

1 Q. **Reference: Application, Attachment 1, Appendix A**

2 Did Hydro use any economic or demographic reports relating to the Labrador South Coast in its
3 load forecast? If so, please provide. If not, why not?

4

5

6 A. When developing the load forecast, Newfoundland and Labrador Hydro reviewed and took into
7 consideration the "Nunatukavut Annual Report, October 2018 - September 2019" and a report
8 prepared for the NunatuKavut Community Council entitled "'4RIGHT' Community Energy
9 Planning in NunatuKavut, Labrador: Preliminary Research Findings." These reports are provided
10 as NP-NLH-043, Attachment 1 and NP-NLH-043, Attachment 2, respectively.

2018-2019

Annual Report

October 2018 - September 2019



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Vision

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

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

Areas of Focus

Nunak amma Avatik
Land and Environment

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

Ilinnianik amma Ilukkusik
Education and Culture

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

**Inositsiagittotitsigasuannimut
amma Kanuittailigiamut**
Health and Wellness

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

**Suliatsanut amma
kenaujaliugutuliunnimut**
Business and the Economy

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

Tungavitsait
Infrastructure

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

Governing Council



Todd Russell
President



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



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



Levi Snook
Councillor for Area 1
(Straits)



Nina Pye
Councillor for Area 2
(Battle Harbour)



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



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



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



Jessie Tobin
Councillor for Area 6
(Western Labrador)



Harrison Campbell
Elder Councillor



Kellie Clark
Youth Councillor

Message from the President



Dear Friends,

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

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

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

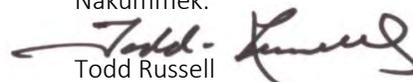
The past year has once again marked significant advancement for our people and communities. NCC is

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

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

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

Nakummek.


Todd Russell

Message from the CEO



Hello again friends,

Wow! What a year it has been!

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

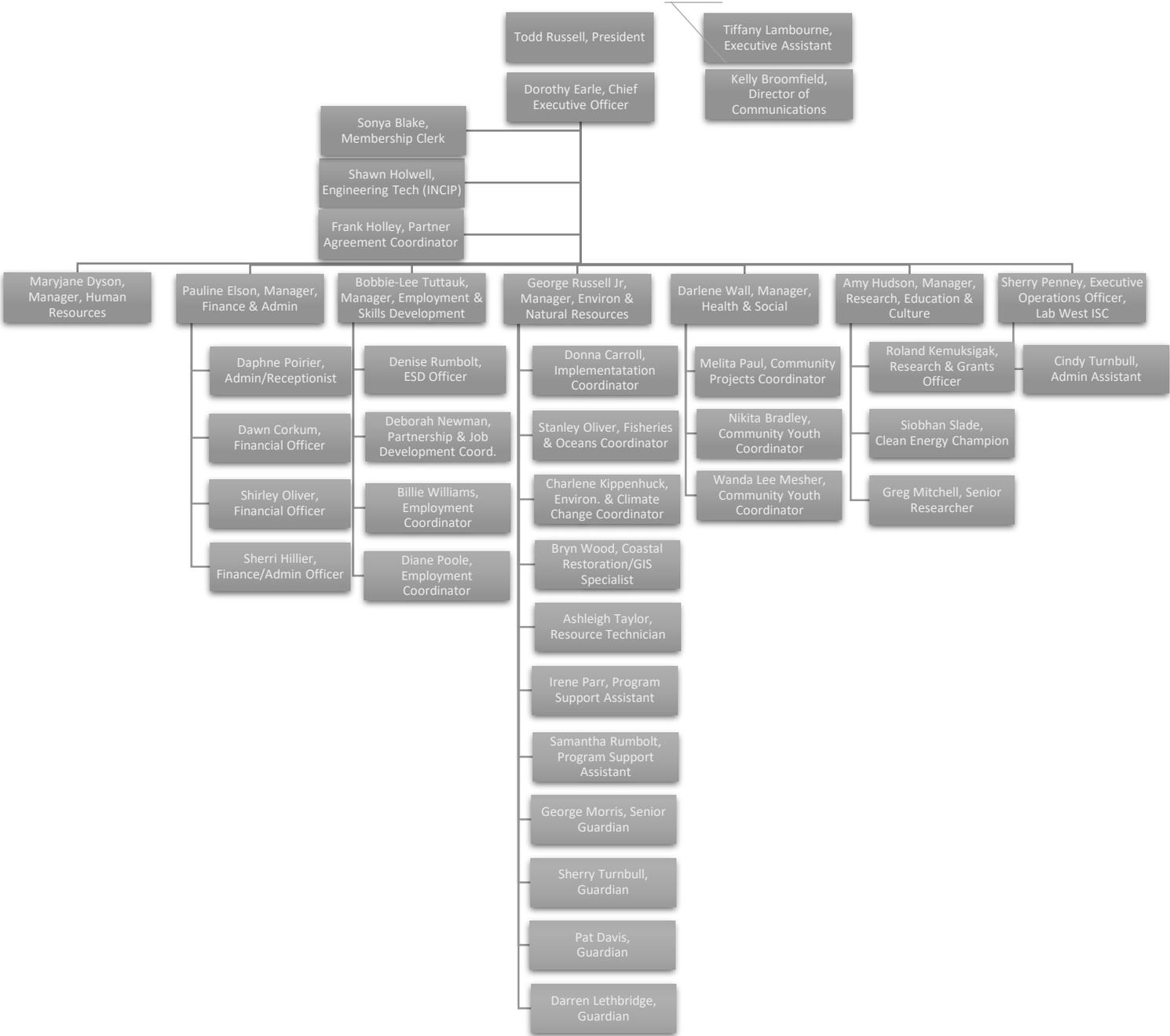
While we are excited about our growing resources, we are intently listening to your voices and working diligently to manage many aspects of sustainability, including balancing economic, cultural, social and environmental priorities. We truly are moving into a new era, one that will require our people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

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

Nakummesuak.

Dorothy Earle

Staff Organizational Chart



As of October 1, 2019

Office of the President

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

NEW COUNCILLORS

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

RECOGNITION OF INDIGENOUS RIGHTS AND SELF-DETERMINATION



Figure 1: RIRSD MOU signing in Toronto on September 5

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

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

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

NUNATUKAVUT FLAG



Figure 2: NunatuKavut flag, unveiled at our 2018 AGA

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

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

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

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

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

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

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

MUSKRAT FALLS

Inquiry

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

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



Figure 3: President Russell testifying at the Muskrat Falls Inquiry

Independent Expert Advisory Committee

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

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

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

New Programming

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

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

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

COMMERCIAL FISHERIES

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

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

NCC was disappointed that DFO's latest increase in turbot allocations in NAFO 0B was not shared beyond Nunavut (90

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

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

UNITED NATIONS PERMANENT FORUM ON INDIGENOUS ISSUES

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

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



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

WEBSITE REDESIGN

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

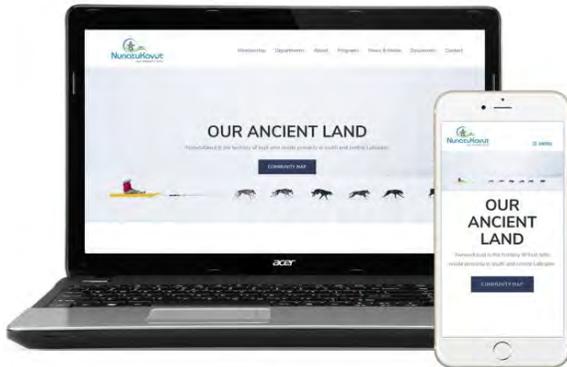


Figure 5: Our new website design

NAKUMMESUAK AWARDS

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

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

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

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

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



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

Office of the CEO

INVESTING IN NUNATUKAVUT COMMUNITIES INFRASTRUCTURE PROGRAM

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

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

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



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

MEMBERSHIP

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

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

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

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

AGREEMENT IMPLEMENTATION

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

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



Human Resources

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

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

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

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

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

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

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



Finance and Administration

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

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

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

Employment and Skills Development

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



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

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

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

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

OUTLINE OF ASETS PROGRAMS

Self-Employment Benefit

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

Summer Career Placement

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

Skills Development – University

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

Skills Development – Other

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

Work Experience

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

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

Employment Transition Fund

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

APPLYING FOR PROGRAMS

Eligibility

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

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

Selection Criteria

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

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

ASETS AGREEMENT

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

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

Results: Overall Target vs Actuals*

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

*as of June 30, 2019

CAP-ASETS AGREEMENT

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

Results: Overall Target vs. Actuals*

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

*as of June 30, 2019

COMMUNITY EMPLOYMENT COORDINATOR OFFICES

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

MEMORIAL BURSARIES

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

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

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

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

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

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

MERIT AWARD

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

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



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

Environment and Natural Resources

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

MONITORING AND HEALTH MANAGEMENT OVERSIGHT COMMITTEE

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

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

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

WILDLIFE MANAGEMENT

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

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

Caribou

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



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

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

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

COASTAL RESTORATION

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



Figure 11: Photo UAV work near Forteau

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

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

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

RESOURCE STEWARDSHIP WORKSHOP

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

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



Figure 12: 2019 Resource Stewardship Workshop in Port Hope Simpson

FORESTRY

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

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

CLIMATE CHANGE

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

Climate Change Strategy

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

Community-Based Monitoring



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

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

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

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

FISHERY

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

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



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

The 2019 fishing season focused on four core components:

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

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

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

GILBERT BAY MARINE PROTECTED AREA PROJECT

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



Figure 15: Gilbert Bay Atlantic Cod caught in cod pot

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

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

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

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

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

OCEANS/PARTNERSHIPS

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

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

COMMUNITY FREEZER PROGRAM

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

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



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

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

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

Health and Social

WOMEN

Empowering Southern Inuit Women and Girls through Cultural Connectedness Project

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



Figure 17: Family Culture Camp in Cartwright

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

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

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



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

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

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

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

Empowering Indigenous Women for Stronger Communities Project

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

RESEARCH

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



Figure 19: Visual notes from a research capacity building meeting

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

YOUTH

NunatuKavut Youth Community Engagement Project



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

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

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

partnerships and identify meaningful volunteer opportunities.

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

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

EVENTS

NunatuKavut Inuit and the Dog Team

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



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

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

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



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

Art, Culture and Technology Summit

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



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

RESIDENTIAL SCHOOLS

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

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

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

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



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

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

MENTAL WELLNESS

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

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



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

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

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

Provincial Indigenous Health Team for Mental Health & Addictions

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

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

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

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

CANCER CARE

Provincial Indigenous Cancer Framework

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

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

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

MISSING & MURDERED INDIGENOUS WOMEN & GIRLS

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

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



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

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

Celebrating Resilience & Place: A NunatuKavut Inuit Healing Journey Project

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

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



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

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

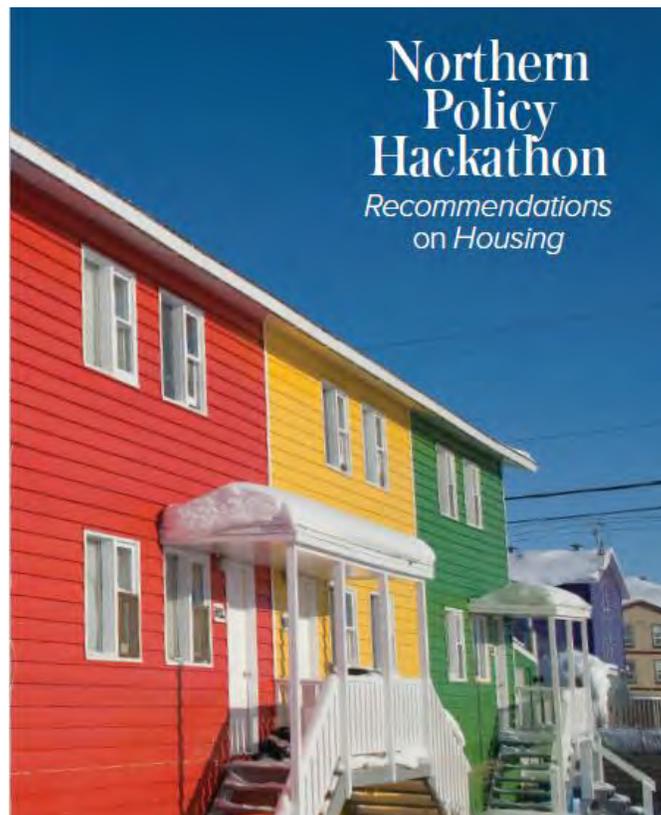
HOUSING/HOMELESSNESS

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

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

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

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



VIOLENCE PREVENTION

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

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

Violence Prevention Labrador

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

PROVINCIAL INDIGENOUS ADMINISTRATIVE DATA IDENTIFIER ADVISORY GROUP

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

GEORGE ROBERTS COMMUNITY GRANTS PROGRAM

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

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

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

OTHER WORK

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



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

Research, Education and Culture

RECOGNITION OF INDIGENOUS RIGHTS AND SELF DETERMINATION

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

EXCITING INUIT LED AND CO-LED RESEARCH!

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



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

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

STRENGTHENING RESEARCH CAPACITY

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

Strengthening our Ethics and Engagement Policies Project

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

Naalak Gathering: A Regional Dialogue on Indigenous Research Governance

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

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



Figure 30: REC Manager Amy Hudson at the Naalak Gathering

Kausattumi Seed Grant (Atlantic Indigenous Mentorship Network)

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

Inuit Community Governance and Sustainability Research Project

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

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



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

Presentations

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

- Labrador Research Forum
- Decarbonize NL
- Inuit Studies Conference

NunatuKavut Inuit-led Publications

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

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

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

Parks Canada

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

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

EXPANDING SUSTAINABILITY DISCUSSIONS AND INITIATIVES IN NUNATUKAVUT

NunatuKavut Action Team on Understanding Renewable Energy Youth Council

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



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

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

Off-diesel initiative

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

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

EDUCATION IN NUNATUKAVUT

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

INUIT CULTURAL AWARENESS

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

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

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

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



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

MISSING AND MURDERED INDIGENOUS WOMEN AND GIRLS

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

Labrador West Indigenous Service Centre

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

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

ON-GOING PROGRAMS/SERVICES

Women's Circle Drop-in

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

Improving Health My Way

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

Art Hive Training and Pop-Up Art Hive

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

Community Freezer

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

It's About Me Program

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



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

Kindness Kits

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

EVENTS

National Indigenous Peoples Day

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



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

Indigenous Marketplace (Flea Market)

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

Inuit Drumming/Dancing

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

Other Events

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

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

CULTURAL PROGRAMS

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

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

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



Figure 36: Men Making Trapper Hats

Nunacor Development Corporation

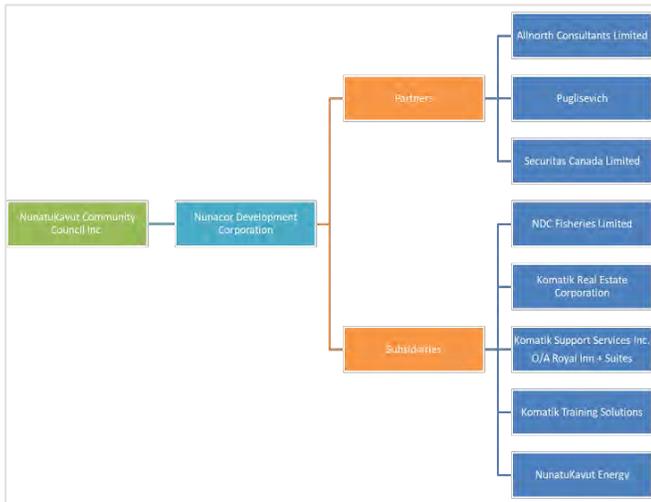


Figure 37: Nunacor Structure

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

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

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

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

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

BUSINESS AND PROJECT UPDATES

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

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



Figure 38: Vessels in Charlottetown

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

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

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



Figure 39: Komatik Training Centre in Labrador West

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

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

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

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

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

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

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

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



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

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

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

COMMUNITY WORK AND RECOGNITION

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



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

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

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

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



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

NUNATUKAVUT BUSINESS CENTRE

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

STRATEGIC GROWTH FOR SUSTAINABLE DIVIDENDS

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



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

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

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

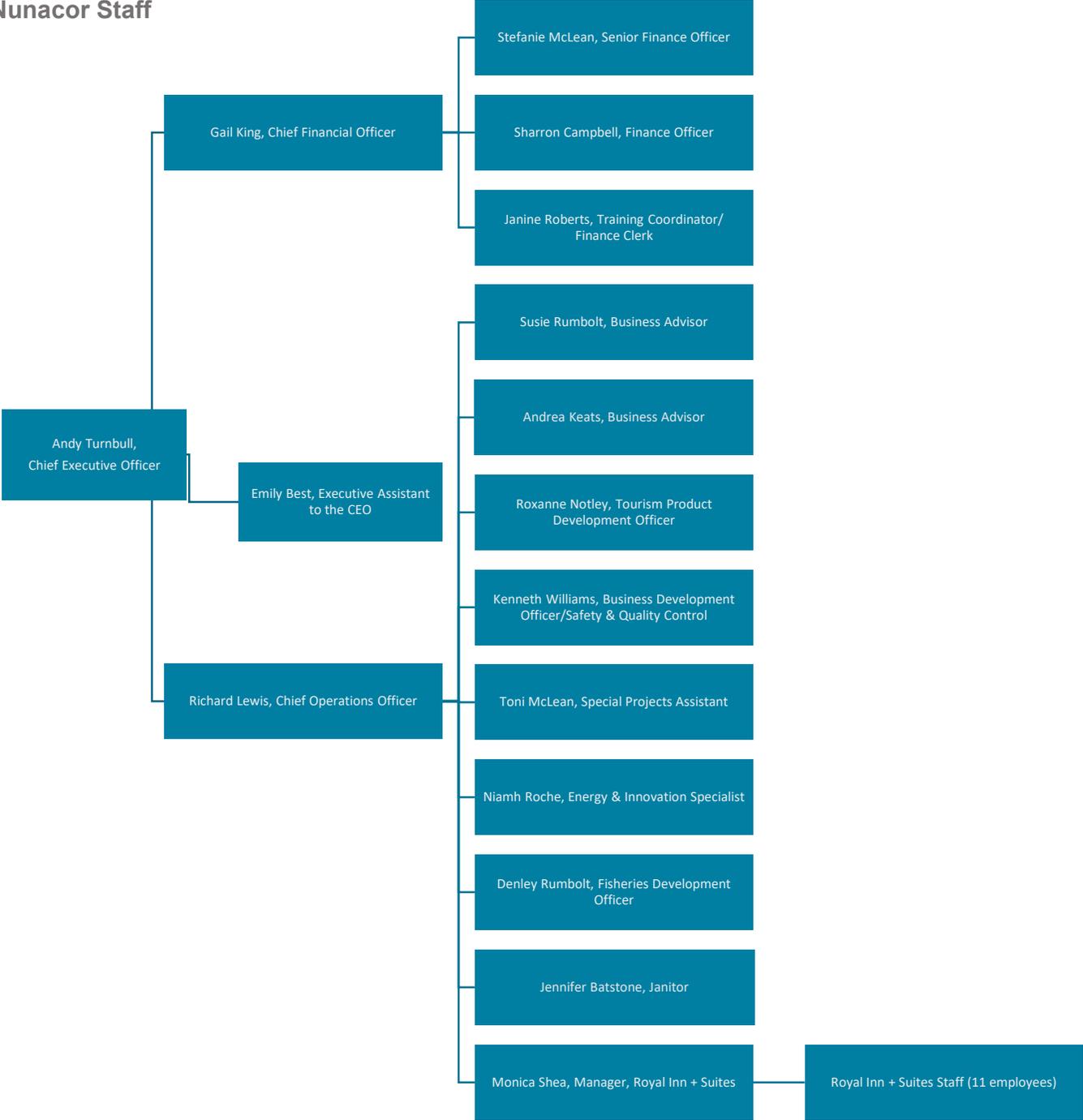
The driven and enthusiastic team has demonstrated that it can successfully apply its business management and development expertise to thrive in challenging industries, and its Strategic Growth for Sustainable Dividends approach is expected to continue to pay dividends, resulting in meaningful initiatives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

NUNACOR ORGANIZATIONAL CHARTS

Board of Directors



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

‘4RIGHT’ Community Energy Planning in NunatuKavut, Labrador: Preliminary Research Findings

A report prepared for: The NunatuKavut Community Council

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October, 2018

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1.1. Expanding NunatuKavut's 'Community Sustainability Initiative' to the Energy Sphere

In 2017, the NunatuKavut Community Council [NCC] launched their 'Community Sustainability Initiative' via the Department of Research, Education, and Culture. The primary objective of the initiative is to support Southern Inuit in creating a stronger future for their communities (NCC, 2013). The initiative aims to assist three pilot communities (Black Tickle, Norman Bay, and St. Lewis) build upon their strengths, and identify their assets, in order to enhance sustainability and governance. The current research project, entitled 'Community Energy Planning and Sustainability Assessment in NunatuKavut, Labrador' seeks to extend the initiative to consider and address energy-related challenges in the pilot communities.

The primary research questions for the current project include:

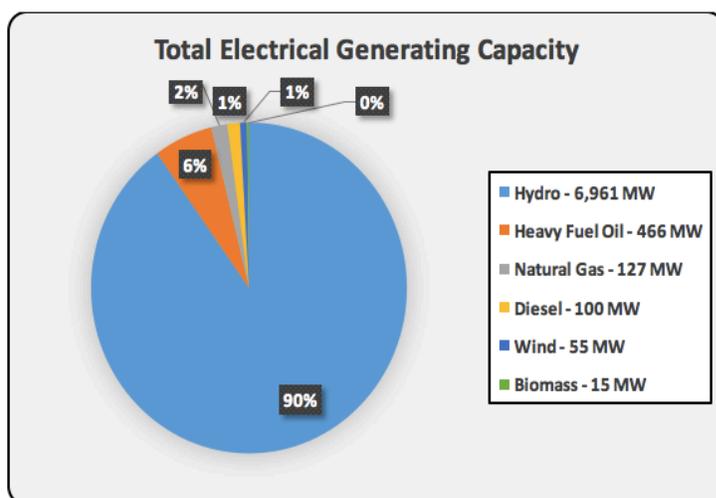
- 1) From Southern Inuit perspectives, how does the existing energy system (including both diesel-generation and home-heating sources), affect the economic, environmental, and societal sustainability of communities?
- 2) How can a participatory and community-based assessment of sustainable energy technologies and practices facilitate the improvement of Southern Inuit energy sustainability?

The primary goal of our research program is to develop community-driven sustainable energy actions plans for each pilot community. The action-plans will outline the impacts of existing energy systems; community member concerns; preferences for renewable energy and energy efficiency options; as well priorities for the future. This report shares preliminary findings of the research. The report is organized as follows: first, an overview of our methodology and applied community energy planning framework; second, a discussion of key energy-system concerns in each community; third, an analysis of renewable energy and energy efficiency preferences; fourth, identification of community-member priorities for future energy projects; and finally, recommendations for the future and next steps based on the analysis.

1.2. Background/Context: Electricity Generation in Newfoundland and Labrador

Newfoundland and Labrador [NL] is generally perceived as a national leader with regards to renewable energy development. Much of this is attributed to 90% of NL's electricity generation capacity being hydropower, not including the 824MW Lower Churchill Project [Muskrat Falls], currently under construction [Fig 1] (People, Power, Planet Partnership, 2018).

Figure 1: Total Electrical Generating Capacity in NL



Sources: Newfoundland & Labrador Hydro, 2015; Canadian Wind Energy Association, 2015

Off-grid electricity generation differs dramatically compared to the rest of the province. An off-grid community is defined as: (1) any community that is not connected to the provincial or national electricity grid; and (2) any permanent or long term settlement (5 years or longer), with at least 10 dwellings (NRCAN, 2011). There are 21 communities in NL which meet this criteria, 15 of which are located

in Labrador. The 15 off-grid communities in Labrador are exclusively dependent on diesel-generation to meet their electricity needs [Table 1].

Table 1: Off-Grid Communities in Labrador (Karanasios & Parker, 2017)

Nr	Community name	Population 2011	Diesel plant capacity (2011) kW	Annual electricity demand (2011) MWh	Serviced by
1	Black Tickle	138	765	1,080	NL Hydro
2	Cartwright	516	1,485	3,933	
3	Chatlottetown	308	620	1,496	
4	Hopedale	556	1,840	2,673	
5	Makkovik	361	1,300	2,422	
6	Mary's Harbour	383	1,300	3,110	
7	Mud Lake	60	180	221	
8	Natuashish	931	695	No data	IPA
9	Nain	1188	2,920	2,920	NL Hydro
10	Norman Bay	45	No data	No data	
11	Paradise River	14	145	186	
12	Port Hope Simpson	441	1,390	2,186	
13	Postville	206	735	1,293	
14	Rigolet	306	870	2,064	
15	St. Lewis	207	695	1,923	
	Total	5,660	15,300	27,729	

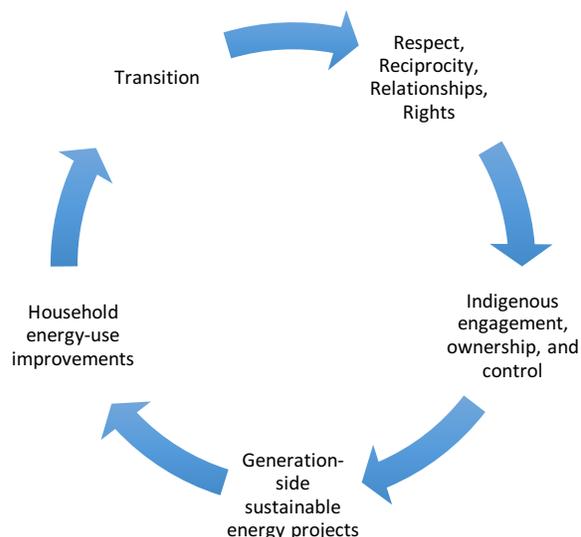
2.1. Methodology: Community Energy Planning

Previous research has established that diesel-generation poses substantial economic, environmental, and societal-challenges for off-grid communities (see: Knowles et al., 2016; Arriaga et al., 2013; Rickerson et al., 2012). While sustainable energy projects are frequently promoted to improve off-grid sustainability, we note that in the absence of meaningful Indigenous engagement, ownership, and control – sustainable energy projects may create economic, environmental, and societal tensions of their own (Rezai & Dowlatabadi, 2016; Rickerson et al., 2012). Recognizing this, we have developed a community-based energy planning approach. This approach ensures that the rights of Southern Inuit communities are respected, that community-members and relevant stakeholders are fully engaged in helping to guide their energy futures, and that any potential negative effects of projects are identified and mitigated.

2.2. The ‘4RIGHT’ Community Energy Planning Framework

For this project, we have developed and implemented a community energy planning approach grounded in Indigenous research principles. We refer to this approach as the ‘4RIGHT Community Energy Planning Framework’ [Fig 2].

Figure 2: ‘4RIGHT Community Energy Planning Framework’



4R’s of Indigenous Research: We argue that community-energy planning research with and for Southern Inuit communities must be grounded in the Indigenous research principles of respect, reciprocity, relationships, and rights (Castleden et al., 2012; Kimmerer, 2011; Louis, 2007). By respect, we refer to honoring the traditions, culture, and histories of communities in energy-

related decisions. By reciprocity, we strive to ensure that NCC and the pilot communities benefit just as much from the community-energy planning process as the practitioners/researchers benefit themselves. By relationships, we refer to the notion that energy-planning research with and for Southern Inuit communities is a lifelong relationship, and that we will continue to support the communities long after the completion of the formal research period. By rights, we refer to respecting the formal regulations and protocols of the NCC throughout all aspects of our research. These principles must be maintained throughout the duration of the study, and extend beyond the life of energy planning research.

Indigenous Engagement, Ownership, and Control: Indigenous engagement, ownership, and control are integral in order to avoid the societal tensions that can be brought about by sustainable energy projects, policies, and research. For this stage of the framework, we uphold the ‘OCAP’ research principles. (Schnarch, 2004). As stated by the First Nations Centre (2005) “ownership, control, access, and possession, or OCAP, is self-determination applied to research” (p. 1). Ownership refers to the relationship of an Indigenous community with its cultural knowledge or data, this principle recognizes that an Indigenous community or group owns this information collectively. The principle of control asserts that Indigenous peoples are within their rights to control all aspects of research which impact them, from project conception to completion. The access principle dictates that Indigenous peoples must have access to information about themselves, regardless of where the data is stored – and that the ability to manage and make decisions regarding access to collective information is maintained. Possession or stewardship of cultural knowledge/data is a more literal mechanism for ownership to be asserted and protected.

Practically, energy-planning researchers must work directly with Indigenous peoples, governments, and key stakeholders in order to ensure social acceptance, enhance sustainability, and deepen the community benefits associated with sustainable energy projects. Integral to this framework component, is assessing community-member concerns and priorities, as well as the social acceptance of supply-side and end-use sustainable energy technologies.

Generation-side and household energy-use: The generation-side and household energy-use components of the framework refer to assessing technical and economic prefeasibility, and

pursuing the development of sustainable energy technologies. Our experience suggests that community members are most likely to support sustainable energy projects that they are familiar with/educated on. As such, we encourage incremental supply-side and end-use pilot projects, which gradually improve awareness and sustainability in the communities. For this stage of the framework, we recommended utilizing energy management software such as RETSCREEN or HOMER Pro in order to determine the feasibility of preferred-energy alternatives.

Transition: The final stage of our framework is ‘Transition’. We argue that if energy-planning practitioners can maintain the 4R’s associated with Indigenous research; implement processes of meaningful Indigenous engagement, ownership, and control; and evaluate the pre-feasibility of socially-preferred sustainable energy technologies; only then, may practitioners make recommendations about which energy-alternatives are most likely to succeed in the communities.

2.3.1. Methods - Data Collection

The project received ethical clearance from the NCC Research Advisory Committee, the University of Waterloo Office of Research Ethics, as well as Dalhousie University’s Research Ethics Board. The project began with an NCC hosted ‘Sustainable Energy Summit’ on July 11th, 2018. The summit allowed for congregation of key stakeholders and community-members, review and refinement of research materials, as well as dissemination of existing plans and knowledge.

The fieldwork component of this project took place from July 12th – September 1st, 2018. The researchers, along with the local Research Assistants, visited the community of Black Tickle for two weeks, St. Lewis/Fox Harbour for three weeks, and Norman Bay for one week, as well as additional trips to Goose Bay and other Southern Inuit communities to enhance context and cultural understanding of our work.

We used a mixed-methods approach, with a semi-structured community-member interview/survey as our primary research instrument. The survey portion quantitatively assessed: (1) community member energy-related concerns, by asking respondents to rate their level of concern on each given issue from one to five (where 1 = not concerned, and 5 = extremely concerned); (2) the social acceptance of supply-side and end-use energy technologies, by asking respondents rate each

technology on a scale of one to five (where 1 = strongly opposed, 2 = somewhat opposed, 3 = neutral, 4 = somewhat support, and 5 = strongly support); and (3) community-member energy-related goals for the future, by asking respondents to rate their level of importance (where 1 = not important, and 5 = extremely important). We note that respondents were given the options of ‘Do Not Know’ or ‘Pass’ to each survey question. The interview portion qualitatively assessed the issues and topics that community-members rated most strongly (upper or lower bound of rating) in the survey component.

We also implemented key informant interviews as a secondary research instrument. The key informant interviews were designed to gather additional data on the tangible economic, environmental, and societal impacts of the existing energy-systems in NunatuKavut communities. The key informant interviews also gauged potential interest in pursuing sustainable supply-side and end-use energy technologies.

2.3.2. Research Participants

The target population for the community-member survey portion of the study included: any permanent resident of Black Tickle, St. Lewis, or Norman Bay (minimum six months’ residency per year), who were above voting age in the province (18 years old). Prior to the researchers visiting the communities, our local Research Assistants distributed a recruitment letter to all permanent households. Upon the researchers visiting the communities, the local Research Assistants followed up with each household whom expressed interest in participating in the research. In total, we conducted 75 community-member surveys, including 33 in Black Tickle, 36 in St. Lewis, and 6 in Norman Bay, respectively [Table 2]. This represented approximately 33% of the target population in Black Tickle, 30% in St. Lewis, and 32% in Norman Bay, respectively (Statistics Canada, 2018).

The target population for the key informant portion of the study included experts from academia, the private sector, the community-sector (including community leaders and Elders), as well as government representatives. Key informants must have had a minimum of two-years experience working on energy-sustainability issues in Newfoundland and Labrador. While an initial list of key-informants was developed prior to the commencement of the project, most key-informants were identified as the researchers spent time in the communities, talking about energy issues. Key-informant interviews are on-going, with seven conducted interviews to date (n=7).

Table 2: Demographic Information of Participants (n = 75)

	Black Tickle	St. Lewis	Norman Bay	Percentage of Total
Sample Size (n)	33	36	6	100%
Gender				
Female	19	21	3	57%
Male	14	15	3	43%
Age Group				
Under 25	4	6	1	15%
25 - 34	6	4	0	13%
35 - 44	12	7	0	25%
45 - 54	6	9	5	27%
Over 54	5	10	0	20%
Education				
Less than Secondary	13	6	1	27%
Secondary	13	13	3	39%
University or College	3	14	0	23%
Other	4	3	2	12%
Current Profession				
Public Sector	12	8	3	31%
Private Sector	8	9	3	57%
Unemployed	9	5	0	19%
Other	4	14	0	24%
Income (vs \$29,000)				
Much Less or Less	18	6	0	32%
Same	4	6	1	15%
Much More or More	9	15	2	35%
Prefer Not to Specify	2	9	3	19%
Inuit, First Nations, or Metis?				
Yes	30	31	6	89%
No	3	5	0	11%

2.3.3. Data Analysis

For the quantitative questions, we have applied basic descriptive statistics in order to understand the most pressing energy-related issues and sustainable energy preferences in NunatuKavut communities. For the qualitative data, we have used content analysis, applied to survey/key informant transcripts, which were transcribed by the research team and local research assistants. For the purpose of the preliminary report, we read 1/3rd of the transcripts for each community (11, 12, and 2, respectively) and inductively built an initial codebook, paying special attention to the key themes identified in quantitative analysis of survey data. We reviewed all of the transcripts to ensure that the codes comprehensively encompassed key themes. We then applied NVIVO version 11.1.1 qualitative analytic software to organize and manage the qualitative data. For the purpose

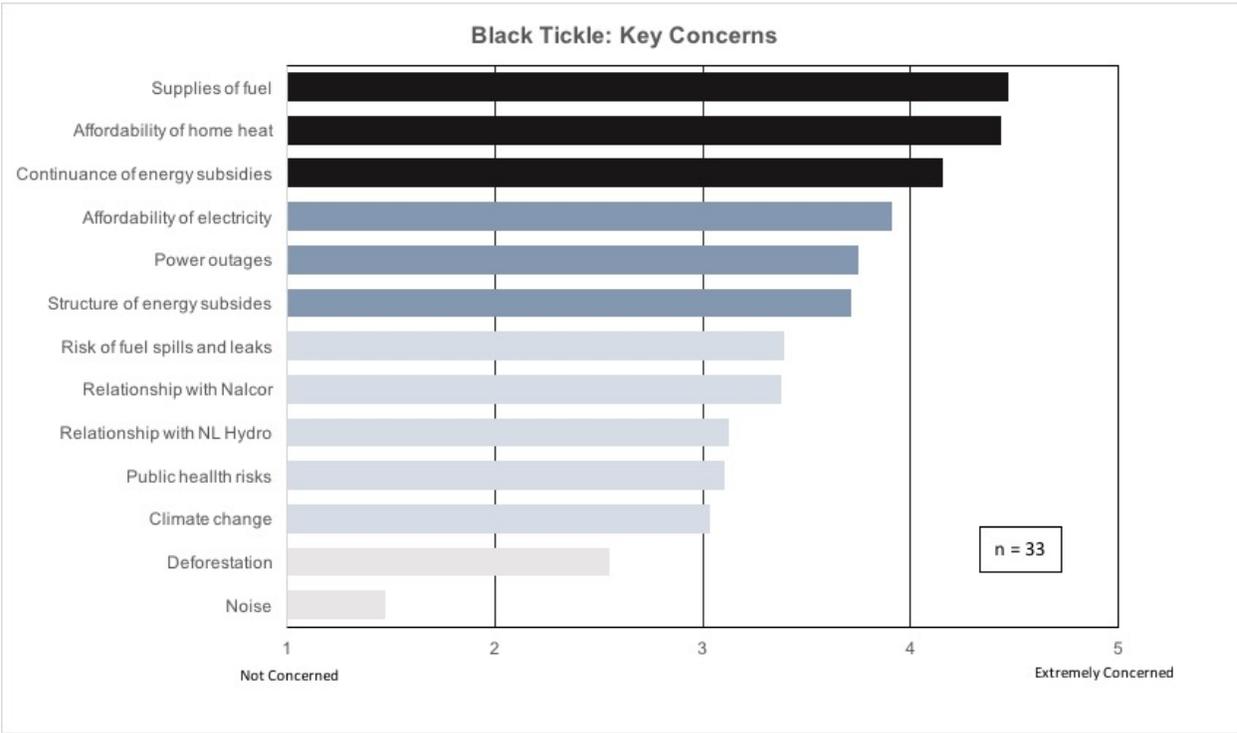
of the preliminary report, we only include some of the most important themes developed in the analysis of data. Our final report will include detailed analysis on all the survey data.

3.1: Community Member Energy-System Concerns

3.2.1. Heat Insecurity in Black Tickle

The greatest energy-system concern identified in Black Tickle was related to heat insecurity in the community [Fig 3]. We extend Weis & Illinca’s (2010) definition of energy security to heating, to include both the secure supply of a heating source, as well as the price volatility of fuel sources. We note that ‘supplies of fuel’, ‘affordability of home heat’, and ‘continuance of energy subsidies’, were the only themes with a mean concern-rating exceeding 4.0 across our sample of 33 respondents in the community (4.5, 4.4, and 4.2, respectively). To further support this, we note that Black Tickle had the highest number of respondents (24%) whom reported living in an ‘inadequately heated home’, compared to St. Lewis (14%), and Norman Bay (0%), respectively.

Figure 3: Primary Energy System Concerns – Black Tickle



3.2.2. Firewood: The secure supply of heating fuel in the community is restricted across all sources: wood, furnace-oil, and electricity. Black Tickle’s located on the Island of Ponds, a tundra island, as such, there is no locally available wood source. Due to this restriction, community-members

whom rely on wood [or wood and oil mix] as a primary heating source (42%) [Table 3], have to travel approximately 60-80kms (roundtrip) via snowmobile into areas such as Mussel Brook, Porcupine Bay, and Reid's Pond in order to harvest firewood. While many community-members identify firewood harvesting as an important cultural tradition, the process can be expensive (e.g. permits, gasoline, wear-and-tear on equipment), time-consuming, and emissions intensive.

Table 3: Primary Household Heating Source by Community

Primary Heat Source	Black Tickle	St. Lewis	Norman Bay	Percentage of Total
Oil	11	2	0	17%
Wood	11	30	6	63%
Electric	8	1	0	12%
Wood/Oil Mix	3	3	0	8%

3.2.3. **Fuel Security:** Due to the local unavailability of firewood, many households in Black Tickle rely on furnace-oil [or wood and oil mix] (42%) [Table 3], especially in comparison to the other case-study communities (14%% in St. Lewis, and 0% in Norman Bay, respectively). This makes Black Tickle particularly vulnerable to disruptions in fuel supply, as occurred in 2015 when the sole local supplier (furnace oil and gasoline) announced that they would be discontinuing fuel storage and sales in the community. Given these circumstances, the Black Tickle Local Service District [District] has begun importing drums of furnace-oil and gasoline into the community, leading to additional heat insecurity challenges (CBC News, 2016). The provincial government provided funding of \$50,000 to support the District in procuring fuel; the chair of the District, noted that they must operate strictly on a cost-recovery basis. Meaning that no profit is made by the District, and that they simply charge residents the fuel and transportation costs.

The District is only able to bring in limited supplies of fuel via freight ship in the ice-free season (Mid July – Mid December). This leads to year-round limitations, as the Local Service District has to ration available fuel supplies for community-members. Heat insecurity is exacerbated in the Winter when the freight ships cease operation and the District's fuel stockpile is exhausted (around February of each year). At this point (February – Mid April), community-members are forced to travel to the next closest community (Cartwright) via snowmobile to purchase and haul fuel back to Black Tickle, a roundtrip of approximately 200kms. This is an expensive, time-consuming, and

anxiety-inducing endeavor. Community-members must haul back a minimum of two fuel drums (108 litres each, \$302 per drum in 2018) to make the trip worthwhile, as well as burn upwards of 50 litres of gasoline to retrieve the fuel. Respondents report making 2-4 trips to Cartwright per month to retrieve fuel, which costs \$200-400 in gasoline alone (not accounting for maintenance/wear-and-tear expenses for snowmobiles and komatiks). Respondents noted that gasoline is also a necessity for firewood harvesting; as such, the limited-supply of gasoline year-round, and [local] unavailability in mid-winter, create additional challenges for collecting firewood.

Price volatility and the high-cost of fuel-sources pose challenges for the community. We note that 55% of our sample in Black Tickle (n=33) reported earning ‘much less’ or ‘less’ than \$29,000 per year [Table 2]. The cost of a drum of fuel rose from \$257 in 2017, to \$302 in 2018, as stated by one respondent “the more the cost of home heating fuel goes up, well the less [we] can afford to have”. Given that most respondents report consuming 15 – 20 drums of fuel per year (\$4,530 – \$6,040), this likely represents in excess of 15-20% of yearly income for the majority of our sample. The requirement to purchase fuel ‘by the [65gn] drum’ is a severe challenge for most community members, as stated by one respondent:

“People here are on a fixed income. So someone on E.I. [employment insurance] ... gets \$400 every two weeks, and a drum of fuel is \$340. It’s either you buy a drum of fuel – or you eat for two weeks”.

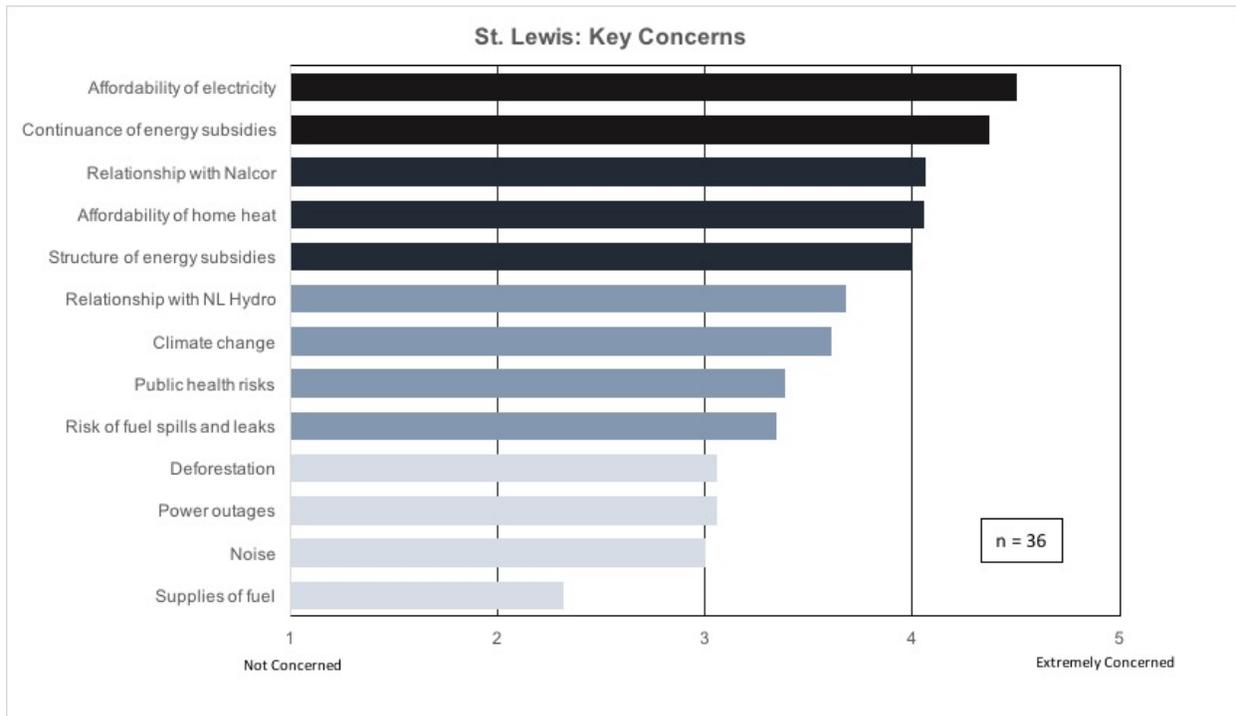
3.2.4. Electric Heat: Electric heat in Black Tickle is currently prohibitive due to existing rate-structures, high costs, and expensive upgrades required for household infrastructure. In Labrador’s off-grid communities, off-grid electricity rates are structured to discourage household conversion to electric heat (Karanasios & Parker, 2017; Knowles, 2016). Beyond 1,000 kWh of household electricity consumption per month, rates increase from a base-line of \$0.119/kWh to approximately \$0.162/kWh, making electric heat untenable for most households. For respondents whom reported utilizing electric heat, monthly electricity bills ranged from \$200 in the summer months, to \$600 in the winter months. While this is generally cheaper than furnace-oil, it still represents over 10% of annual income for the majority of our sample. Furthermore, while many

respondents expressed interest in converting to electric heat, they deemed it impossible due to the significant costs associated with household electric upgrades required. As stated by one respondent “It would be expensive for me if I wanted to convert over [to electric heat]. I would probably need an upgraded panel box and new wiring, heaters...., because the wiring and stuff in this house is old”.

3.3.1. Utility Dependence and Desire for Energy Autonomy: Fear of Escalating Costs, Lack of Community Consultation, Control, and Benefits

While no single issue emerged in St. Lewis as the greatest energy-system concern, we argue that the top rated concerns in the community are interdependent and manifest themselves as one overall theme. Utility dependence and desire for energy autonomy: fear over escalating costs, which is exacerbated by a lack of community consultation, control, and benefits. The highest individual concerns across 36 respondents included: (a) the affordability of electricity (mean concern rating of 4.5); (b) the continuance of energy subsidies (4.4); (c) the community’s relationship with Nalcor (4.1); (d) the affordability of home heat (4.1); and (e) the structure of energy subsidies (4.0) [Figure 4].

Figure 4: Primary Energy System Concerns – St. Lewis



3.3.2. Satisfaction with Current Rates:

The majority of respondents in St. Lewis (92%), report relying on wood [or wood and oil mix] as their primary heat source [Table 3]. Relying on wood-heat allows most community-members to minimize their electricity bills. As stated by one respondent “Our hydro bills are miniscule, my bill is like 35 bucks a month.”. Similarly, another respondent stated “In the summer it’s not that bad, maybe 30 dollars a month”. Expressing satisfaction with St. Lewis’ electricity costs, one respondent stated “Our Hydro bill here, versus the Hydro bill that I would have in Newfoundland using electric heat, is like half the cost”.

Conversely, those whom reported relying on electric heat (3%) expressed frustration over electricity costs. As stated by one respondent:

“the only set heat we have is those [electric] heaters, we have five in this place, and it costs \$700 a month in the winter time to keep that going.... and in the summer time, it’s still like \$350. When it do[es] increase, we will never survive”.

Another respondent stated “electric heating would... be plus \$800 a month”. Another respondent, describing electric heat stated “in the winter time you cannot get enough heat, and we even will preheat our oven and open the door [to warm the house]”.

3.3.3. Escalating Costs and Fixed Incomes: While most of the community is satisfied with current electricity rates, there is a great deal of fear in the community over escalating rates, particularly for those with fixed incomes. As stated by one respondent “We have a population of about 180; 120 adults are sixty plus, and every year they are getting older. So my concern is for those people, how are they going to manage with a fixed income?”. Another respondent stated “if the rates continue to increase... people, especially seniors, fixed income, and low income, [they] will not be able to afford”. The fear is that rate increases may force those on fixed incomes to make difficult decisions, as stated by one respondent “they’ll have to make a choice: either between heating, or eating”. Another respondent stated “I will pay my electricity this month, and I will not get my meds”.

As the population ages, it becomes increasingly difficult to access wood heat. This forces community members to convert to electric heat, rely on family members, or purchase expensive commercial firewood. As stated by one respondent “Seniors, they cannot go in to cut their wood, so they got to use electric heat”. Another respondent explained “[Person] is buying her wood out of her pension, or [Family member] is trying to get it for her.... They only get about \$1,000 a month in pension, and a cord of wood is probably \$500 – 600 for sure”. Similarly, one respondent stated “Some houses only have one senior. If you’re getting \$1,100 a month... it comes down to... do I buy food, or do I buy fuel to heat my home, or do I want to pay somebody to cut my wood?”.

3.3.4. Lack of Control, Consultation, and Community Benefits: Community-members expressed frustration regarding a lack of control and consultation over energy-related decisions. Some community-members worry that they are exclusively dependent on one utility; as stated by one respondent: “we are a dying population here, and there is always that worry that [NL HYDRO]... they [are] going to cut us off next”.

With regards to consultation, one respondent stated:

“We do not hear anything from them [existing utilities]. I would prefer if they got into contact.... and said: these are the plans for this year, do you have any issues with this? Is there anything we can do to help your community?... but they do not”.

Another respondent, speaking to Nalcor’s sanctioning of Muskrat Falls, stated: “they were bulldozing through; not listening to anybody, not listening to the environmentalists, not listening to the scientists. They were not listening to the people; it was all about profit”. Another respondent stated, “I lost whole lot of respect for Nalcor and [NL] Hydro during that process [Muskrat Falls sanctioning] because I felt that we were being blatantly ignored”.

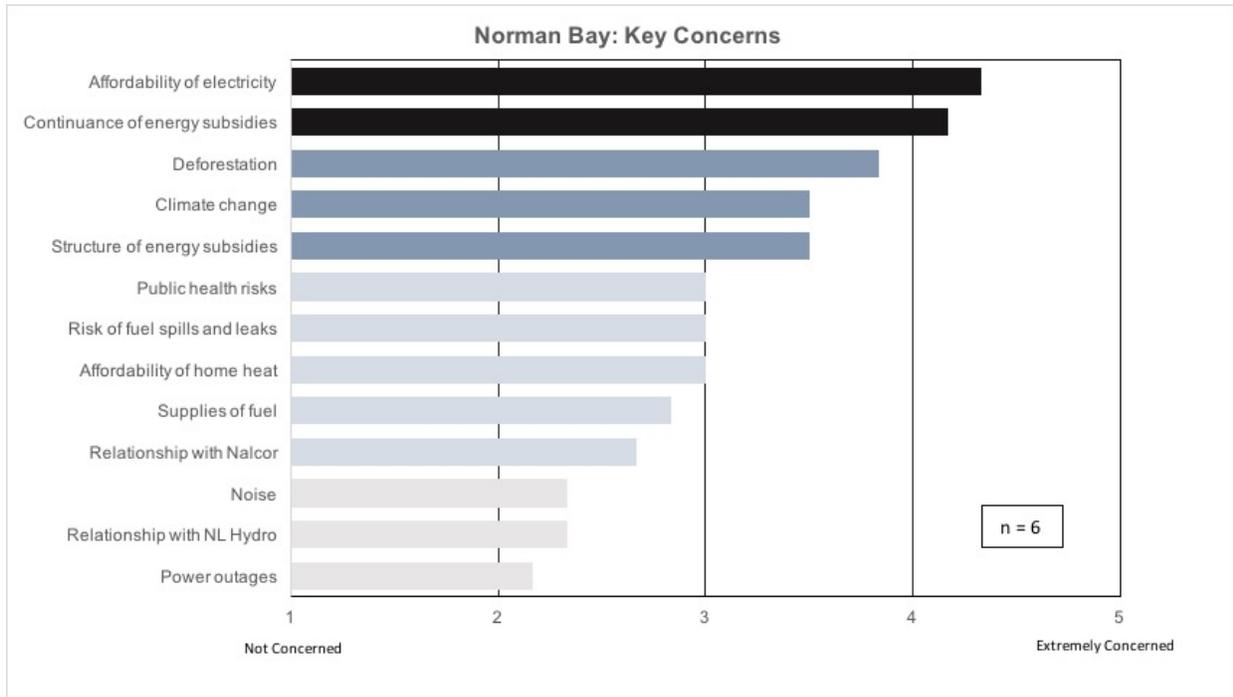
This lack of control and consultation has made community members feel as though they have not benefitted from previous energy-related decisions in the region. As stated by one respondent “If our community is on diesel power... and we have absolutely nothing to do with electricity coming from Muskrat Falls – we shouldn’t have to dish out a cent for it... it is not helping me”. Another respondent stated “it’s ludicrous that they [Nalcor] are going to be taking the power out of Labrador to feed elsewhere, and we get nothing”. Similarly, one respondent stated

“they have this big project going on in our backyard, bypassing us, and we are sitting around deciding whether or not we are going to use wood or diesel for fuel or electricity.... At a minimum, they should distribute some of that power to the [coastal] communities, to provide us with reliable, cheap, power”.

3.4.1. Norman Bay: Energy Costs, Transportation and Employment

Due to our small sample size in Norman Bay (n = 6), we rely more on the qualitative analysis of interview transcripts to identify key concerns. The affordability of electricity (4.3), and the continuance of energy subsidies (4.2) were rated as the highest individual concerns [Fig 5].

Figure 5: Primary Energy System Concerns – Norman Bay



3.4.2. **Fear of Escalating Costs:** All respondents in the community rely on wood-heat as means to minimize electricity bills [Table 3]. As stated by one respondent “we got easy access to wood, and we got heat that is not a big expense really”. However, due to unique circumstances in the community, households have to rely on electricity in other ways. For example, as there is no municipal-water source in the community, households have to pump water from a local source. As explained by one respondent “we got hooked up to the pond down there for running water. We got to run a heat trace to the pond, and the first month our bill was almost \$800. If it goes up [rates], we are ruined”. Another respondent stated “not everyone can afford to dish out \$700 or \$800 dollars for a Hydro bill”.

3.4.3. **Reliable Transportation and Employment:** Our qualitative analysis suggests that desire for sustainable transportation and employment are two significant concerns in Norman Bay. The existing transportation system can be unreliable, poses fuel-access challenges, is an expensive [albeit subsidized] service, and is emissions intensive. As explained by one respondent

“one thing here is getting in and getting out [of the community], it’s the big thing.... When

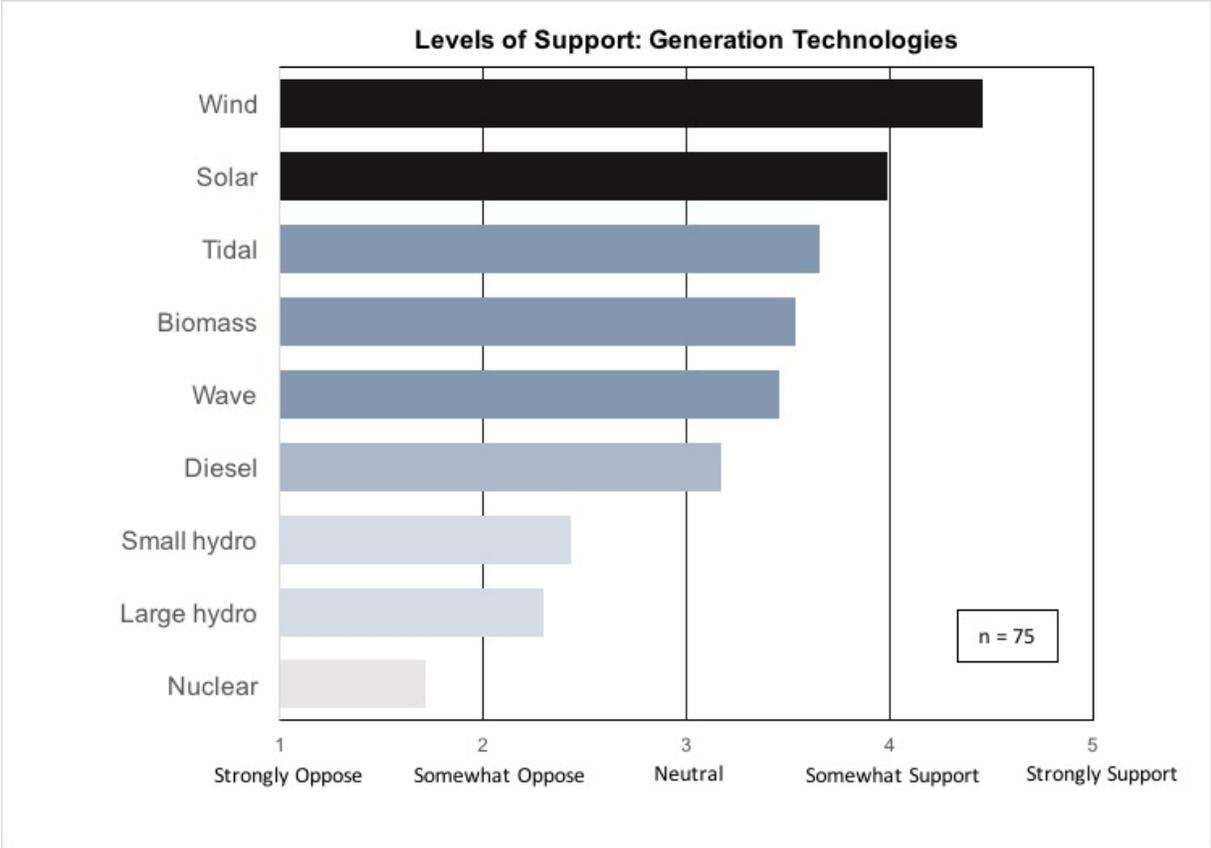
the ferry was on, I mean it is bad for people who did not like on boats and for people who got seasick, you are gone [travelling] all day. With the helicopter on, it is quick and easy, but the ferry – she did not stop for foggy days or rain”.

Another respondent stated “if there were more jobs, less people would have had to move – and if we were connected to the [Trans Labrador] highway, that would have solved a lot of [our community’s] problems. Another respondent stated, “there is no work in the community, except for when you go away”.

4.1. Generation Side – Social Acceptance

There are four descending categories of social acceptance for electricity-generation technologies in our pilot communities [Fig 6]: (1) conventional hybrid renewables (including wind and solar power); (2) emerging renewable energy technologies (including tidal, combined heat and power biomass, and wave power); (3) the status quo (diesel-generation); and (4) societal opposition (including hydroelectricity and nuclear-generation). We have also evaluated social-acceptance for three key energy storage technologies: grid extension, pumped hydro storage, and battery storage. This section provides the rationale for community-member support, as well as the key community-concerns which must be mitigated for each technology.

Figure 6: Social Acceptance of Electricity Generation Technologies



4.2.1. Conventional Hybrid Technologies – Wind and Solar Power

Conventional hybrid technologies refer to technologically mature renewable energy sources which

are used to displace a portion of diesel consumption in off-grid communities. Wind and solar power maintained the highest average levels of social acceptance of any generation-technologies, at 4.5 and 4.0, respectively [Fig 6]. While some concerns were identified which must be mitigated prior to the advancement of any project, respondents generally perceived hybrid conventional renewables as beneficial for their communities.

Wind energy maintains the highest level of social acceptance of any generation-side technology [Fig 7]. Of our 75 respondents, 71% strongly or somewhat supported wind energy development, 11% reported being neutral, 5% reported being strongly or somewhat opposed, and 8% responded that they ‘Do Not Know’. We note that not all frequencies add up to 75 survey respondents, as a small number of respondents opted to qualitatively respond to the questions, instead of giving a survey response. Solar energy maintains the second highest level of social acceptance of any generation-side technology [Fig 8]. Of the 75 respondents, 57% strongly or somewhat supported solar energy development, 24% reported being neutral, 7%% reported being strongly or somewhat opposed, and 7% responded that they ‘Do Not Know’.

Figure 7: Frequency of Support – Wind Energy

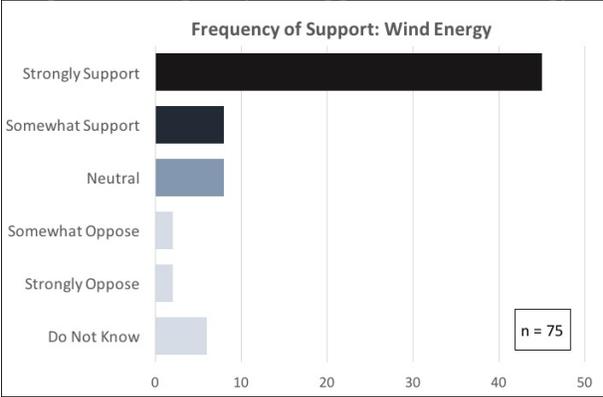
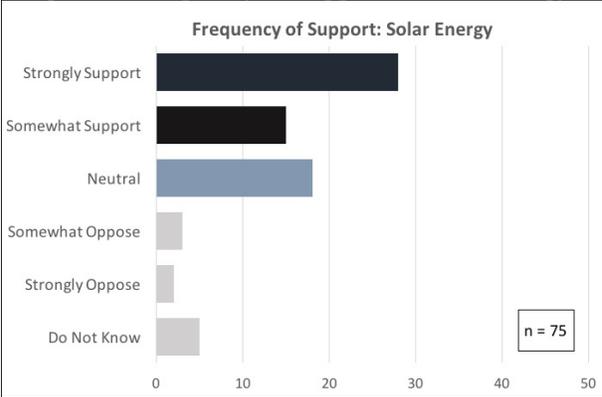


Figure 8: Frequency of Support – Solar Energy



4.2.2. Community Rationale

Capitalizing on a local resource: Respondents recognized the potential for wind and solar energy in their communities, and desired the benefits associated with the development of a local resource. As stated by one respondent “I look at our winds, and I figure we could produce enough energy for the whole world on a good day”. Respondents generally believed solar had less potential than wind, but remained optimistic. As stated by one respondent “it might not be the best solar resource

in the world here, but... you could produce [solar] energy from this whole harbour”. Community-members stated they had an abundance of land available for development, and that hybrid renewables would not encroach upon their homes. As stated by one respondent “we got lots of places to put [wind turbines] where it won’t affect the community”.

Respondents believed wind and solar development would bring cost-savings to the communities, by helping to reduce fuel costs. As stated by one respondent “I am guessing it would be cheaper in the long run to have [wind or solar energy development]”. Another respondent stated “any source of [renewable] energy, or electricity, would be a lot better than the cost of living [based on diesel] right now”.

Environmental benefits: Many respondents perceived wind and solar development as environmentally friendly compared to other alternatives, and as a means to displace diesel consumption in the communities. As stated by one respondent “[wind energy] has nothing to do with fuel, and it is just safe for the environment”. Another respondent stated “if you can utilize windmills, solar panels, solar energy - why use a dam, and screw all the environment up?”. Comments such as “less pollution” and “it is a less harmful impact on the environment”, were common.

Community pride and independence: Respondents perceived wind and solar development as a means to foster community pride and independence. One respondent stated “they are giant windmills; they make you feel good because you know they are doing something good. If I could look up on the hill and see wind turbines, I’d be like... look at my little town”. Another respondent stated “we would be completely off the grid... once you have solar, you don’t need to rely on [NL] Hydro whatsoever.

Familiarity: Many respondents were supportive of solar energy in particular, as they [or acquaintances] have used the technology at their off-grid cabins. As stated by one respondent “most of the cabins in Goose Bay... they all use solar”. Another respondent stated “I’ve seen quite a few people actually with [solar] in their cabins and stuff, it just makes sense”.

4.2.3. Community Concerns

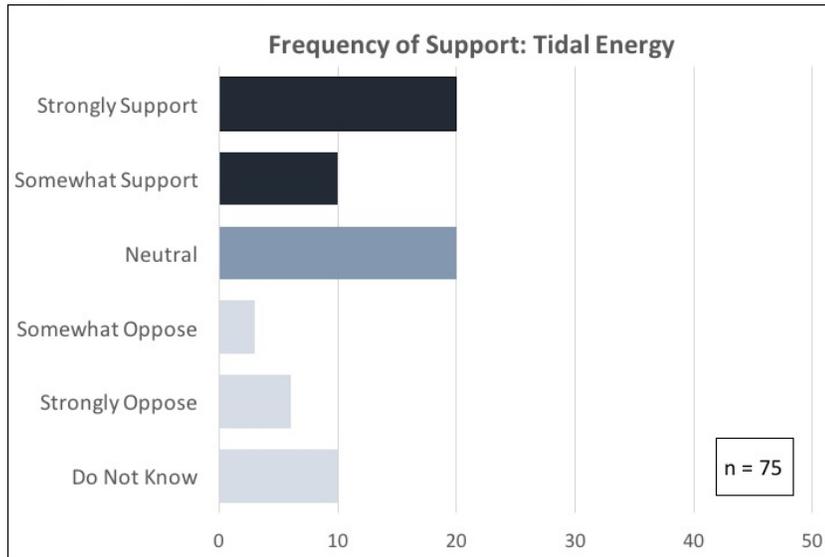
While wind and solar energy maintained high-levels of social support across all pilot communities, we note that some concerns emerged which must be mitigated prior to the advancement of any project. Some respondents questioned the reliability of wind and solar energy as intermittent sources, especially given the harsh climate in the communities. As stated by one respondent “we have a lot of wind... I don’t know how it [or solar] would work come January or February month when everything is buried over. Another respondent added “Solar, I do not know with the weather-wise here the last few years... you need [sun]light to keep her going”. Expressing concern about noise impacts, one respondent stated “one thing about wind turbines... the vibrations are really noisy”. Another respondent raised the issue of wind turbines impacts on wildlife, stating “I do not know what damage they got to do with wildlife”.

4.3.1. Emerging Renewable Energy Technologies

Emerging renewable energy technologies are novel applications which have yet to be deployed on a large-scale in off-grid communities. Tidal, combined heat and power biomass, and wave power all had similar levels of rated social-acceptance across our sample (n=75), at 3.7, 3.5, and 3.5, respectively [Fig 6]. While respondents expressed interest in these technologies, our qualitative data analysis suggests that community-members desire more education, awareness, and mitigation of concerns prior to the advancement of any project.

The distributions of support are very similar for the three emerging technologies [Fig 9]. The levels of strongly/somewhat support ranged from 40 – 45%; each technology has a high percentage of ‘neutral respondents’, 24 – 32%; the levels of strongly/somewhat oppose are generally low for each technology, 12% - 20%; and each has a similar low number of ‘Do Not Know’ respondents, ranging from 4% - 13%. Community-members typically supported emerging renewables based on similar rationales as wind and solar development, however, there is less familiarity and additional concerns associated with these technologies.

Figure 9: Frequency of Support – Tidal Energy



4.3.2. Community Concerns

Unfamiliarity: Many respondents were simply unaware of emerging renewable energy technologies, or they did not understand how they worked. For example, one respondent stated “I have never heard of it”. Another respondent stated, “I have no idea how it would even work”. Due to this unfamiliarity, a significant portion of our sample felt as though they were unable to make an informed decision either in support/or in opposition to the technologies.

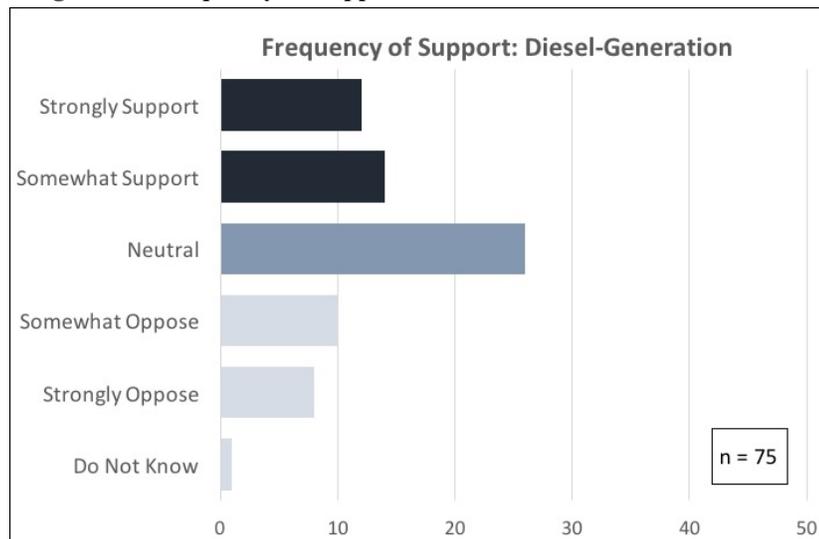
Aquatic species and livelihoods: Some respondents were uneasy regarding tidal and wave energy due to potential impacts on aquatic species and livelihoods. As stated by one respondent “I do not like seeing anything in our water damaging our fish. Being a fisherman, you can see how it [fish] is destroyed, and every little bit [of development] puts it down another notch”. Another respondent stated “wouldn’t that [tidal and wave energy] be bad for the fish?”.

Deforestation: Some respondents were uneasy about combined-heat and power biomass due to deforestation impacts and the unavailability of local fuel sources. As stated by one respondent, “with the wood burning thing, you need reforestation projects on the go”. Another respondent stated “Biomass would be trees, and we don’t have trees. It would be kind of hard to get energy out of something we do not have”.

4.4.1. The Status Quo: Diesel Generation

Currently, all three pilot communities (Black Tickle, St. Lewis, and Norman Bay) are exclusively dependent on diesel-fuel for electricity generation. Diesel-generation maintained a social acceptance rating of 3.2 across our entire sample (n = 75) [Fig 6]. Of our 75 respondents, 35% strongly or somewhat supported diesel-generation, 35% reported being neutral, 24% reported being strongly or somewhat opposed, and 1% responded that they ‘Do Not Know’ [Fig 10]. Our qualitative data analysis suggests that while respondents are interested in improving environmental aspects of their energy system, they wish to maintain the socio-economic benefits associated with diesel-generation as well.

Figure 10: Frequency of Support – Diesel Generation



4.4.2. Community Rationale

Comfort and Familiarity: Most respondents supported diesel-generation as they are familiar and comfortable with the technology. As stated by one respondent, “that’s the only form of energy we have; we have to depend on diesel to get our electricity”. Another respondent stated “I guess it [diesel] is just what we grew up with. It is the only thing [electricity-source] that I know”. This comfort and familiarity makes community-members somewhat resistant to disrupting the existing system, as stated by one responded “The community is so reliant on what they have, our diesel plant. Even though renewables could be a wonderful thing, this is what they are used to, this is

what they know”. Another respondent added “I’m old fashioned, so what works – why mess with it?”.

Reliability: Community members value the reliability of the existing diesel-system. As stated by one respondent “[Diesel] seems to be working for us, we have not had any major issues... personally I think it would be just fine if it has to stay like this for the next 50 years”. Another respondent stated “I think our energy system is fine, our Hydro [diesel] plant is fine, I never want to see it disappear... we had 100 – 160 kilometers of wind last winter at one point... and we did not lose power”.

Employment: Community-members also support diesel-generation due to existing employment benefits. Diesel operations create two full time positions in Black Tickle, two full time positions in St. Lewis, one full time position in Norman Bay, as well as supplemental relief and maintenance positions in each community. Given the low employment available in the communities, diesel-operation and maintenance jobs are regarded as highly valuable. As stated by one respondent “It all has to do with employment... there is is not a whole lot [of work] here. So something [new] comes in.... it could be trouble”.

4.3.3. Community Concerns

Fossil Fuel Consumption and Pollution: While community-members were generally comfortable with diesel-generation, and valued the reliability/employment associated with diesel-operations, respondents also recognized a need to improve the environmental impacts of the existing system. As stated by one respondent “When it comes to diesel... there is harmful effects going into the environment. We have used it for years.... but it comes at a cost”. Another respondent stated “I know it is hard on the... environment”.

Respondents also worried about future scarcity of fossil fuels. As one respondent stated “I do not think it is a good idea to continue [diesel-consumption] in the future, given the amount of fossil fuels we use as a [global] population”. Another respondent stated “I have this thought that [diesel] is going to run out, and there is going to be widespread panic”.

4.4.1. Societal Opposition: Hydroelectricity and Small-Nuclear

Three supply-side technologies were opposed across the pilot communities: small-scale hydroelectricity, large-scale hydroelectricity, and small-scale nuclear generation (support ratings of 2.4, 2.3, and 1.7, respectively) [Fig 6]. Small [run of the river] hydroelectric facilities had slightly more social support than large hydroelectric projects. As stated by one respondent “if we have to sacrifice another river for that, then small-scale is probably better than larger scale”. Our qualitative data analysis suggests that community-members are too concerned about these technologies to proceed with a project at this time.

Of the 75 respondents, 20% strongly or somewhat supported small-scale hydroelectricity, 20% reported being neutral, 44% reported being strongly or somewhat opposed, and 9% reported they they ‘Do Not Know’ [Fig 11]. Similarly, for large-scale hydroelectricity, 20% were strongly or somewhat supportive, 16% were neutral, 55% were strongly or somewhat opposed, and 1% reported that they ‘Do Not Know’ [Fig 12].

Figure 11: Frequency of Support – Small Hydro

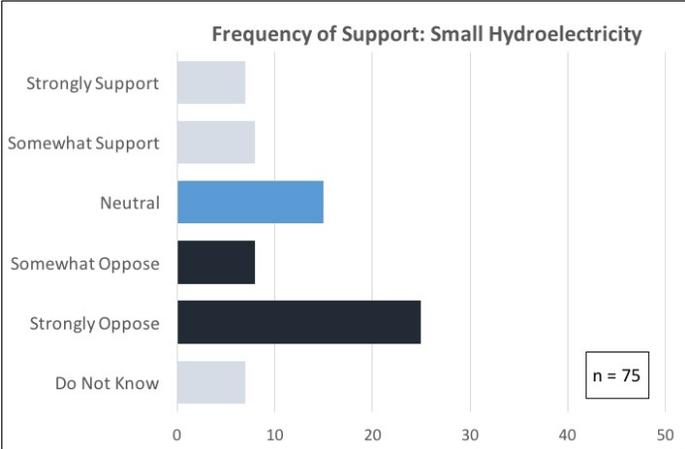
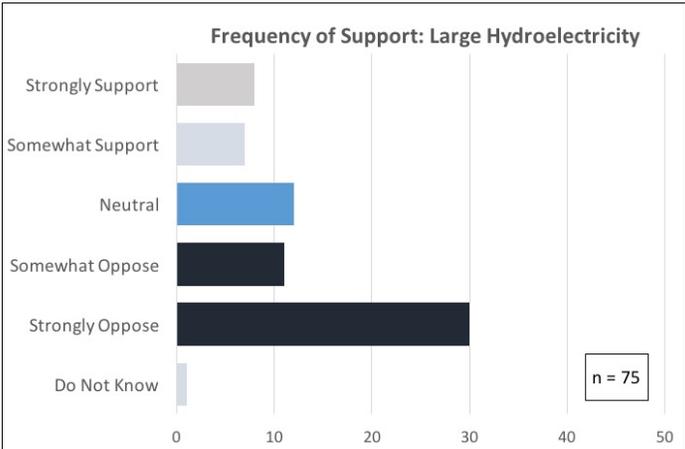
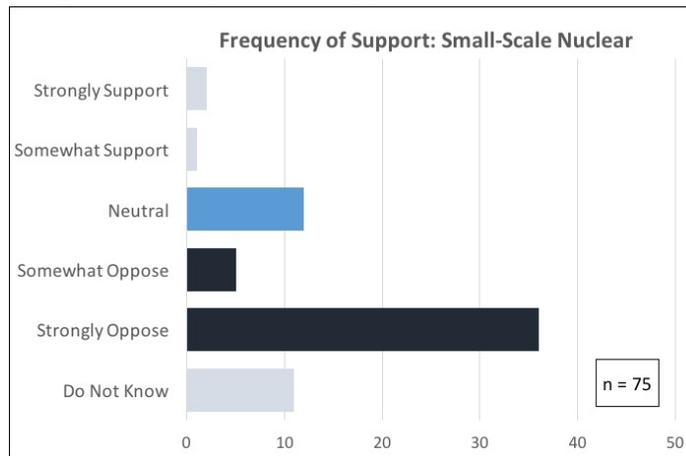


Figure 12: Frequency of Support – Large Hydro



Small-scale nuclear generation had the least social support of any electricity-generation technology. Of the 75 respondents, 4% strongly or somewhat supported small-scale nuclear generation, 16% reported being neutral, 55% were strongly or somewhat opposed, and 15% reported that they ‘Do Not Know’ [Fig 13].

Figure 13: Frequency of Support – Small Nuclear



4.4.2. Community Concerns

Livelihoods and Cultural Tradition: Respondents were generally nervous that both small and large-scale hydroelectric development would negatively impact livelihoods and cultural tradition in the communities. As stated by one respondent “rivers are people’s livelihood, and if anything should mess with what [people] use out of the water... people would oppose”. Another respondent added “people fish salmon and trout, this is people’s river food... that is people’s livelihood”.

As for the cultural importance of rivers, one respondent stated “the majority of our communities are very culturally [rich] communities. There is not a family... that does not live off the land in some way, shape, or form. By changing our rivers, you are going to change the way our salmon spawn”. Similarly, another respondent stated “With the traditions [here]: I have always fished, my father has always fished, and my grandfather has always fished. To go and teach my son how to fly-fish, how can I if the river is dammed up?”. Specific concerns included habitat-degradation and the potential for flooding associated with hydroelectricity. As stated by one respondent “There is enough going on with the habitats now, you do not need to... make it worse”.

Association with Previous Hydroelectric Developments: Many respondents expressed negative associations with previous hydroelectric projects, Muskrat Falls in particular, which erode their support for any future hydroelectric development. As stated by one respondent “I am just going

from Muskrat Falls, how it ruined the environment. I do not really think it is necessary for us to ruin Fox Harbour”. Another respondent, explaining their opposition, stated “what I already know about Muskrat Falls, and all the damage it caused”.

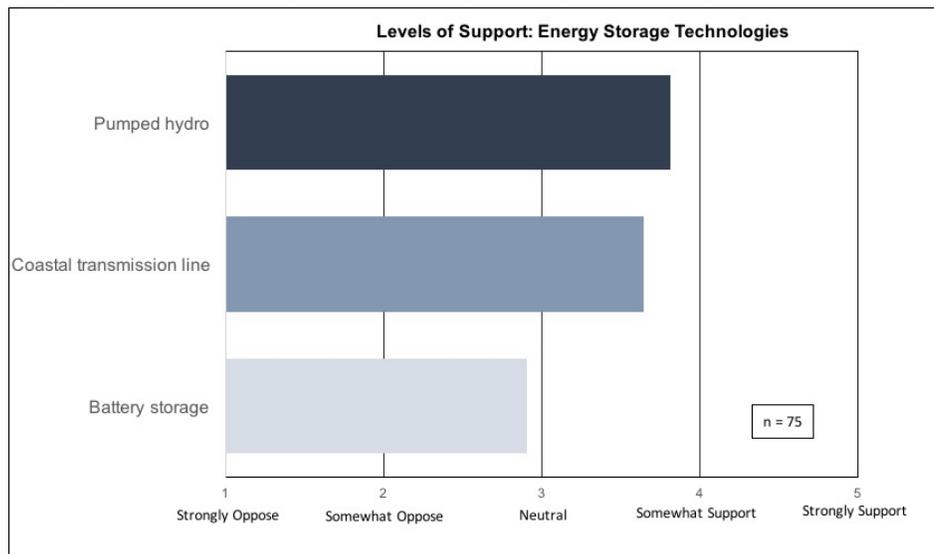
Safety and Nuclear: Respondents were extremely concerned about potential hazards associated with small-scale nuclear development. As stated by one respondent “Nuclear brings the threat of more hazards”. Another respondent stated “[Nuclear] sounds really unhealthy, unsafe. Not only for the environment, [but] for people”. Many respondents were uncomfortable even hearing the word ‘nuclear’, as one respondent stated “the word nuclear, that is a hard one for me”.

Respondents associated small-scale nuclear development with previous nuclear accidents around the world. As stated by one respondents “I just think nuclear – Chernobyl. I do not know why; I just do... so much can go wrong”. Another respondent stated “you hear the word nuclear and it is just a danger zone... red flags pop up in my mind [from] all the different areas in the world that have been impacted by it”. Similarly, one respondent stated “nuclear... you would think of bombs, gas, and poison”.

4.5.1. Energy Storage Technologies

Energy storage technologies had varying degrees of social support. Across our sample (n=75), pumped hydro, coastal transmission line (grid extension), and battery storage technologies received social support ratings of 3.8, 3.6, and 2.9, respectively [Fig 14].

Figure 14: Social Acceptance of Energy Storage Technologies



4.5.2. **Pumped Hydro:** Pumped hydro had the highest level of social support of any energy-storage technology. Respondents generally viewed pumped-hydro as an innovative and non-intrusive means to store excess electricity from renewable energy projects. As stated by one respondent “this is a pretty windy place... so with extra energy, and forbid we did not have any wind, then that extra [stored] energy would help”. While respondents were generally supportive, some concerns were brought up. For instance, pumped hydro was sometimes viewed as prohibitively expensive for small communities. One respondent stated “those sources [pumped hydro] ... would be very expensive to set up. Would that be efficient for such a small community?”.

4.5.3. **Coastal Transmission Line [Grid Extension]:** Extending provincial grid service to our pilot communities, which would allow for greater renewable energy penetration, was the second highest-rated energy storage approach. Most community-members supported this idea, as they believed it would lead to cost-savings from a project that is already being built (Muskrat Falls transmission assets). As stated by one respondent “The infrastructure is already in place... in theory it wouldn’t... take a whole lot to run a line [to our community]”. Another respondent stated “if energy is as cheap [here] as Goose Bay, and if we could get it [transmission], then I would say our power bills would be cheaper. Households here would then go to electric heat, and we would not have to worry about the fuel, or wood, or gas situation”.

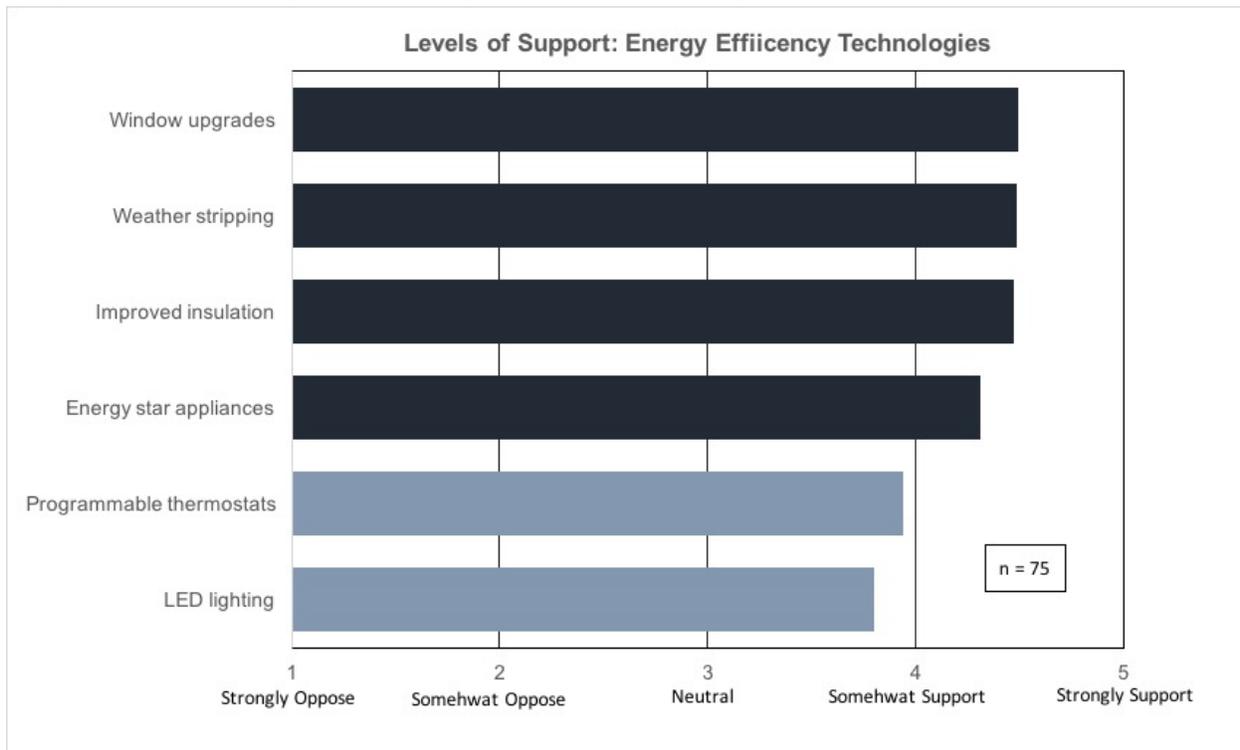
Respondents whom opposed coastal transmission were generally worried about unreliability. As stated by one respondent “we would be without power more times than we would be with it”. Another respondent stated “because of the winds and the storms, and to be able to get someone out [to fix] the line if something happens”.

4.5.4 Battery Storage: Batteries were the only energy-storage technology for which community-members, on average, were somewhat opposed (mean = 2.91). Our qualitative analysis suggests that more education, awareness, and mitigation of concerns is required prior to the advancement of a battery-storage project. The main concerns were related to the cost and safety of battery storage technology. As stated by one respondent “the amount of batteries that you would have to have on hand [and the associated expense] to run an entire community, even this small, would be massive”. As for concerns around the safety of battery-storage, one respondent stated “[batteries] sound really unhealthy, unsafe. Not only for the environment, for the people”. Another respondent stated “[batteries are capable] of explosion, you know, explosive [material]”.

5.1.1. Household Energy Use and Efficiency – Social Acceptance

In general, we note that energy efficiency technologies have significantly higher levels of social support than most supply-side energy options. For instance, all energy-efficiency applications had mean support ratings exceeding 3.8, whereas only two supply-side technologies exceeded this threshold [Fig 6, Fig 15]. Instead of visiting each technology individually, we have developed three primary themes which describe social support for energy efficiency applications, including: cost savings via energy conservation, preference for incremental versus disruptive change, and positive experiences with previous energy efficiency programs in the communities.

Figure 15: Social Acceptance of Energy Efficiency Technologies



5.1.2. Older Homes: Costs Savings via Energy Conservation: Many of the homes in Black Tickle, St. Lewis, and Norman Bay, are older homes, and respondents recognized the potential of upgrading/improving energy use. As stated by one respondent “the windows in the house are really old. A lot of heat escapes through it, and a lot of air comes in... same with the door”. Similarly, another respondent stated “nothing has been done with this house in terms of insulation since I

moved into it, and I've been living here for... at least 20 years”.

Most respondents supported energy efficiency applications as they recognized the costs savings associated with consuming less electricity. As stated by one respondent “[energy efficiency] cuts down on the amount of electricity that your house burns, less the power plant has got to produce, and the less your power bill is going to be at the end of the month”. Similarly, another respondent stated “it just makes common sense to use less [electricity]. It might be a little bit more expensive to start off; but in the long run, it is going to pay off”. Offering a specific example, one respondent stated “my power bills... with conventional lighting, used to be close to \$200 a month. Since I replaced everything with LED lighting... I have never gotten one since that's over \$40 a month”

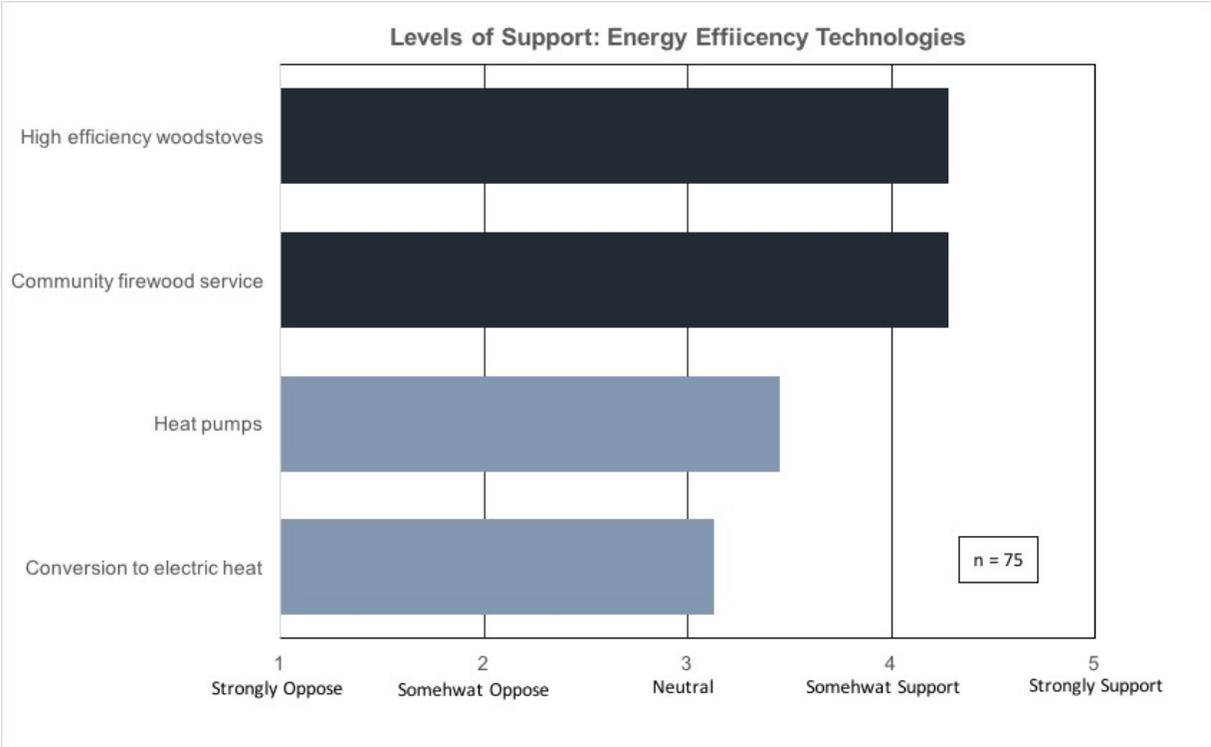
5.1.3. Incremental vs. Disruptive Change: Respondents generally supported energy efficiency technologies, as it allowed them to take steps to improve economic and environmental aspects of energy-use, without any major disruptions to the existing system. As explained by one respondent “I feel like they [energy efficiency technologies] are smaller steps that can be taken that would help. Instead of coming in with a big change at first... this could introduce people to what could be, in smaller ways”. Similarly, another respondent stated “we are very small in terms of our footprint, but I do believe we can do something... if I can use energy efficient light bulbs, I will. If I can insulate my house so I'm not losing as much heat and wasting energy, then I will”.

5.1.4. Positive Experience with Energy Efficiency Programs: Respondents generally expressed positive experiences with previous energy efficiency programs in the communities, which made them more supportive and optimistic for future programming. As explained by one respondent “[NL] Hydro offers through Summerhill, the Take Charge Program here almost every year. As far as I know, every household takes part in the program”. Another respondent explained “NL Hydro, that is one of the best things they have been doing: sending people around and getting people to change their bulbs – they provide the bulbs”. Likewise, some respondents had positive experience with energy-efficiency applications in their professional lives. As explained by one respondent “From what I see on the [fishing] boats, it is [LED lighting] a really big difference when you are using batteries... they do not take so much energy”.

5.2.1. Alternative Heating Sources – Social Support

For this project, we assessed social support for four key alternative home-heating approaches, including: implementing a community firewood service, high efficiency wood stoves, heat pumps, and converting homes to electric heat [Fig 16]. For the preliminary report, we examine the most preferred alternative heating sources – including high efficiency woodstoves, and the establishment of a community firewood service.

Figure 16: Social Acceptance of Alternative Heating Technologies



5.2.2. Improving Firewood Use:

Improving firewood consumption in the community, by implementing a community-firewood service, and converting to high efficiency woodstoves, received the highest amounts of social support for alternative heating approaches (mean ratings of 4.3, and 4.3, respectively).

Comfort with Wood Heat - Improving Consumption: Most respondents were comfortable and

satisfied with wood heat, and perceived wood-harvesting as an important cultural tradition. As stated by one respondent “This is how our community always lived like”. Another respondent stated “A lot of people burn wood, and I find wood heat a lot better anyway”. Respondents were interested in high efficiency woodstoves, as it would allow them to maintain an important tradition, and decrease their wood consumption simultaneously. As explained by one respondent “it would only burn a fraction of the wood, it would lower the cost of getting firewood, it is kind of like a win-win, both ways”. Another respondent stated “anything that burns less, lasts longer, and gives more heat – just makes common sense”.

Improving Wood Access: A community-firewood service is perceived as a means to improve access to firewood in the community, particularly for seniors. As explained by one respondent “there is a lot of elderly people in the community. My grandfather, he does not go in the woods anymore – because he is old, and can’t do it. [Community firewood service] would benefit the elders in the community”. Similarly, another respondent stated “an excellent idea for people who can’t... get their own wood. That is a good idea for seniors”. Another respondent stated “All of the Elders in the community, I wanted to see some sort of co-op put in place that could bring them their winter’s wood... they are all 90.... And can not get their wood themselves”.

Community-members perceive commercial firewood as prohibitively expensive, and believe a community-oriented system may help decrease costs. As stated by one respondent

“some people do not have the money to buy their wood... commercially, as opposed to someone who might [be able to buy] five or six cord.... If it is there for the community to take, I mean everyone [would] have equal opportunity, they will have a means to heat their homes”.

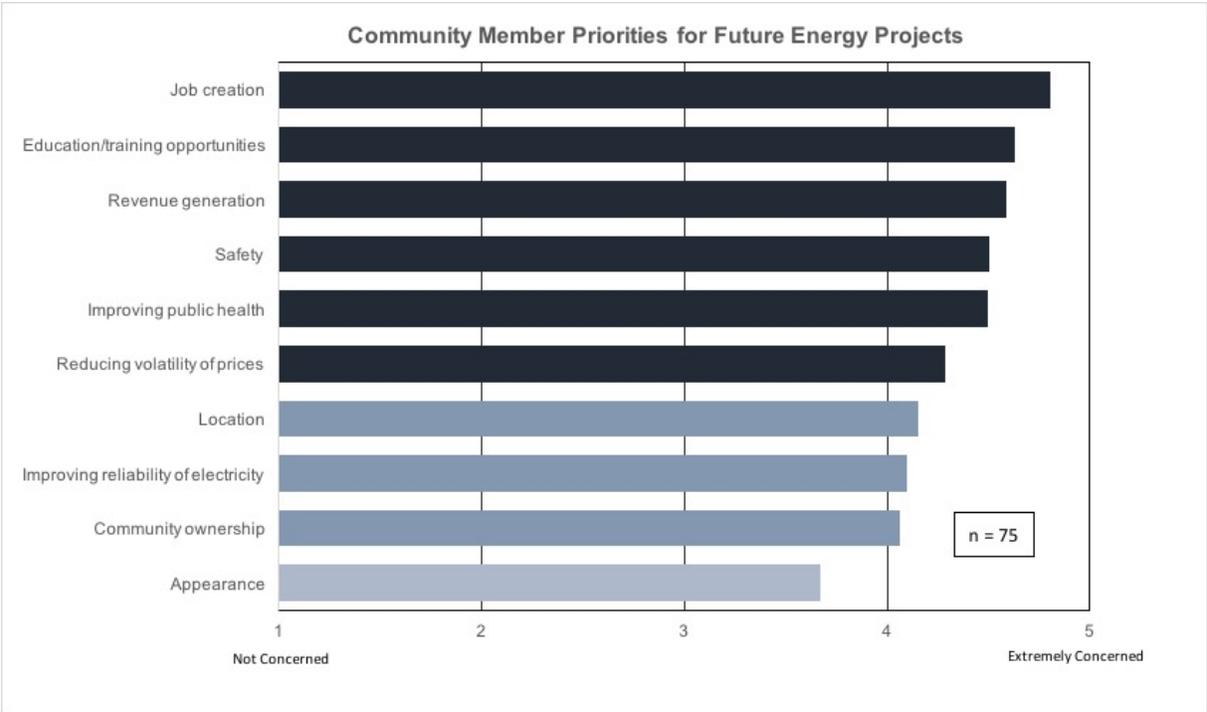
Rewarding Employment Potential: A community-firewood service is also seen as a way to generate meaningful employment opportunities in the pilot communities. As explained by one respondent “If someone was able to be a wood harvester, that would give someone [insurable] hours and employment”. Another respondent, expressing interest in meaningful employment opportunities, stated ‘they [community-members] grew up cutting wood, so it is something they

know how to do, and they enjoy doing. So [they] would be getting paid for something they like to do”.

6. Community Energy Priorities for the Future

The final portion of our community-member survey, sought to identify priorities for future sustainable energy projects in the communities. While all variables were rated relatively high, we note that job creation as a result of energy projects, relevant educational and training opportunities, as well as revenue generation for the communities, were the highest rated priorities (4.8, 4.6, and 4.6, respectively).

Figure 17: Community Priorities for Future Energy Projects



6.1.1. Job Creation as a Result of Energy Projects

6.1.2. Lack of Local Employment: Most respondents lamented that there was a lack of employment opportunities in their communities, and they viewed sustainable energy projects as a means to create work. As explained by one respondent “this little community has nothing anymore, and any kind of employment opportunity... is obviously a bonus”. Another respondent stated “there is not a whole lot of employment – unless... you went away and got an education. If that [sustainable energy] could create jobs, that would be great”.

6.1.3. Sustainable Energy to Retain and Return Families: Sustainable energy projects were perceived as a means to retain and return families to the communities via employment opportunities. As for staying in the community, one respondent stated “I am a young person in the community with a young family... I would like to live here with my son, and raise my son here the way I was raised, but I can not if there is [sic] no jobs”. Another respondent stated “if there was [sic] more jobs in the community, people would not have to leave”. As for returning families to the community, one respondent stated “if there was... more [sustainable energy] jobs created, it would bring more people home, put more families back together, put more kids in school”. Similarly, another respondent stated “If there was more [sustainable energy] jobs here, it would probably bring back more people to home”.

6.2.1. Relevant Educational and Training Opportunities

6.2.2. Empowering Community Members to Guide and Participate in Sustainable Energy Transitions:

Educational and training opportunities were regarded as necessary to empower community-members to guide and participate in sustainable energy transitions. Community-members desire understanding of the risks and benefits associated with sustainable energy technologies, in order to make informed decisions. As stated by one respondent “if something is going to be put in our community, then the community as a whole needs to know everything they can about it”. Another respondent stated “[we need to have] information about it [energy projects]: what is going on with it, what it can do, what health problems it can create/cannot create, or [how it can] help”.

Respondents argued that increasing education and awareness was integral to improving the social acceptance of energy projects. As explained by one respondent

“If you did not know what it [a sustainable energy project] was about, you’d probably say we do not want that in our community. But... if you had the training and the education... it would be the best thing that would ever happen to Black Tickle”.

Similarly, another respondent stated “If you do not know what something is... most times, they are going to say no, we do not want it”. Another respondent added “if you give them the education on it, and... all the information that they need, it would make them more susceptible to what you are trying to do”.

6.2.2. Training Locals to Fix and Maintain Sustainable Energy Projects

Community-members also expressed a desire for training programs which would allow them to fix and maintain local sustainable energy projects. As explained by one respondent “if you do education or training here it would be great, because... people would be more experienced, which would help for jobs”. Similarly, another respondent stated “if you haven’t got the right training, you are not going to be doing any good at the [sustainable energy] job”.

6.3.1. Community Revenue Generation as a Result of Energy Projects

6.3.2. Infrastructure Upgrades and Community Independence: Community-members saw potential in sustainable energy projects to generate revenue, which could be re-invested into community infrastructure. As explained by one respondent “if the town had these projects and could make money from them... it would enhance the towns ability to do more things”. Another respondent stated “any and all money that comes in, you could use that, you could build up the community”. Offering specific examples, one respondent explained:

“It would be the only revenue that our community has. It would help us pay for things that our community does not have, such as water and sewer, a decent garbage disposal site, upgrade to our road, basically everything that everybody else has in the province that we do not”.

Community-members also saw revenue-generation as a means to develop community-independence. As explained by one respondent “The less we got to depend on the government the better. At least it would be something we could call ours, and if we are able to sustain it to create jobs to grow our community, I’m all for it”.

7. Recommendations for Next Steps

Reflecting the principles of community-based participatory research, we note that research partnerships are most likely to succeed when researchers are guided by the needs and priorities of community partners (Castelden et al., 2012). As such, we sought to determine the greatest energy-system concerns and priorities of community-members in our research, including: heat insecurity in Black Tickle, utility dependence and desire for energy autonomy in St. Lewis; and desire for reliable transportation and employment in Norman Bay. Furthermore, our analysis demonstrated that familiarity/understanding was key to ensure social acceptance of sustainable energy projects. As such, moving into the implementation phase of our research, we recommend pilot-projects based on our analysis, to incrementally improve familiarity/energy sustainability in the communities.

Potential Pilot Projects:

- In general, community-members expressed higher levels of social acceptance for energy efficiency technologies than supply-side energy options. While some small-scale energy efficiency work has been done in the communities, we recommend the expansion of energy efficiency retrofits to improve household heating (i.e. improving residential insulation, window upgrades, weather stripping windows and doors, etc.). This would be particularly beneficial in Black Tickle.
- Respondents across all three pilot communities are open to hybrid-conventional renewable energy technologies (wind and solar). However, in Black Tickle, we note that only a small portion of households rely on electric heat. As such, assisting homes in converting to electric heat would be helpful, prior to the advancement of a renewable energy project. This would also decrease anxiety over fuel and wood access.
- St. Lewis is likely the ideal pilot community for a demonstration renewable energy project. Community-members expressed a high degree of social acceptance for wind and solar energy technologies, and a desire for more control over their energy system.

- Education and awareness workshops on renewable energy, and energy efficiency technologies, would be beneficial in all three pilot communities. Residents expressed a desire to understand the risks and benefits of sustainable energy technologies, as well as technical training in order to gain employment and fix/maintain projects. Further education/awareness is desired in the areas of: energy efficiency, hybrid conventional renewables (wind and solar), and emerging renewable energy technologies (tidal, wave, combined heat-and-power biomass).
- Wood-heat is the most preferred heating alternative across all three-pilot communities, and many respondents supported wood-harvesting as an important cultural tradition. Two measures which respondents supported included: (1) transitioning to high efficiency woodstoves, and (2) establishing a community firewood service. Pilot projects in these areas would also contribute to the community priorities of job creation and revenue generation for the communities.

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