



Strategic Plan  
for  
NunatuKavut  
2011-2014

March 2011

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# Draft Strategic Plan 2011-2014

## Table of Contents

<b>Overview of Entity .....</b>	<b>1</b>
<b>Mandate .....</b>	<b>2</b>
<b>Lines of Business.....</b>	<b>3</b>
<b>Vision .....</b>	<b>5</b>
<b>Mission .....</b>	<b>5</b>
<b>Values .....</b>	<b>6</b>
<b>Goals and Objectives .....</b>	<b>8</b>
<b>Issue 1: Partnership Agreements .....</b>	<b>8</b>
<b>Issue 2: The Treaty of 1765 .....</b>	<b>9</b>
<b>Issue 3: Impact and Benefits Agreements .....</b>	<b>10</b>
<b>Issue 4: Communication Strategy .....</b>	<b>11</b>
<b>Goals and Objectives which will be accomplished if resources are available .....</b>	<b>12</b>
<b>Issue I: Community/Zone Committees .....</b>	<b>12</b>
<b>Issue II: Governance Training .....</b>	<b>13</b>
<b>Issue III: Analysis of Other Self-Governance Models.....</b>	<b>14</b>

## Overview

NunatuKavut held its first meeting in 1978, became a society in 1981, and incorporated in 1985. In February 2010, a resolution changed the name of the organization to NunatuKavut from the Labrador Metis Nation. The legal name of the corporation is NunatuKavut Community Council Inc. and it operates under the trade name of simply NunatuKavut. NunatuKavut means” our ancient land”, and it is a true reflection of our Inuit ancestry and community.

NunatuKavut is a significant Aboriginal group in Labrador because the rights of our people are protected and enshrined in the Constitution of Canada. We are the first Inuit group to enter a *Treaty* arrangement with any other government. The majority of our membership lives in many communities in South/Central Labrador. As an entity NunatuKavut is committed to the mandate stated below.

NunatuKavut has point-of-service offices in Happy Valley-Goose Bay, Cartwright, Charlottetown, Port Hope Simpson and St. Lewis. Also, there is a business office, which is responsible for economic and business development, is located in Happy Valley-Goose Bay and this office is operated by NUNACOR.

NunatuKavut has a President and a Council elected by the membership. The head office is situated in Happy Valley-Goose Bay.

## **Mandate**

The mandate for NunatuKavut is:

- a. To participate in all of the legal, civil and constitutional Aboriginal rights and liberties enjoyed in the Province of Newfoundland and Labrador and in Canada
- b. To preserve the traditional culture (e.g., music, food preparation, ceremonies/gatherings, survival skills, efficient ways of living off the land while preserving it) of the membership and to demonstrate pride and self-respect in the Inuit heritage and language
- c. To maintain hunting, fishing, trapping and land rights of the membership and the right to pursue traditional activities
- d. To use research, disseminate information and sponsor directly or indirectly the development of viable economic projects and programs
- e. To improve the well-being (e.g., social, economic, physical, psychological) of the members
- f. To self-govern
- g. To have an agreed upon map of our own territory; and
- h. To use negotiated funds to compensate the people for any losses for disruption to their lifestyle or destruction of resources.

# Lines of Business

## 1. Community Economic Development

There are three main areas of Community Economic Development;

- a) NunatuKavut, through NUNACOR, rents space to stakeholders on lease basis.
- b) NunatuKavut owns licenses for crab and shrimp and sublets those licenses to local fishers using a business model. The intention is that this product is landed at local plants providing employment. It is currently in the process of determining whether it is possible to increase the in-shore fishing licences.
- c) Currently, Nunatukavut has a 750 metric ton off-shore quota for shrimp. It is in the process of determining whether it is possible to increase the off-shore fishing quotas.
- d) Nunatukavut interfaces with private companies and crown corporations to promote infrastructure development and economic development.

## 2. Cultural Preservation

With the aim of conservation and protection of the environment, NunatuKavut coordinates in conjunction with the federal Department of Fisheries and Oceans, the aboriginal food fishery for specific species.

The membership is supported to carry out traditional harvesting activities related to hunting and fishing.

Cultural education programs are offered at the community level. Simultaneously, historical research on the topics of land-use and occupancy is ongoing to provide information about our heritage and cultural practices.

## 3. Health and Social Programs

Based on the funding options available during each year, NunatuKavut provides programs and/or completes research designed to improve the well-being (e.g., social, economic, physical, psychological) of the members.

#### **4. Labour Market Programs**

In partnership with the Government of Canada, Nunatukavut provides subsidies to the membership for skills training, university bursaries, and other areas as outlined in the agreements. Small business development is directly supported and success monitored.

Career and employment counseling is provided to our communities within the parameters of the relevant agreements.

Labour market resources are made available to the public. NunatuKavut is seeking partnerships in order to open access between clients and employment opportunities.

#### **5. Negotiations**

The Council of Nunatukavut negotiates with the federal and provincial governments to protect and improve the programs, services, and products available to the membership. The ultimate aim of all efforts is to represent the membership and move to self-governance.

More specifically, the Council negotiates with companies, in the mining and resource sectors, to achieve benefits for the membership through formal agreements.

## **Vision**

NunatuKavut is a collection of self-governed and self-sufficient communities practicing their Inuit-based culture.

## **Mission**

By 2017, NunatuKavut has partnerships which support self-governance and self-sufficiency.

Measure: Has Partnerships

Indicators:

- Signed documents
- 6 new formal partnerships
- Federal Department of Justice accepts land claims for negotiations
- Return of 5% of jobs (175) to member communities
- Parameters of treaty are established and applied
- Increased discretionary revenue by 500% from the 2011 baseline

## Values

### **Confidentiality**

Each person refrains from disclosing information/discussions which is private or not ready for disclosure.

Each person refrains from accessing files without the necessary authority to do so [i.e., personnel files, confidential reports, minutes of closed sessions, client files].

Each person refrains from disclosing personal information about others when that information could cause harm or any form of discrimination.

### **Equality**

Each person applies the benefits of the programs/benefits in the same way where that is the premise of a specific program or benefit

Each person ensures access to harvesting licenses in the same way to each full-resident member.

### **Equity**

Each person offers the assistance of the programs/benefits based on the specific criteria, which is needs/merit based, associated with each program or benefit.

Each person ensures that hiring practices honour the expectation that where everything is equal members of NunatuKavut are given priority.

### **Fairness**

Each person who goes above and beyond the call of duty is rewarded.

Each person considers others, including those with disadvantages, and provides relevant assistance and opportunities to improve.

Each person refrains from pre-judging others and treats others as s/he would want to be treated.

Each person makes assignments which reflect his/her position and shared responsibilities.

Each person ensures that s/he provides opportunities for all present to have their opinions heard without fear of retaliation.

### **One Voice**

Each person communicates only the decisions of Council.

Each person acts knowing that the official spokesperson of Council is the President.

Each person refers questions and decisions regarding programs to the General Manager.

Each person recognizes the decisions of Council and acts in direct accordance with their policies.

**Respect**

Each person acknowledges others by using professional tones of voice.

Each person uses appropriate etiquette when interacting with others.

Each person follows through on instructions from supervisors without complaint or any use of verbal or non-verbal dissension.

Each person refrains from questioning decisions of others, where that decision is within that person's jurisdiction.

Each person who requests others to do a task acknowledges the quality of the work and the honouring of timelines.

**Teamwork**

Each person willingly assists others on Council or in the organization to fulfill needs.

Each person freely shares ideas which contribute to team/department/organizational accomplishments.

Each person critiques ideas and refrains from criticizing team members.

Each person fulfills all commitments and all aspects of his/her role.

Each person accepts assigned responsibilities.

Each person honours timelines and guidelines.

**Transparency**

Each person maintains honesty and openness in all interactions.

Each person refrains from talking about others when they are not present unless there is a conflict of interest and it is deemed appropriate for the person to be absent.

Each person refrains from holding informal meetings to discuss matters which are designated for discussion in a formal session.

Each person says what s/he truly thinks to the appropriate person, in the appropriate setting, and at the appropriate time using a non-confrontational manner.

Each person remains loyal to the mandate of the organization and to the organizational ethics.

## Goals and Objectives

### Issue 1: Partnership Agreements

This goal is important because partnership agreements;

- bring revenue into the organization,
- bring other benefits such as jobs,
- fulfill obligations under specific programs
- bring recognition to NunatuKavut and assists to fulfill our obligations to our people,
- give Nunatukavut a say in development of resources, and
- move us closer to our vision.

**Goal : By 2014, the NunatuKavut council has implemented 3 new formal partnership agreements.**

Measure: Implemented

Indicators:

- 3 signed agreements
- Impact benefits agreements in place
- # of new employment opportunities
- Increase in discretionary revenue
- Increase in dedicated revenue

#### Objectives

By 2012, formal meetings are occurring with at least six organizations to form formal partnerships.

By 2013, two partnerships are formalized.

By 2014, two of the three partnerships are implemented.

## **Issue 2: The Treaty of 1765**

This goal was selected because it will be our most important agreement at this time. In dealing with governments and companies and is a key document as we move forward to seek a Land Claims Agreement.

Presently, it is a powerful legal tool in seeking recognition for our people, our culture, and our rights.

**Goal: By 2014, Nunatukavut's Treaty of 1765 is fully honoured.**

Measure: Is

Indicators:

- Upheld in provincial/federal Court
- Negotiations occur under the auspices of the Treaty of 1765
- The parameters and limitations of the Treaty known
- Honoured – formal agreements with companies and government over land use [i.e. hunting, fishing, resource development]
- Consultations, with resulting accommodations, occur with NunatuKavut in areas where activities take place on Nunatukavut territory

**Objectives:**

By 2012, the Treaty of 1765 has been tested.

By 2013, the parameters of the Treaty of 1765 are recognized.

By 2014, the Treaty of 1765 is implemented.

### **Issue 3: IBAs (entering, risk analysis, benefits, implications for the entity)**

This is a relevant issue at this time because Impact Benefit Agreements there is a significant amount of resource development happening in Labrador and NunatuKavut is determined to maximize the benefits to its full-resident members.

**Goal:** By 2014, NunatuKavut has three Impact Benefit Agreements

Measure: Has three agreements

Indicators: Agreements with Search Minerals, Lower Churchill, Iron Mines, Forestry, Uranium Company, Mealy Mountain Park, Natural Gas Company or others

#### **Objectives**

By 2012, negotiations have commenced with at least four potential partners.

By 2013, at least one Impact Benefit Agreement is signed.

By 2014, three Impact Benefit Agreements are signed.

## **Issue 4: Communications Strategy**

This is a relevant issue at this time because it is essential for members and other entities to understand the position of NunatuKavut and to understand the rights being protected.

**Goal:** By 2014, NunatuKavut has fully implemented a communication strategy.

Measure: Fully Implemented strategy

Indicators: Flag  
Bulletin Boards  
Branding  
Communication Plan  
Media Kits  
Business Cards  
Anthem  
Website  
Media Relations strategy  
Social Media  
Phone trees  
Radio transmissions  
Media Training  
Organizational Colors  
Social events

### **Objectives**

By 2012, specified components of the communications strategy are implemented.

By 2013, the remaining specified components of the communication strategy are implemented. (Media Relations strategy, Social Media, Phone trees, Radio transmissions, Media Training, Organizational Colors, and Social events)

By 2014, the communications strategy is fully implemented

## **Goals which will be attempted when resources are secured**

### **Issue I: Community/Zone Committees**

This is goal because committees are needed to advise on specific qualifications for membership, and advise the council on issues of residency related to harvesting rights.

These committees would not have any decision-making powers and the Council/General Manager would not be obligated to accept the advice offered.

**Goal:** Goal by 2014, the committees are fully functioning.

Measure: Fully functioning

Indicators: Members have accepted the role

Meeting occur only when there are referred issues

Committees honour their mandate

Timelines established by the General Manager are honoured

#### **Objectives**

By 2012, the committees are formed.

By 2013, the committees are functioning and issues related to the committees are resolved.

By 2014, the committees are fully functioning.

## **Issue II: Governance Training**

This is a relevant issue because it is necessary to build an effective governance team. At this time it is essential to ensure the Council focuses on the mandate, speaks with one voice, and interacts harmoniously with other companies, governments and each other.

**Goal:** By 2014, all Council members are practicing the principles of good governance.

Measure: Practicing

Indicators: No informal meetings outside of formal meetings  
There are no personal attacks  
Members speak with one voice  
Email communications are not replacing Council meetings  
The values of the entity are practiced  
Council members are focused on the mandate  
Council members practice behaviours which promote one team  
Conflict of interests are declared in the designated forum  
Media reports are confined to decisions of Council  
Written communications avoid personal attacks and discussions which are not approved by the Council

### **Objectives**

By 2012, the first two elements of governance training have been completed.

By 2013, the last three elements (overview of constitution, bylaws and policies; Robert's Rules training is completed; Governance training is completed (including risks)) of governance training have been completed

By 2014, all Council members are practicing principles of good governance.

### **Issue III: Analysis of other Self-Governance Models**

This is a relevant issue at this time because Nunatukavut has a land claims submission before the Federal Government. Nunatukavut needs to prepare for negotiations and to determine how it would self-govern.

**Goal:** By 2014, NunatuKavut has adopted a model of self-government.

Measure: Adopted a model

Indicators: Minutes of Meetings

Model is articulated in a document

#### **Objectives**

By 2012, a research paper outlining the options for self-government and risks is presented to Council

By 2013, an analysis of each options costs/benefits (\$, human resources, policy, partnerships, professional development, organizational implications) to the organization is presented to Council

By 2014, NunatuKavut has adopted a model of self-government.