name change due marriage or divorce, notification of a family member's death or change of address.

AGREEMENT IMPLEMENTATION

The Office of the CEO oversees a Partnership Agreement Implementation Coordinator to coordinate the implementation of various agreements we sign with external partners. This is to ensure we meet the needs and aspirations set out in these agreements. Examples include the Shared Understanding Agreement with Parks Canada on the Mealy Mountain National Park Reserve and our Community Development Agreement with Nalcor Energy.

As part of this work, we met with the Iron Ore Company of Canada in Montreal in March and had a very positive discussion on how to be more intentional with the initiatives set out in that agreement. We also met with Tacora Resources to establish a more formal and comprehensive relationship with this new mining company operating in Labrador West.



Human Resources

The Human Resources (HR) department has undertaken a great deal of work, particularly as it relates to recruitment and retention, strategic staffing, HR planning and development and policy work.

In December 2018, a determination was made by the Labour Compliance Division of the Government of Canada, that would see NCC become federally regulated. Essentially, the ruling meant that, for all purposes related to labour, NCC would be governed by the Canada Labour Code as opposed to the previous NL Labour Standards Board.

The HR department began the transition in December, laying the groundwork for the new policy pieces. Throughout the winter and spring, we started undertaking the policy development and staff training to ensure compliance with all acts and regulations of the Canada Labour Code. This was a huge undertaking and will continue to be a prominent piece of work for HR, ensuring that as new Bills receive royal assent by the Government of Canada our staff are kept abreast of those changes and trained where need be.

Strategic staffing, another significant activity of HR, is continuously evolving. HR works to ensure that NCC is in the best position to attract, recruit, develop and retain the best and brightest, allowing us to strengthen our position for self governance.

HR is committed to providing expertise and advice on creating a positive workplace where staff are safe, motivated and engaged. A proactive approach to developing policies that support the well-being of employees is key to a healthy and productive workplace that contributes to the greater good of the organization. HR is also committed to ensuring the development and engagement of a diverse workforce and establishing an organizational culture that incorporates NCC's Inuit values of caring, fairness, respect, accountability and teamwork.

Planning and preparation for the positions that will support a new NunatuKavut Rights Secretariat to assist with the RIRSD process has also been a priority in the last year.

HR is an integral part of a successful organization and serves many roles. As strategic partner, employee advocate and change manager, HR contributes to the development and the accomplishment of the organization's strategic plan. HR leads recruitment, development and engagement of staff to ensure NCC is poised to move forward with a positive, dynamic workforce to align with our vision and serve our people.



Finance and Administration

It has been another busy but exciting year for the Finance and Administration department. In addition to regular duties throughout the year, spring brings with it an influx of members applying for new membership and renewals to access the salmon and cod fishery. The department's administrative assistant assists those members with applications in preparation for issuing salmon and cod designations. Once the fishing season is completed, assistance is provided with catch logs that are returned and processed.

NCC continues to see an improvement in its overall financial position. To this end, the Finance and Administration department had a successful year in meeting its financial reporting requirements. The Audited Statements, including the Auditor's Report, for the fiscal year ending March 31, 2019 can be found on NCC's website at www.nunatukavut.ca.

In addition to recording and reporting on NCC's financial operations to various funding agencies, management participated in a strategic planning session that will help align its activities with NCC's strategic goals.

Employment and Skills Development

The Employment and Skills Development (ESD) department works to build partnerships that help our members gain employment. They oversee NCC's employment and skills development-related agreements that provide resources for unemployed and underemployed individuals (working less than 20 hours per week).



Figure 8: Underground Mining Equipment Simulator at the College of the North Atlantic in Happy Valley-Goose Bay. Photo courtesy of Labrador Aboriginal Training Partnership

Primary agreements include the Aboriginal Skills Employment and Training Strategy (ASETS), funded directly through Service Canada, and an ASETS Program sub-agreement, funded through the Congress of Aboriginal Peoples (CAP). ASETS is NCC's longest and most well-funded program. It has offered training and employment

assistance to thousands of members over the years. We also continue to build partnerships with many employers to help our members secure full-time employment.

The ASETS agreement finished March 31, 2019 with a new Indigenous Skills and Employment Training (ISET) Program agreement beginning April 1, 2019. This ten-year agreement will support a variety of programs to serve our clients.

OUTLINE OF ASETS PROGRAMS

Self-Employment Benefit

Income support and funding for Business Planning Services for members wishing to start their own business.

Summer Career Placement

This program provides meaningful summer work experiences for students 15-29 years of age. The objective is to link students with work experience related to their field of study or an area in which they have an interest in studying, wherever possible.

Skills Development – University

This program provides a Bursary/Grant to University students who are in their final two years of an undergraduate program. In the event that a client was funded for their undergraduate, they will only be eligible for their final year of the graduate program. The amount is determined yearly based on approved budget.

Skills Development – Other

This program funds clients to complete certificate/diploma programs, short-term industry specific programs, and health/safety training programs. This program can provide assistance for course cost, living allowance, travel allowance and childcare, if applicable.

Work Experience

This program can be exploratory in nature to assist clients in determining if a particular employment field is a fit for them. It can also be linked to skills where clients get to have

direct work experience in a field for which they have studied or trained.

Employment Transition Fund

This program is designed to move clients from minimum waged jobs into an intervention, or a combination of interventions, that allows them to pursue a career that meets their interest, salary expectations and labour market priorities. This program follows the *Skills Development – Other* guidelines.

APPLYING FOR PROGRAMS

Eligibility

In order to be eligible for assistance under the Skills Development programs, clients must be:

- A current member of NCC, no matter where they reside in Canada.
- Unemployed or underemployed (working less than 20 hours a week).
- Attending an accredited school full-time, within Canada.
- Enrolled in the final two years of a program.

Selection Criteria

- Meet Labour Market Demand
- Academic Performance
- Training History
- Cost of Training
- Budget Considerations

Clients can expect a decision after a minimum of 20 working days from the date the application is received.

ASETS AGREEMENT

The budget under the ASETS agreement was fully utilized in the 2018-2019 fiscal year. During that time, NCC provided funding assistance to the following number of clients:

- Skills Development (University) – 48 Clients
- Skills Development (Diploma/Certificate) – 77 Clients
- Work Experience – 5 Clients
- Self-Employment Benefit – 2 Clients

Results: Overall Target vs Actuals*

	Target	Actual
<i>Clients served</i>	145	163
<i>Clients employed</i>	61	127
<i>Returned to school</i>	9	10

*as of June 30, 2019

CAP-ISETS AGREEMENT

The CAP-ASETS agreement, which supports diploma/certificate programs, was also fully utilized in the 2018-2019 fiscal year. NCC was able to provide assistance to approximately 42 clients in various programs.

Results: Overall Target vs. Actuals*

	Target	Actual
<i>Clients served</i>	21	26
<i>Clients employed/ returned to school</i>	16	14

*as of June 30, 2019

COMMUNITY EMPLOYMENT COORDINATOR OFFICES

NCC’s community employment coordinator offices in Cartwright and Port Hope Simpson continue to offer vital outreach services within our south coast communities, assisting members with completion of applications for training or employment, as well as connecting them with employment opportunities available on major projects in Labrador. They also support other departments within NCC.

MEMORIAL BURSARIES

NCC administers two annual memorial bursaries for post-secondary students, who are members.

The Bernie Heard Memorial Bursary, valued at \$1000, was named in honour of Bernie Heard. He was an active member of NCC who passed away in January of 2008. He was a great musician and was very active in historical and genealogical research, which contributed greatly to the foundation of our membership system. Preference for this bursary may be given to a student studying in the area of Music or History. Other areas of priority may include visual and performing arts, anthropology and archaeology.

Katie Wells, from Happy Valley-Goose Bay, was the 2018 recipient of this bursary. She graduated from high school in 2018. Her career goal is to become a music teacher and she wants to pursue a Bachelor of Music Program at Memorial University and then her Bachelor of Education.

The Raymond Turnbull Memorial Bursary, valued at \$2000, was named in honor of Raymond Turnbull. He worked with NCC as an Education Officer, where he dedicated his life to helping youth. Sadly, Raymond passed away in 2004, leaving a void in the hearts of his family, friends and colleagues. The bursary is awarded annually to an NCC member who is graduating from Grade 12 and has demonstrated admirable community and school involvement, as well as academic achievement.

Kristina Rumbolt, from Mary's Harbour, was the 2018 recipient of this bursary. She graduated from high school in 2018. Her career goal is become a Psychiatric Nurse and is currently enrolled in the Bachelor of Nursing program at Western Regional School of Nursing, Memorial University.

Information on both bursaries are available at www.nunatukavut.ca.

MERIT AWARD

NCC provides an annual Merit Award, valued at \$500, to a member attending the College of the North Atlantic (CNA)

Campus in Happy Valley-Goose Bay. Nominations are put forward by CNA and the winner is chosen by NCC. This award is presented at their annual awards ceremony and is in recognition of the student's commitment to academic achievement. The 2019 recipient was Abigail Blackmore, who was in the Comprehensive Arts and Science (CAS) Transfer: College-University program.



Figure 9:
Abigail
Blackmore,
recipient of
NCC's 2019
Merit Award

Environment and Natural Resources

The Environment and Natural Resources (ENR) department works to protect, promote and enhance the sustainable use of the environment and natural and cultural resources. The department strives to maintain healthy ecosystems, viable animal populations and a clean environment, while protecting the Indigenous harvesting rights of NunatuKavut Inuit. NCC remains connected to our ancestors through a spiritual connection with our land, ice and water.

MONITORING AND HEALTH MANAGEMENT OVERSIGHT COMMITTEE

NCC continues to be committed to the monitoring and mitigation of potential methylmercury impacts from the Muskrat Falls project. ENR has been engaging with the province and other Indigenous groups in Labrador to form the Monitoring and Health Management Oversight Committee (MHMOC). It will:

- provide recommendations for adapting a community-based methylmercury monitoring program from existing monitoring programs on key indicators such as water and relevant wildlife species;
- provide ongoing oversight to the implementation of the monitoring program;
- develop pre-established benchmarks for the interpretation of monitoring results; and
- develop advice for the local communities and pregnant women, in particular, on the importance of highly nutritional country food and to disseminate that public health information to the local population through the community or Indigenous organizations.

The terms of reference for this new committee is being finalized.

WILDLIFE MANAGEMENT

An integral part of NunatuKavut Inuit way of life has always been fish, marine mammals, waterfowl, seabirds, caribou, polar bears and other natural resources. This relationship and Indigenous way of knowing includes taking care of all animals, the land and sea. NCC understands the need to preserve our relationship to traditional food harvests while protecting our resources.

Our stewardship programs are delivered in partnership with other governments, Indigenous organizations, universities and non-government organizations. These projects incorporate conservation planning, outreach and education, surveys, inventories and monitoring as well as traditional knowledge of our members. Current projects focus on species at risk, caribou, land birds, shore birds, small mammals and other migratory birds. NCC is also trying to get a seat on the Polar Bear Technical Committee, which considers both scientific research and Indigenous Traditional Knowledge in the cooperative management of polar bear populations in Canada. Looking forward, ENR will increase the community-based research on other plants and animals through guidance from our membership.

Caribou

Caribou is of great importance to NunatuKavut Inuit and concern for its conservation continues.



Figure 10: Mealy Mountain Caribou Herd. Photo by Tara Keefe, Black Tickle

NCC's involvement in the Ungava Peninsula Caribou Aboriginal Round Table (UPCART) continues to be a priority for ENR. In early January, we issued a statement that NCC is continuing with a community-driven moratorium on hunting the rapidly declining population of the George River Caribou Herd.

NCC is also concerned with the Mealy Mountain Caribou Herd, which is listed as a threatened species under federal and provincial legislation. Based on the preliminary results of a survey conducted in March, this herd seems stable but fewer caribou seen with smaller groups could indicate a declining population. Until additional research and monitoring is undertaken, NCC has strongly encouraged our people to avoid harvesting of the herd.

COASTAL RESTORATION

ENR has renewed the 2019-2020 workplan under the Coastal Restoration Fund (CRF). As part of this year's work plan, ENR completed electrofishing field work in salmon habitat. Six sites yielded over 200 samples, which have been sent to the University of New Brunswick for further analysis. The information collected through this program will help us make informed decisions regarding Atlantic Salmon in the future. ENR intends to have this program complement ongoing temperature monitoring carried out under NunatuKavut's climate change monitoring program.



Figure 11: Photo UAV work near Forteau

NCC, World Wildlife Fund (WWF) Canada and the Newfoundland and Labrador Geological Survey are collaborating to complete Unmanned Aerial Vehicle (UAV)

field work this season. This work is designed to help examine examples of coastal erosion within NunatuKavut. Currently, staff members are trained in basic UAV operations and advanced Remotely Piloted Aircraft Systems (RPAS) permitting as required by the new Transport Canada regulations. It will be added to our capabilities for the 2020 field season.

ENR has hired a resource technician to help complete fieldwork and assist with data collection and maintenance of survey datasets related to work completed under NCC's CRF and other programs with fieldwork components.

RESOURCE STEWARDSHIP WORKSHOP

In February 2019, NCC held its second annual Resource Stewardship Workshop in Port Hope Simpson. Many delegates from most of our NCC communities participated in the workshop, as well as a number of Council members. They had an opportunity to hear precisely from ENR staff and various outside agencies/partners about current operations, projects, research and pending initiatives.

Participants also had the opportunity to ask direct questions, discuss issues and make suggestions around some of the challenges within our communities. A wide range of important points emerged, and the workshop continues to be a key activity for ENR as part of our engagement work. Participants saw a great value in attending and discussing responsible natural resource planning with community members, as well as government officials. Key messages were captured as short- and long-term recommendations, which will assist ENR in creating annual and multi-year work plans.



Figure 12: 2019 Resource Stewardship Workshop in Port Hope Simpson

FORESTRY

Funding is available under the Strategic Partnerships Initiative (SPI) of Natural Resources Canada for forestry development. A draft agreement under this program will help support a proposed 'Community Firewood Service' (CFS). The CFS is being developed through a partnership with Dalhousie University and community-driven research completed by Researcher Nick Mercer and NCC's Research, Education and Culture department. The funding will help support our application for further resources under the Indigenous Forestry Initiative.

Provincially-led planning has begun for the Forestry Management District (FMD) 20 plan. ENR participated in the first FMD planning meeting in Cartwright in March. NCC hopes to engage the Province in a new funding agreement on forestry.

CLIMATE CHANGE

As in much of the North, NunatuKavut Inuit communities are experiencing the impacts of climate change. Local conditions and ecosystems are changing, which affect community health, safety and culture. From ice bridges that connect isolated communities to the mainland, to changes in fish species in our waters, climate is important to the management of our natural resources and future of our coastal communities.

Climate Change Strategy

It is clear that climate change is a huge concern for our members. This was evident in climate change surveys, preliminary results of NCC's Sustainable Energy Project and discussions at our Resource Stewardship Workshop. NCC members were very supportive of ENR leading the development of an NCC Climate Change Strategy which would ensure a vibrant, livable and resilient territory in the face of climate change. The development of the strategy will happen over the next couple of years. Phase 1 includes a kickoff Climate Change Summit, Phase 2 includes Community Engagement Workshops and drafting the Climate Change Strategy and Phase 3 will provide opportunities for review and the finalizing of the Strategy.

Community-Based Monitoring



Figure 13: Students participating in the Youth Direct Ice & Monitoring Track

The Community-Based Climate Monitoring Program is continuing to engage community youth, elders, and adults who spend time out on the land hunting and fishing and harvesting berries and plants.

Youth in Charlottetown, Cartwright and St. Lewis have been trained and continue to monitor their sites. ENR intends to expand the Youth Direct Ice & Water Monitoring Track into other coastal communities. The Elder Climate Knowledge Track and the Out on the Land Track (in partnership with other ENR projects) interviewed 31 elders and adults in Mary's Harbour, St. Lewis, Port Hope Simpson, Charlottetown, Pinsent's Arm, Black Tickle, Cartwright and Happy Valley-Goose Bay in March and April 2019. Additional interviews will be scheduled in 2019-2020 with a focus on women interviewees as there were none interviewed previously.

As climate change is far reaching, ENR is a partner in other NCC projects such as the NCC Sustainable Energy project, the NunatuKavut Wellness Initiative and will engage other organizations as needed. We will continue to play a more meaningful role in monitoring, research and action on climate change now and into the future.

FISHERY

Since the inception of NCC's Aboriginal Fisheries Strategy (circa 2005), which includes our "Food Fisheries Program," the program continues to grow in delivery and service throughout our communities. In the 2019 fishing season, ENR staff issued over 1,450 fishing designations for salmon, trout and char, making it the highest distributed since the program started.

The NCC fisheries committee and staff continue to work hard to improve the food fishery. For example, prior to the 2019 fishing season, it was negotiated that NCC members are no longer required to record and submit a catch log for Atlantic cod.



Figure 14: Alexis Cabot with two salmon caught outside Mary's Harbour

The 2019 fishing season focused on four core components:

- Aquatic Resource Management & Stewardship;
- Food, Social and Ceremonial Fisheries;
- Aquatic Resource Compliance; and
- Oceans Management.

ENR currently has two full-time permanent Guardians who work out of our Port Hope Simpson office as well as two seasonal Guardians who work out of the Cartwright office. In addition to our Guardians, ENR employs two Program Support Assistants and a Resource Technician. These positions are essential to our Food Fishery Program and accompanying field work, specifically as it relates to tag distribution, community engagement, field work, data input and compliance. As part of NCC's continued efforts and collaboration on fisheries examination and research, ENR employed four Fisheries Stewards as aquatic observers and fish species samplers in the communities of Charlottetown, St. Lewis and Black Tickle.

NCC is involved in the North Atlantic Salmon Conservation Organization (NASCO), an international organization that aims to conserve and restore wild Atlantic salmon. NASCO declared 2019 as the International Year of the Salmon (IYS). NCC sponsored a salmon supper during Cartwright's Heritage Festival to highlight and celebrate our deep relationship with salmon.

GILBERT BAY MARINE PROTECTED AREA PROJECT

NCC has been working collaboratively with DFO to play a larger role in the Management and Science (field work) of the Gilbert Bay Marine Protected Area (GBMPA). Each year NCC staff assists with the collection of data on golden cod, salmon, trout and char (as well as striped bass). NCC, along with DFO, organized a Gilbert Bay Advisory Committee meeting in Port Hope Simpson in May 2019. Both commercial and communal fishers, as well as community members/leaders, participated in face-to-face discussions and specific presentations such as cod pot fabrication.

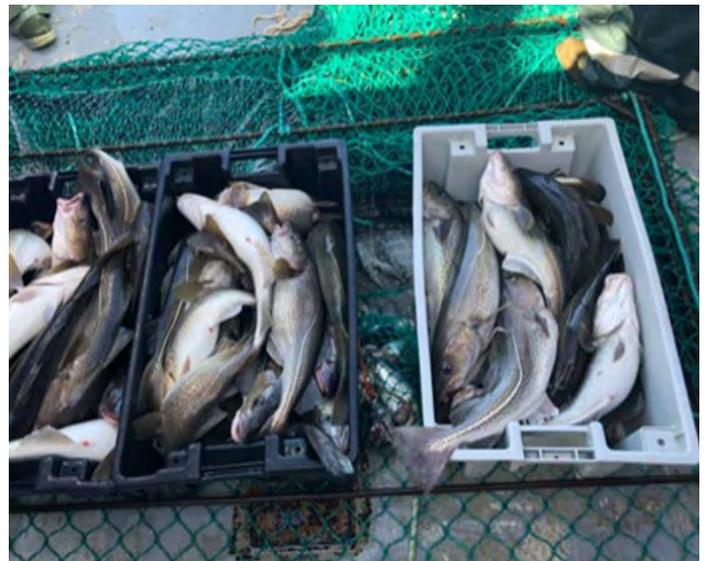


Figure 15: Gilbert Bay Atlantic Cod caught in cod pot

In 2019, NCC received funds from DFO for the engagement of three local commercial fishermen who currently fish in/or adjacent to Gilbert Bay. They worked with DFO Science, Marine Institute as well as NCC fisheries staff on:

- the comparison of cod pots versus conventional gill nets;
- tagging golden cod;

- gathering local traditional knowledge; and
- the collection of physical information related to possible climate change (i.e. water temp).

A final report on the field findings will be available in early 2020.

NCC has also formed a partnership with WWF and DFO for a new project starting in 2020. It is a collaboration between WWF, NCC and the Marine Institute of Memorial University to mitigate the impacts of fishing on golden cod and other vulnerable species within and adjacent to GBMPA.

OCEANS/PARTNERSHIPS

NCC continues to form important partnerships with other federal and provincial departments who implement policy and programs that not only impact NCC’s fisheries and oceans efforts, but the safety of our Marine Environment as well. In support of this, NCC is building on its current relationship with representatives/academics from DFO Science, the Labrador Institute, the Atlantic Salmon Conservation Foundation, WWF and Acadia University. This work facilitates communication and networking and identifies potential projects and opportunities to work collaboratively in a very positive way.

During 2019, NCC fisheries staff (as well as the President’s Office) continued to participate and make presentations when able and invited, in such matters as the review process for Bill 68/69, amendments to the Fisheries Act, the development of a new Navigational Act, a revised Minor Works/Scheduled Waters legislation and the change of the new DFO Arctic Region. ENR remains committed to increasing its involvement on a national level.

COMMUNITY FREEZER PROGRAM

NCC’s community freezer program has steadily grown over the past few years. A committee was formed and facility capacities were increased to accommodate the growing needs and demands of the program. Throughout the year, our freezers had bakeapples, redberries, char, cod, salmon, moose, and a very limited amount of polar bear (while quantities lasted). We again bartered Atlantic cod for Arctic char with the Nunatsiavut Government, which is a very

popular food item with those who avail of the program. We also had an increase in the number of moose harvested.



Figure 16: Elder Harrison Campbell from Pinsent’s Arm with salmon for our community freezer

The committee will be reaching out to NunatuKavut membership for name suggestions of the freezer program and suggestions of new traditional foods to add to the program.

Between September 2018 and August 2019, the program served hundreds of individuals. Freezer items are also used for social and ceremonial purposes and have been served at numerous events in NCC communities throughout the year.

Health and Social

WOMEN

Empowering Southern Inuit Women and Girls through Cultural Connectedness Project

Over the past year, NCC hosted several Family Culture Camps with funding from the Government of Canada's Family Violence Initiative. This project brought families together in knowledge-sharing and cultural awareness, as well as capacity development that allowed for the further transfer of cultural skills in our communities. These gatherings offered a safe and designated space for NunatuKavut Inuit women and girls (with their families) to spend time learning from each other through storytelling and various cultural activities such as: traditional cooking; harvesting/gathering; dogsledding; traditional craft making; Inuit drumming; storytelling; boil-ups; and traditional games.



Figure 17: Family Culture Camp in Cartwright

Pathways to Economic Security for Indigenous Women in NunatuKavut and Northern Ontario Project

The Pathways to Economic Security for Indigenous Women in NunatuKavut and Northern Ontario Project, referred to as the Indigenous Women's Economic Security (IWES) project, is a three-year project funded by Women and

Gender Equality Canada (formerly Status of Women Canada). It aims to help advance women towards achieving economic stability and sustainability. NCC has partnered with Temiskaming Native Women's Support Group in Northern Ontario, the NL Office for the Status of Women/Women's Policy, Mokami Status of Women, Women in Resource Development Corporation, AnânuKatiget Tumingit Regional Inuit Women's Association, and other community organizations on this project.



Figure 18: IWES Coordinator Melita Paul with Kelly Lamontagne, Project Industry Liaison in Northern Ontario

Health and Social (HS) staff have been visiting many communities in NunatuKavut over the past few months, holding community discussions regarding economic security for women. A needs assessment was launched to

help determine Indigenous women’s vision of economic development that prioritizes, supports and values women’s knowledge, skills and overall goals for themselves and their communities. A report on the results of this assessment is being developed.

During this project, team members will co-ordinate an Indigenous Women’s Training-to-Employment Pilot Program. Staff have been working with other departments and project teams, including partners, to develop an industry contact list and to discuss outreach strategies.

Empowering Indigenous Women for Stronger Communities Project

NCC is on the steering committee for a multi-year provincial Indigenous women project called “Empowering Indigenous Women for Stronger Communities.” It includes partners from all Indigenous groups in the province, as well as the Women’s Policy Office and other Indigenous community-based organizations. The project encompasses two focus areas: Mental Health and Violence against Women. Community engagement sessions and peer facilitation training took place over the past several months. Community workshops are being planned by peer facilitators for several NunatuKavut communities.

RESEARCH

The Manager of HS chairs NCC’s Research Advisory Committee, reviewing proposed research project proposals for NunatuKavut communities. This is in addition to being involved in various community-based research projects and working on project dissemination.



Figure 19: Visual notes from a research capacity building meeting

Staff continue to work on various research projects and worked closely with REC department staff over the past year to implement “A Path to Reconciliation: Strengthening NunatuKavut Research Policy Project.” They worked together to host two research staff capacity building sessions (in November 2018 and February 2019), as well as organize an Indigenous research ethics event called Naalak Gathering. It took place on March 20 and 21 and was the first meeting of its kind to specifically target Research Ethics Boards (REBs) and research governing bodies.

YOUTH

NunatuKavut Youth Community Engagement Project



Figure 20: Participants from the “Storytelling through Social Media Workshop” with President Russell

In March, NCC received funding for a one-year project called the NunatuKavut Youth Community Engagement Project (NYCEP). With funding from Canada Service Corp under Employment Skills Development Canada, this project will address Indigenous reconciliation and promote mutual understanding and respect between Inuit, First Nations and non-Indigenous youth living in Labrador, while promoting youth civic engagement.

A project co-ordinator/evaluator and two youth co-ordinators were hired to help youth find volunteer opportunities that develops their leadership and communications skills while helping them display their communities, culture and history to the world. Staff are also working in conjunction with community groups to build

partnerships and identify meaningful volunteer opportunities.

In July 2019, 19 youth from eight different NunatuKavut communities attended a video production workshop called “Storytelling through Social Media.” It was held at the College of the North Atlantic in Happy Valley-Goose Bay. Participants learned story telling techniques, ways of recording high quality sound and video, and how to use Final Cut Pro for producing compelling videos.

NCC purchased multimedia equipment to be installed in nine communities in NunatuKavut. At the end of the project, the equipment will be donated to community groups.

EVENTS

NunatuKavut Inuit and the Dog Team

On March 30, NCC hosted a full day gathering in Port Hope Simpson to celebrate and honour husky dogs. This event was funded from various sources, including the NL



Figure 21: One of the photos submitted as part of the storytelling portion of the NunatuKavut Inuit and the Dog Team event in March

Aboriginal Cultural Heritage Fund and the NL Indigenous Violence Prevention Initiative.

The gathering was held in conjunction with the Eric Rumbolt Memorial Dog Team Race and provided an opportunity for participants to spend time on the land, tell stories, have a boil-up and partake in traditional games. It brought together approximately 250 people of all ages from several communities throughout NunatuKavut. Five Labrador tents, each with its own wood stove, were set up by the Canadian Junior Rangers, with help from the Canadian Rangers and parent volunteers.



Figure 22: Nunatukavut Inuit and the Dog Team event in Port Hope Simpson in March

Art, Culture and Technology Summit

HS staff sit on the Labrador Friendship Centre’s Sexual Health Information Exchange Labrador District (SHIELD) Project Advisory Committee. In July, NCC staff assisted with a five-day Art, Culture and Technology (ACT) Summit in Happy Valley-Goose Bay. It was facilitated by award-winning multi-media artist Liz Solo and included local artists, Indigenous mentors and health care providers. Twenty-five youth between the ages of 14 and 18 from communities across Labrador advanced their skills in art and technology. Youth from NunatuKavut will work with others to host follow-up sessions in their communities.



Figure 23: Participants at the ACT Summit in Happy Valley-Goose Bay

RESIDENTIAL SCHOOLS

Discussions continue with the Province of Newfoundland and Labrador (NL) regarding a provincial apology to former students of the NL residential schools.

As part of the NL Residential Schools Healing and Commemoration Project, commemorative plaque ceremonies have been organized in three communities to honour former residential school students, their families and communities.

Anthropologist Andrea Procter has completed a manuscript for the Healing and Commemoration Project's historical account, and has it submitted for publishing. This is a positive step in making sure that the history and stories of former students are shared and remembered.

On June 21, National Indigenous Peoples Day, NL's first Heart Garden in the Spirit of Reconciliation was unveiled on the grounds of Government House in St. John's.



Figure 24: Heart Garden unveiled in St. John's in June

Heart Gardens are in honour of all Indigenous children who were lost to the residential school system, to recognize those who survived and for the families of both. Planning for the Heart Garden was done in consultation with the five Indigenous groups in NL.

MENTAL WELLNESS

Understanding People, Place and Culture: A NunatuKavut Inuit Mental Wellness Initiative

In 2018-2019, NCC partnered with Jennifer Shea and Julie Bull to lead a one-year project to develop a multi-year project grant addressing mental wellness for NCC communities. It kicked off in December 2018, followed by meetings and sharing circles in several communities.



Figure 25: NunatuKavut Wellness Initiative logo. It was one of three logos that was voted on through a Facebook logo contest, which garnered the interest of nearly 300 people

The collective efforts paid off when a five-year Canadian Institutes of Health Research (CIHR) project grant for \$642,600 was secured to carry out wellness activities in NunatuKavut. This project, called "Understanding People, Place, and Culture: A NunatuKavut Inuit Mental Wellness Initiative," endeavours to strengthen mental wellness resources in our territory. This includes the design, pilot, evaluation and implementation of a culturally appropriate framework for program delivery. Community members will be invited to share their experiences and expertise through storytelling, photovoice and theatre.

The approach is rooted in local expertise from diverse people including patients, families, health care providers, and community leaders.

Provincial Indigenous Health Team for Mental Health & Addictions

An implementation plan was developed in response to the Province's All-Party Committee Report called "Towards

Recovery” released in March 2017. A mental health and addictions provincial implementation team is overseeing work stemming from the report and is divided into eight teams. NCC staff participates in the Indigenous Health Team for this group, which meets regularly to discuss and respond to the 54 recommendations outlined in the report.

Labrador-Grenfell (LG) Health Mental Health Inpatient Unit Committee

Staff have been invited by the LG Health Authority’s CEO to sit on a committee that will begin the planning and design phase of a Mental Health inpatient unit, which will be located at the Labrador Health Centre in Happy Valley-Goose Bay. The committee will be made up of members from Indigenous organizations, LG Health, the Departments of Health & Community Services and Transportation & Works, as well as community representatives who will work together to offer advice and expertise regarding the unit.

CANCER CARE

Provincial Indigenous Cancer Framework

NCC is in discussions with Eastern Health and others to help inform a Provincial Indigenous Cancer Framework, detailing cancer burden, screening participation and priority areas of focus for Indigenous communities. Staff helped organize and attended a provincial Indigenous cancer gathering in St. John’s in March to begin work on this framework.

Courage, Compassion, and Connection – The Journey to Healing: Exploring Cancer Pre-Diagnosis for Indigenous peoples in Labrador Project

In partnership with Nunatsiavut’s Department of Health & Social Development, Sheshatshiu Innu First Nation, Mushuau Innu First Nation and Memorial University, work continues on a community-based cancer project funded by the Canadian Partnership Against Cancer. Innovative and culturally appropriate methods will be employed to collect data on the experiences of patients and family members from all Labrador Indigenous groups who are impacted by cancer. A team lead has been hired and project team meetings have been ongoing.

MISSING & MURDERED INDIGENOUS WOMEN & GIRLS

NCC continues to be involved in the National Inquiry into Missing & Murdered Indigenous Women & Girls (MMIWG). We received official legal standing and funding to participate in the institutional, knowledge-keeper and expert hearings, including an Inuit-specific dialogue in Inuvik.

In June 2019, several representatives from NCC traveled to Ottawa to witness the National Inquiry formally present its Final Report to the Government of Canada during a closing ceremony in Gatineau, Quebec. The final report is comprised of the truths of more than 2,380 family members, survivors of violence, experts and Knowledge Keepers shared over two years of cross-country public hearings and evidence gathering. It delivers 231 individual Calls for Justice directed at governments, institutions, social service providers, industries and all Canadians.



Figure 26: REC Manager Amy Hudson, President Russell and Burchells Lawyer Roy Stewart at the MMIWG closing ceremony

Following participation in the National Inquiry, NCC submitted a document that outlined recommendations that would have tangible and positive impact on the overall health and wellbeing of NunatuKavut Inuit and communities. These included access to more resources/programming related to health, education and infrastructure.

Celebrating Resilience & Place: A NunatuKavut Inuit Healing Journey Project

Using funding from the National Inquiry into MMIWG, NCC hosted a gathering in Port Hope Simpson in June 2019 called “Celebrating Resilience & Place: A NunatuKavut Inuit Healing Journey Project.” Twenty-three people were in attendance, including some family members of murdered women and two people from the New Brunswick Aboriginal Peoples Council.

Sessions focussed on culture, self-care and the importance of being supportive of each other. A Healing Art Hive took place during the afternoon of the gathering. The entire group chose to make red seal skin dress pins in honour of those lost. Some participants also created red beaded dress earrings.



Figure 27: Red Dress items displayed at the MMIWG event in Port Hope Simpson

A blank white canvas wall hanging in the form of an Inuit Amauti was on display for participants. They were encouraged to make an item to be placed on it to create a group art piece to aid the healing journey. Now completed, the piece is hung in the NCC building in Happy Valley-Goose Bay.

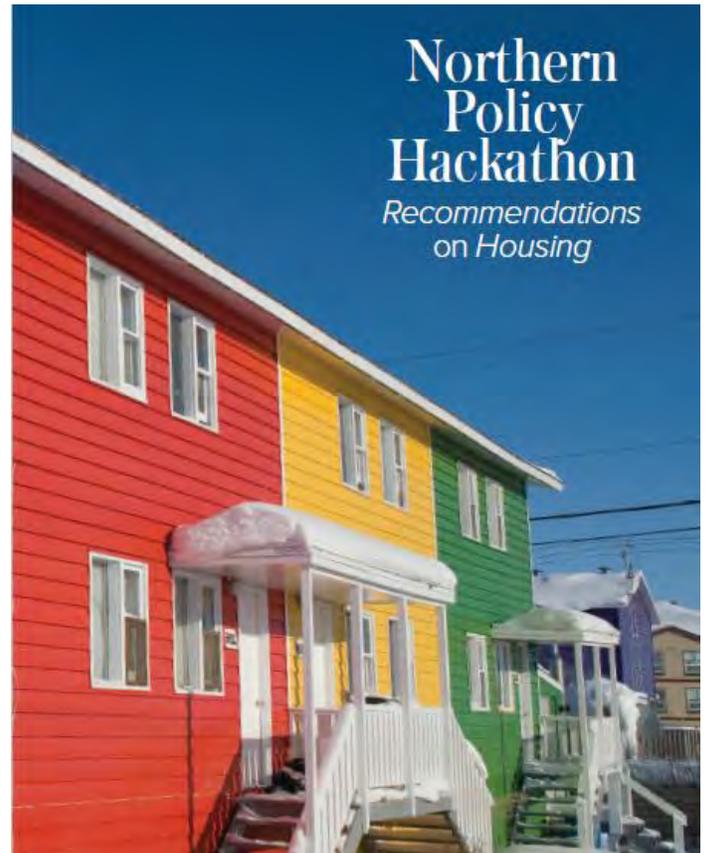
HOUSING/HOMELESSNESS

NCC has been working hard to develop a housing strategy that responds to the needs of our people. We have met with federal and provincial officials, as well as those in the housing sector, to look at possible approaches. We have also applied for resources for additional capacity to help with the housing file. NCC recently announced a new

housing repair assistance program as well, as referenced on page 10. Program development is underway.

NCC is involved in the *At Home in the North: New Partners in Northern Housing and Homelessness Project*. It is a federally funded joint initiative with the aim to build a Collaborative Housing Research Network centered around the key focus areas of a National Housing Strategy. *At Home in the North* is a strengths-based network aimed at promoting and sharing innovative community-led strategies towards addressing housing insecurity and alleviating homelessness in northern communities.

NCC was invited to attend a Northern Policy Hackathon in Inuvik, NWT in May, organized by the Gordon Foundation. The forum brought together northerners from across the country to develop innovative recommendations for federal policies to ensure that housing meets the needs of northerners in the coming decades. Participants came from a wide array of backgrounds, including Elders, community members, government agencies, business owners, academia and Indigenous leadership.



VIOLENCE PREVENTION

NL Justice Minister's Committee on Violence Against Women & Girls

HS staff sit on a provincial Justice Minister's Committee on Violence against Women & Girls. The purpose of this committee is to share information, exchange ideas and come up with action plans to end gender-based violence in our province. It is an opportunity to continue to engage and educate people in violence prevention. A diverse group of people have been asked to contribute to this work, including Indigenous governments and organizations, women's advocacy groups, Legal Aid, court representatives, police, select government executive & staff, as well as community organizations and those with lived experiences. In February, staff attended the second provincial gathering for this committee.

Violence Prevention Labrador

HS staff partnered with Violence Prevention Labrador during the Labrador Winter Games in March for the 2019 Respect Campaign. People were nominated for their acts of kindness and there were draws to receive Big Land Kindness Buffs. In April, NCC staff partnered with Violence Prevention Labrador and the Community Youth Network in Port Hope Simpson to host a community discussion on violence prevention. This session followed a weekend of self-defence training for girls.

PROVINCIAL INDIGENOUS ADMINISTRATIVE DATA IDENTIFIER ADVISORY GROUP

HS staff continue to actively participate in the Provincial Indigenous Administrative Data Identifier Advisory Group. Its purpose is to develop and implement a method to identify the records of Indigenous people within key provincial health information systems. The need to identify the records of Indigenous people within regional, provincial and national health information systems has been raised by various stakeholders for many years. Such an identifier would support health service planning, delivery, evaluation, and research related to Indigenous health issues.

GEORGE ROBERTS COMMUNITY GRANTS PROGRAM

Since the George Roberts Community Grants Program was established in December 2013, NCC has invested in over 100 community-led initiatives that celebrate NunatuKavut Inuit culture while improving the economic, social, physical, mental and spiritual well-being of members.

There are four deadlines for applications per year. Grants of up to \$2,500 were available to non-profit or community groups. This will be increased to \$4,000 in the coming year, starting in January 2020. If you have a project idea, don't miss the quarterly deadlines of January 15, April 15, June 15 and September 15. Applications are available at www.nunatukavut.ca.

In the 2018-2019 fiscal year (April 1 to March 30), 24 projects were funded, totalling \$35,930.

OTHER WORK

HS staff are involved in a number of other internal and external committees and groups. For more information on this additional work, please contact Darlene Wall, Manager of the Health and Social department at dwall@nunatukavut.ca.



Figure 28: 72-year old Richard Learning, a NunatuKavut member who received a George Roberts Community Grant for a historic kayaking journey throughout our territory in the name of NunatuKavut. He travelled with kayaking partner Martin Vallieres, as well as his son Glen for a portion of his journey.

Research, Education and Culture

RECOGNITION OF INDIGENOUS RIGHTS AND SELF DETERMINATION

The Research, Education and Culture (REC) department manager is actively involved in the Recognition of Indigenous Rights and Self Determination (RIRSD) process and is a negotiator on the RIRSD team representing NCC.

EXCITING INUIT LED AND CO-LED RESEARCH!

The REC department has been leading diverse and innovative research in collaboration with NunatuKavut communities and academic institutions. Research in areas of sustainability, food security, education, governance, energy security and renewable energy and health are some examples of research being led by NunatuKavut in response to community interests and priorities. REC is a small, but growing department and we envision developing a leading and cutting-edge research strategy that will see tangible outcomes with and for Inuit in NunatuKavut.



Figure 29: Renewable Energy Summit, which took place in Happy Valley-Goose Bay in January

Some of the most recent and ongoing research endeavors led by the REC department are captured here. For more information on any of these initiatives please contact department manager, Amy Hudson, at amyh@nunatukavut.ca.

STRENGTHENING RESEARCH CAPACITY

At NCC, we understand that research can be a useful tool as we plan for a vibrant and healthy future in our communities, from informing policy that impacts us to creating education and knowledge materials to help others understand more about us. Research is critical for a sustainable future.

Strengthening our Ethics and Engagement Policies Project

This project has enhanced NCC's skills and knowledge as it relates to research ethics, protocols, and project idea formation. The overall goal is to build culturally relevant research policy that is informed by NunatuKavut Inuit knowledge and traditions, as well as the work of leading Indigenous scholars in the field of Indigenous research and ethics. As a part of increasing NCC's accountability to communities through the creation of relevant research policy, this project engaged and trained community members, leaders and NCC employees to enhance community capacity in the area of research. In addition, this project is assisting with increasing awareness of the role of research in advancing community goals, while enhancing the ability of NCC and NunatuKavut communities to work collaboratively with institutions.

Naalak Gathering: A Regional Dialogue on Indigenous Research Governance

The Naalak Gathering, held in March, was a knowledge sharing and mobilization event led by NCC to build relationships and capacities throughout Atlantic Canada regarding the ethics review and approval of research with Indigenous Peoples. For Inuit in NunatuKavut, like many Indigenous Nations globally, ethics is a conversation. The Naalak Gathering provided space for open dialogue between institutional Research Ethics Boards (REBs), researchers, and Indigenous Research Advisory Committees (RACs) by acknowledging past and current

research practices from Indigenous peoples' perspectives. The summary report from the event is on the NCC website at www.nunatukavut.ca.



Figure 30: REC Manager Amy Hudson at the Naalak Gathering

Kausattumi Seed Grant (Atlantic Indigenous Mentorship Network)

To continue the important efforts from the Naalak Gathering, the Kausattumi Seed Grant will provide the resources to address the emergent priority areas that were identified collectively at the gathering in March. The plan for this seed grant is to continue building on the work being led by NCC on the governance of health research in Atlantic Canada – the garden where Naalak was planted and can be nurtured, fed and find room to grow.

Inuit Community Governance and Sustainability Research Project

This is a community-led project that started with three pilot communities of Black Tickle, Norman Bay and St. Lewis. It is also part of PhD research for the REC manager. This project sought to identify sustainable solutions for the future while building on the strengths, knowledge and values of Inuit in their time and place. In addition, this project builds and strengthens discussions around Inuit governance that will be valuable for the future. While this project is winding

down and near completion, there are many teachings that have come from this collaborative work that we can continue to utilize as we strengthen our abilities to work and grow together across NunatuKavut. A BIG thank you to all who shared their time, knowledge and energy.



Figure 31: Lyla Keefe from Black Tickle sharing what she loves about her community

Presentations

In addition to dissemination at the AGA, community meetings and other gatherings, we also share the great work we do with communities on the national and international stage. This past year we talked about NunatuKavut-led research at the following events:

- Labrador Research Forum
- Decarbonize NL
- Inuit Studies Conference

NunatuKavut Inuit-led Publications

The following articles, which have been published or are in progress for publishing, reflect the intentional growth of NunatuKavut Inuit contributions in academia and scholarship. This is a growing field and these articles exemplify the most recent (but not all) contributions. It is

our goal to bring awareness and understanding about our people to outside institutions and organizations both nationally and internationally.

- Hudson, A. & Bull, J. (forthcoming). Reclaiming Inuit Knowledge in pursuit of self-governance: Regulating research through relationships. Inuit Studies Book.
- Hudson, A. and Vodden K. (forthcoming). Decolonizing Pathways to Sustainability: Lessons learned from three Inuit communities in NunatuKavut.
- Hudson, A. (forthcoming). Inuit perspectives on Governance: Revitalizing autonomy and place-based decision making in NunatuKavut.
- Bull, J., Hudson, A., MacQuarrie, C., Beazley, K.F., Brunger, F., Shea, J., Kavanagh, C., Gagne, B. (2019). Shifting Paradigms: Honoring Indigenous Rights Holders through ethical research practice. Journal of Qualitative Research in Organizations and Management.
- Bull, J. (2019). ‘Nothing about us without us’: An Inuk reply to exploitive research(ers). Impact Ethics: <https://impactethics.ca/2019/06/13/nothing-about-us-without-us-an-inuk-reply-to-exploitive-research/>
- Bull, J., Hudson, A., Shea, J. (2019). The Naalak Gathering: A Regional Dialogue on Indigenous Research Governance. Northern Notes 51st edition.
- Bull, J. & Hudson, A. (2018). Research Governance in NunatuKavut: Expectations, Engagement, and Evolution. International Journal of Circumpolar Health, vol 77(1).

Parks Canada

REC continues to inform NCC’s role and presence as it relates to NCC’s Shared Understanding Agreement (SUA) with Parks Canada on the Mealy Mountain National Park Reserve. We are currently working to ensure that the cultural and human history of the Park is reflective of NunatuKavut Inuit historic and present connection. In the coming months we will also be collecting stories about the

Park. If you have a story or knowledge to share as it relates to our people’s connection to the Park in your area, please reach out to Amy at amyh@nunatukavut.ca.

EXPANDING SUSTAINABILITY DISCUSSIONS AND INITIATIVES IN NUNATUKAVUT

NunatuKavut Action Team on Understanding Renewable Energy Youth Council

The NunatuKavut Action Team on Understanding Renewable Energy (NATURE) youth council was formed to help us better understand youth perspectives around community connection and what they envision for the future. During the spring of 2019, we secured funding from the Conservation Corps of Newfoundland and Labrador to encourage youth to actively participate in capacity strengthening initiatives where they could learn new research skills and have opportunities to talk about clean energy, climate change and sustainability.



Figure 32: NATURE Youth Council members with REC staff and Researcher Nick Mercer

With new things on the horizon and some youth leaving for post-secondary education, we are open to new applicants between ages of 15-30. If you are interested in being part of the NATURE youth council, we encourage you to contact Roland Kemuksigak at rkemuksigak@nunatukavut.ca.

Off-diesel initiative

NCC has taken a leadership role in clean energy research. As a result, we have become host to a Clean Energy Champion (one of 15 across Canada), made possible through funding from the Indigenous Clean Energy Network and Natural Resources Canada. This is for Phase II of a larger project taking shape to reduce reliance on fossil fuels.

While the goal is not to get rid of diesel in our communities, we seek to understand alternative ways that can help us reduce our reliance on diesel and become more sustainable at the community and collective level. Community engagement and inclusion will be continuous throughout the project to ensure this project is with and for the people of NunatuKavut. If we are successfully funded, Phase II will involve some further research to ensure we make a measurable impact on diesel and fossil fuel consumption and maximize community benefits through energy efficiency, energy literacy, sensible home heating solutions, training and potentially capital to purchase some renewable energy assets.

EDUCATION IN NUNATUKAVUT

Culturally relevant and informed education is a priority and REC seeks to advance Inuit education through a number of ongoing and new initiatives in the future. For example, our Inuit Education Program (IEP) continues and we will work to ensure the program is utilized from Cartwright to Mary's Harbour this school year. We are also working with youth in creating digital stories about what is valued about home and culture. These stories will be shared for the purpose of national education and awareness in Canada. Finally, we are working towards new and exciting developments in education in our partnerships.

INUIT CULTURAL AWARENESS

Inuit across NunatuKavut are a proud and strong people. When we talk about our past, our ancestors, and our connections to our lands and communities, we are reclaiming a knowledge and education that is important for the future.

REC seeks to build and strengthen respectful relations with partnering institutions and organizations in the community,

province and abroad. We do this by accepting invitations from partners and organizations to talk with professionals, students, etc., about our history and culture. In doing so, we are able to increase understanding of the history of Inuit in South and Central Labrador and privilege the knowledge and place of our people in these conversations.

REC also seeks to create space for education and awareness around our history and culture in NunatuKavut. We know that colonization has impacted the education and knowledge that often exists about our history and communities today. REC seeks to work with communities, through various initiatives, gatherings, projects, to create space for people to connect and re-connect with culture and heritage.



Figure 33: William and Charlotte Paulo with their children. Taken in St. Lewis (or 'Esquimaux Village') in 1891. Photo credit: Perry-MacMillan Arctic Museum

MISSING AND MURDERED INDIGENOUS WOMEN AND GIRLS

REC has participated in the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) over the past year or so. We have informed culturally relevant materials and expert testimony in this process. In addition, the REC manager has been invited by the Minister of Crown-Indigenous Relations to attend and participate in post-MMIWG Report roundtables. In doing so, we have ensured that the NunatuKavut Inuit perspective is shared and included in this phase as well.

Labrador West Indigenous Service Centre

The Labrador West Indigenous Service Centre (ISC) continues to deliver effective, culturally appropriate programs and services to assist all Indigenous peoples living in or transitioning to Labrador West. It also shares awareness of Indigenous culture to the non-Indigenous community.

There were an estimated 1,840 visits to the centre over the last year, which also includes attendance at events and programs.

ON-GOING PROGRAMS/SERVICES

Women’s Circle Drop-in

Open to the community, the ISC offers a drop-in time for ladies on Monday afternoons to learn new crafting skills. It is an opportunity for storytelling as well as the sharing of crafting patterns that were traditionally used to create clothing and other items for an Indigenous household. There are special treats and always a cup of tea or coffee. At many of the sessions, we discuss ways of taking care of ourselves so we can better care for others.

Improving Health My Way

This chronic disease self-management program was designed by Stanford University and offered around the world. The ISC hosted six sessions over six weeks, which included hands-on learning in coping with on-going and chronic health issues.

Art Hive Training and Pop-Up Art Hive

The ISC teamed up with Craft Labrador to offer art hives, which provided art supplies and encouraged people to be creative in whatever they wanted without instruction. This tool is used as a therapeutic coping strategy.

Community Freezer

The ISC assists NCC with the community freezer program in Labrador West, which is open to NCC members who need access to country foods. Learn more about this program in the ENR section on page 21.

It’s About Me Program

This program is geared toward children and parents of young children who want to learn about Indigenous culture and traditions. It was initiated by a group of foster moms in Labrador West who care for Indigenous children.



Figure 34: Kids displaying the crafts they made as part of the Its About Me program

Kindness Kits

The ISC took the lead on putting together kindness kits that are made available for men who are in need. They contain items for everyday living, including a backpack, as well as contact information for organizations that offer community support services. It was done in partnership with the Salvation Army, Labrador Grenfell Health and the Labrador West Housing and Homelessness Coalition.

EVENTS

National Indigenous Peoples Day

The ISC hosted a fifth annual National Indigenous Peoples Day event in Labrador West to recognize and celebrate the unique heritage, diverse cultures and outstanding contributions of Indigenous peoples throughout the province and in Canada. Held at the Gateway Labrador building, over 140 people attended this celebration that included traditional music, dancing and food.



Figure 35: Mi'kmaq drumming during National Indigenous Peoples Day celebrations

Indigenous Marketplace (Flea Market)

The ISC hosted an Indigenous marketplace (flea market) where individuals sold traditional handmade crafts and food items, many of which were learned at various cultural sessions held at the ISC.

Inuit Drumming/Dancing

The ISC offered a traditional Inuit drumming and dance session for youth, with some elders demonstrating traditional dancing.

Other Events

The ISC also worked with community partners to organize a number of other events. These included:

- Take Back the Night/Red Dress – with Status of Women and Hope Haven
- In her Name Vigil – with Status of Women and Hope Haven
- Vigil at College of the North Atlantic
- Suicide Day Awareness Day
- NLOWE/CBDC Conference for Women
- Mobile Crisis Response Training
- Science Rendezvous @ College of the North Atlantic

CULTURAL PROGRAMS

Programs and crafting sessions are ongoing at the ISC throughout the year. The following sessions were offered:

- Traditional coats
- Men Making Trapper Hats
- Mukluks
- Seal Skin Bracelets
- Seal Skin Slippers
- Seal Skin Hats
- Community Garden

Some topics of discussion during these sessions were general business information, marketing, cost analysis of craft products and quality control.



Figure 36: Men Making Trapper Hats

Nunacor Development Corporation

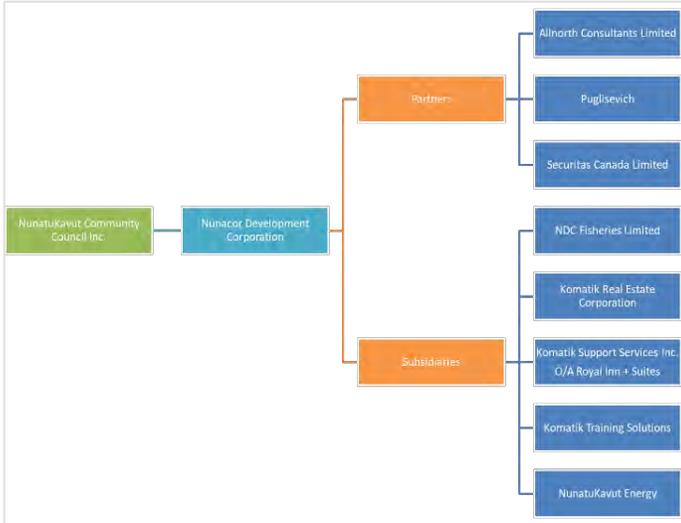


Figure 37: Nunacor Structure

The Nunacor Development Corporation was incorporated on May 21, 2003 by NCC to pursue economic and business opportunities on behalf of the people of NunatuKavut. Nunacor is wholly-owned by NCC, which also appoints the Board of Directors to govern the Corporation. Nunacor employs over 25 full-time employees across its operations and is lead by Chief Executive Officer, Andy Turnbull.

Since its incorporation in 2003, Nunacor has continuously diversified its business portfolio and now has five wholly-owned subsidiary companies operating in a broad range of industries: NDC Fisheries Limited, Komatik Support Services Inc. (operating as Royal Inn + Suites), Komatik Training Solutions, Komatik Real Estate Corporation, and NunatuKavut Energy. Nunacor also operates the NunatuKavut Business Centre, a one-stop business resource centre for NunatuKavut members, and continues to work with industry-leading strategic partners to secure work throughout Labrador and beyond.

While Nunacor’s primary mandate is to generate profits to redirect back to NCC for programs such as the George Roberts Community Grants Program and Investing in NunatuKavut Communities Infrastructure Program, it also

proudly collaborates with NCC to increase economic development capacity, create employment, and improve the well-being of the communities and people of NunatuKavut.

Nunacor believes in accountability, quality, safety, innovation, sustainability, progress, due diligence, continuous improvement and the best customer service possible. Nunacor is ISO 9001:2015 Quality Management Certified as well as OHSAS 18001 Occupational Health and Safety Management Certified.

BUSINESS AND PROJECT UPDATES

With the support of its world-class NCC harvesting fleet, the 2019 season was a resounding success for NDC Fisheries Limited.

The new lottery-rotation harvesting proposal process, brought into effect before the 2019 season, now provides equal opportunity for qualified NunatuKavut vessel owners and has been met with positive feedback through the first season of implementation. NDC Fisheries Limited will continue to engage NunatuKavut vessel owners throughout the offseason to ensure the process as outlined provides fair access to quotas and promotes a sustainable fishery for NunatuKavut vessel owners.



Figure 38: Vessels in Charlottetown

With 100% of quotas harvested across all species, it has been the most successful harvest ever for NDC Fisheries Limited – again a testament to the vessel owners and fleet we have operating within NunatuKavut.

Komatik Support Services Inc., operating as the Royal Inn + Suites, performed exceptionally well in 2018-19 and has continuously raised the bar in terms of expectations, quality and service for hotels in Labrador since its acquisition in 2016. Improvements at the property over the past year have included extensive room renovations, new shingles on the Inn building, Nespresso machines in all rooms and new in-room guides. We have also implemented Makik sustainability initiatives such as environmentally-friendly cleaning supplies, composting, and in-room recycling. Improvements to the property have and will remain a priority for management.

For the 2018-19 fiscal year, the hotel captured an all-time-high 25.2% of all hotel room bookings in the region, a sign that the commitment to quality, service and providing a Royal Experience™ is establishing the Royal Inn as one of the very best hotels in Newfoundland and Labrador. While regional occupancy, including the Royal Inn's, was down slightly throughout the summer, management has been quick to respond with strategic sales and marketing tactics, and encouraging results in August and September has left management optimistic that annual targets will again be surpassed for 2019-20.



Figure 39: Komatik Training Centre in Labrador West

After a dip in sales in 2018-19, sales and marketing have been a priority for Komatik Training Solutions as well, which partners with Puglisevich Crews & Services Limited to offer safety training throughout Labrador.

This added focus to sales and marketing has paid dividends through the first half of 2019-20, with year-over-year sales up almost 130% as of September 22. Vital to the ongoing growth and success of Komatik Training Solutions will be relationships with key clients such as the Iron Ore Company of Canada, Serco, NCC and Labrador Aboriginal Training Partnership. Of note, the current training contract with IOC expires in March of 2020; the renewal - and hopeful expansion - of that contract will be a priority for management going into the new year.

Komatik Real Estate Corporation (KRE) maintains and leases commercial office space at 169 Hamilton River Road in Happy Valley-Goose Bay. An increasing need for office space for Nunacor has meant that less space is available to rent commercially. A few months of vacancy provided an opportunity to renovate Suite 102 at 169 Hamilton River Road, and KRE's newest tenant, NCC's ESD Department is scheduled to move in on October 15th.

The Komatik Conference Room has again experienced impressive growth in sales and is becoming more and more established as the premier small-to-medium group meeting space in Happy Valley-Goose Bay that provides everything from innovative features (such as the Whiteboard Wall and Clickshare Wireless Presentation System) to a full-service catering menu.

Other future projects for Komatik Real Estate include a complete renovation of 169 Hamilton River Road and the Parks Canada building in Cartwright, which despite slow progress, is still a long-term opportunity related to the Mealy Mountains National Park Reserve development.

In 2018-19, new Business Development Officer, Kenneth Williams, developed a streamlined, focused structure for evaluating Strategic Partners and business opportunities. This has resulted in prioritizing active partnerships with industry-leading companies. An increased focus in partnership development has led to additional work with Allnorth in Labrador West. IOC and Nunacor's relationship has become stronger and will result in more opportunities for Nunacor and its partners. Through an agreement with Bell Canada, NunatuKavut, and the Provincial Government, Nunacor is contributing in a project which will provide

cellular service to six communities in Southern Labrador, and this project is on track for completion in June 2020. Nunacor has also launched YRAds; offering digital advertising space at the Goose Bay Airport through a variety of LED Screens consisting of still images or video.

Nunacor’s business development staff have been keenly focused on implementing the business aspects of NCC’s Community Development Agreement (CDA) with Nalcor. Business Development opportunities were explored through many means including monthly CDA meetings, procurement sessions (including Strategic Partners), and a business development workshop with NunatuKavut entrepreneurs. On the Commercial Energy relationship, strong progress and results have been achieved with the completion of phase 1 of our Commercial Energy Plan, with work on phase 2 scheduled to commence this Fall. This plan will pave the way for project implementation and execution for sustainable energy projects throughout NunatuKavut, in addition to guidance on development of a Commercial Energy Structure with Nalcor.



Figure 40: Hotel vegetable garden as part of the Makik Sustainability Initiative

Makik (to rise, to stand up) Sustainability Initiative was launched in September 2018. The focus of this initiative is to lead our business and staff towards reducing the environmental impact of our business operations and support the good health and well-being of our staff. Individual action plans have been created for each of Nunacor’s companies with specific targets and goals set out. Work to fulfill the commitments of our sustainability

policy through the steps outlined in our action plans has been ongoing through the support of our Team Makik and led by our Energy & Innovation Specialist, Niamh Roche. Key focus areas include energy consumption, waste management, employee engagement and well-being. Energy efficiency audits and upgrades, quarterly newsletters, monthly “Makik Food Feasts,” hotel vegetable and recycling programs are a few of the ways in which our Makik program is incorporated through our companies.

COMMUNITY WORK AND RECOGNITION

Aside from contributing directly to NCC, Nunacor has again supported a number of community and grassroots initiatives over the past year. Among the events and initiatives supported were the Labrador Winter Games, CBC Turkey Drive, Eastern Labrador Arts Alliance (Lawrence O’Brien Arts Centre), Trapline Marathon, Mary’s Harbour Crab Festival, Cartwright Heritage Festival, NCC AGA Banquet, Christmas parades in Happy Valley-Goose Bay and Port Hope Simpson, and the Annual Rotary Auction. Nunacor and subsidiary companies are pleased to continue to support these important initiatives.



Figure 41: Nunacor staff at the Christmas parade in Happy Valley-Goose Bay

Nunacor has partnered with Bell Aliant, the Government of Canada (Connect to Innovate Program), ACOA, the Government of NL, the Labrador Fisherman’s Union Shrimp Company, Nalcor and NunatuKavut to complete a \$14 million Fibre line build from Red Bay to Charlottetown, which was Nunacor’s largest community project to date.

This fibre line has drastically increased internet capacity in our communities and have a significant positive impact on business growth, education and community sustainability. This project has proven to be a great example of how we can leverage our revenues by working with great partners for the betterment of our communities!

Nunacor CEO Andy Turnbull was, for the fourth consecutive year, named one of the Top 50 CEOs in Atlantic Canada by Atlantic Business Magazine. The award recognizes corporate leadership excellence, and Andy was once again the youngest winner of this prestigious award. Andy is now just one win away from being inducted into the Hall of Fame.



Figure 42: Nunacor CEO Andy Turnbull accepting his Top 50 CEO award

NUNATUKAVUT BUSINESS CENTRE

The NunatuKavut Business Centre has seen continued growth and success through 2018-19. In November 2018, Nunacor was very pleased to welcome Susie Rumbolt to the team as Business Advisor located in Mary's Harbour. Susie joins Roxanne Notley, the Tourism Product Development Officer, in Port Hope Simpson and Andrea Keats, Business Advisor in Happy Valley-Goose Bay to provide business and tourism development services throughout the region. The addition of this new office has increased the reach of the NunatuKavut Business Centre and has helped Nunacor in further extending its presence throughout the NCC region. The NunatuKavut Business Centre continues to be the one-stop shop for NCC members seeking to start or grow their business. The skilled team has led to the Business Centre becoming a leader in regional development in all sectors, including tourism.

STRATEGIC GROWTH FOR SUSTAINABLE DIVIDENDS

Nunacor has made significant progress over the past couple of years with respect to access to opportunities. This has, however, presented a new set of challenges. Due to the large number of opportunities presented, Nunacor has had to become much more strategic in deciding which industries it wants to compete in and how to compete within those industries.



Figure 43: Red Roof Quick Stop in Port Hope Simpson, a client of the NunatuKavut Business Centre

With active, wholly-owned subsidiary companies operating in four industries, and another, NunatuKavut Energy, expected to become active soon. Nunacor's Corporate Strategy has increasingly gravitated towards leveraging expertise within the existing industries in which it operates to drive revenue growth.

Nunacor has experienced unprecedented year-over-year revenue growth, resulting in increased profit sharing to NCC. In fact, this year Nunacor will contribute the highest amount ever to NCC to contribute to its various programs designed to contribute to the well-being of NunatuKavut communities and members.

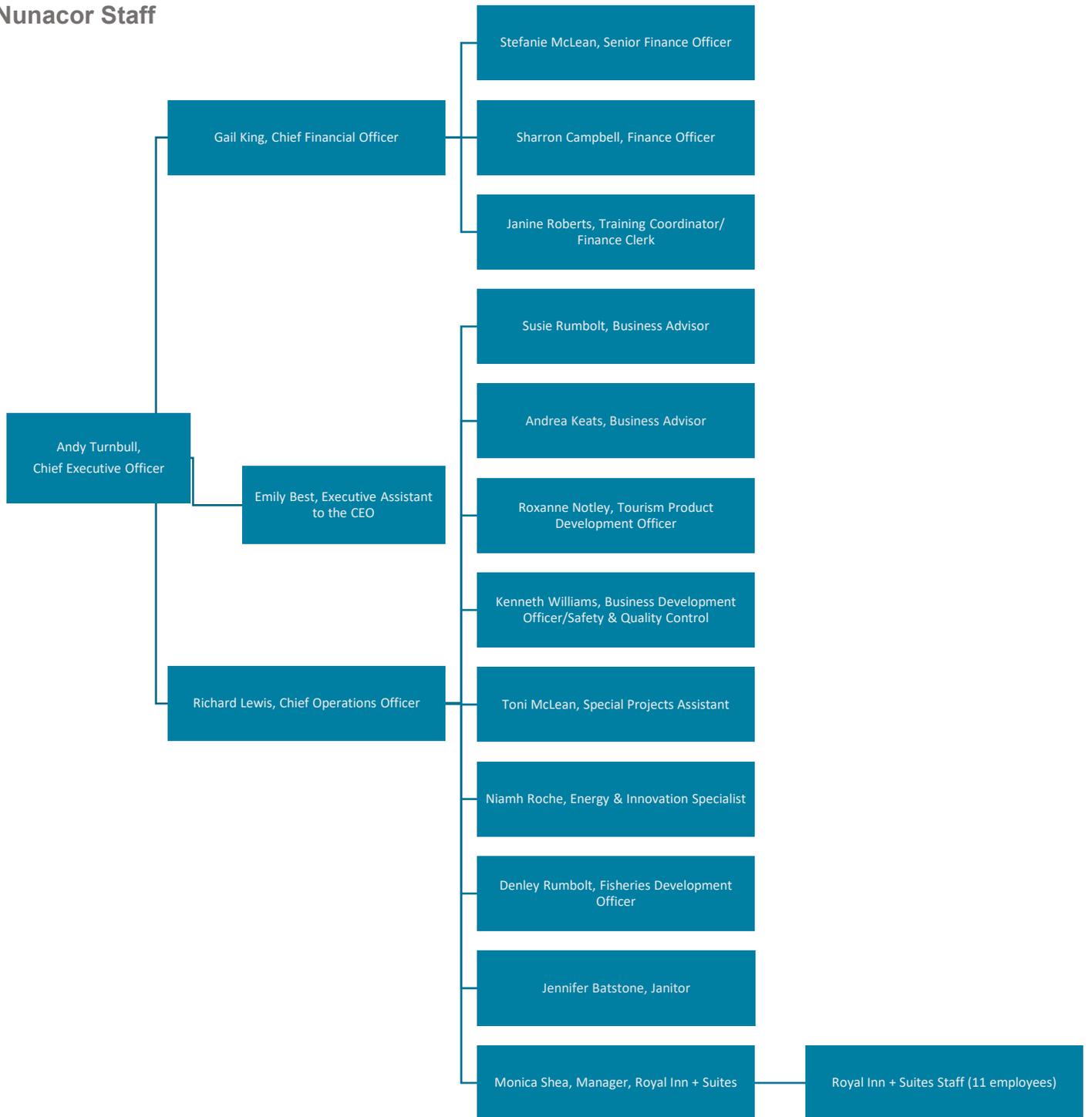
The driven and enthusiastic team has demonstrated that it can successfully apply its business management and development expertise to thrive in challenging industries, and its Strategic Growth for Sustainable Dividends approach is expected to continue to pay dividends, resulting in meaningful initiatives and projects that make NunatuKavut, our Ancient Land, a better place to live for young and old alike.

NUNACOR ORGANIZATIONAL CHARTS

Board of Directors



Nunacor Staff



Contact Information

NCC

Head Office

Email: admin@nunatukavut.ca
Tel: 877.896.0592 or 709. 896.0592
Fax: 709.896.0594
200 Kelland Drive
PO Box 460, Stn. C
Happy Valley-Goose Bay, NL
AOP 1C0

Labrador West Indigenous Service Centre

Email: admin.asc@nunatukavut.ca
Tel: 709.288.0471
Fax: 709.288.0473
Office 1024, Colby Building
121 Matthew Avenue
Labrador City, NL A2V 2A2

Cartwright Satellite Office

Tel: 709.938.7330
Fax: 709.938.7361
21 Main Street
PO Box 130
Cartwright, NL A0K 1V0

Port Hope Simpson Satellite Office

Tel: 709.960.0407
Fax: 709.960.0425
3 Route 510
PO Box 198
Port Hope Simpson, NL A0K 4E0

Charlottetown Satellite Office

Tel: 709.949.0320
Fax: 709.949.0373
PO Box 59
Charlottetown, NL A0K 5Y0

Mary's Harbour Satellite Office

T: 709.921.6257
F: 709.921.6575
32-34 Lodge Bay Road
Mary's Harbour, NL A0K 3P0

NUNACOR

Head Office

Email: info@nunacor.com
Tel: 866.446.5035 or 709.896.5722
Fax: 709.896.5739
169 Hamilton River Road
PO Box 418, Stn C
Happy Valley-Goose Bay, NL
AOP 1C0

Port Hope Simpson Office

Tel: 709.960.0705
Fax: 709.960.0706
246 Route 510
Port Hope Simpson, NL A0K 4E0

Mary's Harbour Office

Tel: 709.921.6905
Tel: 709-921-6569 (NDC Fisheries)
Fax: 709-921-6567
32-34 Lodge Bay Road, PO Box 169
Mary's Harbour, NL A0K 3P0

Labrador City Office

Tel: 709.944.1747
1365 Route 500 Nichols-Adam
Highway
Labrador City, NL A2V 2A2

Komatik Training Solutions - Labrador City Training Facility

Tel: 709.944.1747
608-612 Tamarack Drive, Suite 203
Tamarack Drive Professional Centre
Labrador City, NL A2V 2W3



Front cover photo of polar bear by Tara Keefe, Black Tickle