

2021

ANNUAL REPORT



NunatuKavut
our ancient land

Table of Contents

Vision.....	3	Other Agreements	18
Areas of Focus.....	3	Memorial Bursaries.....	18
Governing Council.....	4	Merit Award	19
Organizational Chart.....	5	Environment and Natural Resources.....	20
Message from the President	6	Aboriginal Fisheries Strategy (AFS).....	20
Message from the CEO	7	Wildlife Management	21
Office of the President.....	8	Tuttuk Management	21
Recognition of Indigenous Rights and Self-Determination.....	8	Climate Change	21
Ground Search and Rescue Inquiry	8	Forestry	22
Commercial Fisheries.....	9	Coastal Restoration.....	23
Governance and Strategy Lead	9	Culvert and Environmental Monitoring	24
Strategic Communications Lead	9	Environmental Assessment and Monitoring Program ..	24
Nakummesuak Awards	10	Monitoring and Health Management Oversight Committee	24
Office of the CEO	11	Aboriginal Aquatics Resources and Oceans Management	25
Investing in NunatuKavut Communities Infrastructure Program	11	Oceans & Aquatics Management.....	25
Membership.....	11	Food Sovereignty Program	25
Agreement Implementation.....	11	Environment and Natural Resources Workshop.....	26
COVID-19 Response	13	Ground Search and Rescue Inquiry	26
Background	13	Health and Social	27
COVID-19 Initiatives.....	13	NCC Medical Transportation Program	27
Human Resources	16	NCC Home Repair Program	27
Finance and Administration.....	16	NunatuKavut Youth Community Engagement Project.....	27
Employment and Skills Development.....	17	Cancer Project.....	28
Outline of ISETP Programs.....	17	Violence Prevention Projects.....	28
Applying for Programs	18	COVID-19 Community Response Plan	28
ISETP Agreement	18	Nutrition North Canada	28
CAP-ISETP Agreement.....	18	NL Health Accord	29
		Community Social Worker	29
		Child, Youth and Families Act	29
		Mental Health and Addictions.....	29
		Residential Schools	29



George Roberts Community Grants Program	30	NDC Fisheries Limited	39
Research, Education and Culture	31	Komatik Support Services Inc. / Royal Inn + Suites	39
Meaningful Inuit Led and Co-Led Research	31	Komatik Real Estate Corporation	40
Education in NunatuKavut	32	Komatik Training Solutions	41
Renewable Energy	33	NunatuKavut Business Centre	41
Museum Assistance Program	33	Nunacor Organizational Charts	43
Parks Canada, Tourism and Archaeology	34	Contact Information.....	44
Labrador West Indigenous Service Centre	35	NCC.....	44
Programs/Services	35	Nunacor.....	44
Events.....	36		
Nunacor Development Corporation.....	37		
Message from the CEO	37		
About Nunacor Development Corporation.....	38		
Adapting through the Pandemic	38		



Vision

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.

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

Areas of Focus

<p>Nunak amma Avatik <i>Land and Environment</i></p>	<ul style="list-style-type: none"> • 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.
<p>Kaujisannik Aulatsinik <i>Research Governance</i></p>	<ul style="list-style-type: none"> • We ensure that all research carried out in NunatuKavut be useful, relevant and beneficial to our people and communities.
<p>Ilinnianik amma Ilukkusik <i>Education and Culture</i></p>	<ul style="list-style-type: none"> • We share and learn by honouring our past, embracing our present, and reclaiming our future.
<p>Inositsiagittotitsigasuannimut amma Kanuittailigiamut <i>Health and Wellness</i></p>	<ul style="list-style-type: none"> • We nurture and support our physical, emotional, intellectual, and spiritual health to ensure the wellbeing of our families and communities.
<p>Suliatsanut amma kenaujaliugutiliunnimut <i>Business and the Economy</i></p>	<ul style="list-style-type: none"> • We facilitate opportunities and platforms for meaningful employment, business development, capacity building, and growth to foster sustainable communities.
<p>Tungavitsait <i>Infrastructure</i></p>	<ul style="list-style-type: none"> • We meet community-specific infrastructure needs, through an equity-based approach that fosters robust communities.



Governing Council



Todd Russell
President



James W. 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)



Roy Mangrove
Councillor for Area 2
(Battle Harbour)



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



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



Hughlett Williams
Councillor for Area 5
(Central/Northern Labrador)



Jessie Tobin
Councillor for Area 6
(Western Labrador)



Anna Thistle
Councillor for Area 7
(Outside NunatuKavut)



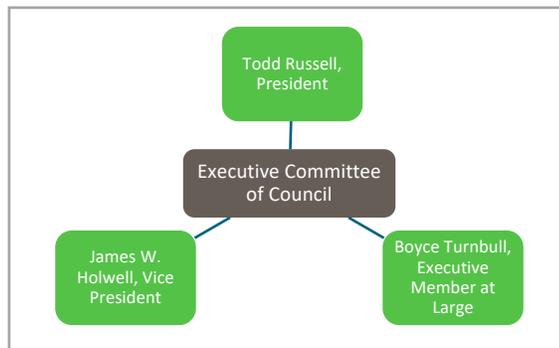
Harrison Campbell
Elder Councillor



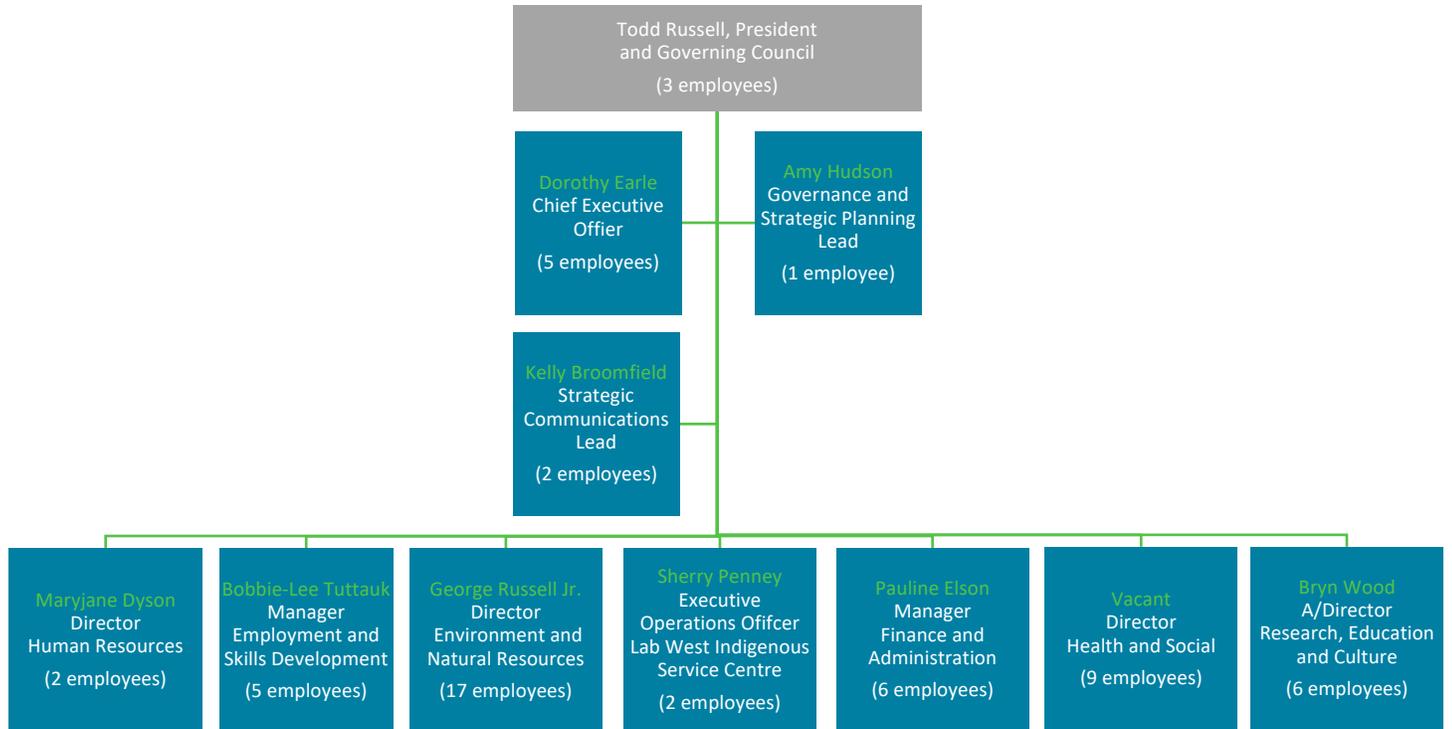
Richard Michelin
Special Elder
Advisor to Council



Zoey Russell
Youth Councillor



Organizational Chart



Message from the President



Dear Friends,

We are celebrating 35 years since the incorporation of our governing organization, formed to represent the Inuit of south and central Labrador. It fills me with pride to see how far we have come, and to feel the strength of our people. There are many who have so selflessly given their time and stood unwavering through protests and as advocates.

The most impactful demonstration of our Inuit rights and our ties to our land is made by our people every day. When you live in your places throughout NunatuKavut, as your ancestors did. When you hunt, when you fish and when you harvest from the lands, ice and waters. When you teach your children how to craft and how to prepare traditional food. When you take care of one another. This is how we live as Inuit today.

In 2018, we announced the start of talks with Canada on the Recognition of our Indigenous Rights and Self-Determination (RIRSD). Just over a year later, we signed a Memorandum of Understanding (MOU). NCC entered into this agreement with integrity, and with the expectation that this would result in tangible and positive change for our people while protecting our culture and way of life and furthering self-government. We continue to hold the federal government to their agreement and expect that their commitments to NunatuKavut Inuit will be honoured.

We have shown our resolve like never before as we lived another year with the ever-evolving impacts of the COVID-

19 global pandemic. This health emergency has brought with it many challenges and immeasurable loss. It also brought us together and helped us strengthen our connections in many ways. NCC has advocated tirelessly to seek necessary COVID-19 supports from the federal government and other partners for the development of a suite of programs targeted at meeting the most urgent needs of our people. Delivering these programs and services has also been challenging and yet, we see our governance strengthened and the work being done with integrity and meaning. These programs and supports have had a tremendously positive impact on our peoples' lives.

NCC continues to build and improve relationships with other levels of government and various partners. We continue to develop and improve agreements which aim to ensure that NunatuKavut Inuit and our communities are primary beneficiaries from developments on our lands and waters. This, in turn, supports important programs, such as our Medical Travel Program, our Home Repair Program and our George Roberts Community Grants Program, to name a few.

This annual report highlights these and many other files of importance. I thank our Governing Council, who offer their knowledge, experience and sound judgement – and who are grounded in their culture and their place. I offer heartfelt thanks to our staff, who have worked through turbulent times, and have shown such dedication and compassion. Their expertise and dedication is essential to building a strong and vibrant governing organization. It is also important to raise up our partners and all those who support us in this journey. I thank you.

And what a great journey of self-determination we are on. Great strides forward have been taken and we look to the future with optimism, hope and a certainty that together much more can and will be achieved.

Nakummek.

A handwritten signature in black ink, which appears to read "Todd Russell". The signature is fluid and cursive.

Todd Russell



Message from the CEO



Hello again,

It has been an interesting two years since our last formal annual report! Navigating through the COVID-19 global pandemic has been a time of learning, gratefulness, and supporting our communities.

When the pandemic started in March 2020, our staff quickly adjusted to working from home. We worked to ensure we had the equipment and resources in place that was needed to facilitate seamless access to programming for our members. It was tough getting used to isolation in our homes and only meeting virtually. Not to mention the challenges of spending 24 hours a day with spouses, children, roommates and parents, all who were trying to do their own thing in their own corner of a limited space. But we did it and we survived. And we kept people safe here in our little part of the world. I even managed to pull off a beautiful COVID-19 wedding in my yard in August 2020, with a small but lovely ceremony with our closest friends and relatives locally. It was special and I was grateful after months of lockdown.

NCC has also been a significant instrument for the delivery of COVID-19 programming to NunatuKavut communities during the pandemic. The challenge of rolling out this programming over the past two years has been no easy feat. But we are grateful to have the support of the Government of Canada and other funding partners to ensure that our communities and vulnerable populations had the supports they needed during this time. And the emails, phone calls and cards we received with your messages of appreciation warmed our hearts and kept us motivated to do the work each and every day.

As we now have significant numbers of our membership and population vaccinated, and all of our staff vaccinated, we are hopefully moving back to a new normal. This applies to both our work and our personal lives. I am looking forward to the time when we can expand travel, meet with our partners, and learn and network in person. I sure am glad that we have the technology that we do so that we can respond to unique situations like a global pandemic. But nothing beats that warmth of a handshake, a pat on the shoulder, or a hug. These interactions are things we need as humans living in a loving and caring community.

Stay safe.

In friendship,

A handwritten signature in black ink that reads "DP Johnson". The signature is written in a cursive, flowing style.

Dorothy Pye-Johnson (aka Dorothy Earle)



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. Support is provided by various departments within NCC and, in some cases, Nunacor as well.

RECOGNITION OF INDIGENOUS RIGHTS AND SELF-DETERMINATION

NCC was recognized by the Government of Canada as an Indigenous collective in 2018 and subsequently announced the start of talks with Canada as part of the federal government's new Recognition of Indigenous Rights and Self-Determination (RIRSD) process. NCC and Canada signed a Memorandum of Understanding (MOU) in September 2019 that outlined the general principles of negotiations and set the stage for next steps.

While both NCC's and Canada's negotiation teams meet frequently, negotiations are not advancing as quickly as anticipated. While some of the delay is attributed to COVID-19, Canada is still not responding in a purposeful way. NCC wants to ensure the Government of Canada lives up to its commitments in the MOU and what has been committed to NunatuKavut Inuit as part of Canada's reconciliation efforts. Part of this process means addressing the Community Confidence Building Measures which NCC submitted to Canada. They reflect the key priorities of NunatuKavut Inuit that have been identified by our people over the years. It includes fisheries, infrastructure, health and education. NCC continues to push for movement on these important priority areas.

GROUND SEARCH AND RESCUE INQUIRY

The President's Office worked closely with the Environment and Natural Resources department to coordinate NCC's participation in the Public Inquiry Respecting Ground Search and Rescue for Lost and Missing Persons.

Matters of life and death and search and rescue is a heartbreaking reality for many families in NunatuKavut. A very recent example is the tragic loss of young fishers Marc

Russell (President Russell's nephew) and Marc's crewmate Joey Jenkins at sea. It raised a number of questions and concerns around a deeply flawed search and rescue system.

In November, President Russell formally presented to the Inquiry. He talked about the emotional toll that these kind of experiences and tragedies have on our people and communities. Jeanette and Dwight Russell, parents of Marc, made a powerful and strong presentation at the Inquiry in the telling of their family's story of tragedy. They advocated for a greatly needed and improved search and rescue system in Labrador.



Figure 1: Jeanette and Dwight Russell presenting to the Public Inquiry Respecting Ground Search and Rescue for Lost and Missing Persons

NCC also engaged the services of Merv Wiseman, a search and rescue expert, to assist with the more technical aspects of NCC's presentation to the Inquiry.

In December, the Inquiry released a final report outlining their recommendations. NCC is optimistic that the important recommendations set out in the report will be heard and we urged the provincial government to implement these recommendations without delay. NCC fully expects to be engaged in the building of a modern, world-class search and rescue system in our territory. NCC wants to work with willing partners to ensure that NunatuKavut and all of Labrador have the necessary assets to make this happen.



COMMERCIAL FISHERIES

There are many challenges facing the fishery in this province and in NunatuKavut. There is a continuing decline in many of the species that have traditionally generated significant revenue streams for NCC and our fishers. Now, more than ever, it is important to fuel growth in the fishery and pursue the management of the resources in our own waters. NCC continues its advocacy work, through meetings and correspondence with the Department of Fisheries and Oceans (DFO) Minister, to push for equity and fairness in the fishery. The President's Office also has a Senior Fisheries Advisor to help advance and pursue opportunities in the commercial fishery in collaboration with Nunacor's NDC Fisheries.



Figure 2: Commercial fishing boats in Charlottetown, Labrador

GOVERNANCE AND STRATEGY LEAD

A new Governance and Strategy Lead role was established to lead the internal review of NCC's existing governance structure and governance laws, including guiding documents like NCC's bylaws. NCC has seen much growth over the last number of years, and this has meant that the scope of work and responsibilities of the governing organization have evolved and expanded tremendously. As a result of our growth and our many successes, we must reflect and review internally, to ensure that our own processes are equipped to sustain and further positive outcomes. This work will strengthen NCC's governance structure and guiding documents, further supporting NCC's

vision of governance that is reflective of our own traditional forms of Inuit governance, values and practices.

As part of this work, the Governance and Strategy Lead is also working collaboratively with NCC departments and external consultants, helping to align the organizational structure. This includes ensuring that the organization of relevant departments, along with Director and management roles and responsibilities, are aligned to the goals and priorities of NCC.

All of this work will help NCC be better placed and strengthen our ability to engage with various levels of government and other stakeholders and further our self-determination efforts.

STRATEGIC COMMUNICATIONS LEAD

The Communications department continues to provide both internal and external communications support to the President's Office and other departments within NCC.

The department administers and monitors NCC's website and social media platforms to ensure consistent messaging and branding. We are also involved in the design and production of a number of publications and products, which included the *NunatuKavut Through the Seasons* colouring book that was launched virtually in June.

Media relations is also managed through Communications and we are responsible for drafting and finalizing news releases and statements, which often involves getting input from other departments and, in many cases, our legal team. We also coordinate responses to all media enquiries, in collaboration with the President's Office.

Communications helps to organize a variety of events, from news conferences to community meetings. This year, we led an interdepartmental planning committee to organize NCC's first ever completely virtual Annual General Assembly. We organized a residential schools healing event, a British-Inuit Treaty of 1765 celebration in Henley Harbour and helped virtually launch NCC's new Story Map page that is featured on our website.

Communications staff have also been heavily involved in the design and implementation of COVID-19 proposals,

programming and outreach around NCC's efforts since the beginning of the pandemic.

NAKUMMESUAK AWARDS

Nakummesuak, which means "thank you very much" or "a big acknowledgement," is a prestigious award established by NCC. It is awarded 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. Nominations are accepted by the President's Office and decisions on the recipients are made by the Executive Committee of Council.

At the 2020-2021 AGA, the following well-deserving recipients were presented with a Nakummesuak Award:



Todd Russell, Port Hope Simpson for giving so unselfishly to make a difference in the lives of NunatuKavut Inuit for approximately 30 years, as both President and a Member of Parliament for Labrador.



Doreen Poole, Seal Bight for her dedication to her family, friends and community as an active volunteer and former town Councillor.



Randy Hopkins, Mary's Harbour for keeping traditional music alive and giving back to his community through his sharing of music.



William Russell, Port Hope Simpson for giving of his time, skills and abilities to help the children and residents of his community as a volunteer in several organizations. And, as importantly, for his outstanding efforts in keeping the dog team tradition alive within NunatuKavut.



Office of the CEO

INVESTING IN NUNATUKAVUT COMMUNITIES INFRASTRUCTURE PROGRAM

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

NCC is currently undertaking an evaluation of INCIP and looking at sustainable revenue streams to support this program moving forward. Over the three years of the pilot phase, NCC invested over \$3 million in funding, helping communities leverage an additional \$16 million. Communities can look forward to further consultation on this program over the coming months as part of the evaluation process.

NCC has been working with the Local Service District in Black Tickle to help set up a social enterprise for a new gas and fuel station and a convenience store. This was a special infrastructure project that was also partially funded by the provincial and federal governments. International Grenfell Association also provided funds for community capacity building around governance and operations for the new facility.



Figure 3: New gas and fuel tanks in Black Tickle

MEMBERSHIP

The membership office continues to be busy processing new applications and membership card renewal forms. In 2021, an additional staff person was hired, enabling the department to catch up on a backlog of card renewals and new applications.

NCC has been working with genealogist, Patty Way, to input more family tree information into the registry database. This information is vital in assisting NCC in verifying Inuit ancestry and connections to our traditional places. This information can also be used to assist applicants in completing their applications if there are gaps.

Members are reminded that they will need a current card to participate in the communal fishery and to avail of programs and services. Please check the expiry date on your card and complete a card renewal form if your card has expired or is near expiring. Renewal Forms can be found at www.nunatukavut.ca or requested from your local 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 staff at membership@nunatukavut.ca if you have changes to information in the membership registry, like spelling of names, name change due marriage or divorce, notification of a family member's death or a change of address.

AGREEMENT IMPLEMENTATION

The Office of the CEO oversees a Partnership Agreement Implementation Coordinator to coordinate the implementation of various agreements NCC signs with external partners.

NCC continues to review and look for ways to enhance our relationships and current agreements with groups operating within our traditional territory. This includes companies like the Iron Company of Canada and Search Minerals. With the mining industry in Labrador West currently in an upswing, NCC is working to strengthen our

existing agreements and to develop relationships with newer mining companies like Tacora Resources and Century Global.

NCC's Community Development Agreement (CDA) with Nalcor Energy, now NL Hydro, is in year five of a six-year agreement. In 2021, initial discussions on negotiating a successor agreement to the CDA began. There have also been discussions and concerns raised around NL Hydro's application to the Public Utilities Board for approval of the Construction of Phase 1 of Hydro's Long-term Supply Plan for Southern Labrador. NCC wants to ensure that any project of this nature has to take into account the energy security and sustainability needs expressed by our people and communities.



Figure 4: Former diesel plant in Charlottetown that burned down in 2019.
Photo courtesy of Saltwire

In addition, NCC has a long-standing harvesting agreement with the Labrador Fishermen's Union Shrimp Company and this relationship is co-managed with NDC Fisheries. This company has been very fair to NCC and our fishers in NunatuKavut.

NCC also has a Shared Understanding Agreement (SUA) with Parks Canada for Akami-Uapishk^u-KakKasuak-Mealy Mountains National Park Reserve (AUKMMNPR). Our Research, Education and Culture department is helping lead the advancement of this work. This includes securing additional funding and the development of interim management guidelines. This agreement also has provision for a NunatuKavut Parks Consensus Board. Appointments to that Board are being finalized.



COVID-19 Response

BACKGROUND

Many of our NunatuKavut communities, particularly those in coastal Labrador, are remote and lack access to important health services and resources. During the COVID-19 pandemic, NCC has been working tirelessly to support the most vulnerable in our communities, while advocating and applying for funding to support the urgent needs of our people. An interdepartmental COVID-19 community response team was formed early in the pandemic and a COVID-19 project manager was hired. NCC's COVID-19 community response plan was carried out over five phases. To date, COVID-19 programming and initiatives have been instrumental in helping ensure the health, safety, and well-being of our people during this global pandemic.

NCC continues to assess the ever-evolving impacts of COVID-19 and make further determinations about the needs and realities of our people and communities. This has meant close engagement with our communities over the course of the pandemic. We have also completed a program evaluation of NCC's overall COVID-19 community response plan, specifically looking at our implementation and approach.

NCC has received nearly \$8.4 million in funds from the Government of Canada and other funding agencies since April of 2020. Approximately \$3.9 million was approved for the 2021-2022 fiscal year.

COVID-19 INITIATIVES

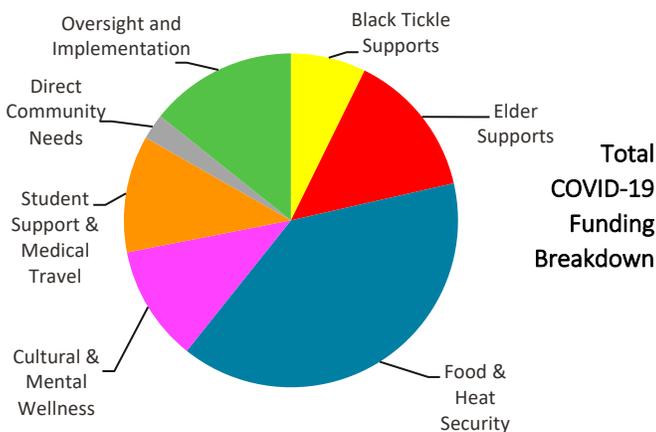
Elder Support Program

NCC understands that seniors are in a unique and sometimes more vulnerable place as they deal with the COVID-19 pandemic. This is why we have distributed a small cheque to seniors who are aged 65 plus in Labrador and across Canada to help with the extra expense of groceries, cleaning supplies or some other bills.

NCC has worked directly with Town Councils, Local Service Districts and within our own organization to offer household support to seniors and people living with disabilities in our communities. These workers have helped with firewood, shovelling snow, household cleaning, picking up groceries and medications, bringing people to doctor's appointments and visiting. *Total funding for this program is over \$1.1 million.*



Figure 5: COVID-19 Community Worker Clarissa Turnbull helping a senior in Port Hope Simpson with shovelling



Supports for Black Tickle

During the global pandemic, the remote and isolated Inuit community of Black Tickle was particularly vulnerable to the impacts of COVID-19. Like many other Indigenous communities across the north and in Canada, this community lacks equal and equitable access to health-related services on a regular basis. Food, water, and heat insecurity are ongoing realities that increase vulnerabilities generally, and significantly during a pandemic. Transportation continues to be a barrier to food and heat security as well. As a result, immediate and ongoing resourcing throughout and to the end of the pandemic continues to be critical for this vulnerable community. *Total funding for Black Tickle supports is \$584,000.*

Cultural and Mental Wellness Supports

This initiative allowed NCC to affect positive and real change in NunatuKavut communities. NCC ensured an approach to wellness that emphasizes the importance of physical, mental, intellectual, and spiritual well-being within the context of a strong cultural system. This has included the offering of virtual mental wellness counselling and physical wellness services and having cultural activities and supports available. Community recreation support and cultural activities engaging youth and seniors was also offered.

NCC anticipates that providing increased mental wellness supports will be essential during a transition out of the pandemic as well.

Total funding for these supports is \$900,300.

Food and Heat Security Measures

NCC has a long history of working with communities on food security issues such as access to basic food supplies and communal harvesting of marine life, caribou (and more recently moose) and migratory birds. Access to country foods, as well as harvesting for firewood and medicines remain an essential component of Inuit society in NunatuKavut. Passing on the traditional skills needed to participate in harvesting activities enhances youth well-being by connecting them to elders and culture in a way that has tangible benefits across generations.

Our Food and Heat Security Voucher Program was developed for vulnerable NunatuKavut members who are experiencing challenges to food and heat security due to fixed or low income or even loss of income due to the COVID-19 pandemic. Over 850 members availed of the food and heat security vouchers to date. NCC also launched a Firewood Heat Security Program to provide firewood for NunatuKavut seniors aged 55+ and vulnerable people in our territory. Priority was given to members who did not access the heat security vouchers.

The Country Food Harvester Support Grant Program was introduced by NCC to help cover costs of items like ammunition and fuel associated with the harvesting of country foods such as birds, fish and berries. This initiative was open to all NCC members living in Labrador.

NCC's Community Freezer Enhancement Program was developed to help seniors and members who are not able to gather their country foods. Our community freezers are regularly stocked with salmon, char, berries (bakeapples, partridgeberries and blueberries), moose and codfish. During COVID-19, staple food items were added for distribution, from meats to flour to vegetables.

Total funding for this measure is approximately \$3.2 million.



Figure 6: President Russell helping with the distribution of Christmas food hampers in Happy Valley-Goose Bay



Medical Travel Support

NCC has a Medical Transportation Program that meets the urgent medical needs of NunatuKavut Inuit who experience high travel costs to access health care. At the onset of the COVID-19 pandemic, this program saw a slow uptake due to a hold on medical appointments. After some time, appointments resumed, and our program uptake has experienced a ‘spike.’ Many of our members have delayed non-urgent appointments, which have now become urgent. In addition, transportation options have decreased in Labrador and travel costs have substantially increased, exasperating the already critical needs. *For these reasons, \$800,000 in COVID-19 funding helped to supplement NCC’s Medical Transportation Program.*

Educational Support

The Educational Support Program was designed to support students with unexpected expenses when they were forced to virtual learning because of pandemic spikes. *Total funding for this support is \$110,000.*

Direct Community Needs

NCC developed some initiatives to help communities with the increased costs associated with keeping municipal buildings cleaned, sanitized and available for use as allowable by COVID-19 restrictions. Local groups that support vulnerable populations were also provided funding. This included long-term care facilities and food banks. *Total funding for these initiatives was \$199,300.*

COVID-19 Vaccination Program

NCC worked in partnership with Labrador-Grenfell Health and the Province of Newfoundland and Labrador to ensure that NCC members were prioritized to receive the COVID-19 vaccine as part of Phase 1 and Phase 2 in the provincial immunization plan. Phase 1 included priority for adults in

remote and isolated Indigenous communities, which included Black Tickle and Norman Bay in NunatuKavut. Phase 2 included priority for adults who identify as Indigenous. NCC continues to encourage members to be vaccinated, which includes boosters, and follow all public health guidance around the vaccines.



Figure 7: Minister Lisa Dempster, Minister Responsible for Indigenous Affairs and Reconciliation (top left) and Dr. Thomas Piggott, Labrador-Grenfell Health’s Medical Officer of Health (top right) watching Black Tickle resident Laura Keefe receive her first vaccine

Human Resources

The Human Resource (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.

The HR department is continuously building on the framework of policy development and staff training to ensure compliance with all acts and regulations of the Canada Labour Code and address any gaps and underlying employee relations issues and concerns. This will continue to be a prominent piece of work to ensure that, as new Bills receive Royal Assent by the Government of Canada, our staff are aware of those changes and trained where necessary.

NCC is currently seeking legal advice to assess the need for a COVID-19 vaccination policy. This has significant legal implications as we attempt to balance the employer's obligation to provide a healthy and safe workplace with the individual's rights and freedoms under Human Rights Legislation. Considerations under employment and labour laws for the Duty to Accommodate, Human Rights and other moral and ethical implications are critical to how we will proceed.

The HR department is a strategic partner at the table with the Governance and Strategic Planning Lead, assisting from an operational and strategic staffing perspective to review current staffing models and help chart the path forward.

HR acts as the change agent to lead in the implementation of organizational change while ensuring that legislative requirements like Human Rights, Occupational Health and Safety and Duty to Accommodate are present in decision-making.

HR works to ensure that NCC is in the best position to attract, recruit, develop and retain employees that are well suited for the position and to NCC. There are currently 75 plus staff on payroll. This includes both temporary COVID-19-related positions (primarily) and indeterminate positions availing of full benefits. NCC is currently recruiting for a number of positions as well.

During the COVID-19 pandemic, HR worked diligently to ensure a smooth transition for staff from office to home and return to office and to support staff through managing the changing need. Remote working became an example of business transformation that was effective and successful on multiple levels. The rapid pivot to remote working and repivoting back to the office was challenging but successful.

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 aids 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 each fiscal year ending on March 31 can be found on NCC's website at www.nunatukavut.ca.



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).

Primary agreements include the Indigenous Skills Employment and Training Program (ISETP), funded directly through Service Canada, and an ISETP Program sub-agreement, funded through the Congress of Aboriginal Peoples (CAP). ISETP, formerly called 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.



Figure 8: Misty-Dawn Dyson, a recent university graduate who received student support through NCC

COVID-19 impacted many of our students where many entering post-secondary were not in the place to study online and decided to put their career on hold. Others found it very difficult to secure employment during the pandemic.

OUTLINE OF ISETP PROGRAMS

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 an 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.

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.

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.

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.

Self-Employment Benefit

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

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

Clients must meet the following selection criteria: Meet Labour Market Demand; Academic Performance; Training History; Cost of Training; and Budget Considerations.

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

ISETP AGREEMENT

The budget under the ISETP agreement was fully utilized in the 2020-2021 fiscal year. During that time, NCC provided funding assistance to the following number of clients:

- Skills Development (University) – 52 Clients
- Skills Development (Diploma/Certificate) – 79 Clients
- Work Experience – 2 Clients
- Self-Employment Benefit – 10 Clients

Results: Overall Target vs Actuals*

	Target	Actual
<i>Clients served</i>	159	98
<i>Clients employed</i>	67	41
<i>Returned to school</i>	10	12

*as of June 30, 2021

CAP-ISETP AGREEMENT

The CAP-ISETP agreement, which supports diploma/certificate programs, was also fully utilized in the 2020-2021 fiscal year. NCC was able to provide assistance to approximately 41 clients in various programs.

Results: Overall Target vs. Actuals*

	Target	Actual
<i>Clients served</i>	23	47
<i>Clients employed/ returned to school</i>	17	13

*as of June 30, 2021

OTHER AGREEMENTS

Community Employment Agreement

NCC's community employment coordinator offices in Cartwright and Mary's Harbour 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.

Youth Employment and Skills Strategy (YESS)

This is a new agreement that started September 1, 2020. It provides accredited skills training to youth facing barriers, giving them the opportunity to benefit from interventions that will enable them to develop their skills and employability status, to prepare them for employment.

	Target	Actual
<i>Clients served</i>	20	13

The number of clients who were employed or returned to school under this program is 11.

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. *The 2021 recipient was Logan Pittman from Massey Drive, NL.*

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. *The 2021 recipient was Cassandra Curl from St. Lewis, Labrador.*

Information on both bursaries is 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 2021 recipient was Amanda Chiasson from Happy Valley-Goose Bay, Labrador.*

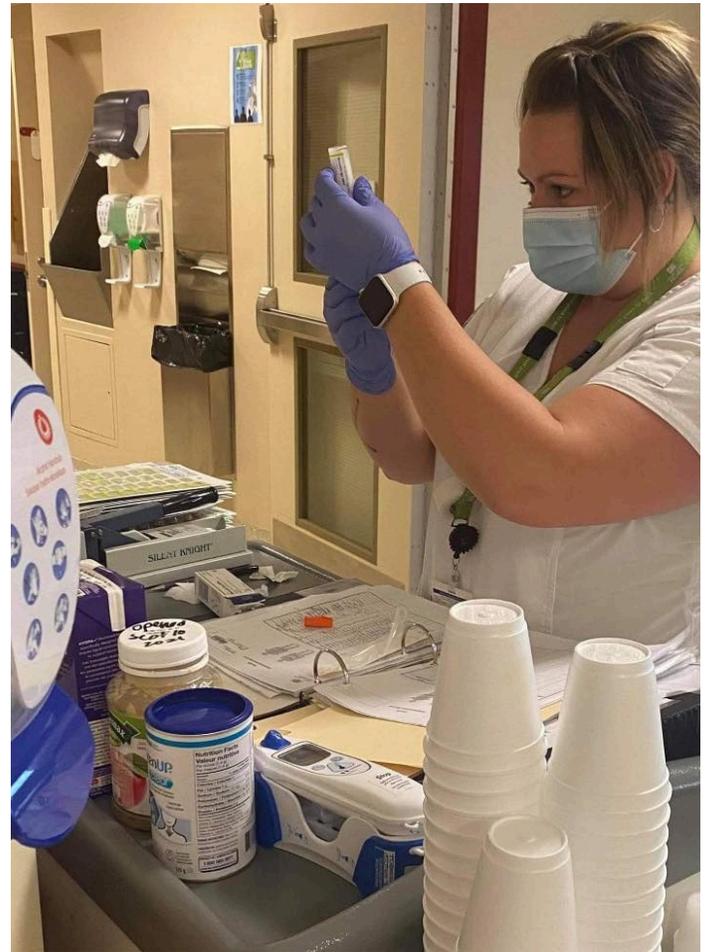


Figure 9: Amanda Chiasson, recipient of the 2021 Merit Award given annually by NCC

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 and long-standing connection with our land, ice and waters.

ABORIGINAL FISHERIES STRATEGY (AFS)

The NCC communal food fishery had another successful season despite the challenges related to the COVID-19 global pandemic. The support and patience that NCC observed from members during the designation distribution was outstanding. In the 2021 fishing season, ENR issued 1,271 designations for salmon, trout, and char and over 370 cod designations. The NCC fisheries committee and staff continue to improve the program and was successful in negotiating an earlier opening date for salmon and char on the south coast in 2020 and 2021.

NunatuKavut members are strongly encouraged to return catch logs, which provides crucial information for the monitoring and analysis of designations as well as fish stock variations. Those who submitted their logs by a specified deadline in September were entered to win a prize that is drawn at each Annual General Assembly.

NCC's Salmon Sampling Program was initiated to obtain samples of salmon caught as part of the communal food fishery to determine genetic identification and biological characteristics. The information collected is used extensively by the Working Group of North Atlantic Salmon (WGNAS) to provide catch advice and information to North Atlantic Salmon Conservation Organization (NASCO) on the characteristics of the fish harvested. ENR employed four Fisheries Stewards in the communities of Pinsent's Arm, St.

Lewis and Black Tickle. In 2021, the Fisheries Stewards collected 636 salmon samples and 47 char.



Figure 10: Sherry Turnbull, Guardian (left) and George Morris, Senior Guardian (right) in the summer of 2021

ENR currently has four full-time permanent Guardians and two Program Support Assistants. Their input, experience and overall contribution to ENR programs is invaluable to NCC's relationship with fishers, elders, and communities, as well as DFO management and science branches. They are also essential in assisting with implementing NCC's COVID-19 initiatives. ENR will be seeking additional resources to expand the program in Upper Lake Melville and Labrador



West with two new seasonal guardians based in Happy Valley-Goose Bay.

WILDLIFE MANAGEMENT

An integral part of the NunatuKavut way of life has been the ability to utilize and live harmoniously with fish, waterfowl, seabirds, caribou, seals, polar bears, and other species who share this land. The relationship between NunatuKavut Inuit and wildlife has helped to carry on Indigenous ways of knowing and has furthered healthy stewardship practices around harvesting, preserving and protecting the wildlife of NunatuKavut.



Figure 11: Shore Bird Training

NCC’s research and stewardship programs are delivered in partnership with federal and provincial governments, Indigenous organizations, universities, and non-government organizations. Current projects focus on species at risk such as bats, caribou, wolverine, polar bear, land birds, shore birds, small mammals, and other migratory birds. NCC has requested to be an “invited specialist” at Polar Bear Technical Committee meetings, which considers both scientific research and Indigenous Traditional Knowledge in the cooperative management of polar bear populations in Canada.

TUTTUK MANAGEMENT

Tuttuk (caribou) has played an important role in the lives of the people of NunatuKavut since time immemorial. Traditional utilization of harvested caribou for sustenance

is under tremendous threat due to lack of caribou. NCC is the co-chair of Ungava Peninsula Caribou Aboriginal Round Table (UPCART), which helps NCC move towards greater management and protection of caribou and caribou habitat through the partnerships with other Indigenous groups in the Ungava peninsula. Groups remain very committed to the management plan.

In late 2020, this herd experienced the first increase in more than 25 years, with an estimated count of 8,100 animals. While NCC is encouraged by the first positive result, we are continuing our community-driven moratorium on hunting the George River Caribou Herd to allow time for the herd to recover.

Boreal caribou, such as the Mealy Mountain Caribou Herd (MMCH), is listed as a threatened species under federal and provincial legislation. ENR partnered with the provincial government to develop a boreal caribou guardian program as well as a management and stewardship program. ENR also continues to monitor and conduct outreach and education for boreal caribou. The MMCH appears to be 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 and to observe appropriate stewardship and conservation practices.



Figure 12: NCC Trail Camera footage of the Mealy Mountain Caribou Herd

CLIMATE CHANGE

NunatuKavut Inuit communities are continuing to experience the impacts of climate change in our territory.

Understanding these impacts is vital to the management of our natural resources and future of our coastal communities

Climate Change Strategy

The goal of the NCC Climate Change Strategy is to ensure a vibrant, livable, and resilient territory in the face of climate change. A committee was formed to guide the process to help ensure the development of a relevant, culturally significant strategy. During the climate change panel at NCC's 2020 Research Conference, NunatuKavut Inuit were given the opportunity to provide input on climate change research priorities at NCC. Further progress on the development of the strategy was delayed due to COVID-19.

Community-Based Climate Monitoring Program

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 St. Lewis and Charlottetown continued with their monthly monitoring when they were able. Due to COVID-19, monthly monitoring was halted until May 2021. At that time, NCC was able to recruit youth in Pinsent's Arm, Port Hope Simpson, Mary's Harbour and Black Tickle.



Figure 13: A test kit that NCC's climate change interns used for the Community-Based Climate Monitoring Program

FORESTRY

NCC continues to look for ways to become more involved in the Forestry Sector within the territory. As a start, NCC has been developing a Community Firewood Enterprise proposal to address the heat insecurities that are felt in our

southeast communities by partnering with Nunacor, Dalhousie, Conservation Corps of NL, the Province, and several federal government departments. The program will increase the affordability of home heating while promoting community economic development.

ENR was successful in obtaining funding under the Strategic Partnerships Initiative (SPI) of Natural Resources Canada for forestry development to purchase two firewood processors. A community firewood project was piloted in Black Tickle, a community with significant heat insecurity issues. Using NCC's firewood processor, a commercial wood supplier was contracted to harvest and process 75 cords of wood that was transported to Black Tickle for distribution.



Figure 14: Wood purchased as part of the Community Firewood Social Enterprise Pilot Project for Black Tickle

NCC is a partner in the provincial The Way Forward for Forestry. So far, ENR has been engaged in the Provincial Forest Pest Management Committee. It was formed to share information on insect, disease, and plant pests affecting the Province's forests and to provide feedback and recommendations on how to improve the Provinces ability to monitor, manage, and share information related to these forest pests.

ENR has been involved with the provincially-led planning that is still on-going for the Forestry Management District (FMD) 20 plan. NCC hopes to engage the Province in a new funding agreement on forestry.



NCC has also expressed concerns around a commercial cutting permit that was issued to JP Forestry by the Province to harvest wood in Forest Management District 19 under the Five-Year Operating Plan. NCC conducted community meetings on a Wilburn Bay dock proposal that JP Forestry submitted to Transport Canada to discuss the potential impacts of this project to NunatuKavut Inuit.

COASTAL RESTORATION

The Coastal Restoration Fund (CRF) activities were continued again by ENR for 2021-2022, which is the fifth and final year of the CRF. ENR worked hard to complete important field surveys monitoring coastal erosion, juvenile salmon and NCC's beaver baffle restoration project.

Shinney's Brook Beaver Baffle

A beaver baffle device was successfully installed at Shinney's Brook to assist salmon migrate upstream while maintaining the protective environment that the beaver dam provides. Over the winter of 2020/21, high water levels and ice build-up resulted in a complete washout of the beaver dam and baffle device. Maintenance and re-installation of the flow-device at Shinney's Brook took place in June after the dam had been re-built by the local beaver. Fish passage through the device was monitored over the summer and data is being analyzed for next year.



Figure 15: A beaver baffle located at a large dam along Shinney's Brook

Ghost Gear Retrieval

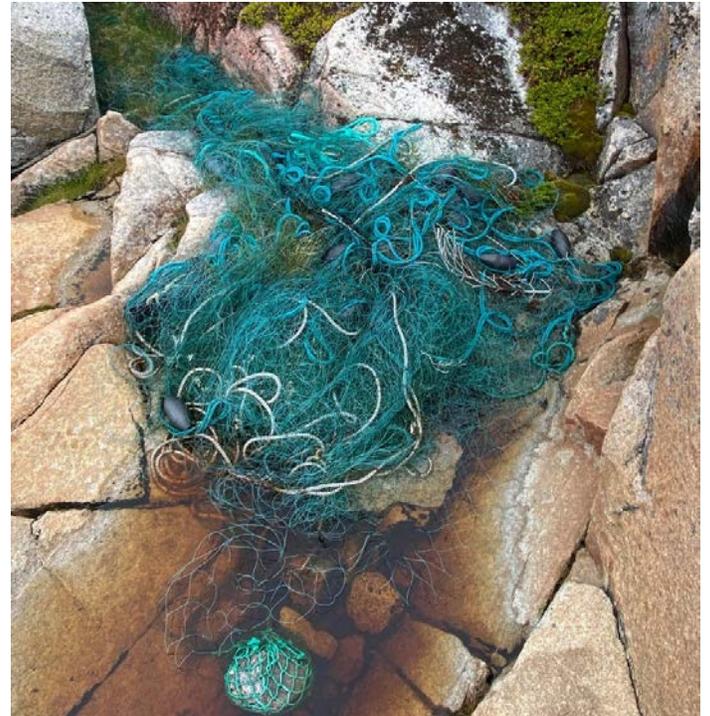


Figure 16: Ghost gear retrieved in NunatuKavut in the summer of 2021

The Ghost Gear Retrieval Project is a collaboration between ENR, World Wildlife Fund-Canada (WWF), and Memorial University to mitigate the impacts of fishing on Golden Cod and other vulnerable species within and adjacent to the Gilbert Bay Marine Protected Area (GBMPA). Beginning in 2019, fisher knowledge was collected for local practices and perceptions concerning ghost gear, and target areas for ghost gear retrieval. Ghost gear retrieval took place this summer with assistance from local fishers. Several nets, ropes, and pots were recovered from shorelines within the GBMPA. Next steps for this project involve investigating options for local recycling mechanisms, gear disposal, and storage.

Riverine Surveys

Local knowledge from community consultations, as well as NCC Guardians, helped identify salmon habitat sites for NCC's electrofishing fieldwork to monitor juvenile salmon growth. A total of seven rivers were surveyed between August and September with 166 juvenile salmon scale samples collected. These samples will be processed and analyzed at the University of New Brunswick next year. This

information will be used to determine growth rate of salmon in relation to water temperature in their freshwater habitat. The information collected through this program will help us make informed decisions regarding Atlantic Salmon in the future.

Coastal Erosion Monitoring

In collaboration with World Wildlife Fund (WWF) Canada and the Newfoundland and Labrador Geological Survey, NCC completed Unmanned Aerial Vehicle (UAV) surveys to monitor coastal erosion rates at sensitive nearshore coastal habitats within NunatuKavut. This year, NCC staff surveyed seven beaches in Forteau, Pinware, English Point, L'Anse-au-Clair, L'Anse Amour, Charlottetown, and Pinsent's Arm. These surveys will be compared to previous years to measure whether coastal change has occurred.

CULVERT AND ENVIRONMENTAL MONITORING

NCC partnered with DFO again in 2020-21 to continue assessing fish bearing culverts and bridges along the Trans Labrador Highway (route 510). Last year, crews completed assessments on the Cartwright access road, Charlottetown access road, Pinsent Arm access road, St. Lewis access road and began in the Straits bearing north and ended near Cartwright access road. This year, the field crew were just three culverts shy of finishing all culvert assessments on route 510. With ongoing construction and new infrastructures implemented, there appeared to be less barriers to migration compared to the previous year's assessments on older roads.



Figure 17: Culverts along the Trans Labrador Highway

ENVIRONMENTAL ASSESSMENT AND MONITORING PROGRAM

ENR established an Environmental Assessment and Monitoring Program this past year. ENR is continuing to develop its capacity to be involved in project reviews to ensure that projects are reviewed in consideration of impacts to the land, waters and people of NunatuKavut. We are also continuing to develop our capacity on the monitoring of projects to ensure they adhere to environmental conditions and permits and licences.



Figure 18: Landscape in NunatuKavut

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. The Monitoring and Health Management Oversight Committee (MHMOC) was created to provide recommendations on methylmercury monitoring to the Minister of Municipal Affairs and Environment and to provide notice to responsible federal, provincial, and municipal departments and agencies.

The MHMOC is not established yet as the terms of reference have yet to be accepted by the provincial government. In the meantime, ENR continues to monitor methylmercury data and reports issued by NL Hydro and Government of Newfoundland and Labrador. Current scientific data provided through the Aquatic Environment



Effects Monitoring Program and the Muskrat Falls Reservoir Methylmercury Monitoring Program shows that there is currently no health risk at this time to consuming any aquatic species such as trout, salmon, smelt, and seal obtained in the Upper Lake Melville area.

ABORIGINAL AQUATICS RESOURCES AND OCEANS MANAGEMENT

The main goal of the Aboriginal Aquatics Resources and Oceans Management (AAROM) program is to address significant gaps at the watershed level and to realize opportunities to support diverse partnerships and service delivery, including participation in other DFO Science and Government of Canada programs and initiatives.

Implementation of the activities outlined in an AAROM Strategic Plan will result in:

- Increased capacity, funding, space and equipment that will enable NCC and DFO to achieve meaningful involvement and measurable outcomes for oceans and aquatic resource management
- An increased sense of ownership among NunatuKavut Inuit over the management of their ocean and aquatic resources.
- More power and influence of NCC and its member communities over what research is undertaken in NunatuKavut and how research data and findings are used.
- An increase in conservation of aquatic habitat and the preservation of fisheries resources.

OCEANS & AQUATICS MANAGEMENT

The intent of the Oceans and Aquatics Management Project is to contribute and enhance participation in oceans resource management initiatives and opportunities taking a co-management and co-delivery approach. NCC was able to improve our understanding of oceans and freshwater matters, policy and prospects and became better informed. This has assisted NCC in developing our own decision-making processes and policy.

NCC has continued to advance our connection in other federal ocean initiatives that enabled us to stay up to date

on pending changes and or possible impacts on coastal communities in NunatuKavut. NCC's input was based on the inclusion and engagement of elders and both commercial and communal fishers in community meetings.

FOOD SOVEREIGNTY PROGRAM

Hunting, fishing, gathering, and trapping have enormous cultural, social and economic significance to NunatuKavut Inuit. In 2021, a Food Security Coordinator office was established to provide leadership in innovation and guide change management while developing and executing a Food Sovereignty program. It is the aim of this office to secure additional resources and implement an array of projects and programs that will address food insecurity throughout our territory.



Figure 19: Gerald Rumbolt in St. Lewis receives a COVID-19 food hamper

This office is responsible for the Community Freezer Program, which has been operating since 2014. It is open to members who are not able to take advantage of our communal fishery program, which includes seniors (60+) and those living with disabilities and it also provides food for ceremony and community events when food is available. The program is continually advancing to include a wider variety of country foods and products, as well as additional freezers in several south coast communities. At various times throughout the year, the freezers have a supply of bakeapples, redberries, char, cod, salmon, moose and in the past year a limited amount of polar bear and seal. These foods are provided until the community freezer runs

out. Over the past few months, NCC has also provided staple food items through the community freezer through our COVID-19 initiatives.



Figure 20: Growing dome in Port Hope Simpson

ENR was successful in obtaining funding to build pilot greenhouses (growing domes) in Port Hope Simpson and St. Lewis. It will assist with providing supplementary diet needs, as well as providing space to teach students and community members about healthy eating, food sustainability and culturally relevant agricultural education. Once the domes are functional, they will be operational all year long.

ENVIRONMENT AND NATURAL RESOURCES WORKSHOP

ENR hosts an annual resource stewardship workshop to bring together a diverse network of organizations and participants to share relevant information, seek advice, and provide project updates around several resource-related

initiatives. It is an important way to seek community input and guidance around resource management.

Due to the COVID-19 pandemic, ENR's annual resource stewardship workshop was held virtually in 2021 and focused on the fishery. The workshop was called a *Special Forum on Fisheries: Building a Strong Fishery in NunatuKavut*.

GROUND SEARCH AND RESCUE INQUIRY

ENR worked closely with the President's office to prepare NCC's submission to the Public Inquiry Respecting Ground Search and Rescue for Lost and Missing Persons. We facilitated the hiring of a Search and Rescue (SAR) expert, Merv Wiseman, and the logistics of having Mr. Wiseman provide his expert opinion to the Inquiry in person. ENR also conducted multiple interviews with NCC members to gather their experiences related to SAR in their communities in order to provide the importance and history of SAR in coastal communities in NunatuKavut. These testimonies were documented in NCC's submission to the Inquiry and was used to form many of NCC's official recommendations to the Inquiry.



Figure 21: Ice Safety Training in North West River



Health and Social

NCC MEDICAL TRANSPORTATION PROGRAM

The Medical Transportation Program was launched in January 2020 and started as a \$1.75 million one-year pilot program. It has been extended to end of March 2022, with an additional budget of \$1.33 million. This includes a contribution from the Government of Canada's Community Support Fund. Approximately 500 members accessed the program in 2021, many using the program multiple times and some exhausting the annual maximum amounts available.

There has been a tremendous amount of positive feedback regarding this program. Many people said that without NCC's assistance they would not have been able to attend these medical appointments, or it would have caused them great financial hardship like having to count on loans, getting help from family and friends and community fundraising.

NCC HOME REPAIR PROGRAM

The Home Repair Program started as a \$1.25 million one-year pilot program in January 2020 to provide funding assistance for Full Members – Resident who are the verified owners and occupants of their home and have a combined homeowner income at or below \$40,000. Developed by NCC, this program has also been extended to end of March 2022, with an additional budget amount of \$1.3 million. This includes a contribution of \$500,000 from Newfoundland and Labrador Housing. In 2021, 57 members availed of this program. It has been a tremendous help to NCC members, especially our seniors, to complete much needed home repairs.

NUNATUKAVUT YOUTH COMMUNITY ENGAGEMENT PROJECT

The NunatuKavut Youth Community Engagement Project (NYCEP) is currently into its third year after receiving additional funding from the Canada Service Corps to increase civic engagement of youth between the ages of 15 and 30. Involved youth are continuing to learn about Inuit

culture while developing multimedia skills to tell stories about their communities, culture, and lifestyle. NYCEP staff are continuously working with community organizations to identify meaningful volunteer opportunities for youth in NunatuKavut communities while promoting cross-cultural understanding and Indigenous reconciliation.



Figure 22: NYCEP youth Marcus Ward from Cartwright

Over the past year, 29 youth were recruited to assist with NYCEP's various video and community engagement initiatives. To date, these participants have volunteered an impressive 2,810 hours. In July, NYCEP staff distributed iPads and software to newly recruited youth and facilitated an online Storytelling Through Videography workshop.

NYCEP continues to be involved in various film projects that help tell the story of NunatuKavut Inuit. Youth had the

opportunity to interview a local elder and two dog team owners while producing the film “NunatuKavut and the Dog Team” for the last AGA. This film, along with “Reclaiming Our Roots, One Drum at a Time: Inuit Drumming in NunatuKavut,” were selected to be showcased at the St. John’s International Women’s Film Festival in October.

To commemorate the National Day of Truth and Reconciliation, NYCEP youth assisted with the filming and editing of NCC’s “Music and Friends: Honouring our past, Celebrating our resiliency” virtual event. Other video projects are in the works, including a video about the NCC Communal Fishery, where youth were able to interview NCC fishery guardians and experience a day on patrol.

NYCEP youth have also been participating in experiential learning opportunities to develop their skills while engaging in Inuit culture. Youth took part in various cultural craft workshops, learned Inuit drumming, and had the opportunity to sample traditional foods such as seal, moose, fish, bannock and redberry juice.

By participating in the NYCEP, youth have developed some great skills and have become amazing filmmakers while learning the value of volunteering within their communities.

CANCER PROJECT

NCC has been involved in a Cancer project called *Courage, Compassion, and Connection – the Journey to Healing: Exploring Cancer Pre-Diagnosis for Indigenous Peoples in Labrador*. Funded by the Canadian Partnership Against Cancer, NCC co-leads the project with Nunatsiavut Government’s Department of Health & Social Development and the Sheshatshiu Innu Health Commission and the Mushuau Innu Health Commission.

Community engagement sessions took place in many NunatuKavut communities throughout 2021 and an Indigenous Partners’ Gathering took place in Battle Harbour in August.

VIOLENCE PREVENTION PROJECTS

NCC implemented two violence prevention projects during 2021 with funding from the Government of Newfoundland and Labrador’s Violence Prevention Initiative. Walking the

Prevention Circle Project took place in the winter of 2021, with virtual sessions organized for people working with youth in NunatuKavut. These sessions were facilitated by the Canadian Red Cross. The Verbalizing Violence Project was carried out in partnership with NYCEP. This project brought youth and traditional knowledge holders together to show the importance of connection to culture in helping to prevent violence.



Figure 23: NYCEP youth at a gathering in Port Hope Simpson

COVID-19 COMMUNITY RESPONSE PLAN

The Health and Social department have been involved with NCC’s COVID-19 community response plan since the beginning of the pandemic, including sitting on several committees (internal and external), assisting with implementing emergency response initiatives, and working with NCC’s communications department, Labrador-Grenfell Health and the Province on the COVID-19 vaccine plan rollout in NunatuKavut communities.

NUTRITION NORTH CANADA

NCC has signed a five-year contribution agreement with the Public Health Agency of Canada to implement culturally appropriate nutrition education in Black Tickle. This provides an opportunity to exchange knowledge around preserving, storing food, preparing nutritious meals and gardening.

This project started in April 2021 and there have been several community activities. Some of these included a



community garden, a boil-up for school students and staff, community clean-up, berry picking and jam-making.

NL HEALTH ACCORD

A Task Force on Health Care has been established by Premier Furey and Minister Haggie and co-chaired by Sister Elizabeth Davis and Dr. Patrick Parfrey. Through community engagement, this Task Force is developing a 10-year Health Accord that includes improvements to the health system to best deliver services to meet the needs of individuals, families, and communities throughout the province.

NCC has been meeting directly with the co-chairs of this group over the past several months and President Russell presented to the Task Force in November, asking that NCC be reflected in the NL Health Accord and asking for commitment from the Province to work with NCC to lobby Canada for fair and equitable access to health programming for NunatuKavut Inuit.

COMMUNITY SOCIAL WORKER

The Community Social Worker is a new role within the Health and Social department. This position was created to ensure the needs and priorities of NunatuKavut Inuit are reflected in important files like residential schools, Missing and Murdered Indigenous Women and Girls, Mental Health and Addictions and the Child, Youth and Families legislation.



Figure 24: Kristy Dyson, Community Social Worker (top right) with Dr. Amy Hudson, Governance and Strategic Planning Lead (seated next to Kristy) and students at St. Peter's School during a community visit to Black Tickle

Community social work involves building relationships with community members through community visits, helping to address systemic issues, engage in individual and group problem-solving practices and facilitate opportunities for culturally relevant healing.

CHILD, YOUTH AND FAMILIES ACT

NCC was added to the Child, Youth and Families Act schedule as an "Indigenous Government/Organization" in May. Involvement in child protection is a new and significant area for NCC. Under this legislation, NCC appointed an Indigenous representative to help provide cultural connections for NunatuKavut Inuit children and youth who are in care and custody of the Department of Children, Seniors and Social Development (CSSD).

MENTAL HEALTH AND ADDICTIONS

The Health and Social department plays a role in better understanding the realities around Mental Health and Addictions in our communities.

We work to maintain a partnership with Labrador-Grenfell Health and are engaged in various committees to ensure our people are supported in culturally appropriate ways. As examples, the department oversees the contracts for mental wellness virtual support for our members and have engaged with Labrador-Grenfell Health to provide mental health crisis support.

The Health and Social department is also involved in the NunatuKavut Wellness Initiative steering committee, led by the Research, Education and Culture department. This project, called "Understanding People, Place, and Culture: A NunatuKavut Inuit Mental Wellness Initiative," aims to strengthen mental wellness resources in our territory. It involves active participation from community members to work towards developing and strengthening wellness resources in our territory.

RESIDENTIAL SCHOOLS

NunatuKavut Inuit and their families were significantly impacted by Residential Schools in Labrador and in Newfoundland. It is important that the voices and experiences of former students from NunatuKavut are heard, validated and valued. To this end, discussions

continue with the Province of Newfoundland and Labrador regarding a provincial apology to former students of Residential Schools to ensure that it is respectful of NunatuKavut Inuit and our communities.

A Residential Schools healing event was organized for NCC and Nunacor Council, staff and families in June in response to the tragic discovery of 215 children on the grounds of a former residential school in Kamloops, BC.



Figure 25: Dr. Andrea Procter, Dr. Amy Hudson and Kristy Dyson (l-r) during a visit to the Muddy Bay boarding school site

In collaboration with NCC, anthropologist Dr. Andrea Procter is developing a book on the residential schools that operated in the Sandwich Bay area. Information for this book is gathered through conversations and community visits with former students and families of both Muddy Bay

and Lockwood schools. In collaboration with Them Days, NCC and Dr. Andrea Procter hosted photo exhibits in Happy Valley-Goose Bay and Cartwright of the Muddy Bay and Lockwood residential schools. This was to gather more information for the book and to add to the list of former students that attended the schools that Them Days is compiling. It is hoped that this book will be used within the provincial school system.

On the National Day of Truth and Reconciliation, the Health and Social department helped organize several events to recognize, reflect and raise awareness about the residential school system. This included an online event *Music and Friends: Honouring our Past, Celebrating our Resiliency* was aired on the evening of September 30. The Health and Social department also collaborated with a local artist to develop a coloring page that was distributed to students in NunatuKavut.

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.

In the 2020-2021 fiscal year (April 1 to March 30), 13 projects were funded, totalling \$40,701.

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.



Research, Education and Culture

MEANINGFUL INUIT LED AND CO-LED RESEARCH

The Research, Education and Culture (REC) department continues to lead diverse and innovative research in collaboration with NunatuKavut communities and academic institutions. NCC-led research is responsive to community interests and priorities. The REC department continues to grow in its research and program capacity. We envision developing a leading and cutting-edge research strategy that will see tangible outcomes with and for Inuit in NunatuKavut.

Some of the most recent and ongoing research work being led by the REC department are captured below. For more information on any of these initiatives, please contact A/Director, Bryn Wood, at bwood@nunatukavut.ca.

Research Advisory Committee

The work of the Research Advisory Committee is the foundation on which our research partnerships are based. We are now aiming to create detailed researcher agreements, data sharing policies and Intellectual property guidelines to guide NCC departments and external researchers. These tools will be available on our website but currently can be obtained by request through REC.

Mental Wellness Initiative

The “Understanding People, Place, and Culture: A NunatuKavut Inuit Mental Wellness Initiative” endeavours to strengthen mental wellness resources in NunatuKavut. It includes the design, pilot, evaluation and implementation of a culturally appropriate mental wellness program.

REC leads the steering committee that oversees the “Understanding People, Place, and Culture: A NunatuKavut Inuit Mental Wellness Initiative.” It is comprised of NCC and Memorial University staff, as well as community volunteers from NunatuKavut. The project is community-based and focuses on community engagement to explore mental

wellness for NunatuKavut Inuit and identify what types of resources are needed in our communities. Several sharing circles were hosted in NunatuKavut communities to learn more about current mental wellness needs and resources. These conversations will help us work toward the development of much-needed community and NCC-led resources and programs.



Figure 26: Some of the NunatuKavut Wellness Initiative steering committee members

As a part of this project, REC works with a great team of community champions that will help guide NCC and the steering committee to ensure initiatives and activities suggested are culturally relevant, community-focused and responsive to the needs of each individual community. A community champions meeting was held in October to discuss the project’s status and to receive feedback on the next stages of the initiatives.

Research Projects

The following is a listing of research projects that NCC is involved in:

- Borish, D., Cunsolo, A., Snook, J., Shiwak, I., Wood, M., Mauro, I., Dewey, C., Harper, SL., & HERD

Caribou Project Steering Committee. (2021). “Caribou was the reason, and everything else happened after”: Effects of caribou declines on Inuit in Labrador, Canada. *Global Environmental Change*, 68, 102268.

- Hudson, A. & Bull, J. (2020). Reclaiming Inuit Knowledge in pursuit of self-governance: Regulating research through relationships. *Inuit Studies Book*.
- Hudson, A. (2020). Reclaiming Inuit Governance: Planning for a sustainable future in NunatuKavut. [Doctoral dissertation, Memorial University]. MUNL Research Repository. <https://doi.org/10.48336/83b0-mm64>
- Hudson, A., & Vodden, K. (2020). Decolonizing pathways to sustainability: lessons learned from three Inuit communities in NunatuKavut, Canada. *Sustainability*, 12(11), 4419.
- Hudson, A. (2021). Re-claiming Inuit governance and revitalizing autonomy in NunatuKavut. In P. Stern (Ed.), *The Inuit World* (1st ed.). Routledge. Publisher. doi.org/10.4324/9780429275470
- Mercer, N., Hudson, A., Martin, D., & Parker, P. (2020). “That’s Our Traditional Way as Indigenous Peoples”: Towards a Conceptual Framework for Understanding Community Support of Sustainable Energies in NunatuKavut, Labrador. *Sustainability*, 12(15), 6050.
- Mercer, N., Parker, P., Hudson, A., & Martin, D. (2020). Off-grid energy sustainability in NunatuKavut, Labrador: Centering Inuit voices on heat insecurity in diesel-powered communities. *Energy Research & Social Science*, 62, 101382.

EDUCATION IN NUNATUKAVUT

Culturally relevant and informed education remains a priority at NCC and REC has been working to advance Inuit education through a number of ongoing and new initiatives. “Ikupiatsik: the NunatuKavut Inuit Education Action Plan” was launched earlier this year. As a part of this plan, beginner Inuttitut training has been offered for NCC staff both virtually and in-person. These sessions are ongoing and will be expanding out into communities in the new year.

Ikupiatsik also seeks to create culturally relevant educational materials and resources. One such example is the NunatuKavut Through the Seasons colouring book. It was launched virtually in June with several schools in NunatuKavut. The development of this book, which was inspired by our work with the Inuit Education Youth Advisory Group, depicts scenes of traditional activities, animals and food. REC staff also worked with Selma Suarak to incorporate Inuttitut throughout. Using this colouring book, some basic Inuttitut training was organized in several Family Resource Centres with staff, parents and children.

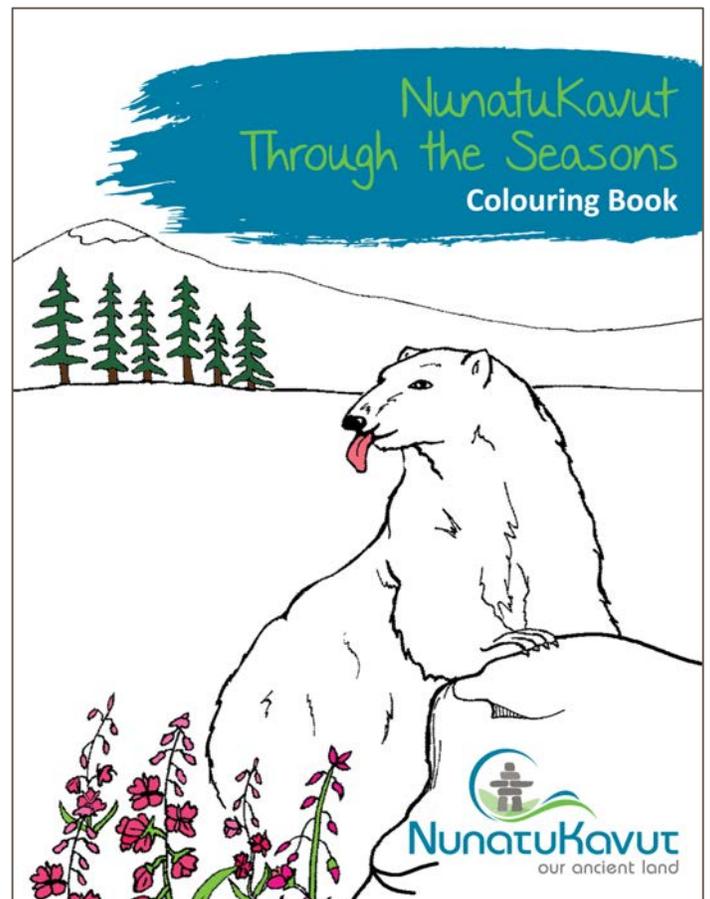


Figure 27: New colouring book launched in June 2021

Further efforts to develop educational materials and resources included work towards the development of the book on Residential Schools of Lockwood and Muddy Bay with Dr. Andrea Proctor. In addition, work is ongoing to develop a book around education in NunatuKavut with Dr. Amy Hudson and Dr. Sylvia Moore that will reflect the perspectives of NCC staff, community members and youth.



Inuit Education Program

REC's Community Cultural Resource Worker has been consulting with schools in NunatuKavut on what the Inuit Education Program (IEP) can and should look post-COVID-19. Schools and communities have expressed that they have missed the cultural programs throughout the pandemic and look forward to working together to bring more activities to our youth. In the new year, REC will be piloting an edu-kit that contain a small craft based around several animals or items important to NunatuKavut Inuit culture. These will be delivered to the schools for the use of students to be reintroduced to the IEP.

Several cultural crafting workshops were also delivered in communities in the summer and fall when COVID-19 restrictions allowed.

RENEWABLE ENERGY

REC staff have been busy through 2021 implementing various phases of Phase II of the Natural Resources Canada Indigenous Off-Diesel Initiative (IODI) run by Impact Canada.

There are over 200 remote communities in Canada that rely on diesel, many of which are Indigenous. Rapid advances in renewable and energy efficiency technologies make it possible to integrate cleaner energy while retaining stability, reliability, and affordability. This presents

opportunity for remote communities to pursue clean energy projects to reduce reliance on diesel.

Phase II of this project is almost complete. REC staff recently visited Black Tickle and St. Lewis to deliver home eco kits and share information with community members on the next steps for this work. This includes an Energy Forum in the new year to help guide research for a Community Energy Plan.

REC is also planning for the implementation of Phase III with a focus on key areas such as:

- Home repairs for heat security and efficiency;
- High efficiency woodstove pilot projects in Black Tickle and St. Lewis;
- Net-Metering Pilot Projects (two in Black Tickle and two in St Lewis); and
- Ongoing training requirements and opportunities for community members.

The REC department recently presented on this work at the ArcticNet Annual Scientific Meeting.

Closely related to IODI, the Clean Energy in Rural Remote Communities (CERRC) project provides ongoing research coordination for clean energy initiatives. This project provides resources to enable REC to manage clean energy research and to coordinate on related files. CERRC coordination will include work around the upcoming energy forum.

MUSEUM ASSISTANCE PROGRAM

The Museum Assistance Program (MAP) is funded by the Department of Canadian Heritage and provides an opportunity for NCC to begin an inventory of tangible cultural heritage objects and consider potential repatriation plans. Dr. Lisa Rankin identified a consultant who compiled an inventory and report regarding Inuit heritage resources from southern Labrador. The report included research on repatriation plans that listed facilities that could provide interim short and/or long-term care and storage of heritage resources. It also provided recommendations for the management of future repatriation efforts. Further work in this area will be



Figure 28: Pamphlet accompanying NCC's clean energy kits

discussed at an upcoming research forum being organized by REC.

PARKS CANADA, TOURISM AND ARCHAEOLOGY

REC is the lead department overseeing NCC's Shared Understanding Agreement with Parks Canada related to the Akami-Uapishk^u-KakKasuak-Mealy Mountains National Park Reserve (AUKMMNPR). A draft cultural history report has been developed that will be a foundational piece in support of the overall strategic plan for the park. REC has helped with filling critical positions within the park, including the acting superintendent and the NunatuKavut Community Visitor Experience Coordinator positions. Most recently, REC has secured funding to hire a Youth Cultural Guardian that will support the development of a visitor experience plan. In addition, work will soon begin on the development of interim management guidelines with Parks Canada to that will transition us into the future.

REC led the development of a 'Stories of NunatuKavut' story map page that was launched in June. Funded through Parks Canada Stories of Labrador Project, it is an interactive, online learning tool that illustrates NunatuKavut Inuit connection to our homeland. It can be accessed through the NunatuKavut website at www.nunatukavut.ca.

Work continues with Parks Canada, Canadian Heritage, Provincial Parks, and others to provide advice and support on varied culture and tourism-related projects and issues. This includes the development of resources to support dedicated tourism and archaeology offices. In the interim, REC partners with other organizations, when possible, to see work advance on many of these files. As an example, we have also been working with Destination Trails and Nunacor to look at how trail development could be incorporated in the visitor experience planning process within our communities.



Figure 29: Screenshot of the Stories of NunatuKavut story map page



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.

The COVID-19 pandemic greatly impacted the ISC and many programs and services were adjusted as a result.

PROGRAMS/SERVICES

Women's Circle

Open to the community, the ISC offers a drop-in time for ladies on Monday afternoons to learn new crafting skills or work on their own crafts. 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.



Figure 30: Seniors painting rocks for Orange Shirt Day

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 25.

Inuit Drumming Program

The ISC organizes an Inuit drumming program for youth. Over the past year, this has involved six youth who gather weekly to practice. They have performed publicly in Labrador West and two drummers participated in NCC's British-Inuit Treaty of 1765 celebration in Henley Harbour this past August. The plan is to bring the group to the coast this coming spring to share what they have learned and to also expand the group to include more youth once COVID-19 allows.



Figure 31: Inuit Drumming Group

Trail Walks

The ISC coordinates a trail walk every Tuesday and Thursday morning around Tanya Lake trail and it is open to the public. This was initiated in partnership with the Lab West Status of Women so that participants wouldn't have to walk alone on the trails.



Figure 32: Weekly trail walk around Tanya Lake

EVENTS

National Indigenous Peoples Day 2021

For the sixth year, ISC staff and volunteers have organized activities in celebration of National Indigenous Peoples Day (NIPD). This year, a two-day event was held at Duley Lake, just outside of Labrador City. Participants pre-registered for events to ensure COVID-19 public health measures were followed.

There was a Labrador tent set up and some of the events included:

- Senior's breakfast
- Boil up lunch
- Jam Making
- Storytime
- Drumming
- Campfire
- BBQ supper

The ISC also organized a number of other events. These included:

- Berry picking
- Vigil to commemorate the lives of the children found at former Residential School site across Canada



Figure 33: Vigil to commemorate the lives of children found on the grounds of former residential schools in Canada



Nunacor Development Corporation

MESSAGE FROM THE CEO



Dear Friends,

It is a true pleasure to lead our highly dedicated team at Nunacor. We have experienced a tremendous amount of growth since our incorporation in 2003, continuously diversifying our business portfolio.

Nunacor's Corporate Strategy has increasingly gravitated towards leveraging expertise within the existing industries in which it operates to drive revenue growth. Nunacor has had to become much more strategic in deciding which industries it wants to compete in and how to compete within those industries. Our Strategic Growth for Sustainable Dividends approach has made significant progress over the past couple of years. Nunacor's driven and enthusiastic team has demonstrated that it can successfully apply its business management and development expertise to thrive in challenging industries.

While COVID-19 has caused some disruption in our growth plans, it has given us the opportunity to re-evaluate our lines of business and improve and incorporate new technologies, work smarter and adjust to be more successful going forward. Throughout the year, we have made difficult decisions that were for the betterment of Nunacor and generating sustainable dividends to NCC.

Our new Business Growth department is working on new and exciting opportunities. Our relationships with our agreement holders have never been stronger with our newly formed joint venture with HR Project Partners. NDC Fisheries Limited is actioning items from its strategic plan to become a strong leader in the Fishing industry. The Royal Inn + Suites continues to elevate the guest experience and welcome travellers safely during the uncertain times of the pandemic. Komatik Real Estate is ready to welcome you for all your meeting needs. The NunatuKavut Business Centre has fostered and worked with more businesses than ever before. Our business growth team are evaluating many new and exciting opportunities for partnerships, business start-ups and acquisitions. All growth could not be possible without the strongest team moving the businesses forward.

We are resilient and determined to meet our mandate of generating sustainable dividends for NunatuKavut, and playing our part in making NunatuKavut, our ancient land, a better place to live for young and old alike.

Sincerely,

A handwritten signature in black ink that reads "Andy Turnbull". The signature is written in a cursive, flowing style.

Andy Turnbull

ABOUT NUNACOR DEVELOPMENT CORPORATION

The NunatuKavut Community Council (NCC) established the Nunacor Development Corporation to pursue economic and business opportunities on behalf of the people of NunatuKavut. Nunacor employs over 30 full-time employees across our operations and has an appointed Board of Directors to govern the Corporation.



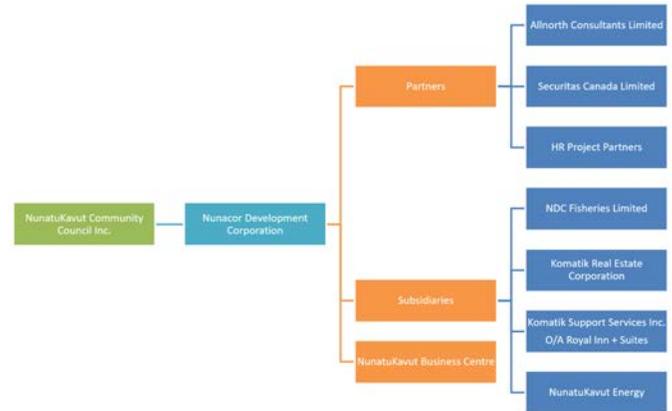
Figure 34: Nunacor staff

Nunacor’s mandate is to develop and operate profitable business ventures on behalf of NCC. Our revenue is directed to NCC for investment in programs and services for the betterment of our people and communities. Nunacor and companies have also invested directly in many community initiatives and regional projects.

Nunacor now has four wholly owned subsidiary companies, operating in a broad range of industries. Our companies include NDC Fisheries Limited, Komatik Support Services Inc. (operating as Royal Inn + Suites), Komatik Real Estate Corporation and NunatuKavut Energy. The NunatuKavut Business Centre is also operated by Nunacor. Nunacor continues to work with industry-leading strategic partners to secure work with mining and industry partners throughout Labrador.

Customer service, accountability, quality, safety, due diligence, continuous improvement, sustainability, and innovation are just a few of our top priorities. Nunacor is ISO 9001:2015 Quality Management Certified as well as ISO

45001:2018 Occupational Health and Safety Management Certified. Nunacor’s head office is in Happy Valley-Goose Bay, and we also have offices in Mary’s Harbour, Port Hope Simpson and Labrador City.



Note: Nunacor, NunatuKavut Business Centre & NDC Fisheries Limited are non-profit entities.

ADAPTING THROUGH THE PANDEMIC

The COVID-19 global pandemic continues to impact all lines of business. We have been closely monitoring the developments and following all regulations set out by the Chief Medical Officer of Health. Detailed pandemic policies have been developed, implemented, and updated for each of our business lines to ensure safe operations for our customers and staff. We will continue to adjust our business lines to ensure we operate in a safe and successful manner.

During the pandemic, Nunacor has taken time to evaluate all business lines and create a plan to move forward during this uncertain time. We have remained open throughout the pandemic and managed to retain all staff. We continue our focus on retaining our staff and creating a safe workplace for both our employees and the public. The Royal Inn + Suites remained open throughout the pandemic, but have seen a reduction in occupancy, especially in the early days of the pandemic. Supply chain issues are impacting the costs of renovations and delaying projects due to high costs and lack of supply, respectfully.

In the coming year, our future looks bright as we continue to grow and elevate Indigenous business in Labrador. We plan to increase human resource capacity and technology across all business lines. Nunacor is currently seeking



applicants for two new positions within our organization and one position where an employee has transferred roles. The positions are Manager of Fisheries Development, Manager of the NunatuKavut Business Centre, and an Energy Specialist. Our newly developed Business Growth department is working on new start-ups and new partnerships that will see substantial revenue and profit margins. Nunacor is focused on growth - evaluating, actioning, monitoring and improving to strategically approach outward facing activities in the coming year.

NDC FISHERIES LIMITED

NDC Fisheries Limited is a wholly owned entity of Nunacor and was established to develop fisheries opportunities for NCC.

Despite the COVID-19 pandemic, the 2021 harvesting season was successful for NDC Fisheries. All crab quotas were harvested, and 95 per cent of shrimp quotas were harvested. NDC Fisheries has also successfully harvested some cod this season, a first for the business. We were, however, unsuccessful in harvesting any turbot due to lack of resources.



Figure 35: Commercial fishing boats

Now more than ever, it is important to fuel growth in the fishery and for NDC Fisheries to become a major player in Indigenous commercial fisheries in Atlantic Canada. NDC Fisheries successfully acquired two new inshore enterprises during the Spring of 2021 that added extra crab quotas to the allocation process for the inshore fleet.

The NunatuKavut Fisheries Working Group (NFWG) was established in 2020 in collaboration with NCC to increase

engagement with key stakeholders. The goal of the working group is to provide the best possible advice on commercial fishery programs, initiatives, policy, and other business arising to support the President, the Department of Environment and Natural Resources, and Nunacor/NDC Fisheries Limited in our efforts to advance the interests of NCC, NDC Fisheries Limited, and the NunatuKavut fishery.

NDC Fisheries had identified the need for a new strategic business and growth plan for its operations. This plan will guide future operations as needed to encourage growth, diversification, and new opportunities. NDC Fisheries has hired a consultant to review, prioritize and action the items from the plan with specific timelines and responsibilities.

One of the recommendations of the plan was the need for more resources in NDC Fisheries. Nunacor is currently seeking a Manager of Fisheries Development, a position that will oversee all aspects of NDC Fisheries commercial fisheries operations, spearhead business development, work closely with the Fisheries Development Officer and represent NDC Fisheries at industry events and meetings.

KOMATIK SUPPORT SERVICES INC. / ROYAL INN + SUITES

Komatik Support Services Inc., operating as the Royal Inn + Suites, offers 4-star hotel accommodations in Happy Valley-Goose Bay.



Figure 36: Royal Inn + Suites staff

The health and safety of our guests and employees are our top priority and, over the past year, we have continued to adapt to COVID-19. Travel restrictions have had a significant impact on hotel occupancy in 2020 and this year the Royal Inn + Suites continues to recover. The Royal Inn + Suites remains open throughout the pandemic, with increased sanitization and health measures in place. We are proud to have maintained all staff throughout the pandemic.

In March 2021, we welcomed Greg Jarabata as Manager of the Royal Inn + Suites to oversee all operations of the hotel and enhance our guest experience.

Over the course of the pandemic, occupancy at the hotel decreased and our team focused on completing renovations and improvements to the property. We continue to complete many upgrades through the rooms and common areas of the hotel and have added new fencing with lighting around the premises to enable a more private and secure hotel. We have also engaged a landscape architect to complete a three-year landscape plan to enhance the exterior of the property and outside guest areas.



Figure 37: The beautiful outdoor space at the Royal Inn + Suites

COVID-19 has also impacted hotel revenues, which have been down over the past year. Revenues have increased over the previous year; however, it is lower than pre-pandemic periods. The pandemic has created significant supply chain issues. Products and materials are difficult to acquire and costly when compared to previous years. This

resulted in higher budgets and prioritizing improvements to get the best value for work.

In December 2021, we celebrated the five-year anniversary of acquiring and operating the hotel. All our successes over the past five years would not be possible without our tremendous staff and guests. We are excited for the upcoming year and hope to see you at our hotel, soon.

KOMATIK REAL ESTATE CORPORATION

Komatik Real Estate continues to lease 100 per cent of its commercial office space at 169 Hamilton River Road in Happy Valley-Goose Bay. Plans are underway for an exterior renovation project on the building in spring 2022.

The Komatik Conference Room and Makik Meeting room are available to rent to the public. Rentals of our meetings spaces have been impacted by COVID-19 capacity restrictions and shut-downs. The Komatik Conference Room offers a modern meeting space in Happy Valley-Goose Bay for up to 20 people. With innovative features such as a Whiteboard Wall and a video conferencing system, the Komatik Conference Room is the perfect place to host meetings. The Makik Meeting Room offers big value for small teams with all the offerings of our Komatik Conference Room for up to six individuals. Learn more by visiting our website www.komatikrealestate.com.



KOMATIK TRAINING SOLUTIONS

During fall 2021, Komatik Training Solutions (KTS) ceased its operations and closed its training centre in Labrador City. The COVID-19 pandemic had a tremendous impact on this business line with several shut-downs and class size restrictions and recovery in the short- to medium-term would not be possible. Senior management completed an in-depth analysis of the financial position and, despite many considerations and combinations, the future of our safety training company was not sustainable due to an unprofitable training contract in place and COVID-19 restrictions. All staff working with KTS were moved to other roles within our group of companies.

NUNATUKAVUT BUSINESS CENTRE

The NunatuKavut Business Centre (NBC) is operated by Nunacor Development Corporation. The NBC is a one-stop resource centre for NunatuKavut members who are interested in starting a new business or expanding an existing business.

Our mission is to work with NunatuKavut resident and non-resident members towards greater participation in small and medium business enterprises. We facilitate partnerships with existing agencies and businesses to ensure that NunatuKavut members benefit from advancement in all sectors of development in Labrador.



Over the past year, NBC provided business services to 116 clients, 30 of which received funding totalling \$99,313.76. Services include business counselling, self-employment assistance, business planning and development, marketing initiatives and training programs.

NunatuKavut Registry of Indigenous Business

To date, 73 NCC member-owned businesses are registered with the NunatuKavut Registry of Indigenous Business (NRIB), nine of which registered in the past year. Some of the benefits of becoming an NRIB member is access to our funding programs, procurement opportunities, partnership opportunities with Nunacor/NCC, advertising, and business development sessions.

Business Expertise Program

During the months of February and March 2021, NBC offered the Business Expertise Program (BEP). This program was the first of its kind for NBC and was very successful. NBC plans to continue with regular offerings until all NRIB members have completed the program.



The BEP was created in response to the COVID-19 pandemic changing the way we do business. Because of the major impacts on business and travel, whether it was the regional/provincial shutdowns, or the lack of training opportunities, NBC quickly realized that action needed to be taken. Throughout the fall of 2020, the NBC developed the BEP program, set the criteria for participating and recruited knowledgeable and skilled industry experts to present on pertinent business topics. A total of 14 participants completed the program.

Participant Feedback: *“The Business Expertise Program offered by the NBC has made a powerful impact on the way I do business. I feel more competent about how I will*

make future decisions because there are many resources available to help small businesses. NBC's unwavering support through the BEP program is unique and highly beneficial for any business at any level."

COVID-19 and the Impact on NunatuKavut Member-Owned Businesses

NBC conducted two surveys since the onset of COVID-19 and have been working very hard to come up with funding streams to assist our NCC member-owned businesses over the course of the pandemic. Despite our best efforts, we were unsuccessful in obtaining a revenue source that would support our businesses financially. We have, however, continued to provide information on funding programs available through both the federal and provincial Government.

Feedback from Client Satisfaction Survey: *"All my dealings with NBC has been excellent. Everyone is so encouraging and supportive. I truly appreciate all the help I have received. Thank you for all you've done to help me pursue my dreams."*

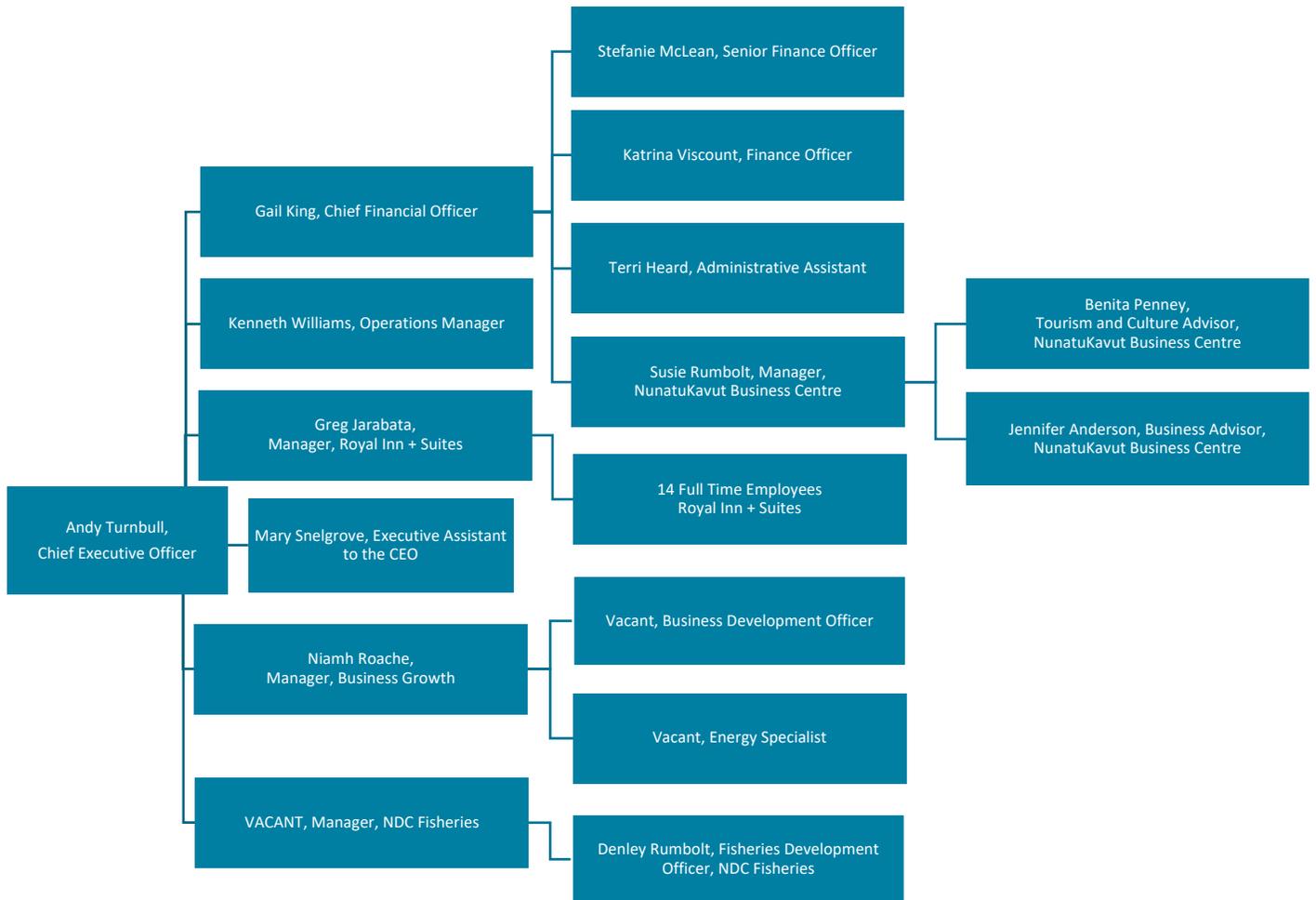


NUNACOR ORGANIZATIONAL CHARTS

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 Office

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

Port Hope Simpson Office

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

Charlottetown Office

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

Mary's Harbour 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



