

20 Annual 25 Report



CELEBRATING 40 YEARS
NUNATUKAVUT
then • now • forever

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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)



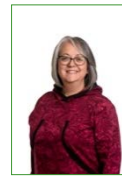
Dexter Flynn
Councillor for Area 1
(Straits)



Roy Mangrove
Councillor for Area 2
(Battle Harbour)



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



Lorna Knee
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)



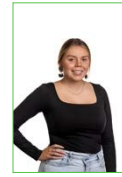
Jeanette Russell
Councillor for Area 7
(Outside NunatuKavut)



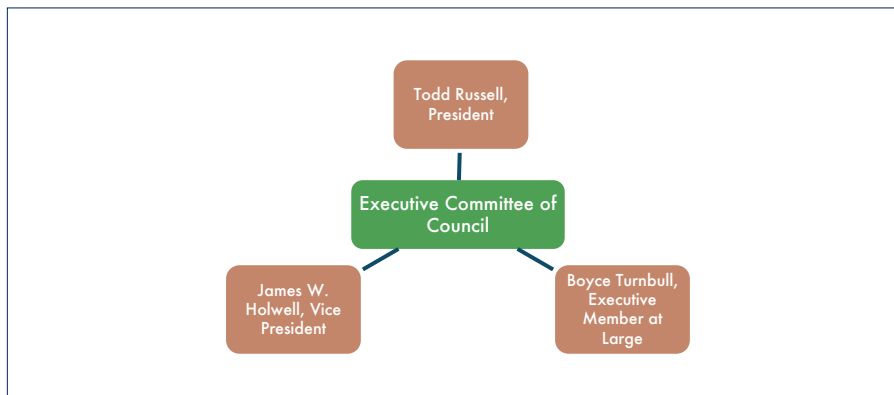
Chris Lethbridge
Elder Councillor



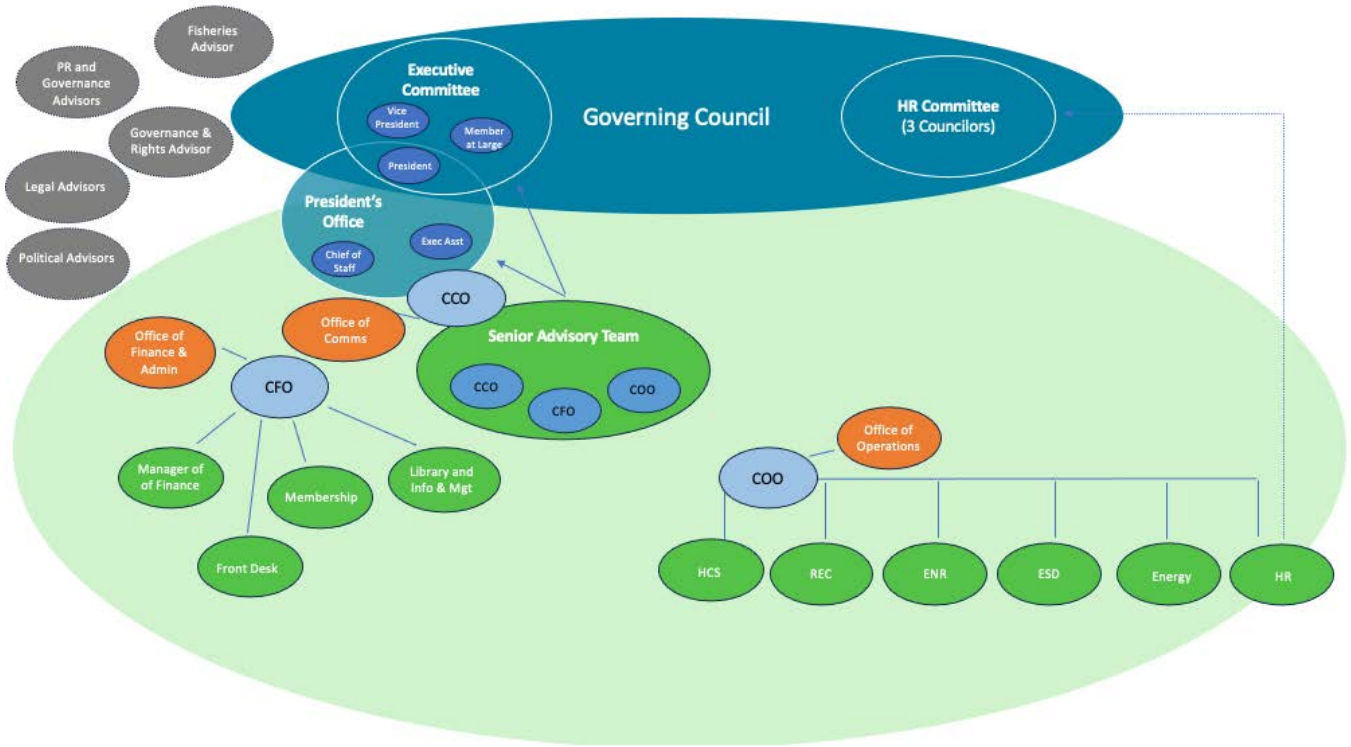
Lydia Penney
Elder Councillor



Zoey Russell
Youth
Councillor



NCC's Organizational Structure



Celebrating 40 years of the NunatuKavut Community Council!



Figure 1: Current Governing Council. Missing from photo: Elders Chris Lethbridge and Lydia Penney

In 2026, we celebrate the 40th anniversary of the NunatuKavut Community Council (NCC) as a governing body – 40 years of working to protect our people, our culture, our land, and our future.

For thousands of years, our ancestors lived and travelled along the coasts, rivers, and bays of southern and central Labrador. This land has always been home.

As times changed, our people knew they needed a stronger voice and a way to represent their communities and protect their future. It was in 1981 when we first started to organize. By 1986, the organization was formally incorporated and our journey as a governing body began. Over time, our governance grew stronger and in 2010, our organization became known as the NunatuKavut Community Council, reflecting our Inuit identity and our people’s decision to guide our own future.

Today, NCC is led by leaders elected by our own membership, representing communities across our territory and citizens living beyond Labrador. This work has always been about self-governance – making decisions for our people, by our people.

Over the past 40 years, the NunatuKavut Community Council and our communities have grown stronger and more united. Throughout our history, we have asserted our Inuit identity and advanced our rights based on our Inuit ancestry and culture.

Today, NCC represents over 6,000 members across Canada, working on programs and services that support education and training, health and wellness, housing and employment, culture and language revitalization, environmental stewardship, and community development.

NCC also works to advance the rights and recognition of NunatuKavut Inuit. This means

working with governments and partners to ensure our people, history, and land are acknowledged and respected. It is about fairness and building sustainable communities, and this work continues every day.

Our children and youth play an important role in the future of NunatuKavut. Youth programs, leadership opportunities and cultural learning help the next generation build pride in who they are and where they come from. The strength of our future lies in our young people.

As we mark 40 years of progress, we honour the journey behind us and look ahead with excitement to the future of NunatuKavut and our people.

For our 40th anniversary, we are launching a public-facing campaign called Then. Now. Forever. It reflects the enduring presence of NunatuKavut Inuit across South and Central Labrador. It affirms who we are, where we come from, and the responsibilities we carry forward – then, now, and forever.

NCC is also pleased to launch a new anniversary brand. Translated from Inuttitut, NunatuKavut means 'Our Ancient Land.' Our new brand is uniquely ours and reflects what

has existed and been passed down over many generations.



The logo is grounded in the elements that shape NunatuKavut Inuit identity. The land (brown structure) is represented through the Tablelands, a place of deep cultural significance in our territory and the site where the British-Inuit Treaty of 1765 was entered into.

Water and ice are expressed through sinaa (ice edge), the meeting place of sea water and ice. It is an important hunting ground and is considered a place of peace, marking the approach of summer. The green lines symbolize the Northern Lights, a common yet beautiful sight in the night skies of NunatuKavut.

Message from the President



ullukut friends,

In this upcoming year, we are celebrating 40 years as an Indigenous organization! More than four decades of coming together in a very intentional way to

have our rights as Inuit recognized and respected. What we now have is a governing body that is strong, stable and very committed. I am proud to say that I have been a part of this organization for a large percentage of its existence and have witnessed firsthand many of its successes and challenges.

We have made many significant steps in achieving recognition, with the Courts and various commissions, federal and provincial governments and the United Nations. The NunatuKavut Community Council (NCC) has had a multitude of agreements with Canada, dating back to 1987. We have been receiving Indigenous organizational and program funding since the early 1990s and Indigenous training and education funding since 1998. We negotiated a federal fishing agreement and have had a communal fishing agreement with Canada since 2000.

Over this past year, we have experienced much change. Externally, there have been significant changes in all levels of government. We are also seeing impacts from what is happening on the global stage. Some paths that we have been on

had unexpected twists and turns. Yet this has helped us to look for new paths, and to shift our perspective. We are a solid organization grounded in our people and communities, and I know that our strength comes from within. I will continue to turn to you for guidance and direction as we chart our way forward.

I look at our Annual General Assemblies as a marker of where this organization is at, and where our people are at. Registration is tremendous. Our sponsorships have more than doubled. We have so many allies and partners very committed to our organization. Your interest in NCC, and commitment to participating fills me with joy and optimism for our future.

Our people have a long history of coming together to protect and sustain our families, communities and ways of life. Well documented is the British-Inuit Treaty of 1765, where up to 500 of our ancestors gathered in Chateau Bay to meet with the British, in a coordinated effort to end conflict, and to create a better way for the future.

The work we do today honours the resilience, ingenuity and determination of those who came before us. We are pleased to again report to you on the work led by my office, the Office of the President, your Governing Council, and the whole of NCC over the past year. Please enjoy the 2025 Annual Report.

nakummek,
President Todd Russell

Office of the President

The President and Governing Council are responsible for the overall governance of NCC. There are several files and issues handled directly through the President's Office. Support is provided by various departments within NCC and, in some cases, our business development arm, Nunacor.

Toward Self-Governance

Ensuring that NCC has robust internal governance structures and processes in place is essential as we move toward self-governance.

In the past three years, we have implemented positive changes that align with our Inuit values and ways of being, from a new Constitution to a number of our own laws.

This past year, we have undertaken further internal restructuring to make our organization more efficient. We now have a more streamlined Senior Advisory Team and have created a new Energy Department. We are also opening up more space to hear from our people and communities about what their priorities and needs are.

Building relationships: with the federal government

The federal landscape has changed significantly over the past year. While a federal election resulted in a continued Liberal government, a new Prime Minister, Mark Carney, was elected in March. This has resulted in a changed cabinet and more restricted access to federal Ministers.



Figure 2: President Russell talking with Michael Sabia, then President and CEO of Hydro-Quebec

The federal focus in terms of Indigenous peoples is now on priorities like Indigenous housing, Arctic sovereignty and major economic projects like the Churchill River development. They are also wrestling with a number of hugely pressing matters like the national economy, national security (threats from the US) and sovereignty. NCC has overlapping interests in these areas and continues to look for ways to develop relationships and opportunities.

We still have many longstanding relationships with federal government departments on many

different files, from language revitalization to energy to the environment.

NCC was recognized by the Government of Canada as an Indigenous collective and a Memorandum of Understanding (MOU) was signed in September 2019.

While this process is temporarily paused, we are told they are still reviewing our claim material. NCC will continue to hold Canada accountable and ensure that our people's rights are respected and upheld.

Building relationships: with the provincial government

The Province of NL has also experienced several changes in 2025. There were three Premiers last year and an unexpected transition from a Liberal to a Conservative government following the most recent election in October. NCC is working to foster a strong and respectful relationship with new Premier Tony Wakeham and his Cabinet.



Figure 3: President Russell with NL Premier Wakeham at MINEx in Labrador West

We also have shared priorities like housing, affordability, improved health care, electrification, among others.

This change in government has significantly impacted the timelines of the Churchill River development. An independent review committee was put together in December to evaluate whether the Churchill River MOU is in the best long-term interests of the province. Their report is expected in April 2026, and a public referendum is promised later in the year. We have always been clear that this project can only proceed with the full engagement and consent of NCC and our people. We should be beneficiaries of our own power.

NCC continues to seek the advancement and implementation of the provisions in our Education MOU. We are also looking for synergies in medical transportation and in discussions around the drafting of an MOU as part of the Health Accord process.

We continue to work with the province in a number of other areas, including on environmental and legislative reviews, policy development and harvesting and wildlife issues.

Building relationships: with industry

NCC has continued to build and bolster relationships with various partners, and to develop and improve agreements which aim to ensure that NunatuKavut Inuit receive the benefits from our lands and resources. NCC must be consulted and involved in any development happening in our territory. The laws of Canada and international legal instruments such as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) demand that projects require the consent of NunatuKavut Inuit.



The Labrador Fishermen's Union Shrimp Company will always be a fundamentally important partner to NCC, our fishers and communities in NunatuKavut, and our work with them is progressing.

Building relationships: with academia

Inuit governance is about strengthening ourselves and our people through knowledge sharing and learning about our history and culture. NCC continues to look for ways to build on strong relationships with academic institutions nationally and internationally, sharing our story with them and our research partners. These relationships and partnerships are important to advancing the rights of NunatuKavut Inuit and can often help us respond to immediate community needs.

Despite the many positive and strength-based relationships we do have with academic partners across the country, our province's own university – Memorial University – has drafted an Indigenous Verification Policy that excludes NunatuKavut Inuit. NCC has been fully engaged on this issue from the outset and has taken a number of actions to help show Memorial that this policy doesn't reflect their shared values of truth, inclusion or reconciliation. We have spent an extraordinary amount of time, energy and money in a campaign to try to get MUN to do

the right thing and understand the facts of their own history. A decision is expected early in the new year. Read more at www.standwithnunatukavut.ca

NCC will never stop working hard to ensure that NunatuKavut Inuit students feel safe, supported and empowered to express who they are and where they come from.

Building relationships: with Indigenous groups and governments

As an affiliate under the Congress of Aboriginal Peoples (CAP), NCC sits on the Board. We are engaged and are working with our national organization on common interests and priorities. CAP also supports NCC nationally.

NCC holds special consultative status with the United Nations Economic and Social Council. This allows us to participate in and present at important events like the annual UN Permanent Forum on Indigenous Issues in New York City.

While efforts by some fellow Inuit and other Indigenous people in Labrador to deny NunatuKavut Inuit our rights and identity continued, I applaud our people for demonstrating such resilience and strength. NCC's response is to remain focused, to remain committed to our journey of self-determination, and to continue with the work required for our people to remain healthy and have what they need.

We have positive and respectful working relationships with other Indigenous groups in the

province, as well as positive relationships with many Indigenous groups across Canada.

Building our commercial fishery

The 2025 commercial fishery experienced a further shift from the shellfish-dominated environment of the past 30 years to a groundfish regime led by the Northern cod stock that resides in the largest part of our territory. The Total Allowable Catch for the fishery has risen from 18,000 mt in 2024 to 38,000 mt in 2025.



Figure 4: Cod preparation in Pinsent's Arm

In 2024, NCC was provided a 3.33% share of the Northern cod Total Allowable Catch equal to 600 mt, and in 2025 this quota doubled to 1,200 mt. The provision of defined allocations to the NCC and our members in the 2J fleet (20% of the Inshore Allocation) in 2024 was the culmination of a long, hard-fought battle. The Fisheries and Oceans Minister's decision in 2025 to reduce the 2J fleet share to 15% reminds us

that protecting this access requires continuous vigilance.

With shellfish fisheries, quotas for Northern shrimp and snow crab resources off NunatuKavut in SFA 5, SFA 6 and CFA 2, respectively, are now at reduced levels relative to the early 2000s through 2010s. The long-term prospects for growth of these stocks are poor because of unfavourable marine conditions that are not expected to reverse in the short term.

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.

At the 2025 AGA, the following well-deserving recipients were presented with a Nakummesuak Award:

- Helen Poole
- Donald Kippenhuck
- Gwenda Penney
- Bonnie Rumbolt
- Dwight Lethbridge
- William Larkham Jr.

Senior Advisory Team

In early 2025, NCC transitioned from a Leadership Secretariat to a Senior Advisory Team (SAT). The SAT is comprised of the Chief Operations Officer, the Chief Financial Officer and the Chief Communications Officer.

The SAT provides advice to NCC's Governing Council regarding decisions that impact the whole of NCC operations and that are of strategic importance. The team works collaboratively with departmental Directors to oversee and support day-to-day operations and share information and advice with NCC's Governing Council.

Office of Communications

This office is led by the Chief Communications Officer and provides both internal and external communications support to the President's Office and other departments within NCC.

Online Presence

The Office of Communications administers and monitors NCC's website and social media platforms to ensure consistent messaging and branding. They also work to increase NCC's reach on social media platforms like Facebook, Twitter/X, Instagram and YouTube to ensure members are kept informed about the work that NCC does and to help tell the story of NunatuKavut Inuit.

This year, with dedicated staff, our reach has grown tremendously. Communications also coordinated a website refresh for NCC.

Design and Production

Communications is involved in the design and production of a number of publications and products. We also handle all promotional material orders, and design posters and presentations for departments.

Media Relations

Media relations are managed through Communications, which includes drafting and finalizing news releases and statements. Communications also coordinates responses to all media enquiries, in collaboration with the President's Office. In 2025, a considerable number of news releases and statements were prepared on various issues, funding approvals and donations.

Event Management



Figure 5: Youth drummers at 2025 AGA

The Office of Communications helps to organize a variety of events, from news conferences to community meetings. This includes our Annual General Assembly process, which starts with a series of community meetings and ends with a closing assembly, a premiere event that is attended by well over 200 members.

This past year, Communications helped with the planning of an energy forum, a Stewardship Resource Workshop, and an event to celebrate the British-Inuit Treaty of 1765 in Charlottetown. We also assisted the Department of Employment and Skills Development with organizing a career fair for youth.

NunatuKavut Youth Action Project

NCC launched the NunatuKavut Youth Action Project (NYAP) in April 2025. It is a two-year initiative funded by Employment and Social Development Canada through the Canada Service Corps – Youth Service Opportunities program.



Figure 6: NYAP youth at Supreme Court of Canada in Ottawa

Open to 40 Inuit and non-Inuit youth annually (ages 12–30) across NunatuKavut communities, the project includes three streams: the Culture and Communications Team (CCT), the NunatuKavut Ecology Action Team (NEAT), and the NunatuKavut Inuit Youth Council (NIYC). NYAP aims to encourage civic and democratic engagement by providing meaningful volunteer opportunities that help youth build knowledge, confidence, and leadership skills, while fostering inclusive, respectful environments that promote

reconciliation. Since May, 40 participants have been committed to completing at least 120 volunteer hours by March 31, 2026, with 13 already meeting or exceeding that goal. To date, NYAP youth have contributed a total of 3,903 volunteer hours.

Office of Finance and Administration

2025 has been another exciting and challenging year for the Office of Finance and Administration. It has also been a year of transition and growth. During the year the Office expanded and was renamed the Office of Finance and Administration. Under this new model, it is responsible for finance, membership, administration and the NCC library. Combining these functions into one office ensures that all of NCC’s administrative tasks are managed in the most efficient manner possible.

NCC continues its strong financial position. To this end, we had a successful year in meeting our financial reporting requirements. The audited financial statements, including the Auditor’s Report for the fiscal year ended March 31, 2025, are available to any member of NCC by submitting a request to the Chief Financial Officer at ballen@nunatukavut.ca.

As we look forward to 2026 and the challenges and opportunities it will bring, we will continue to evaluate the needs of NCC to ensure we have skills and requisites within the Office of Finance and Administration to meet the requirements of NCC and its membership.

Office of Operations

At present, NCC employs over 70 staff across 11 Departments and Offices with public offices in six communities within NunatuKavut.

IT Support

We have been implementing changes to improve communications and IT security throughout the organization and find efficiencies, wherever possible. NCC offices are spread across our territory and we're always looking for new ways to improve how we can work together remotely.

Facilities

Significant safety and accessibility upgrades to NCC's building in Labrador West are being completed and a work plan for future upgrades to NCC facilities in Port Hope Simpson and Cartwright is being developed. Operations staff continue to provide ongoing technical support to departmental proposals and new developments, along with on-site supervision and inspection of construction initiatives.

Strategic Planning

Work is well underway on the development of a renewed strategic plan, focusing on initiatives that support the well-being and sustainability of NunatuKavut communities. A two-day strategic planning session with NCC Directors and Managers was carried out in the fall of 2025. NCC member engagement sessions are being planned to understand current community needs and priorities to guide NCC's work planning.

Human Resources

The Human Resources (HR) Department continues to undertake significant work in the areas of recruitment and retention, strategic staffing, HR planning and development, and policy enhancement. As NCC continues to grow and evolve, HR remains committed to strengthening the organizational foundation through sound people practices, compliance, and strategic alignment.

With a workforce of over 70 employees currently on payroll – including 63 indeterminate and long-term employees receiving full benefits and eight short-term temporary staff, the HR Department plays a critical role in supporting operational excellence and organizational sustainability.



Figure 7: President Russell with NCC staff Sherry Penney and Esther Williams

Policy development and legislative compliance

HR continues to build and refine its policy framework to ensure full compliance with the Canada Labour Code and other applicable federal legislation. Ongoing review and development of policies aim to address legislative requirements and regulatory changes

as they occur and respond to the operational needs of a growing and evolving organization.

Strategic partnership and organizational planning

Human Resources serves as a strategic partner, working with departments and leadership to contribute to operational insight and workforce expertise. HR ensures NCC has the right human capital in place, which includes assessing position alignment to ensure roles directly support the organization's vision and long-term objectives.

Organizational change and governance

HR acts as a change agent in the implementation of organizational change initiatives. The department ensures that decision-making processes reflect legislative requirements, such as Human Rights obligations, Occupational Health and Safety standards, Duty to Accommodate principles, and fair and equitable employment practices.

Strategic staffing, recruitment and retention

Strategic staffing at NCC continues to evolve and HR plays a critical role in that. HR is focused on attracting and recruiting qualified candidates and developing internal talent, and ensuring compensation remains fair, competitive, and reflective of current labour market conditions.

HR is responsible for negotiating and maintaining a comprehensive benefits package that supports employees and their families. It also works to enhance policies that centre on families and communities, and support quality work/life balance.

Employment and Skills Development

The Employment and Skills Development (ESD) Department works to help NunatuKavut Inuit gain employment. It oversees NCC's employment and skills development-related agreements, provides resources for unemployed and underemployed individuals, and continuously builds partnerships with employers to help NCC members secure full-time employment.

NCC has two ESD-related agreements that provide funding for unemployed and underemployed members. Our primary agreement is the Indigenous Skills and Employment Training Program (ISETP), funded directly through Service Canada. We also have a third-party ISETP sub-agreement, funded by the Congress of Aboriginal Peoples (CAP).

ISETP

The 2024-2025 ISETP agreement has concluded with the budget being fully exhausted, providing funding assistance to the following number of clients:

Bursary Program (Degree/Masters/PhD)	41 Clients
Skills Development (Certificate/Diploma)	67 Clients
Employment Transition Program	2 Clients
Work Experience Program	3 Clients
Self-Employment Benefit	10 Clients

ISETP Results as of June 30, 2025 - Overall Target vs Actuals:

Clients served	Target 159	Actual 122
Clients employed	Target 67	Actual 65
Return to school	Target 10	Actual 18



Figure 8: Career Fair youth visiting IOC site in Labrador West

Skills Development – University

This program provides university students with a bursary/grant type payment to eligible students who are in their final two years of an undergraduate program. If a client was funded for their undergraduate, they will only be eligible for their final year of the graduate program. The amount is determined yearly based on approved budget.

Skills Development – Other

This program provides clients with assistance to complete certificate/diploma programs, short-term industry-specific programs, and health/safety training programs. This program can provide financial assistance with course cost,

living allowance, travel allowance, and childcare if applicable.

Employment Transition Fund

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

Work Experience Program

This program can be used as exploratory in nature to assist clients of all ages (15+) in determining if a particular employment field is a fit for them. It can also be used to link training skills to employment where the client gets to have direct work experience in a field for which they have studied or trained.

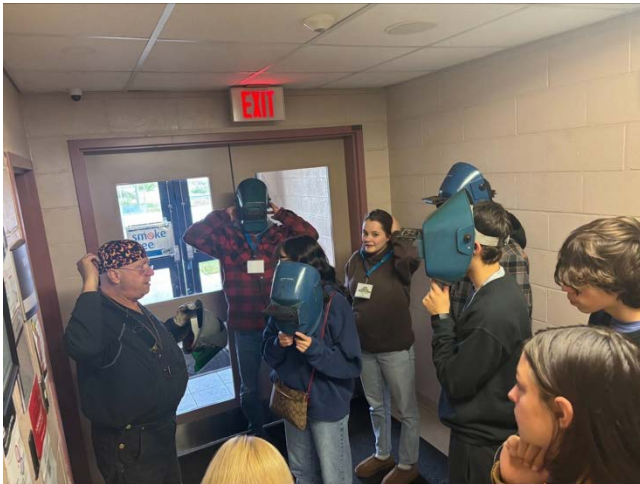


Figure 9: Youth visiting College of the North Atlantic in Labrador West

Summer Career Placement

This program is meant to provide meaningful summer work experiences for students 15-30 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

This program provides income support and funding for Business Planning Services for members wishing to start their own business. This program is managed by Nunacor, our Business Centre.

CAP-ISETP Agreement

The 2024-2025 CAP-ISETP agreement, which supports certificate/diploma programs, has concluded with the budget being fully exhausted. We were able to provide financial assistance to approximately 31 clients in various short-term training programs, as well as trades programs.

CAP-ISETP Results as of June 30, 2025- Overall Target vs Actuals:

Clients served	Target 23	Actual 31
Clients employed/Returned to School	Target 19	Actual 6

Youth Employment and Skills Strategy (YESS)

We have signed a new YESS agreement on October 9, 2024. This is a four-year agreement intended to assist our youth with accredited skills training, self-employment benefits and work experience.

Clients served (24-25)	Target 13	Actual 11
Clients employed/returned to school	Target 10	Actual 7

Youth Career Fair

ESD staff hosted a Career Fair in Labrador West in October 2025. In partnership with the Iron Ore Company of Canada (IOC), youth had the opportunity to tour the mine as well as the Labrador West CNA campus.

ESD staff also attended the Happy Valley-Goose Bay High School Career Fair and did a presentation on our programs for our members who are graduating.

Community Employment Agreement (employment assistance services)

The Community Employment agreement is with the Province of Newfoundland and Labrador. Our coordinators are located in Mary's Harbour and Cartwright. This project is intended to support clients with a number of different employment-related services. We assisted 155 clients under this project in 2024-2025.

Memorial bursaries

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

The Bernie Heard Memorial Bursary is valued at \$1000 and named in honour of Bernie Heard. Bernie was an active member of NCC and contributed greatly to the foundation of our membership system. The 2025 recipient was Martina Lavallee from Happy Valley - Goose Bay, NL.



Figure 10: President Russell with Martina Lavallee, 2025 recipient of the Bernie Heard Memorial Bursary

The Raymond Turnbull Memorial Bursary is valued at \$2000 and named in honour of Raymond Turnbull. Raymond worked with NCC as an Education Officer, where he dedicated his life to helping youth. The scholarship is awarded annually to a NCC member who is graduating from Grade 12 and has demonstrated admirable community and school involvement, as well as academic achievement. The 2025 recipient was Stephen Barrett from Norris Arm, NL.



Figure 11: Stephen Barrett, 2025 recipient of the Raymond Turnbull Memorial Bursary

Merit Award

NCC provides an annual Merit Award, valued at \$500, to a member attending our local College of the North Atlantic campus. Nominations are put forward by CNA, and the winner is chosen by NCC. The 2025 recipient was Jaiden Snook from Happy Valley-Goose Bay, NL.

Other highlights/activities

Our Partnership Coordinator strives to make connections with a variety of employers in the area that can help our members secure valuable full-time employment locally with major companies. We can also connect newly trained post-secondary students to a company willing to provide work experience in their field of study. ESD sits on an employment committee that meets with Iron Ore Company of Canada/Rio Tinto to discuss the employment opportunities available and how we can work together to help our Indigenous clients secure employment.

We also work closely with other organizations such as Labrador Aboriginal Training Program (LATP), Trades NL, and Nunacor.

Labrador West Indigenous Service Centre

The ESD Director is responsible for the Labrador West Indigenous Service Centre (ISC), which has celebrated its 10-year anniversary in 2025. Funded by the Government of Canada, all Indigenous peoples in the area are welcome.

The ISC delivered a number of craft programs over the past year and held a two-day Inuit Youth summer camp.

We also hosted a quilting retreat, making quilts to donate to Ronald McDonald House in St. John's and for local long-term care patients in Labrador West.

The ISC is also involved in the Suicide ASIST program, helping deliver three sessions in Labrador West and one in Cartwright. These sessions are in partnership with LG Health Mental Health department.

We also deliver a number of weekly programs and provide ongoing support for job search and Indigenous Service navigation.

We thank our many partners who have supported us over this past year from Aramark, who provided food and logistical support with events, to IOC, who provided the funds for the installation of a kitchen in 2025.



Figure 12: The ISC's new kitchen, funded by IOC

Environment and Natural Resources

The Environment and Natural Resources (ENR) department remains steadfast in its mission to protect and manage the land, ice, and waters of NunatuKavut Inuit territory. In 2025, our work has shifted toward deeper self-determination, ensuring that every project is driven by our own community priorities and values.

This year, the ENR team is actively leading territory-wide field research, monitoring shifts in our ecosystems, and drafting policies that prioritize the sustainable use of our resources for today and for the generations to follow.

Environmental stewardship is more than a responsibility; it is essential to who we are as NunatuKavut Inuit. As we move through 2025, our commitment to caring for the land remains our greatest gift to our children, ensuring they can always live in harmony with their homeland.

Monitoring and Health Management Oversight Committee

NCC remains highly engaged in the monitoring and mitigation of potential methylmercury impacts from the Muskrat Falls hydroelectric project, primarily through its active participation on the Monitoring and Health Management Oversight Committee (MHMOC). NCC is active in both the Health and Education Working Group and the Communications Working Group. The MHMOC now has experts to help the committee evaluate human health risks from mercury.

NCC is currently working on the finalization of the Dietary Survey agreement so it can move towards the implementation and execution of updated dietary surveys in our territory, in collaboration with the MHMOC.

The MHMOC recently launched their informational website for the public and has plans to conduct community-based meetings in the future.

Impact assessments and other consultations

Atlas Salt

In June, ENR staff accompanied Atlas Salt for a site visit at their proposed Black Bay Nepheline Project, where channel samples had previously been taken by helicopter circa 2017. Since the site visit, the proponent has been working toward attaining funding for a diamond drilling program to further explore the extent of the Nepheline deposit, which is used for specialty glass and is essential in a rapidly growing solar industry.



Figure 13: Proposed mining site

Strange Lake Rare Earth Mining Project

ENR received participation funding to later provide comments on the project's Impact Statement Summary or Impact Statement, as well as the draft Impact Assessment Report and potential conditions. Shipping lanes, roads and development of this mine continue to be a concern for our people.

Saga Metals

ENR engaged with Saga Metals as they continued the planning of their drill program at their Radar Property in Cartwright, where several NCC members have been employed and involved in the project.

Search Minerals

ENR's Environmental Analyst attended a working session in October, which included meetings aimed at strengthening key partnerships, and a facility tour in St. Lewis.



Figure 14: Rock samples

In December, a letter stating Search Minerals' intent to submit environmental registration for Deep Fox and Foxtrot was sent to the

Environmental Assessment Division. ENR continues to be highly engaged in this process.

Joyce Lake Direct Shipping Iron Ore Project

ENR continued to receive regular updates on the Joyce Lake project, which included any geological exploration or drilling, environmental studies, local field support work, or regulatory authorities.

Iron Ore Company of Canada (IOCC)

ENR continued to be engaged in regular Environment Committee Meetings and specific consultations with IOCC.

Kami Project

In October, ENR provided detailed comments on the Kami Iron Ore Project's environmental impact statement. ENR continues to engage with the proponent, Champion Iron.

Department of National Defence

Through a project titled "NunatuKavut Community Council Engagement Project for Potential Return of Low-Level Flight Training at Canadian Forces Base 5 Wing-Goose Bay," NCC has been involved with, and continues to participate in, the consultation process. Discussions include how this may potentially impact NCC and its community members, and how NCC can collaborate and further engage with the Department of National Defence team in charge of this initiative going forward.

CIRNAC Consultation and Accommodation Protocol

ENR continues to collaborate with Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) to finalize a Consultation and Agreement Protocol document.

In addition to this work, NCC has engaged in opportunities related to the Updated Guidelines for Federal Officials to Fulfill the Duty to Consult.

Wildfire knowledge and resilience

Natural Resources Canada (NRCan) funded a project entitled “Wildfire Knowledge and Preparedness in NunatuKavut.”



Figure 15: A wetlands site in NunatuKavut

This year, work was focused on enhancing capacity through training staff and community members on “S-215 Fire Operations in the Wildland/Urban Interface.” On the research side, a visit to the wetlands took place every two weeks between early May and mid-September to sample greenhouse gas emissions, with longer trips to sample peat cores, do vegetation surveys, and above ground biomass sampling. Unmanned aerial vehicle (UAV/drone) equipment was also purchased, greatly enhancing the research capacity of our department. This research was shared nationally in a variety of forums, including representation on the Indigenous Advisory Council of Can-Peat, presenting at the Wildfire Resilience Consortium of Canada and Wetland Workshop, and through consultation with Wildlife Conservation Society Canada to produce provincial recommendations in the National Peatland Strategy. The latter

resulted in a report which specifically gave NunatuKavut as an example of Inuit-led planning for peatland conservation, referencing our work on the original protected areas/wetlands project. In December, we were notified that this project, despite being unfunded for this fiscal year, was successful in being selected for Nature Smart Climate Solutions Fund: a total of nearly \$2 million over the next four fiscal years.

Wildlife management

ENR continues effective co-management of wildlife populations within NunatuKavut through the establishment of collaborative networks with a diverse range of partners. Our projects focus on ecologically and culturally important species, including caribou, polar bear, waterfowl, shorebirds, songbirds, wolverine, bats, and other small mammals. Projects primarily focus on expanding our monitoring presence, filling in knowledge gaps, encouraging stewardship, and combining Indigenous Traditional Knowledge (ITK) with scientific research towards the responsible management of wildlife.

In 2025, ENR maintained ongoing monitoring initiatives for several ecologically important mammal and bird species. ENR continues to operate a wildlife camera monitoring program for monitoring polar bears and caribou, and this year launched a new method of reporting wildlife sightings through a Survey123 form and QR Code.



Tuttuk - Caribou

NunatuKavut Inuit have maintained a culturally defining relationship with tuttuk since time immemorial. The ongoing moratorium on traditional caribou harvests threatens this relationship and has important cultural, ecological and food security consequences. As such, programs enhancing the conservation, management and recovery of caribou continue to be a high priority for ENR.



Figure 16: Caribou, taken through NCC's wildlife camera

In the winter 2024/2025, ENR partnered with the Newfoundland and Labrador Department of Fisheries, Forestry and Agriculture (Wildlife Division) to continue monitoring and conducting classifications of boreal caribou herd movements across the landscape. ENR continues to work with the province on the development of a Range Planning document for boreal caribou to ensure successful conservation and recovery of this species.

ENR continues consultations with Environment and Climate Change Canada on the proposed listing of eastern migratory caribou as endangered, under the Species at Risk Act (SARA). NCC continues to encourage compliance with ongoing moratoriums to allow the population to fully recover.

Migratory birds

ENR continues to monitor the many important migratory bird species found across our territory. Staff continue to map out and collect reports of the double-crested cormorants that are expanding their range further north every year. ENR has listened to our communities' concerns and has partnered with Ducks Unlimited to secure materials for the construction and deployment of a new design of Common Eider nesting structures. It is hoped these structures will protect their critical breeding habitat from cormorants. The new duck nesting structures are planned to be deployed next year.

Bird biodiversity surveys were conducted throughout the year including conducting shorebird surveys and the deployment of song meters across the landscape to listen for and document the presence and abundance of many land bird species including sparrows, warblers, blackbirds, and more.

NCC continues to be a member of the Motus network, a global wildlife tracking system that uses towers to listen for nano tags that are put on wildlife (often birds) to track their movements and answer research questions. NCC has now proudly installed five of these towers and has plans to install more next year. ENR is continuing to work closely with Birds Canada and other partners to hopefully start our own research with Motus to answer migration questions about our snowbirds/snow buntings.

ENR continues to partner with the Snow Bunting Network to monitor snowbirds, a globally declining species as they migrate across our

traditional lands. This past spring ENR partnered with local bird bander Vernon Buckle to band snowbirds in Forteau, Red Bay and Cartwright.

Over 700 snowbirds were banded with both metal and different colour bands depending on the location of capture to help try and answer these questions. If you see a snowbird with a coloured band, please report this sighting to ENR and help NCC map out their migration pathways!

Aboriginal Aquatic Resource and Ocean Management (AAROM)

The Department of Fisheries and Oceans' (DFO) AAROM Program provides NCC with the resources and support needed to create, maintain, and expand ocean and aquatic initiatives and research. Our work has focused on improving watershed management plans, monitoring fish habitats, and gathering baseline habitat data to guide future conservation efforts.

Oceans management - Gilbert Bay Marine Protected Area (GBMPA)

The Oceans Management Gilbert Bay Marine Protected Area (GBMPA) project is an exciting, multi-year agreement with DFO that helps protect this vital marine area.

The Gilbert Bay Advisory Committee was rejuvenated in the fall of 2025 where they met and reviewed the latest Five-Year Strategic Plan.

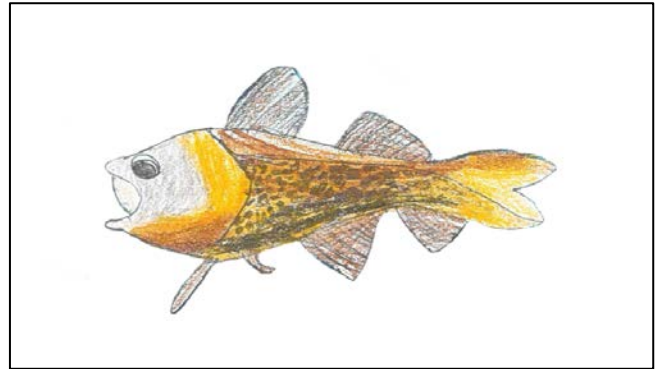


Figure 17: Golden cod drawing contest winner Violet Rowsell, whose drawing was made into a stuffie.

The GBMPA Project is in its final year and has been successful in employing Guardians and a Technician to continue and advance the Ocean and Aquatics Team in fish and fish habitat monitoring and research.

The GBMPA celebrated its 20th anniversary in 2025 and promoted the milestone through online contests and the unveiling of the GBMPA Story Map which can be found at <https://storymaps.arcgis.com/stories/c609a6f49b2c417d849900f492945bd6>

Indigenous Habitat Contribution Program

This project, granted by DFO, is an important step forward in monitoring and collecting critical data on fish and fish habitats in NunatuKavut. This year, this project shifted focus to identify unique jelly-like lesions with pinpoint bleeding on Atlantic salmon parr.

Through a collaborative approach with DFO, the University of PEI and The Washington Animal Disease Diagnostic Laboratory (WADDL), preliminary results indicate that the jelly-like lesions with pinpoint bleeding appear to be a unique strain of the herpes virus. The ocean and aquatics team are planning to continue this

research in 2026 to better understand the impacts and range on Atlantic salmon parr in NunatuKavut.

If you have seen this on adult Atlantic salmon, please let us know by emailing sighting@nunatukavut.ca

Aboriginal Funding for Species at Risk

The ENR ocean and aquatics team led a telemetry tagging project, supported by DFO through their Aboriginal Funding for Species at Risk program, to enhance understanding of local marine ecosystems.



Figure 18: Striped bass post surgery of acoustic and floy tag implantation, St. Michaels River, Labrador

The initiative focuses on tracking the movements and behaviours of Striped Bass within NunatuKavut, supporting efforts to protect biodiversity and inform sustainable resource management. Community members played an integral role in the research process by sharing their local knowledge of striped bass through reporting sightings of striped bass directly to ENR staff and through written submissions to the sighting@nunatukavut.ca email address.

Aquatic ecosystem restoration

In 2025, NCC advanced important groundwork toward long-term aquatic ecosystem restoration through its Aquatic Ecosystem Restoration Fund (AERF) project. This work focused on understanding the current condition of select rivers within NunatuKavut territory and identifying opportunities to support healthy freshwater ecosystems that are vital to fish, wildlife, and community use.

Throughout the summer and fall field seasons, NCC staff carried out extensive on-the-ground monitoring and assessment activities across several priority river systems.

Fieldwork included a combination of habitat assessments, channel measurements, streamside vegetation surveys, water quality monitoring, and temperature logging. Together, these methods provided a comprehensive snapshot of river conditions. Water quality parameters such as temperature, conductivity and dissolved oxygen were recorded to establish baseline conditions and support future monitoring efforts.

In addition to physical and chemical measurements, environmental DNA (eDNA) sampling was conducted at select locations to explore the presence of aquatic species within these systems.

All data collected during the field season are being processed, analyzed and organized within NCC's growing GIS database. Collaboration with GIS specialists and external partners has strengthened NCC's capacity to

manage and interpret these datasets for long-term stewardship planning.

As analysis progresses, NCC has begun early evaluation of potential priority areas for future restoration efforts. Preliminary review suggests that sites such as Muddy Bay Brook, Shinneys Brook, and Port Marnum may offer strong opportunities for targeted restoration actions, with hydrometric monitoring identified as a key next step.

Overall, the AERF project represents a significant step toward informed, community-driven aquatic ecosystem restoration within NunatuKavut.

World Oceans Day

ENR staff hosted a World Oceans Day event on June 9 in partnership with Fisheries and Oceans Canada (DFO), the Community Youth Network, the Family Resource Centre, and Bayside Academy in Port Hope Simpson. Students from kindergarten to grade six took part in a morning of interactive activities focused on ocean conservation and practical actions they can take to help protect marine environments.

Aboriginal Fisheries Strategy - shaping the future of our communal fishery

NCC remains steadfast in our mission to protect our Food, Social, and Ceremonial (FSC) harvesting rights. Our communal fishery is more than a resource; it is a cornerstone of our Inuit identity.

Through the Aboriginal Fisheries Strategy (AFS), we continue to balance tradition with modern conservation to ensure our waters remain vibrant for future generations.



Figure 19: Youth helping with cleaning salmon

The 2025 season was defined by high engagement and significant operational milestones. ENR staff visited 14 communities in just four days, issuing 1,252 designations.

While participation was robust, environmental factors led to a "slow run," with many harvesters reporting gradual catches rather than high-volume hauls. This shift highlights the importance of our ongoing monitoring to understand the changing health of our stocks.

We also dealt with a number of key challenges including logistical pressures, policy shifts and administrative barriers.

Strengthening community voice and engagement

The 2025 season was defined by a commitment to meaningful consultation. Our community meetings are more than just updates; they are the primary way our members participate in decision-making and resource management.



Figure 20: NCC staff Irene Parr delivering salmon tags to an Elder

Negotiating for our rights

Our 2025 negotiations with DFO are built on the Indigenous Knowledge shared during our consultations. This year we have seen both breakthroughs and challenges. While we secured an early season, DFO denied adding more species to our licence.

Salmon sampling: turning data into rights

During the 2025 season, Fisheries Stewards in four communities collected 365 salmon samples. This program is the backbone of our negotiating power.

The power of your data: evidence for sovereignty

Our strength at the negotiation table depends entirely on the information that our fishers provide. Negotiating an early salmon season this year was a major breakthrough. It was secured because local catch data and Indigenous Knowledge diverged from DFO's and international science.

We are currently seeing a 70% return rate on catch logs. While this is strong, the remaining 30% represents a "blind spot." To secure higher allocations for 2026, we need to show DFO the full picture of our communities' needs.

Preliminary analysis of catch logs is already showing critical shifts:

- An increase in small salmon sightings
- A concerning reduction in large salmon, trout, and char
- Evidence that the early opening did not negatively impact large salmon populations – a key point for our 2026 arguments

We are legally mandated to return all unused tags to the DFO. When tags go missing or aren't returned, it creates an administrative "red flag" that DFO uses to argue for reduced allocations in future years. Returning your unused tags is a direct act of protecting next year's fishery.

Aboriginal Fishery Guardians (AFG)

The AFG program reported another successful year of monitoring and protecting our NunatuKavut resources. The Guardians serve as our "boots on the ground," acting as both protectors of the resource and a vital link

between the ENR department and the community.

This year, Guardians successfully completed cross-training as Coast Guard Auxiliary members. In direct response to feedback from 2025 community meetings, we expanded our reach for patrols strategically within the territory to improve visibility and accessibility for members. Despite staffing shortages and equipment delays, the team maintained an active presence through close collaboration with ENR staff and joint patrols with DFO. The majority of members followed regulations, with only minor verbal warnings issued for net lengths and markings.

Guardians are the frontline for tracking environmental shifts. We heard your concerns regarding cormorant impacts and low water levels on trout. The AFG team is committed to documenting these changes to inform our 2026 management strategies.

As we enter 2026, the ENR department is reflecting on a year of strong engagement and evolving salmon trends. To ensure fair access and a long-term vision, we are developing a Three-Year AFS Strategic Plan and a standardized Policy and Procedures Handbook to provide the clarity you've asked for.

Advancing food security and community wellness across NunatuKavut

NCC continued to advance its goal of strengthening food security throughout the territory. Efforts to increase access to traditional and local foods included the procurement of cod,

rabbit, seal, salmon, Mealy Mountain moose, and berries for distribution within communities. Community Elders also contributed food for the community freezer, reflecting the shared values of generosity and connection to the land.

Local food growing initiatives expanded this year, with a new greenhouse established in Cartwright and growing boxes introduced in Black Tickle, bringing the total number of operating community greenhouses to six.



Figure 21: Community garden in St. Lewis

The development of local growing networks has further supported knowledge sharing and self-sufficiency across NunatuKavut.

The Food Security Office remained actively engaged with partners such as Nutrition North Canada, Food First NL, national health agencies, and climate-related programs.

Community-based activities such as National Indigenous Peoples Day celebrations and the Annual Christmas Hamper initiative continued to highlight the importance of food, culture, and community care throughout the territory.

Search and Rescue and environmental emergency (ocean) planning

We value our evolving partnership with the Canadian Coast Guard, a relationship rooted in mutual respect for our heritage and land. By collaborating on joint initiatives, we ensure maritime expertise is integrated with our NunatuKavut cultural values. Building on our 2025 momentum, we expanded training and community engagement to better address search and rescue (SAR) and marine emergency needs.



Figure 22: A SAR exercise

Over the past year, members completed certifications in ICS 100, First Responder Oil Spill Training (FROST), and on-water SAR. This rigorous training will continue into the next fiscal year, ensuring we maintain peak preparedness for environmental emergencies and potential oil spills.

SAR pilot tool kits

In 2025, a new agreement was finalized to deploy specialized SAR equipment packages to Cartwright and the surrounding area. The project

is now set for a full launch in early 2026. This pilot project is designed to improve the outcomes of local SAR incidents by reducing risk vulnerability for community members travelling on the land or water.

Indigenous Community Boat Volunteer Program

We are bolstering our emergency response capacity with significant new investments in our Guardian boat fleet. Supported by the Canadian Coast Guard, 2025 funding has enabled critical SAR upgrades for community vessels in Cartwright and Port Hope Simpson. Beyond vessel upgrades, ENR has purchased a durable Olympia Steel Building to house our Cartwright boat and gear safely.

Strengthening marine stewardship and collaborative partnerships

Early in 2025, ENR entered into an agreement with Transport Canada, marking an important step in advancing the Oceans Protection Plan. Through strong departmental collaboration, the office continues to strengthen commitments to environmental stewardship and sustainable community development.

This year's focus has been on building familiarity with Transport Canada's processes and engaging community members to gather input on critical topics.

In October, ENR staff participated in a roundtable with other Indigenous groups in Upper Oxbow, New Brunswick. Plans are underway for the roundtable participants to visit Labrador in April 2026 to continue this collaborative work.

Protecting our lands together: a look back at the 2025 Resource Stewardship Workshop

In early 2025, our community came together for the 8th Annual Resource Stewardship Workshop and it was an incredible success! More than 80

delegates from nine communities gathered to share their voices on "NunatuKavut perspectives on biodiversity and conservation."

A huge thank you to everyone who participated and shared their knowledge.



Figure 23: The 8th Annual Resource Stewardship Workshop

Energy

Since time immemorial, NunatuKavut Inuit have lived in harmony with the land, waters, and ice. Our knowledge and traditions helped our people thrive and guided early settlers in this place. That deep connection is still central to who we are today and it must be respected when decisions are made about our energy future.

We believe the move toward clean energy must reflect our values. It must be fair, respectful and guided by Inuit self-determination. This belief is the foundation of the NCC's Community Energy Planning work.

Across NunatuKavut, access to safe, reliable and affordable energy has a direct impact on quality of life. Improving energy efficiency, creating long-lasting benefits and supporting energy education and awareness are key priorities for NCC. This is why a new Department of Energy was created in April 2025.

Energy Micro Grant Program – Round 2

In 2023, Round 1 of NCC's Community Energy Micro-Grant Program supported four community organizations to make energy-efficiency improvements in their daily operations.

Building on this success, Round 2 launched in May 2025 with increased funding. This allowed NCC to support 10 community organizations across NunatuKavut to improve energy efficiency in their buildings and operations.

Programs like this support local leaders in exploring clean, efficient energy solutions that

reflect the needs and priorities of their communities.

Solar demonstration in Cartwright

In September 2025, NCC partnered with Iron & Earth to install a 10kW solar demonstration system at the Marion Centre in Cartwright.



Figure 24: The Solar Demonstration Project team in Cartwright

This project built on earlier solar work in NunatuKavut and supported hands-on training in clean energy suited for northern climates.

The project brought together skilled solar professionals and local community members for meaningful, respectful and practical training. Eleven community members completed the training, gaining valuable skills and experience for future clean energy projects.

Strong community involvement and teamwork were key to the project's success, creating lasting relationships and strengthening community capacity. While small in size, this solar project made a lasting impact by supporting clean energy learning, local leadership and future opportunities across NunatuKavut.

NCC-Nunacor Energy Forum 2025

From October 22–24, 2025, NCC and Nunacor Development Corporation proudly hosted its Biennial Energy Forum in Happy Valley-Goose Bay and Mary's Harbour.



Figure 25: Energy Forum participants in Mary's Harbour

Community members came together to learn from energy leaders across Canada and to share their own perspectives and priorities for advancing local energy initiatives. The forum provided an important opportunity for dialogue, collaboration and planning, helping to shape the future of energy in NunatuKavut communities.

High Efficiency Woodstove (HEWS) Program

High efficiency woodstoves offer a reliable, culturally-appropriate way to improve home heating, reduce heat insecurity and lower reliance on diesel in NunatuKavut. These stoves provide longer-lasting heat while using less firewood, keeping homes warmer and more comfortable.

NCC launched the HEWS Program in July 2025, building on the success of the Black Tickle Pilot Project in 2022.

Program improvements made throughout the year include:

- No income eligibility requirements
- New installations allowed, even without an existing woodstove
- Black Tickle residents who missed the 2022 pilot could apply
- Applicants must be full-time residents of diesel-dependent NunatuKavut communities

Woodstoves are available in limited supply and applications are prioritized. Once enough applications are received, reviews and approvals will take place. Additional home assessments and installations are expected in late spring to early summer 2026.

Home Energy Retrofit Program (HERP)

The Department of Energy is working collaboratively with the Department of Health and Community Services Home Repair Program to deliver a Home Energy Retrofit Program (HERP).

So far, 24 certified home energy audits have been completed across NunatuKavut diesel-dependent communities. Participating homeowners are now moving ahead with upgrades that will improve comfort, reduce energy use, and lower heating costs over the long term.

We are also building local capacity. We now have a registered Certified Energy Auditor on staff. Obtaining an energy audit certification is more than just a credential—it significantly boosts technical expertise and professional credibility

while aligning NCC's work with vital regulatory and sustainability goals.

Geothermal Greenhouse Feasibility Study

NCC has received funding from federal and provincial partners to explore whether geothermal-heated greenhouses could work in NunatuKavut communities.

This study will look at new heating technologies that could support local food production while reducing reliance on diesel.

NCC's Department of Energy and Department of Environment and Natural Resources are working with Net Zero Atlantic on this project and community members will be engaged throughout the study to identify local needs and opportunities.

The study will help NCC understand whether geothermal-heated greenhouses are a good fit for our communities and provide recommendations on next steps if the project is feasible.



Figure 26: NCC Geothermal Greenhouse Study meeting

Health and Community Services

The Health and Community Services (HCS) Department has been working hard to provide opportunities and access to holistic health and well-being for NunatuKavut Inuit and our communities.

Medical Transportation Program

The ikajuKatigek Medical Transportation Program (iMTP) was extended until March 31, 2026. By utilizing NCC's own-source revenue over the past year, the program has provided essential transportation support to many individuals who otherwise might not have been able to attend medical appointments due to financial constraints.



Figure 27: Flight into Black Tickle

To better meet the needs of the program, the MTP staffing structure was adjusted in August 2025 to improve efficiency and coordination of services, promote continuity of care for clients, achieve cost savings and ensure longer-term sustainability.

Primary reasons for medical travel outside NunatuKavut territory include the following (listed in no specific order):

- | |
|---|
| <ul style="list-style-type: none">• Heart care• Cancer treatment• Ears, nose and throat (ENT) services• Eye care |
|---|

In October 2025, we made additional changes to our MTP to continue supporting as many members as possible. These changes ensure alignment with the provincial Medical Transportation Assistance Program (MTAP) and make best use of available resources.

We anticipate further changes in the new year to ensure sustainability of this important program.

Home Repair Program

The Home Repair Program (HRP), introduced in 2020, was extended until March 31, 2026, using NCC's own-source revenue and contributions from the Newfoundland and Labrador Housing Corporation (NLHS).

In addition, we received funding through the Housing Internship for Indigenous Youth (HIY) and hired a Housing Intern in September 2025.

Seventeen pre-inspections were completed over the summer and fall of 2025 throughout the territory, with all 17 applications approved. These homes are in various stages of construction

and are expected to be completed by March 31, 2026.

These home improvements significantly enhance safety and livability which includes roof repairs and new shingles, structural and insulation upgrades, window and door replacements, and essential electrical improvements to ensure homes are safer, more accessible, and more resilient.

Home Energy Retrofit Program

In collaboration with the Department of Energy, applications eligible for energy efficiency retrofit upgrades have been identified. Under the Home Energy Retrofit Program, certified energy audits are required at both the application stage and upon completion of work to assess and verify improvements in home energy efficiency.

Dog Team Driver Grant Program

Dog teams remain an integral part of life in NunatuKavut. In the past, they helped families travel (“shift”) to their seasonal homes, and hunters and trappers provide for their families. Today, they continue to connect us to our traditions and our culture.

There are a number of NunatuKavut Inuit in our communities who own dog teams. Understanding the cost of carrying on this important tradition, NCC introduced the Dog Team Driver Grant Program to help subsidize the costs. This program was once again extended for the 2026 year and is currently open for applications.

In 2025, we assisted nine dog team drivers and supported a total of 112 dogs.

Gender-Based Violence (GBV)/Missing and Murdered Indigenous Women and Girls (MMIWG)

HCS is continuously working to identify the gaps and barriers of Indigenous women, girls, and 2SLGBTQQIA+ people and the intergenerational trauma they have been subjected to. We strive to reduce the victimization and increase awareness of Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ people in our communities. NCC secured funding to support the provincial implementation of the National Action Plan to End Gender-Based Violence. This funding enabled NCC to hire a MMIWG2S+ Program Lead.



Figure 28: CAP's MMIWG & 2SLGBTQQIA+ Gathering in Ottawa

NCC aims to improve NunatuKavut Inuit's holistic wellness by providing necessary tools and access to supports and services. By involving community partners, we can have important conversations and training sessions around violence prevention, healing, self-care, cultural connectedness, resiliency and holistic health. NunatuKavut Inuit women from across the territory gathered at Pye Farm in Happy Valley-

Goose Bay in October 2025 for a second annual 'Growing our Wellness' Retreat.

Elder support

Elder care is an area of priority for the HCS Department. In January 2026, we will be implementing the Paths of Care – Elder Support Initiative to address urgent community needs. HCS is planning an End-of-Life Care Forum for Winter 2026 as well.

NCC also maintains an ongoing commitment to ensuring that NunatuKavut Inuit who attended residential schools feel acknowledged, validated and supported in their healing journeys. There is no dedicated funding for programs, services or staffing capacity related to residential school healing and support. Despite these funding limitations, NCC continues to ensure that all supports and services delivered through the HCS Department are trauma informed, holistic in nature and culturally relevant to NunatuKavut Inuit experiences and practices.

Learning For Life - Preventing Diabetes

The Learning for Life – Preventing Diabetes project is made possible through funding from the Lawson Foundation and focuses on supporting healthier lives while honouring NunatuKavut Inuit knowledge, culture and traditions.



Figure 29: Lawson Foundation gathering

In the fall of 2025, NunatuKavut Inuit gathered in sharing circles across the territory to exchange traditional recipes, remedies and stories. These gatherings were well received and highlighted the importance of creating more opportunities for community connection and conversation around diabetes awareness and wellness.

November is Diabetes Awareness Month, and throughout the month, HCS shared weekly educational and engaging information to help raise awareness, encourage learning, and support healthy choices within our communities. HCS is also working with other NCC departments to create a coffee table book that will feature traditional recipes, remedies, and stories from across NunatuKavut.

Mental health and addictions

HCS continues to work alongside communities to better understand and respond to mental health and addictions needs across NunatuKavut. Mental wellness is closely tied to land, culture, and community, and HCS works with NL Health Services and provincial partners to advocate for culturally appropriate supports for NunatuKavut Inuit.

HCS also collaborates with other NCC departments through NCC's Mental Wellness Initiative. This work centres community voices to identify priorities and strengthen holistic, culturally relevant approaches to mental wellness. While progress is being made, additional funding and resources are still needed to fully meet community needs.

HCS received funding from the Government of NL's Mental Health and Addictions Division to support culturally informed, land-based wellness programming under Our Path of Resilience. Partnerships with the REC and ENR Departments support land-based events, training, and wellness resources throughout the territory.

Access to mental health and wellness services remains a challenge, particularly in terms of availability, cultural appropriateness and geographic reach.

Community Social Worker

Since the introduction of the Community Social Worker role in 2021, NCC has strengthened its ability to support the overall health and wellbeing of NunatuKavut Inuit. This role focuses on community-based, culturally-grounded social work and builds strong relationships with individuals, families, community organizations, and provincial partners.

With the introduction of the Indigenous Representative role, we can support NunatuKavut Inuit children and youth by responding to matters under the Child, Youth and Families Act, and helping ensure cultural connections to family, community and identity are maintained when children are in care.

NCC also advocates for culturally competent policing within our territory and participates on provincial committees to ensure NunatuKavut Inuit perspectives are represented. In addition, NCC has a trained Gladue Writer to support Indigenous individuals involved in the criminal justice system by ensuring Gladue factors are considered by the court.



Figure 30: 'Growing our Wellness' Retreat at the Pye Farm in Happy Valley-Goose Bay

Research, Education and Culture

The Research, Education, and Culture (REC) Department advances meaningful community-driven research, programming and partnerships that strengthen our relationships with the lands, waters and ice. We are committed to developing culturally relevant education and resources that reflect our values and lived experiences. At the heart of our work is the celebration, preservation and revitalization of our heritage and culture for current and future generations.

NCC's relationship with Parks Canada

REC is the lead department that oversees NCC's Shared Understanding Agreement (SUA) with Parks Canada related to the Akami-Uapishkuk-Kakasuak-Mealy Mountains National Park Reserve.

This SUA outlines how NCC and Parks Canada work together to ensure the cultural, spiritual, archaeological and natural environment of the park are protected and respected so that NunatuKavut Inuit may continue to use their traditional places as they always have, while allowing for Park activities to occur.

Work is ongoing to seek funding and partnership opportunities to build a visitor reception, orientation facility, and administration office in Cartwright. Parks Canada (through the SUA) has committed to supporting this infrastructure. The Cartwright Visitor Experience Centre and activities related to the park are key objectives of the NunatuKavut Consensus Board (NCB) which meets regularly with participation from REC staff.

REC staff also meet regularly with Parks Canada staff including the Labrador Field Unit Superintendent and the Park Superintendent.

On-the-Land events that include NunatuKavut Elders and youth are one of the annual highlights of the Parks Canada and NCC relationship. In 2025, the event took place at Dove Brook Church on March 13. Elders and youth thoroughly enjoyed their snowmobile ride to the church, as well as traditional foods prepared by NCC's Food Security Coordinator.

Dove Brook Church



Figure 31: Visit to Dove Brook Church

One of the key priorities that has been identified by the NunatuKavut Consensus Board (NCB) and the community of Cartwright has been Dove Brook Church, a heritage site outside of Cartwright. As a response to growing recommendations to preserve the church, REC successfully applied for funding through the province's Indigenous Cultural Heritage Project (ICHP) fund for workshops on window repair. This is one step of many that will lead to the eventual long-term preservation of the church.

Two days of workshops were held in Cartwright in late October 2025, in partnership with Heritage NL and their heritage carpenter Chris

Organ. Eight NunatuKavut Inuit participated and are now qualified to complete heritage window repair, a skill that may be used with Dove Brook Church as well as other identified projects in NunatuKavut.

Heritage

Labrador Interpretation Centre

In 2025, the REC department was successful in securing funding from the Museums Assistance Project (MAPS) for Phase I of a multi-phased approach to revamp the displays that reflect NunatuKavut Inuit at the Labrador Interpretation Centre in North West River.



Figure 32: Labrador Interpretation Centre in North West River

As part of Phase I for this project, community consultations were held in 2025 in North West River, Happy Valley-Goose Bay, Port Hope Simpson and virtually for those who were unable to make it out to a community meeting. Many excellent recommendations were made as to what NunatuKavut Inuit would like to see that reflects themselves and their way of life.

REC has put in an application to seek funds for Phase II of the project. If successful, this will take us to the research and design phase. Information

gathered from Phase I will be researched in depth for the data required to draft display concepts.

Place names

This year the REC department worked with GIS graduate Emily Best to complete a variety of work relating to traditional maps and place names data. Emily drafted an updated map for The Rooms that depicts traditional traplines and winter places of NunatuKavut Inuit throughout the territory. This will be on display at The Rooms fourth floor exhibit in 2026.

Consultations were held in Cartwright to gather traditional place names in and surrounding the National Park Reserve. This work is ongoing and plans are being made to conduct more interviews in 2026 relating to the park, as well as areas in and around Black Tickle. This work will ultimately help inform future archaeological work.

Knowledge gathering

NCC's Heritage Advisor has been undertaking courses throughout 2025 with the Museums Association of Newfoundland Labrador (MANL). These courses help to build knowledge gathering tools for the REC department to use across multiple projects.

Inuit Education Program

The 2024-2025 school year was filled with exciting activities under the Inuit Education Program (IEP), with all schools along the coast, as well as some in Upper Lake Melville, participating in traditional and hands-on experiences. Students had opportunities to learn Kamutik making, knitting, beading, a fishing shack on skids, sealskin mitts, coin purses,

earrings, and pendants. Students also availed of our Inuttitut activities including bingo and learning Inuttitut words for winter animals from our own children's book, *omajuit okiumi!*

For the fourth consecutive year, small grants were provided to schools in NunatuKavut to commemorate the National Day for Truth and Reconciliation (NDTR). Seven schools accepted grants, holding thoughtful and meaningful gatherings to reflect on this significant day.

As in previous years, a key moment for the IEP program was another incredible on-the-land event in the Akami-Uapishku-KakKasuak-Mealy Mountains National Park Reserve, organized in partnership with Parks Canada and NCC's HCS and ENR departments. Youth and Elders joined us for a day of connection and cultural celebration around Dove Brook church, a 135-year-old building with an important history in the area.



Figure 33: Youth event at the Mealy Mountain National Park

Looking ahead, schools in NunatuKavut have started IEP activities for the 2025-2026 school year. Students are eagerly diving into projects

continuing the tradition of learning and sharing cultural knowledge.

Research initiatives and programming

The REC department supports, leads and creates diverse and innovative research based on the needs and priorities of NunatuKavut Inuit. We work in collaboration with NunatuKavut communities, NCC departments and academic institutions to advance areas of heritage, health and wellness, history and archaeology, and renewable energy.

NCC's Research Advisory Committee (RAC) is an interdepartmental group responsible for reviewing research applications submitted to NCC that involve work in NunatuKavut or with NunatuKavut Inuit. Through NCC's research governance process, we promote and ensure active engagement and involvement in the design and implementation of research projects.

RAC has reviewed 13 new research applications over the last year and remained engaged in the research partnerships and relationships of previous projects. Examples of research topics from 2025 include history and culture, environment and climate change, clean energy, and community sustainability. Each application undergoes a thorough review process, involving detailed discussions between NCC departments and researchers to ensure alignment with our governance criteria and reflect community priorities.

The Sandwich Bay Community Hub

The Sandwich Bay Community Hub in Cartwright continues to stand as a cornerstone of community life in NunatuKavut. Established through a

partnership among the 50+ Club, the NunatuKavut Community Council, and Memorial University, the Hub enhances community access to research, education and capacity-building supports while centering Inuit knowledge, priorities and lived experience. More than a physical space, the Hub functions as a gathering place where relationships are built, needs are identified and programs are shaped directly by community voices.



Figure 34: A youth food security event at the Sandwich Bay Community Hub

The Hub serves as a vital space for community wellness, cultural connection, food security, social engagement, and skills development for NunatuKavut Inuit of all ages. Weekly wellness gatherings, community meals, food distribution activities, Food First NL partnerships, and seniors programming provide essential points of connection and support. These ongoing programs not only address immediate needs but strengthen long-term community resilience.

Community feedback underscores the Hub's importance as a safe, welcoming and trusted space.

Energy

In collaboration with the Energy Department, the REC Department continues to advance community-informed energy research focused on strengthening energy resilience and sustainability across NunatuKavut communities.

Building on the High-Efficiency Wood Stove (HEWS) Expansion Initiative, the department is engaging with communities to better understand household heating needs, future energy priorities, and the realities of heating security in regions where wood heat, wood sharing, and informal support systems remain important. Community voices continue to guide this work through ongoing dialogue and shared experiences.

In the upcoming year, the department will visit several communities identified through the HEWS application process, to support conversations on wood sharing, household wellbeing during the heating season, and broader energy priorities.

Mental Wellness Initiative

For NunatuKavut Inuit, mental wellness is integral to holistic well-being. The Mental Wellness Initiative (MWI) has been instrumental in highlighting and validating mental wellness experiences within our communities. The initiative has been focused on consolidating knowledge shared by NunatuKavut Inuit and presenting it in various formats to gather feedback, which has included the development of a practical tool to

guide the future wellness initiatives and programs.

Mental wellness programming tool

A key component of the initiative has been direct engagement with communities across NunatuKavut. In early 2024, the 17th and final sharing circle was held in Black Tickle. A heartfelt thank you to nearly 100 NunatuKavut Inuit for their patience, willingness and generosity in sharing their experiences, ideas and stories about mental wellness over the years. These contributions have informed the development of a NunatuKavut Mental Wellness Definition and will shape future mental wellness programming.

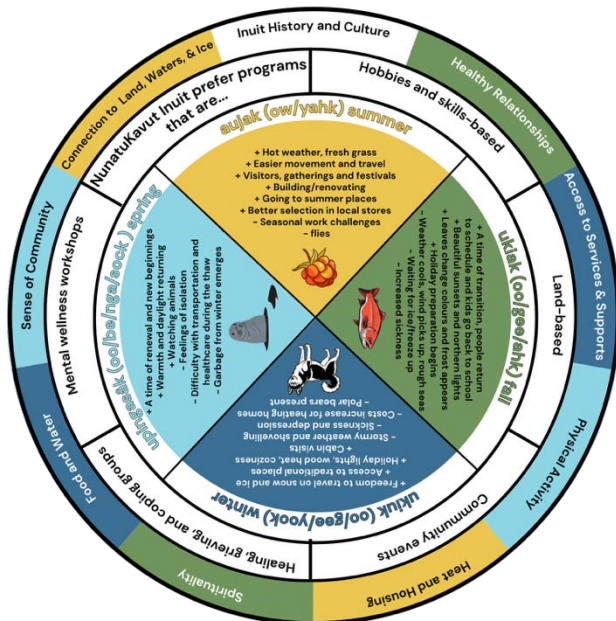


Figure 35: NunatuKavut Mental Wellness Program Planning Tool

We introduced a blackout poetry activity at the 2024 AGA, showcasing examples inspired by themes from previous community sharing circles. Building on this creative approach, a special project led by MWI Steering Committee member Mandy Ford resulted in the publication of a

poetry book titled *Finding the Words: A NunatuKavut Inuit Journey to Mental Wellness*.

The book was officially launched during a virtual event featuring a panel of speakers. Copies of the book are available for purchase.

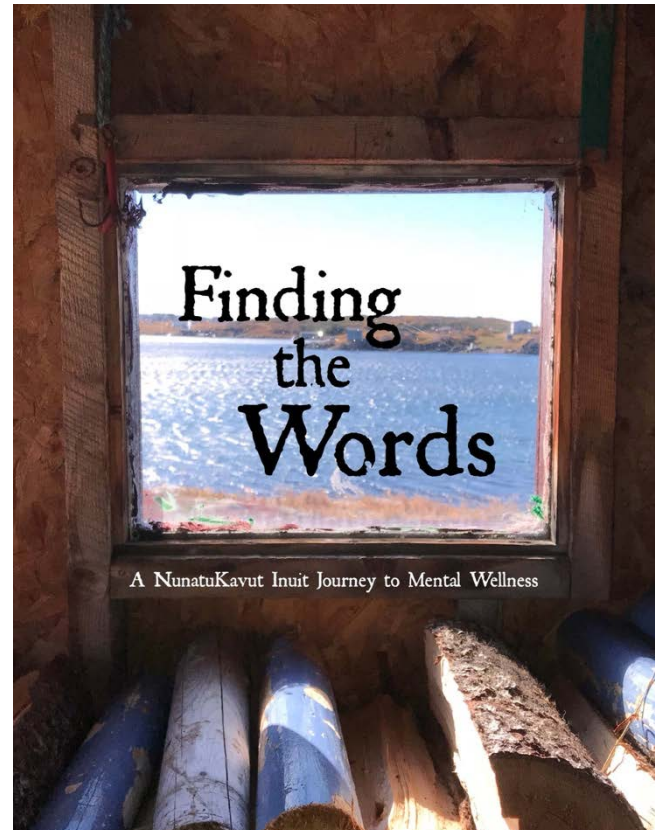


Figure 36: Blackout poetry book

We've heard from community members that their preferences for mental wellness programming include cultural learning on the land, community gatherings on the land, and fostering connections between seniors and youth. This feedback, combined with insights from sharing circles and the contributions of community champions, plays a vital role in shaping the activities and priority topics for mental wellness programs.

Language revitalization and programming

This past spring, we were deeply saddened by the loss of our translator, Lydia Tuglavina, who played an instrumental role in preserving and teaching Inuttitut. Her dedication and passion were invaluable in developing our sessions and resources, and working alongside her was both humbling and enriching.

In Lydia's absence, we have taken great care to uphold the high standards she set. We deeply miss her guidance and continue to honour the knowledge, generosity and spirit she shared over the years. Her commitment to Inuttitut continues to inspire and guide our work.

Through our experience in promoting language revitalization, what is reinforced is the importance of prioritizing early learner education and resources. With limited resources, our department has made meaningful progress in strengthening community access to Inuttitut. This included developing practical, culturally-grounded learning resources and activities, continuing the development of our lessons, and hosting 18 in-person and virtual language sessions. These sessions were highly engaging and received positive feedback from members.

Looking ahead, we plan to hold more Inuttitut sessions, release many of the resources we have been developing, and continue creating additional materials. We will continue to incorporate Inuttitut into our events where possible to provide ongoing learning opportunities. We also remain dedicated to learning and practicing Inuttitut ourselves to

ensure our translations are precise and that we can teach the language effectively within our communities.

We will continue the journey to share and learn Inuttitut in Lydia's memory and strengthen our commitment to honouring and advancing the preservation and revitalization of Inuttitut in our communities for future generations.

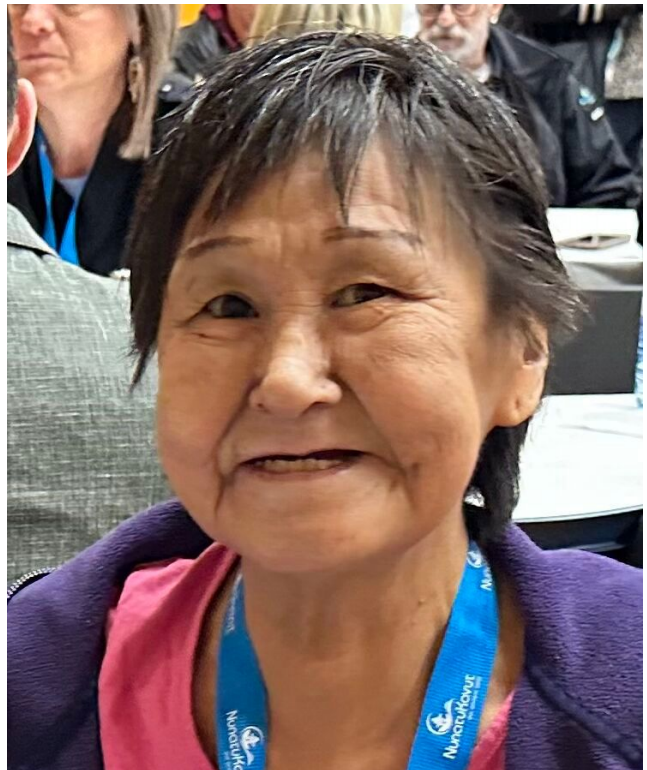


Figure 37: Lydia Tuglavina

Contact

Head Office

Email: admin@nunatukavut.ca
Tel: 709.702.7848
200 Kelland Drive
PO Box 460, Stn. C
Happy Valley-Goose Bay, NL A0P 1C0

Labrador West Indigenous Service Centre

Tel: 709.702.8118
Office 203
610 Tamarack Drive
Labrador City, NL A2V 2A2

Labrador West Office

Tel: 709.702.7846
Office 104
610 Tamarack Drive
Labrador City, NL A2V 2A2

Cartwright Office

Tel: 709.702.7865
10A Point Road
PO Box 130
Cartwright, NL A0K 1V0

Port Hope Simpson Office

Tel: 709.702.7834
PO Box 198
Port Hope Simpson, NL A0K 4E0

Charlottetown Office

Tel: 709.702.8100
PO Box 59
Charlottetown, NL A0K 5Y0



Figure 38: NunatuKavut flag



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