



Embrace Life Strategic Plan

February 3-5, 2021

Online via Zoom and Google Docs

Background

Embrace Life Council (ELC) is a non-profit suicide prevention organization with offices in Iqaluit, Rankin Inlet, and Cambridge Bay, Nunavut. ELC was born out of the need for a coordinated, Nunavut-wide initiative to address high suicide rates.

ELC provides suicide prevention campaigns, programs and projects to Nunavut communities and organizations through its offices and via its website.

ELC's Board includes an Inuit Elder, an Inuit survivor, and representatives from: Nunavut Tunngavik Inc., the three Regional Inuit Associations, the Government of Nunavut, Royal Canadian Mounted Police, Kamatsiaqtut Help Line, Nunavut Teacher's Association, Nunavut Association of Municipalities, and the faith community. As of February 2021, there is a student position on the Board as well, which is vacant.

By location, ELC staff and volunteer positions include:

- **Iqaluit:** Two Program Coordinators, one Executive Director, one Community Coordinator-Roots of Hope project, and one volunteer
- **Rankin Inlet:** One Program Coordinator
- **Cambridge Bay:** One Program Coordinator, and the Territorial Intervention Coordinator

Past Campaigns and Projects

Campaigns and projects since 2012 have ranged from general suicide prevention campaigns; to more targeted teen suicide and bullying prevention efforts; projects on substance abuse, addictions and healthy relationships; community resource cards identifying resources available in all 25 Nunavut communities; sexual abuse prevention; trauma informed training; mindfulness; adolescent self-injury prevention; healing; and art as a means of improving mental health.

Current and Future Projects
2021-2022

Campaigns/Programs/projects	
Online safety for children and youth	<ul style="list-style-type: none"> • “What Nunavummiut should know about APPS” (hand out) • Online safety for children / Online safety for Tweens/Teens (booklets, in progress)
Children’s colouring/activity book	<ul style="list-style-type: none"> • Colouring and activities book (in progress)
Nunavut-specific toolkit for suicide survivors	<ul style="list-style-type: none"> • Helpful information for families after a suicide (handbook)
Suicide awareness workshop (in progress)	<ul style="list-style-type: none"> • Reach OUT (tools and videos) • Piece of art - “Guardian of the community” (swags)
Teen Healthy relationships campaign	<ul style="list-style-type: none"> • Love with Respect – Love without control – Love without violence (discussion guide + USB key) (in progress)
Environmental scan of bullying and violence prevention initiatives	<ul style="list-style-type: none"> • Program coordinators in Rankin Inlet and Cambridge Bay are currently conducting the environmental scan in their own region. (in progress)
Nuglugasuaq Win a Prize contest!	<ul style="list-style-type: none"> • Territorial bi-weekly contest that promotes wellbeing activities for the families
How to talk about suicide with children?	<ul style="list-style-type: none"> • New workshop for adults that will be developed during this current year
How to talk about suicide at my workplace?	<ul style="list-style-type: none"> • New workshop for employers/employees that will be developed during this current year

Summary of Proceedings

Due to COVID 19 travel restrictions, ELC staff and Board were unable to meet in person for a strategic planning exercise. An alternative plan was developed with Nvision Insight Group to deliver the strategic planning exercise online over three afternoon sessions, February 3-5, 2021. The three sessions involved 19 participants, totalled 6.5 hours of meeting time, and were conducted using the Zoom meeting platform with Google Docs for information recording and sharing. Participants were located in Cambridge Bay, Rankin Inlet, Iqaluit and Ottawa, with Nvision facilitation and support in Montreal and Kingston.

Day 1

Reviewing Past Accomplishments, Assessing the Current Situation

President Kylie Aglukark opened the event with a welcome to all participants, then a go-round allowed Board and staff members to introduce themselves.

Revisiting the 2016-19 Strategic Plan

Executive Director Cecile Guerin then reviewed the 2016-19 Strategic Plan, followed by Scott Black, who asked participants to review the current vision and mission, and determine whether it continued to serve ELC's needs or required editing. Following some discussion, participants decided both the vision and mission required further review and possible updating, and the Board will convene a committee to accomplish this task.

Projects and Programs

Following the review of the previous strategic plan, Cecile Guerin presented the following summary of campaigns, projects and programs completed by ELC since 2012:

2012-2013

Campaigns	
Suicide prevention	<ul style="list-style-type: none">• "Break the silence" (video, pamphlet)• "Talk to your community" (video, poster)
Teen Suicide Prevention	<ul style="list-style-type: none">• Radio PSAs (Inuktitut, English, French)• Broken window song by Nelson Tagoona
Mental Health	<ul style="list-style-type: none">• "Listen up!" (animation video/song)
Bullying prevention	"Stop Bullying now!" <ul style="list-style-type: none">• Rumour – This is not a comedy – What's the day today? (3 videos and discussion guide)• Powerpoint presentation – Grade 5-6

2014-2015

Campaigns/Projects	
Teenage relationship abuse campaign	<p>“Break the cycle of abuse”</p> <ul style="list-style-type: none"> • Love with respect - Love without control - Love without violence (3 videos and discussion guide)
Addiction campaign	<p>“It costs more than you think”</p> <ul style="list-style-type: none"> • Marijuana – Alcohol – Sniffing (posters) • Addictions awareness for youth (Powerpoint presentation)
Pamphlet series with Red Cross	<ul style="list-style-type: none"> • Addictions - Coping with anger – Child abuse – Family violence – Teen dating violence

2016-2017

Campaigns/Projects	
Teen Healthy relationships campaign	<ul style="list-style-type: none"> • Reach Out, Speak out and Love with respect (3 posters) • Love with Respect – Love without control – Love without violence (3 videos)
Annual Hope and Healing Art Contest	<ul style="list-style-type: none"> • Contest organized during the Mental Health week
ELC role and programs	<ul style="list-style-type: none"> • Brochure (who we are, what we do, resources)
Community Resource cards	<ul style="list-style-type: none"> • Resources cards for the 25 communities

2018-2019

ELC workshop/Projects	
Nunavut-specific Child sexual abuse prevention program	<ul style="list-style-type: none"> • Our Children Our Responsibility (Full day workshop)
Trauma Informed training resource	<ul style="list-style-type: none"> • Trauma informed Practice (Full day workshop)
Mindfulness	<ul style="list-style-type: none"> • Mindfulness (Half day workshop)
Suicide prevention	<ul style="list-style-type: none"> • Innusiq Pimmariujuq - Life matters (Two-day workshop)
Adolescent Self injury prevention	<ul style="list-style-type: none"> • Youth Self Injury (Half day workshop)
Healing program	

	<ul style="list-style-type: none"> • Healing Support Group Facilitators Training (Two-day training)
Nunavut Mental Health Art Contest	<ul style="list-style-type: none"> • Contest organized in September. Creation of the ELC Healthy lifestyle Calendar 2020
Community Resource cards	<ul style="list-style-type: none"> • Resources cards for the 25 communities

2020-2021

Campaigns/Programs/projects	
Healthy relationships	<ul style="list-style-type: none"> • “A strong foundation for a healthy partnership” (pamphlet and social media posts)
Substance abuse	<ul style="list-style-type: none"> • “I love drinking but I want to slow down, I think” (pamphlet and social media posts)
Nunavut Mental Health Art Contest	<ul style="list-style-type: none"> • Contest organized in November. Creation of the ELC Healthy lifestyle Calendar 2021
Communication strategy	<ul style="list-style-type: none"> • Developed a Communication strategy for Social media
De-stigmatized suicide campaign	<ul style="list-style-type: none"> • 3 working groups are currently developing 6 short video clips for the campaign (in progress)
Environmental scan of bullying and violence prevention initiatives	<ul style="list-style-type: none"> • Program coordinators in Rankin Inlet and Cambridge Bay are currently conducting the environmental scan in their own region. (in progress)
Community Resource cards	<ul style="list-style-type: none"> • Resources cards for the 25 communities
Christmas toys and winter clothing (Donations)	<ul style="list-style-type: none"> • Over 150 Christmas gifts (toys, clothes, electronics...) for children and youth were distributed via Iqaluit Angel Tree • Around 90 winter clothing (pants, jackets, gloves...) were distributed to the schools for children and youth
Go-To-Pack! (Donations)	<ul style="list-style-type: none"> • 100 bags of personal care products were distributed to youth ages 13-18
Youth and adults' programs in Iqaluit	<ul style="list-style-type: none"> • Sealskin mitts making program • Sealskin Hat making program • Film mentorship program for youth • Firearms safety program for youth (3 days)
Family violence (funding)	<ul style="list-style-type: none"> • Inuit cultural activities offered at the women's shelters in Kugaaruk, Kugluktuk, Rankin Inlet and Iqaluit.

Gaps and Potential Future Projects/Programs

Following Cecile's review of past ELC work, Scott asked the group to consider whether there were any gaps in ELC services, and what potential future projects could be undertaken. Participants mentioned the need to reflect on this further, but offered the following initial ideas:

- Improved communication with partners and the general public
- Improved communication with the schools
- Improved communication and collaboration with Regional Inuit Associations, specifically regarding cultural programming
- An Inuit culture and life-affirming screening mechanism for existing and new ELC initiatives, possibly in the form of a committee with Elder representation

Strengths, Weaknesses, Opportunities and Threats (SWOT) Exercise

Participants spent the rest of Day 1 working in small groups, developing the following lists of ELC strengths, weaknesses, opportunities and threats to inform Day 2 activities:

Strengths

- Staff: Experienced staff and volunteers, great team, variety of skills
- Motivation for the organization to succeed
- ELC has done a good job of providing education about suicide awareness in a comfortable & safe environment for participants
- Communication:
 - Internal Communication: Communication of management and the entire ELC team has been really clear and concise about getting information out.
 - More meetings, increased communication despite the current challenges
- Collaboration with Inuit organizations and local businesses
- Work Environment: Supportive work environment, especially when staff have personal challenges
- Leadership: Strong leadership, action oriented, results centered
- Office Space: Good office space and good location in Iqaluit

Weaknesses

- Community Reach of Programs and Services: Limited reach into the communities
- Communication: Gaps in communication with the schools
- Working with Government: Challenges with working with government staff, government firewalls etc., confidentiality (e.g. environmental scan).
- Awareness: Lack of awareness about what ELC is by the general public, but specifically youth in the community
- Vision and Mission: Current mission/vision statement is too focused on suicide awareness
- Lack of Inclusion of Western regions
- By-laws: need review
- Policies: Need updating
- Board Meetings: Difficulty reaching quorum
- Programming space: At times is limited

Opportunities

- Cultural: Forming a cultural committee to screen and advise on programs, etc.
- Communication:
 - Ability to communicate via social media is not as restricted
 - Focus on communications strategy
- Local names are more recognized (having more local people involved so ELC work is more recognized)
- Counselling
- Therapeutic sessions
- Follow up and after care

Threats

- Funding (especially with COVID) / (annual funding vs multi-year funding)
- Job security
- Staff Retention: ELC losing staff
- Office Space: Cambridge Bay office space: future is not certain
- COVID

Following completion of the SWOT exercise, Day 1 was ended.

Day 2

Goals and Objectives

After a brief welcome and agenda review, participants worked in their small groups to develop organizational goals that would serve as the foundation for the next strategic plan. All three groups then brought their ideas back to a full group session, where a master list of goals was compiled.

Following the goals exercise, participants then returned to their small groups, this time to develop multiple objectives for each goal. Due to time constraints, objectives were not developed for some goals. The following list of goals and objectives was created. (Note: For goals with no objectives, suggested objectives were added by the facilitator and Executive Director to be reviewed by participants on Day 3.)

Day 3

Action Plans

Participants were welcomed back and invited to review the previous day's goals and objectives, now organized into "Internal" and "External" categories, and with suggested objectives added by the facilitator and Executive Director. Given the limited time available, the decision was made to defer some action planning to the Board. (Note: Most of these deferred goals were internal, such as reviewing and updating ELC policies and procedures.) Before breaking into small groups, participants were asked to pick the goals and objectives they felt were most important, and focus on those. The following action plans were created:

Action Plans

Goal 1: To review and update the By-Laws and Policies

- Objective 1: Establish a Board By-Law Review Committee in September 2021.
- Objective 2: Schedule review meetings starting in October 2021.
- Objective 3: Present proposed changes to the Board a month before the AGM 2021/22.
- Objective 4: Ratify the new By-Laws at the AGM 2021/22.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Create By-Law review committee	Executive Director, ELC Board	September 2021	Identified members to review the By-Law	
Schedule meetings	Executive Director, the By-Law review committee	October 2021	Have a schedule for the fiscal year 2020/21	
Proposed a draft of the new By-Law	Executive Director, the By-Law review committee	September or October 2021	Get feedback from the rest of Board	
Ratify the new By-Law	Executive Director, the By-Law review committee	AGM 2021/22	Have the resolutions approved for the new By-Law	

Goal 2: To increase office space and meeting space in Rankin Inlet and Cambridge Bay

- Objective 1: Seek office space with access to a Boardroom availability in the region.
- Objective 2: Reach out to Nunavut organizations such as NTI, Arctic College, etc. to see if they have long term space available.
- Objective 3: Secure funding, donations and/or fundraise to erect an enclosed space(s) for programming.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Seek office space in the communities of Rankin Inlet and Cambridge Bay. Determine cost of office space	Program Coordinator, Executive Director	End of 2021 Fiscal Year	Improved office space including a meeting space.	
Seek long term office space	Executive Director, ELC Board	June 2021	Long term ELC space secured	
Secure funding for enclosed space	Executive Director, ELC Board, Cambridge bay Staff	3-5 years	Secured space for admin. Duties and community programming with access to Boardroom	

Goal 3: To secure Multi-Year Funding: To secure multi-year funding for staff and community programs, and to ensure that funding is not negatively affected by COVID

- Objective 1:
 - Meet with Dept. of Health officials before writing the proposal to stress that now, more than ever, this funding is needed.
 - Establish an organizational goal that ELC will continue to lobby for multi-year funding every year until it is secured.
- Objective 2: Write and send a proposal to the Dept. of Health if, after discussions, a Multi-Year funding can be approved.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Advocate for a multi-year funding	Executive Director, ELC Board	End of the 3-year Action Plan (2024)	Get the approval to send a multiyear proposal	
Write a multiyear proposal	Executive Director, ELC Board	End of the 3-year Action Plan (2024)	A multiyear funding agreement is signed	

Goal 4: Staff Retention: To review and improve staff retention practices at Embrace Life, including job security measures

- Objective 1: Take notes of retention-related gaps and issues in the current ELC HR manual.
- Objective 2: Research other non-profits to learn their retention strategies.
- Objective 3: Review current HR policies for retention content with HR committee during the fiscal year 2022-2023.
- Objective 4: Propose the changes to the Board and approve the updated HR at the AGM 2022/23.
- Objective 5: Implement in all offices by 2024.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Take notes	Executive Director	End of fiscal year 2021/22	Retention issues noted	
Learn retention strategies	Executive Director	End of fiscal year 2021/22	Have a list of some retention strategies	
Review current HR policies	Executive Director, HR Committee	End of fiscal year 2022/23	HR policies are reviewed and can be presented to the Board	

Propose the changes	Executive Director, HR Committee	AGM 2022/23	Approval of the new HR by the Board	
Implement the new HR	Executive Director	By 2024	Implemented!	

Goal 5: Board Member Onboarding: To improve the Board member onboarding process so that Board meeting attendance is increased

- Objective 1: Review current onboarding practices.
- Objective 2: Talk to current and former Board members about reasons for lack of attendance and possible solutions.
- Objective 3: Request that all representatives of other organizations on the ELC Board share the minutes of ELC Board meetings with their supervisors.
- Objective 4: Write and implement a new Board member onboarding process in the by-laws.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Review current onboarding practices	Executive Director, By Law review committee	End of fiscal year 2021/22	Practices are reviewed	
Talk with Board members about possible solutions	Executive Director, By Law review committee	End of fiscal year 2021/22	Feedback/solutions shared during the discussions	
Inform Board members about expectations	Executive Director, By Law review committee	End of fiscal year 2021/22	Members of the organizations sent the minutes to their supervisor	

Write and implement a new Board member onboarding process	Executive Director, By Law review committee	AGM 2021/22	Included in the by-laws and implemented	
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Goal 6: To Increase communication with all Nunavut communities physically as well as electronically. (e.g. presentations to community stakeholders once or twice a year to have a physical appearance. To the hamlet offices, health centres, churches, schools, Elders.)

- Objective 1: Make appearances in each community by end of March 2024.
- Objective 2: Set up annual teleconferences with community hamlet health rep and forward incoming communications with ED.
- Objective 3: Send a letter to the communities annually that includes the contact information of ELC, the list of programs and resources that are available for free of charge.
- Objective 4: Develop a social media campaign to raise awareness of ELC programs.
- Objective 5: Secure funding for the development of a new website.
- Objective 6: Contract a web design company to develop the new Inuusiq website.
- Objective 7: Launch and promote the new website in the communities.
- Objective 8: Send an invitation to the public to attend the ELC AGM.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Physical presence in the communities	Executive Director, ELC staff	End of fiscal year 2023/24	Engaged with the communities and presented ELC programs/resources	
Annual teleconferences with health rep/hamlets	Program Coordinators	End of fiscal year 2021/22	Presented ELC programs	
Send a letter to the communities	Executive Director, Program Coordinators	ongoing	Letter was sent annually	

Social media campaign	Executive Director, Program Coordinators	ongoing	Increased awareness of ELC programs, staff, services, Board members	
Secure funding for a new website	Executive Director	End of fiscal year 2020/21	Funding approved	
Contract a web design company	Executive Director	June 2021	A web designer will be contracted	
Launch and promote the website	ELC staff, Board	March 2022	Website Launched! Nunavummiut will be aware of the website	
Send an invitation to the public for the AGM	Executive Director, ELC Board	Yearly (September or October)	Invitation was sent to the public every year	

Goal 7: Advocacy for Mental Health Services/programs: To advocate and promote mental health and wellness services.

- Objective 1: Keeping updated Community Resource Cards and resources list for the workshops.
- Objective 2: Keeping promoting suicide intervention workshops in the communities.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Update Community Resource Cards	Program Coordinators	Yearly	Updated cards are sent to the communities and available on the website	

Promote Suicide Intervention workshops	Territorial Intervention Coordinator, Program Coordinators	Ongoing	Received more requests for a training	
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Goal 8: To avoid duplication of programs that are already existing in communities

- Objective 1: List all current ELC programs and services on the website.
- Objective 2: List the programs in the ELC Annual Report.
- Objective 3: Research to identify programs and services that are duplicating ELC programs and services.
- Objective 4: Create a working group/committee for program development.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
List ELC programs on Inuusiq.com	Program Development Coordinator	Ongoing	Programs listed on the website	
List the programs in the Annual Report	Executive Director	Annually	All programs are included in the report	
Research	Program Development Coordinator	Ongoing	Worked with organizations offering same program or terminated the program	
Create a working group	Program Development Coordinator	Ongoing	A working group has been created for each new resource that has been developed	

Goal 9: To provide a new level of follow-up and aftercare

- Objective 1: Determine the need for follow-up and aftercare practices.
- Objective 2: Present the need of creating a new position at ELC as “After care Coordinator” with Board and Department of Health.
- Objective 3: Secure funding to pilot this new position at the Iqaluit office.
- Objective 4: Create follow-up and aftercare practices.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Discuss the need for these services among staff	ELC Staff	April 2021	Scope of need decided	
Present the need of creating an Aftercare Coordinator position	Executive Director Board Members	April 2021	-To provide follow up & aftercare for graduated program participants with mental health services - To provide counselling services -To provide support for all ELC staff	
Secure funding for this new position	Executive Director	April 2021	Funding was secured and the position was created	
Create follow-up and aftercare practices	Executive Director Board Members	March 2022	Continuous support for clients, staff, and program facilitators	

Goal 10: Inuit Cultural Support Committee: To create an Inuit cultural support committee to review, monitor and evaluate projects, programs, and services.

- Objective 1: Set up a Cultural Support Committee through the Board by 2023/24.
- Objective 2: Establish the terms of reference for the cultural support committee by October 2021. Establish the membership structure of the cultural support committee.
- Objective 3: Explore how we could work with special advisors/Wellness center to have a Cultural Support Committee.
- Objective 4: Secure culturally appropriate representation from each region on the committee.
- Objective 5: Review programs and services.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Set up of a Cultural Support Committee	Executive Director, ELC Board	By 2023/24 fiscal year.	Have a Cultural Support Committee created	
Establish the terms of reference	Executive Director, Cultural Support Committee	End of 2023/24 fiscal year.	The terms of reference have been adopted	
Reach out to the Wellness Centers/special advisors	Executive Director, Program Development Coordinator, Cultural Support Committee	End of 2023/24 fiscal year.	Wellness Centers have been contacted and named special advisors from the three regions	
Review programs and services	Executive Director, Program Development Coordinator, Cultural Support Committee	Once and when a new program becomes available.	The committee will be familiar with the programs delivered by ELC and assist in promoting them.	

Goal 11: To create new programs and services for Nunavummiut

Note: This goal and associated content were added by the Board after the strategic planning sessions, in order to provide clear direction in the strategic plan about future ELC programs and services.

- Objective 1: Create online safety resources for children and youth.
- Objective 2: Develop a children’s colouring book in Inuktitut.
- Objective 3: Launch two new programs/workshops: “How to talk about suicide with my children” and “How to talk about suicide at my workplace.”
- Objective 4: Offer cultural programs/activities on a regular basis at each office.

Action Plan				
Task	Responsibility	Timeframe	Expected Outcome	Actual Outcome
Create Online safety resources	Executive Director, Program Coordinator	September 2021	The new resources have been sent to the communities. The Digital version will be available on the website	
Children’s colouring book	Executive Director, Program Coordinator	September 2021	Some hard copies have been sent to the communities. The Digital version will be available on the website	
Development of two new programs	Executive Director, Program Development Coordinator	2023/24	Both workshops have been launched and advertised in the communities	
Cultural programs for adults and youth at the three ELC offices	Executive Director, Program Coordinators	Ongoing	Programs are offered on a regular basis at each ELC office	

Following the sessions, the Board determined that the Executive Committee would take on the task of reviewing, consolidating and finalizing all action plans and incorporating them into the final strategic plan. Once approved, the plan will be implemented over the next three years, ending in the 2023-2024 fiscal year.

Comments at the end of Day 3 were positive, as participants reflected that while face to face planning would have been preferred, the online process had been effective.

Participant Quotes

Unfortunately, the final comments were not recorded, but the following quotes were captured:

- “Thanks for the past few days, I feel like we’re all on the same page.”
- “Thanks for your time, and for helping us through this task.”

Participant List

Rankin Inlet

	Names	Position at ELC / Board	Organization represented
1	Esther Powell	Program Coordinator, Kivalliq region	ELC
2	Jared Osborne	Board member	Faith Community
3	Qovik Netser	Board member	Kivalliq Inuit Association

Cambridge Bay

	Names	Position at ELC / Board	Organization represented
1	Charles Zikalala	Territorial Intervention Coordinator	ELC
2	Kofi Ampofo	Program Coordinator, Kitikmeot region	ELC
3	Presley Taylor	Board member	Kitikmeot Inuit Association

Iqaluit

	Names	Position at ELC / Board	Organization represented
1	Kylie Aglukark	President	Nunavut Tunngavik Incorporated
2	Jay McKechnie	Treasurer	Nunavut Teachers' Association
3	Jamie Savikataaq	Secretary	RCMP
4	Bernadine Rogers	Board member	Government of Nunavut (Quality of Life)
5	Tony Bird	Board member	Nunavut Association of Municipalities
6	Becky Kilabuk	Board member	Qikiqtani Inuit Association
7	Joanasie Akumalik	Survivor member	
8	Cecile Guerin	Executive Director	ELC
9	Tooma Laisa	Program Coordinator	ELC
10	Elisapee Johnston	Program Coordinator	ELC
11	Nastassja Reid	Volunteer, Program Development Coordinator	ELC
12	Melissa Reid	Community Coordinator, Roots of Hope	ELC

Ottawa

	Name	Position at ELC / Board	Organization represented
1	Sheila Levy	Vice-President	Kamatsiaqtut Helpline