

# Nunavik Search and Rescue Roundtable

## Roundtable 2025: Finding the Trail Forward



Montreal, Quebec, 29-30 March 2025

Report Prepared by Peter Kikkert

## Background: The Nunavik Search and Rescue Roundtable

The [Nunavik Search and Rescue \(SAR\) Roundtable](#) – a partnership between community responders, government practitioners, and researchers – was created in response to repeated calls from Nunavimmiut for review and discussion of the region’s SAR system. Community responders also requested a platform through which they could discuss issues with their search and rescue partners and strengthen the relationships required to conduct effective SAR operations in the region.



Co-organized by Kativik Civil Security and academics Peter Kikkert and P. Whitney Lackenbauer, the first Nunavik SAR Roundtable was held in Montreal, Quebec, from 11-13 December 2022. The roundtable brought together SAR responders, community leadership, representatives from Inuit organizations, and regional, provincial, and federal officials to strengthen relationships and discuss search and rescue preparedness, prevention, and response. The [roundtable](#) and follow-up discussions culminated in a report on [The State of Search and Rescue in Nunavik](#), which explores strengths, major challenges, and areas for improvement, and provides recommendations for strengthening the region’s SAR system.

The roundtable was never envisioned as a one-and-done event, however. Instead, it is an ongoing initiative that provides the time and space to discuss and improve the search and rescue system, offers training opportunities, helps to organize other SAR activities, and strengthens relationships. In November 2023 and March 2025, for instance, roundtable members participated in Arctic SAR Exchange [2023](#) and [2025](#) hosted by JRCC Trenton and JRCC Halifax, respectively. The primary objective of these meetings was to determine how SAR partners could work better together in delivering search and rescue services to the North. [Nunavik SAR Roundtable 2024](#), held in April 2024 in Montreal, focused on establishing the need for standard operating guidelines for SAR operations in the region, and participants began to co-develop ground search and rescue pre-plans and reporting forms.

At the 2024 roundtable, however, Nunavimmiut participants argued that the development of GSAR guidelines in Nunavik should not continue until the jurisdictional issues that negatively impacted SAR operations in the region were properly addressed. As one responder effectively concluded: to develop comprehensive guidelines before these jurisdictional issues had been resolved would be like “build[ing] on melting permafrost. ... We will develop guidelines that don’t make sense because the system doesn’t make sense. We will learn them, and start using them, but they won’t work well, and everything still needs to change.”<sup>1</sup> Participants suggested that the roundtable’s next meeting should

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<sup>1</sup> See Kikkert and Smith, [Nunavik Search and Rescue Roundtable 2024: Standard Operating Guidelines](#), pg. 8.

focus on co-developing concrete solutions to these governance issues. As a result, [Nunavik SAR Roundtable 2025](#), which was held in Montreal at the end of March, focused on establishing a trail forward for search and rescue governance in the region and for addressing other critical issues.

## **SAR in Nunavik: The Basics**

Through the National SAR Program, federal, provincial/territorial, and municipal organizations share responsibility for search and rescue, with the support and assistance of volunteer organizations and private sector partners. The National Search and Rescue Secretariat (NSS), which is housed in Public Safety Canada, is responsible for coordinating the National SAR Program, provides policy advice to support SAR efforts, coordinates SAR prevention activities, and manages Canada's contribution to the International Cospas-Sarsat Programme. The Canadian Armed Forces is responsible for the effective operation of the federal coordinated maritime and aeronautical SAR system, while the Coast Guard is responsible for the maritime SAR program, which covers incidents involving a vessel or person(s) on federal waterways, including the waters of Ungava Bay, Hudson Bay, and James Bay.<sup>2</sup> Humanitarian SAR (ground SAR - GSAR) cases, such as searches for missing hunters or boaters on inland waters, is a provincial responsibility and has been delegated to the Nunavik Police Service (NPS) – although during prolonged and/or difficult searches the Sûreté du Québec (SQ) can assume control of operations. Due to widespread dissatisfaction among Nunavimmiut with GSAR authority resting with the police, partners are now actively exploring alternative governance models.

Currently, Kativik Civil Security has no mandate to deliver search and rescue services in the region, but the department is heavily involved in providing equipment, training, and support to community responders. The Kativik Regional Government plays a pivotal role in funding SAR operations through the Inuit Hunting, Fishing and Trapping Support Program, while Makivik has also provided financial support for past search and rescue equipment purchases.

Nunavimmiut responders engage in search and rescue activities as part of Canadian Coast Guard Auxiliary (CCGA) units, community GSAR teams, Canadian Ranger Patrols, Uumajuit wardens, and the Civil Air Search and Rescue Association (CASARA). Private sector actors, such as Air Inuit and Nunavik Rotors, often provide assistance during SAR operations, when needed and if available.<sup>3</sup>

## **The 2025 Nunavik SAR Roundtable: Setting the Scene**

The 2025 Nunavik Search and Rescue Roundtable was held at the Courtyard Marriott Montreal Airport Hotel in Montreal, Quebec on 29-30 March. Primary funding and logistical support for the exchange was provided by Kativik Civil Security and through two Search and Rescue New Initiatives Fund

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<sup>2</sup> According to the Canadian Aeronautical and Maritime Search and Rescue Manual, for maritime SAR purposes, the Coast Guard is responsible for all oceanic, coastal (coastal waters include any tributary's estuary), and secondary waters (as defined in the Canada Shipping Act, 2001), but not inland waters (as defined in section 2 of the Customs Act), except for the Canadian inland waters of the Great Lakes, St. Lawrence River system, and Lake Melville.

<sup>3</sup> For more information on Nunavik's search and rescue system, see Kikkert and Lackenbauer, [The State of Search and Rescue in Nunavik](#).



(SARNIF) initiatives: Project 22322 - SAR Data Management in Northern Québec (Nunavik); and Project 24040 - Closing the Gaps: Addressing Critical Challenges in Arctic Ground Search and Rescue.<sup>4</sup>

This roundtable assembled active ground search and rescue (GSAR) and marine search and rescue (MSAR) members from Nunavik’s fourteen communities. Two responders were invited from each community. They were joined by several community mayors and representatives from the Kativik Regional Government (including Chairperson Hilda Snowball and Director General Ron Bowles), Kativik Civil Security, the Nunavik Police Service, Canadian Coast Guard Arctic Region (CCG), 103 Search and Rescue

Squadron of the Royal Canadian Air Force (RCAF), and academic partners. Observers from Nunavut Emergency Management and the Nunavut SAR Roundtable also attended the meeting to collect information, ideas, and best practices that could improve SAR in their territory.

As with every roundtable activity, we started the meeting with a moment of silence and a reflection on those who have lost their lives in on-the-land SAR incidents and the impact these losses have on the community responders involved. At the time of the roundtable’s meeting at the end of March, two Nunavimmiut had lost their lives: Thomassie Snowball (Quaqtuq) and Aloupa Itigaituk (Quaqtuq). We remember them.



<sup>4</sup> The Search and Rescue New Initiatives Fund (SARNIF) is a Public Safety Canada program that supports projects that will improve Canada’s SAR system. Managed by Kativik Civil Security, Project 22322 - SAR Data Management in Northern Québec (Nunavik) is focused on addressing the gaps and the lack of standardization in SAR information gathering, reporting, and data management within Nunavik. The project team aims to create an efficient, effective and consistent data management system to collect, standardize and aggregate SAR data. SARNIF Project 24040 - Closing the Gaps: Addressing Critical Challenges in Arctic Ground Search and Rescue is a partnership between academics from St. Francis Xavier University, Dalhousie University, Trent University, and the Marine Institute at Memorial University, Nunavut Emergency Management, Kativik Civil Security, and the Inuit community responders that sit on the Nunavut and Nunavik SAR Roundtables. The project is focused on co-developing solutions to governance, training, and capability gaps, and investigating new and emerging alerting, communications, and geolocation technologies. With support from community SAR groups across Nunavut and Nunavik, the Nunavut Research Institute (Research License No. 05 018 22N-M) and St. Francis Xavier University (File 25969) have provided ethics approval for this work.

The roundtable's theme was *Finding the Trail Forward*. While significant progress has been made on the challenges identified at the first Nunavik SAR Roundtable in 2022, much work remains to be done to strengthen SAR operations in the region. Roundtable 2025 participants identified positive developments, discussed how to address ongoing issues, and explored future requirements, establishing priorities for key areas such as reporting, training, equipment, and communications. Critically, community responders discussed and decided on a governance framework for SAR in Nunavik. More than that, they co-developed an action plan to bring this vision to life – not only finding the trail forward, but breaking it to reach a safer, more effective SAR system.

To encourage free flowing and candid conversations the roundtable followed the Chatham House Rule – participants may use information from the proceedings, but the identity of the speakers will not be revealed in any reports or briefings. Participants could, however, request that specific stories or information be attributed to them.



If at any point discussions became exhausting or triggering, participants were encouraged to step away from the roundtable. The roundtable organizers ensured that peer support and critical incident stress management services were available to all participants.

Given that relationship-building is the overarching objective of the Nunavik SAR Roundtable, we consider the personal conversations shared over coffee and meals to be as valuable as the broader discussions involving the entire group. As a result, this roundtable involved many extended breaks and shared meals.

This report provides a summary of the organizational updates provided by SAR partners and the positive developments, ongoing challenges, and priorities identified by roundtable participants. It also shares the SAR governance framework co-developed by the roundtable's Nunavimmiut responders and the steps required to execute this vision. Additional information gathered through the breakout groups on reporting, training, equipment, and communications will be shared through future roundtable resources.



## Progress Made, Ongoing Challenges

The roundtable started off with a review of the core challenges identified during previous meetings and the improvements that have been made to search and rescue in the region. Roundtable participants reflected on the wide array of issues identified at the first roundtable in 2022. As one experienced responder explained: “Pretty much everything needed a lot of work, a lot of improvement. Nothing was really working.” While participants agreed that significant progress has been made in marine search and rescue since 2022, they also noted that almost no improvements had been made in ground search and rescue.

### Marine Search and Rescue

In 2022, marine search and rescue in Nunavik was marked by a lack of trust between community responders and their federal partners, poor collaboration, minimal information-sharing, limited support, few training opportunities for the region’s fast rescue crews, and inadequate resources. Efforts to transition the region’s 14 community-based fast rescue craft into the Coast Guard Auxiliary were slow and problematic. Some Nunavimmiut complained about their treatment during past calls to the JRCCs. Others noted that their traditional and local knowledge was not always respected during the planning and execution of SAR operations. All suggested that the lack of meaningful engagement and relationship-building efforts by Coast Guard and JRCC personnel contributed to an overall lack of trust and unwillingness to collaborate. In the past, Arctic outreach efforts by federal personnel were often ad hoc and reactive, usually following difficult or high-profile cases. As a result, most of Nunavik’s fast rescue units did not regularly report SAR cases to the JRCCs, choosing, instead, to “go it alone.”<sup>5</sup>

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<sup>5</sup> For a description of these challenges and issues, see Kikkert and Lackenbauer, *The State of Search and Rescue in Nunavik* (2023) and Kikkert and Belton, *Search and Rescue Exchange 2023: Working Better Together* (2023).

At the 2025 roundtable, participants quickly highlighted the significant progress that has been made in marine search and rescue. In general, they pointed to improved collaboration between federal agencies, Kativik Civil Security, and community responders as the area of greatest progress. A more collaborative environment has evolved around marine SAR, allowing partners to start working better together and begin to operate at the speed of trust. This has resulted in better communication and collaboration between partners during recent marine SAR incidents. Participants noted that a significant driver of this progress has been the regular meetings between key partners facilitated by the roundtable's activities. These have strengthened relationships and enabled the sharing of key information. For example, discussions at roundtable meetings inspired efforts by the JRCCs, regional and provincial authorities, and Nunavimmiut responders to clarify the boundaries between inland and federal waters on several key rivers in Nunavik, thus helping to establish when SAR cases are a provincial responsibility and when they are federal.

*“The Coast Guard has really delivered. They are in the communities more. They are engaging year-round. We know them and we like working with them. That’s huge change from 4 or 5 years ago.” - Community responder, Nunavik SAR Roundtable 2025.*

Participants also highlighted the following positive developments in the provision of marine SAR services by the CCG and JRCCs:

#### *Coast Guard*

- CCG personnel have also spent a lot of time listening to and learning from Nunavimmiut and the other mariners that operate in Arctic waters. They have developed a much deeper understanding of community and industry marine activity, risks, and requirements. This learning process has been formalized in the Risk-based Analysis of Maritime Search and Rescue Delivery (RAMSARD) Program, through which CCG personnel visit every community in the Arctic Region over a five-year cycle to update risk assessments and review SAR services.
- Through the Indigenous Community Boat Volunteer Program, which provides funding for communities to purchase a new SAR vessel, required equipment, and/or storage facilities, four of Nunavik’s communities have been provided the boats and/or equipment required to operate their marine rescue units (Nunaturlik Land Holding Corporation of Kangiqsujuaq; Nunavik Land holding Corporation of Aupaluk; Pituvik Landholding Corporation of Inukjuak; Qiniqtiq Landholding Corporation of Kangiqsualujuaq). Several other communities have applications pending.
- While the new vessels bolster community marine SAR capabilities, they would have limited value without the training required to use them effectively. To support these units, the Coast Guard Arctic Region and its Auxiliary partners engage in a robust training and exercise cycle, often in-community and on the water, with materials and approaches co-developed by Arctic responders. This training often involves placing calls to the Joint Rescue Coordination Centres, which has long been an area of concern for many responders. Nunavimmiut responders have also been brought to the CCG base in Parry Sound for advanced operational training. Having the same

people carrying out these activities throughout the year (not only during the summer months), and for extended periods of time, has bolstered relationship-building efforts. These activities have facilitated efforts to successfully transition all of the region's fast rescue units into the Coast Guard Auxiliary.

- Participants also noted that CCG Arctic SAR personnel understand a defining feature of SAR in the Arctic: the responders almost always know for whom they are searching. SAR in the Arctic searches for family, best friends, neighbours, and Elders. Almost every responder has found someone close to them deceased from the cold, from accidents, or from self-harm. The toll of this trauma and tragedy on the mental health of community responders is extreme. In response, the CCG has embedded mental and psychological health training for emergency responders into its Indigenous SAR training program to assist with Critical Incident Stress Management (CISM), the first region of the CCG to offer this service to responders. The support CCG Arctic SAR personnel provide to the volunteers goes beyond the training and includes regular, informal check-ins and CISM support following difficult cases.

### *Joint Rescue Coordination Centres*

- Roundtable participants also explained that collaboration has also improved between community responders and the JRCCs. Personnel from JRCC Trenton and JRCC Halifax have engaged in all roundtable activities and have participated in community visits with the Coast Guard. Through consistent communication and regular face-to-face engagement, they have helped to create an environment of trust, respect, and collaboration.
- As important is the respectful, patient, and understanding approach adopted by the JRCC SAR coordinators when communicating and working with community responders in Nunavik – an approach that recognizes how intimidating such calls can be and works to reduce that barrier. Improvements have been guided by feedback provided by Nunaviummiut responders at past roundtable events. As one responder explained, “the last couple of years, the calls have improved. It's less phone tag. They work with us now. If there are problems, they try and work through them with us and not make us feel bad about calling.” Another responder noted that, “those guys recognize us now. They remember our voices. They don't question us so much. They don't just try and get us to call someone else right away. They really seem to want to work with us.” Participants highlighted that they feel that JRCC personnel are listening to them and respecting their local and traditional knowledge when planning SAR responses.
- Improved communication between community responders and JRCC personnel has led directly to better support during SAR operations. More primary SAR aircraft (Hercules; Cormorant) from the South are being deployed to support response efforts in Nunavik – a very welcome development that has been noted by Nunavimmiut responders.
- Joint Rescue Coordination Centre Halifax (JRCC) is strengthening continuity and relationship-building in Arctic SAR by appointing Captain Maia Hudak as a dedicated point of contact for Nunavik and other northern partners. Captain Hudak will serve at JRCC Halifax for the next several years, ensuring consistent communication, follow-up, and institutional memory within Canada's aeronautical and maritime SAR system.

- The cooperation of both JRCCs in hosting the Arctic SAR Exchange at Trenton (2023) and Halifax (2025) was very much appreciated, allowing Nunavimmiut responders valuable first-hand insight into JRCC operations and those of the primary SAR squadrons they work with. These exchanges required significant logistical and organizational work by both JRCCs on top of their regular duties and are very much appreciated.

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*“the training we get from the Coast Guard, it teaches us to call the JRCCs and work with them. They have us make calls during training. That’s been helpful because it gets us more comfortable. Some of my guys get pretty worked up about these calls, it makes them pretty nervous to make that call.” - Community responder, Nunavik SAR Roundtable 2025.*

## **Ground Search and Rescue**

Unfortunately, participants have not observed similar improvements in ground search and rescue (GSAR), with persistent gaps in coordination, training, equipment, and clarity of roles. “There has been no progress on the GSAR side. Nothing has changed with the [Nunavik Police Service]. Nothing has changed with how to activate the Rangers,” concluded one responder.

The major GSAR issues identified at past roundtables remain unresolved:

- At the first Nunavik SAR Roundtable in 2022, responders explained that each community in the region does GSAR in a different way – this has not changed. Nunavimmiut responders have explained that the lack of standard operating guidelines can generate confusion, slow down response times, and put responders at risk.
- Further, there are no clear protocols in place to guide how responders from different communities should work together during a search, how these joint activities should be coordinated, and how they should work with their government partners.
- With no guidelines in place to direct their activities, community responders often “make it up as they go,” which can lead to a poor coordination of activities, failure to share information, and conflict.
- The Nunavik Police Service (NPS) is unqualified to be agency of jurisdiction for GSAR.

- The Sûreté du Québec (SQ) routinely declines involvement in GSAR, leaving communities unsupported.
- Extensive use of the Hunter Support Program to fund SAR activities – costs the program was never intended to cover.
- Significant discussion centred on problems with activating the Canadian Rangers in support of SAR operations, which varies widely between communities and is often a slow process. These delays have, in several cases, endangered lives. Ranger sergeants explained that inconsistent instructions – whether to call Nunavik Police Service, the SQ, mayors, Joint Task Force East, or the JRCCs – create confusion and slow the response. NPS leadership acknowledged the difficulty and noted that, in recent years, Ranger deployment has become slower due to SQ refusals, further justifying the need to revise the protocol.
- Confusion on roles, responsibilities, mandates, particularly around the land-ice interface.
- Chronic underreporting of GSAR cases.
- Limited collaboration between SAR partners and communities during GSAR cases.
- Dislike of current level system (1-3) used for SAR operations.
- Elected officials, particularly mayors, have been taking on an oversized GSAR coordination role without formal training or support.
- Communities have access to few or no GSAR training opportunities.
- Individuals responsible for coordinating GSAR operations have been provided no coordination, management, or planning training despite the difficulty and importance of their role.
- Difficulties managing dozens of untrained, spontaneous volunteers during searches.
- Volunteers rely heavily on personal ski-dooes, ATVs, fuel, GPS units, and clothing, often without reimbursement. Changing conditions make operations harder on people, machines, and equipment
- Inconsistent stipends across communities affect willingness to respond.
- Inadequate GSAR equipment, including outdated snowbulances, limited ice rescue gear, and lack of drones.
- There is no unified SAR channel through which to communicate during GSAR operations.

Before many of these issues can be addressed, roundtable participants pointed out that the governance issues impeding GSAR operations must be addressed. While NPS and the SQ have jurisdiction over GSAR in Nunavik, these officers do not have the knowledge of the land, or the skills required to lead or even participate in SAR operations. Further, as roundtable participants highlighted, the distrust that many

Nunavimmiut have for the NPS also makes the service an undesirable choice to lead SAR operations in the region and accounts for why so many GSAR incidents go unreported. This is a case in which the mandate does not match the agency's capabilities – a reality that the police service has consistently acknowledged. In a letter to the Kativik Regional Government after the 2022 roundtable, Chief of the NPS Jean-Pierre Larose acknowledged these limitations and explained,

The NPS does not have the expertise or resources to continue to lead this responsibility and ensure optimum results, on a regional or municipal level and it is for this reason, that the NPS requires local knowledge and expertise to do SAR on the Nunavik territories. The NPS believes that a regional authority, specifically the Kativik Regional Government Civil Security Department, should be mandated and adequately resourced to ensure optimized Local and Regional SAR Resources.<sup>6</sup>

While conversations have been ongoing between Kativik Civil Security and the NPS, these remain in their early stages.

Beyond the specific challenges involved with GSAR operations in the region, roundtable discussions also focused on several other more general ongoing challenges:

- Austere, rapidly changing operating environment
- Distance, size, climate combine to make time the enemy of all responders
- Hazardous conditions for responders
- Communication limitations
- Apple iPhone SOS calls are a helpful, but third party call centres can deliver incorrect coordinates.
- No unified SAR reporting system. Need a simple, mobile-friendly, unified reporting system that reaches all partners at once.
- Need greater air support, particularly on the Hudson side.
- Difficulties recruiting new volunteers for Auxiliary units and GSAR teams.
- Small volunteer pool in communities + heavy workload + critical incidents = volunteer recruitment, retention, and burnout issue.
- Critical Incident Stress and limited mental health supports.

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<sup>6</sup> For full letter, see appendices in Kikkert and Lackenbauer, [The State of Search and Rescue in Nunavik](#).

## Partner Briefings and Updates

### Kativik Civil Security

While search and rescue is not in its official mandate, Kativik Civil Security still tries to contribute to improving SAR operations. The department shared the following updates:

- Focus on building relationships with key regional, provincial, and federal partners.
- Have hired two full-time mechanics to work on civil security equipment, including a marine specialist to service the fast rescue boats.
- Working with Coast Guard Arctic Region to facilitate community marine SAR training and exercises.
- Purchasing and installing an Automatic Identification System (AIS), Forward Looking Infrared (FLIR), Starlink Mini, and Shockwave Seats on all rescue boats.
- Experimenting with Garmin inReach Messenger Plus, which can pair with phones, and lets you exchange text, photo and voice messages. This could be a valuable communications tool for SAR operations.
- Working with academic partners on reporting and data management system for SAR in Nunavik. Accurate reports can drive funding and system improvements.
- Engaging with NPS and SQ to resolve GSAR governance issues.
- Commitment to psychological support for front-line responders.



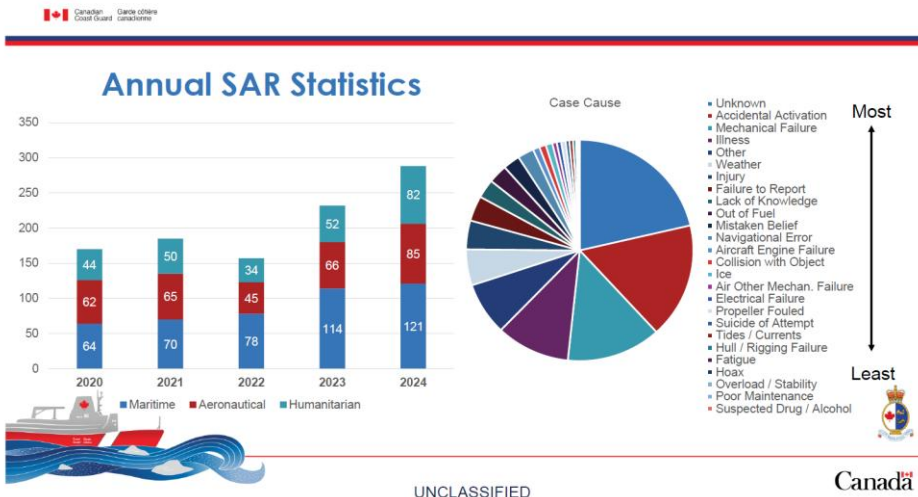
Director Criag Lingard delivers the update for Kativik Civil Security.



Steve Thompson, Superintendent, Maritime Search and Rescue, Arctic Region, and Erin Pigott, Deputy Superintendent, Maritime Search and Rescue, Arctic Region provide a briefing to the roundtable.

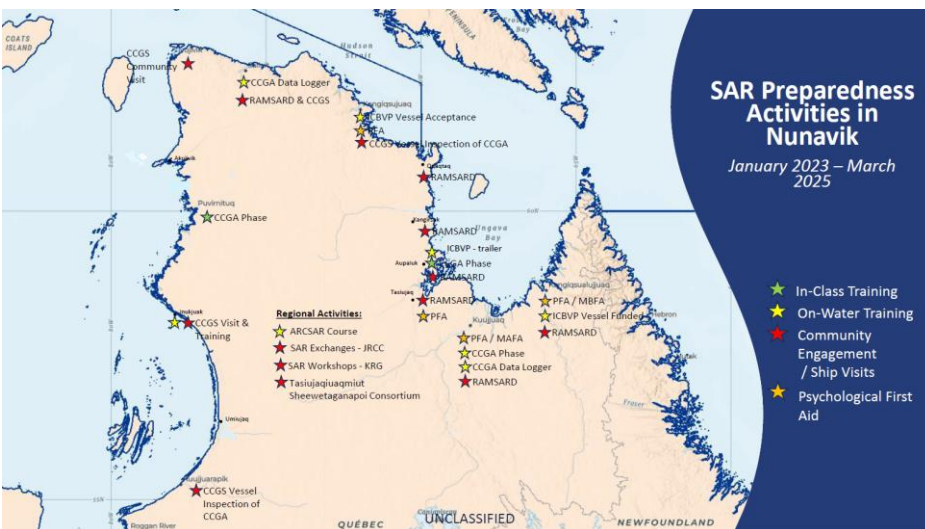
### Canadian Coast Guard and Coast Guard Auxiliary

Canadian Coast Guard Arctic Region is focused on implementing the Coast Guard's Arctic Strategy, which focuses on delivering on-water safety, security, science, sovereignty, and environmental protection in a rapidly evolving operating context. The strategy focuses on

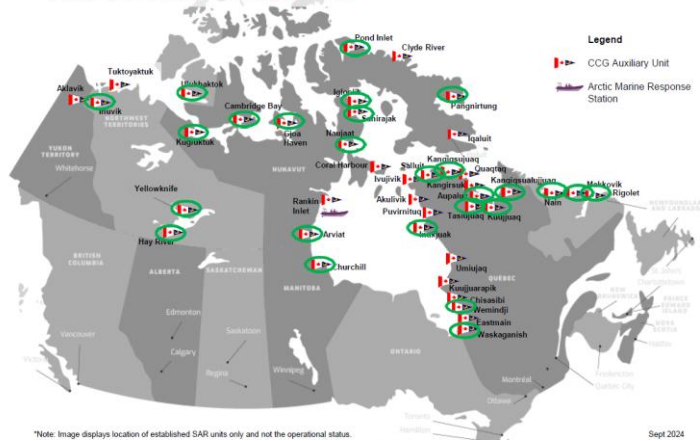


reconciliation, cooperation and collaboration, innovation, modernization, and northern adaptation, and diversity, equity, and inclusion. CCG personnel provided the following updates to the roundtable:

- An increased number of marine cases are being reported to JRCCs Trenton and Halifax, which is a very positive development. The number of official maritime SAR cases in the Arctic Region has increased from 64 in 2020 to 121 in 2024, the complex result of increased risks, units that can respond, more effective reporting procedures, and more requests for assistance from Northerners who know there are skilled responders nearby.



End of 2024 season CCGA serviceability  
26/41 units in service

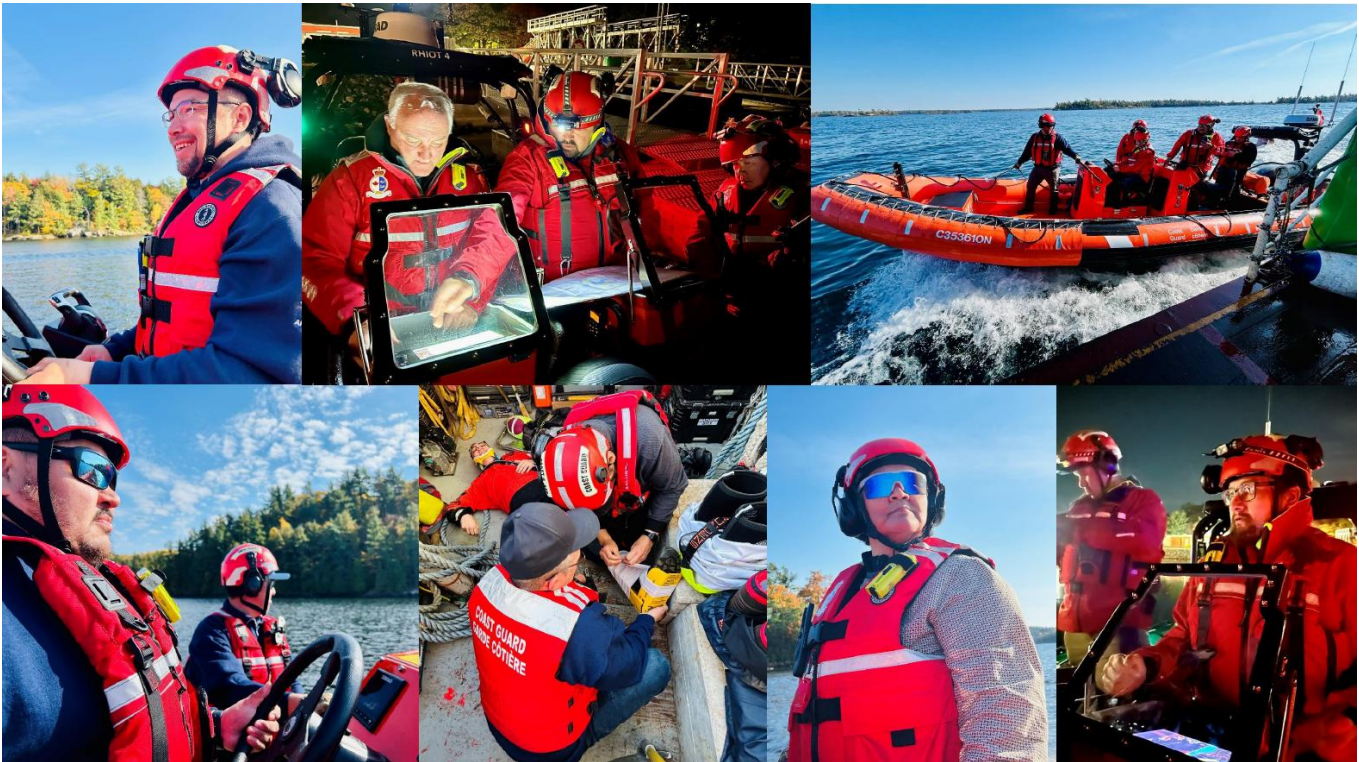


- Coast Guard Arctic Region has prioritized achieving an increased presence in Nunavik's communities since 2022 – this has included in-class training, on-water training, community engagement, psychological first aid workshops, and visits by the Risk-based Analysis of Maritime Search and Rescue Delivery (RAMSARD) Program.

- There has been a significant growth in the Coast Guard's Indigenous SAR Training Program. This has been used to strengthen Coast Guard Auxiliary units across the Arctic, where there are

now 41 CCGA units, with over 500 members and 60 vessels, including Nunavik's fast rescue fleet. By refocusing a lot of its programs to support auxiliary units, by the end of 2024 the CCG had almost doubled the number of auxiliary boats in service.

- The Coast Guard has listened to the stories and experiences shared at the last roundtable and has placed emphasis on providing critical incident stress management supports. In response, the CCG has embedded mental and psychological health training for emergency responders into its Indigenous SAR training program to assist with Critical Incident Stress Management (CISM), the first region of the CCG to offer this service to responders.



- Since 2017, the Indigenous Community Boat Volunteer Program has funded 27 Arctic Indigenous communities, including four communities in Nunavik. Previously, the majority were in Nunavut but the reason for that was because so many of those communities had no boats at all, while Nunavik did have boats. Demand for this program far outstretches the supply, but CCG invites applications from Nunavik's communities.
- The Coast Guard's extensive construction program will bring new capabilities and greater reach for SAR operations.
  - Current capabilities
    - 2 Heavy Icebreakers
    - 7 Medium Icebreakers
    - 1 Light Icebreaker
  - Fleet of the future in the Arctic
    - 2 Arctic Offshore Patrol ships (2026, 2027)

- 3 Program Icebreakers (2030+)
- 1 Offshore Oceanographic Science
  - Vessel - *Naalak Nappaaluk* (2025)
- 16 multi-purpose vessels (2030+)
- 2 new Polar Icebreakers (2030, 2032)
  - CCGS *Arpaatuq* & CCGS *Imnaryuaq*
  - Enhanced, year-round capabilities
- Several pressures are having an impact on CCG Arctic SAR operations. There has been a decline in the number of CCG Arctic SAR positions in recent years, from a high of 35 to the 28 current full-time equivalent roles. The unit's operating budget has also shrunk. In 2025, it was just \$2.2M with a hard travel cap set at \$757,000 – and this to cover all the communities between Nunatsiavut and the Labrador Sea to the North Slope of Yukon and the Beaufort Sea, including James Bay and Hudson Bay and to operate the Arctic Marine Response Station in Rankin Inlet.

### 103 Squadron, Royal Canadian Air Force

Based in Gander, 103 SAR Squadron is charged with providing a 24 hour a day, 365 days a year search and rescue capability to Joint Rescue Coordination Centre Halifax. The squadron is responsible for a massive area, covering the lower Arctic, including Nunavik, the Maritimes, Newfoundland and Labrador and all offshore waters in the region. With fifty military personnel and twenty-six civilian employees, the squadron operates three CH-149 Cormorant helicopters. The squadron's commanding officer, Major Pete Wright, provided the following briefing to the roundtable:

- Stressed importance of relationships between SAR partners – trust is what makes the system work.
- Highlighted interagency training and joint operations to build trust and the ability to work together.
- In June 2025, the squadron is planning to send a helicopter to Kuujuaq. Basing from there, they will endeavour to visit Aupuluk, Tasiujaq, and Kangiqsualujuaq, before conducting an exercise with the auxiliary units from each community.



- Emphasized the importance of establishing concrete standard operating guidelines for SAR teams in Nunavik so that all partners can work together efficiently and effectively. Suggested one standard operating guideline – when deployed, the Cormorant will always monitor Channel 16, so SAR teams should use this channel to communicate during operations.
- Described RCAF SAR assets:
  - CH-149 Cormorant: all-weather; de-icing; long-range (1000 km without refueling); hoist capability
  - CC-130 Hercules: good range; low and slow; eyeballs
  - CC-295 Kingfisher: less range; state-of-the-art sensors can pick up people or objects from more than 40 km away, even in low-light conditions
  - CH-146 Griffon: lack speed/endurance to respond to incidents in Nunavut
  - Cellular Airborne Sensor for Search and Rescue (CASSAR) system: the aircraft becomes a mobile cell tower - if the aircrew has the search subject's phone number and the person's phone has battery power and is on, the CASSAR system can locate them.

## **Public Safety Canada**

Martin Tétrault, policy advisory with Public Safety Canada's National Search and Rescue Secretariat (NSS), provided the following update:

- The NSS does not have an operational role, but they strive to improve SAR operations by breaking down barriers and strengthening collaboration between partners.
- They are trying to gather statistics and encourage consistent and standardized reporting that will allow them to paint a national picture of the SAR system.
- Focused on providing SAR responders with access to Critical Incident Stress Management support.
- Are spearheading federal efforts to address the jurisdictional confusion caused by the land-ice interface. If a hunter goes out to the floe edge on a skidoo, and it breaks away as an ice floe, this is considered a GSAR case. This is a situation in which capabilities do not align with mandate, given that such a case would best be handled as a marine SAR case by the JRCCs and Coast Guard.
- Launched a new Arctic and Northern SAR Roundtable in November 2024, largely based on feedback from previous roundtables in Nunavut and Nunavik. With participation from territorial, regional, and federal practitioners and policymakers, this roundtable will facilitate high-level efforts to improve the SAR system across the North, create synergies between efforts, and improve collaboration.

## The Nunavik Police Service

The Nunavik Police Service (NPS) was represented at the roundtable by Chief Jean-Pierre Larose and Deputy Chief Jean-Francois Morin. Rather than provide an update, the officers immediately took questions and comments from the roundtable participants, leading to an in-depth discussion on the role of the police in search and rescue and in community safety, more generally.

- The roundtable discussion highlighted long-standing challenges rooted in jurisdictional ambiguity, operational gaps, and the misalignment between formal authority and actual capability. NPS officers have authority for GSAR operations, but they do not have the training and skills required to play a substantive role in these operations. They are incapable of operating on the land, and no officers have been trained as search and rescue incident commanders.
- Participants repeatedly emphasized that although Nunavik has a three-step SAR protocol, originally created by the Kativik Regional Government and the police, the process breaks down at the point where communities must alert the NPS and when the NPS is required to contact the Sûreté du Québec (SQ) for assistance.<sup>7</sup> In practice, few communities alert the NPS of SAR cases and, when they do, the SQ frequently refuses involvement, citing a lack of capacity to respond to remote SAR incidents, leaving communities and NPS in a position where they must manage GSAR operations without clear authority, support, or resources.
- In cases in which the NPS and/or the SQ have been involved, some officers have displayed a tendency to take control of local SAR operations or refused to task or work with community responders – attitudes and approaches that roundtable participants reported were rooted in arrogance and a negative perception of community capabilities. Long-time responders described past incidents when police dismissed or underutilized experienced Inuit responders, and they shared how this history contributes to current distrust.
- In other situations, police officers have refused to take the alerts, requests for assistance, or efforts of community responders seriously, second guessing their intentions and plans. Community members shared examples of dangerous situations in which police assistance was delayed or refused.
- These structural problems have forced Northern Villages, SAR volunteers, and Canadian Rangers to shoulder the practical responsibilities of land-based search and rescue, despite not being funded or supported in this role. Participants noted that communities must draw heavily on the Hunters Support Program to cover the substantial financial burden of SAR operations. Millions of dollars that should have supported hunters have instead been redirected to emergency response.
- Responders also raised concerns about role creep, describing how they are increasingly called upon to transport police officers to potentially dangerous incident, respond to suicidal individuals, or help apprehend suspects. They emphasized safety risks, lack of protective equipment, and unclear liability. The NPS officers agreed these concerns are legitimate and

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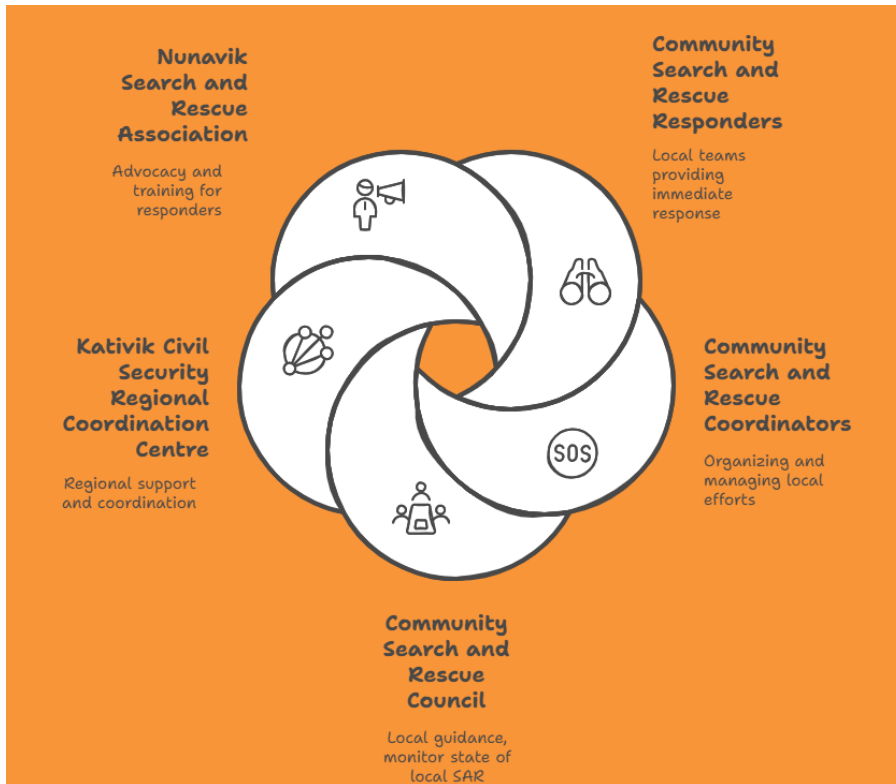
<sup>7</sup> For an overview of the levels, see Kikkert and Lackenbauer, [The State of Search and Rescue in Nunavik](#).

committed to exploring solutions, including providing protective gear and clarifying expectations and guidelines.

- Questions about equipment insurance, financial responsibility, and compensation were raised repeatedly. Volunteers shared stories of using their own machines on SAR operations or police calls, sometimes risking thousands of dollars in damage without assurance of reimbursement. NPS clarified that individuals assisting police are insured but acknowledged that policies remain unclear and require updating.
- Community responders spoke candidly and emotionally about decades of frustration, trauma, and the burden placed on local volunteers. Many recounted personal struggles: burnout, exposure to violent scenes, involvement in criminal apprehensions, and the lack of formal mental health support. Their message was clear: Inuit responders have supported NPS for years, often without recognition or compensation, and they want to see meaningful accountability and change to ensure the safety of future generations.
- The NPS leaders acknowledged the validity of the concerns raised. They agreed the police are neither equipped nor trained for GSAR and that their officers lack land skills, snowmobile training, and the local terrain knowledge that volunteers and Rangers possess. For the NPS, the primary role in SAR is to assist when cases involve criminal acts, violence, or suicidal individuals. However, they recognized that even in these situations they frequently depend on community members for transportation and support because NPS lacks suitable equipment. High turnover in police staffing, inconsistent officer experience across communities, and negative encounters with dismissive or inexperienced officers further strained relationships. In response, NPS leadership described new recruitment efforts, including older, more mature candidates, expanded Inuit recruitment, and a reinstated cadet program aimed at building a more community-centered police service. They also pointed to an HQ phone line and an online complaint portal through which community members could raise their concerns.
- Chief Larose expressed support for developing a governance structure in which NPS is not the lead for GSAR but remains a partner with appropriate clarity, communication, and defined responsibilities. He also committed to revisiting the outdated protocol, including the possibility of removing SQ as a mandatory intermediate step.
- The discussion closed with a shared recognition that the current system is not sustainable and that Nunavik requires a clear, community-centered GSAR governance model supported by proper resources, predictable procedures, and respectful collaboration. Across all partners, there was unity in the core objective: ensuring that Nunavimmiut are protected by a SAR system that reflects local realities, respects community capabilities, and provides the support necessary to keep people safe on the land.
- The session ended with an agreement between the Nunavik Police Service to provide SAR snowmobiles to each community, which would be serviced and maintained by Kativik Civil Security.

## Laying a Strong Foundation: Establishing a Governance Framework for SAR in Nunavik

The panel with the NPS led directly to the roundtable’s discussion of a new SAR governance model for Nunavik. Peter Kikkert and Craig Lingard prepared a draft governance framework in advance of the meeting based on the insights shared by participants at previous roundtables. The proposed governance framework aims to create a faster, more coordinated, and culturally grounded search and rescue system



across Nunavik. It is designed to improve response times, strengthen inter-community and inter-agency cooperation, and ensure that Inuit Knowledge and local experience are central to SAR operations. The framework rests on five interconnected pillars: Community SAR Teams, Community SAR Coordinators, Local SAR Councils, a Regional SAR Coordination Centre, and the Nunavik Search and Rescue Association. The draft framework circulated to roundtable participants is attached as appendix II.

In short, this framework creates a coherent, community-grounded SAR system in which:

- Responders remain the operational backbone of SAR.
- Community SAR Coordinators lead local investigation, planning, and mobilization.
- Local SAR Councils provide governance, oversight, and support.
- KCS provides regional authority, coordination, and resources.
- The Nunavik SAR Association strengthens volunteer voice, sustainability, and culture.

Roundtable participants were very supportive of the framework, given its focus on local and regional leadership. Discussions focused on the following points:

- Participants emphasized the need for community search and rescue coordinators, responsible for preparing, launching, and managing all SAR operations at the local level. These coordinators require clear compensation, responsibilities, and support. If this framework is going to work, coordinators require an effective training program that is rooted in the realities of search and rescue in Nunavik. Questions were also raised about the importance of having backups, given the burden of being the person running a multi-day operation. Lingard noted that he will work to secure a fair stipend for these coordinators and that he would collaborate with Kikkert and other academic partners to develop and deliver a coordinator training program to at least two individuals from each community.
- Participants noted that the roles and responsibilities of the community SAR councils must be clearly established. They were supportive of six-person councils chaired by the SAR coordinator and composed of representatives from the municipality, Landholding Corporation, Anguvigaq, MSAR, and GSAR.
- Participants were supportive of establishing a Nunavik Rescue Coordination Centre and placing regional authority for GSAR in the hands of Kativik Civil Security. Such an establishment would have to be resourced appropriately and include 24/7 duty officers to support community SAR coordinators. Duty officers should take the same training as community SAR coordinators, as well as additional training related to their regional coordination role.
- There was strong support for the immediate establishment of a new incorporated regional SAR association that would give Nunavik's marine, ground, and aerial responders a unified voice. The association will focus on advocacy, standards development, prevention, responder safety, and fundraising. Such an association could bring specialized tools and training into communities without relying solely on already overburdened agencies like NPS, KCS, or municipal councils. Most of the discussion centred on the practical steps required to establish this association: registering with the province; creating a board of directors (elected, with at least three members); drafting terms of reference and by-laws, how decisions are made, and how membership works; and holding an annual general meeting.

Together, these elements aim to build a SAR system that is faster, better coordinated, culturally grounded, and safer for responders and communities across Nunavik. The framework will develop a system where jurisdiction and responsibilities are clearly defined; authority and resources are aligned with the people doing the work; community voices shape policy and practice; regional coordination is led by KCS rather than relying on distant police authorities.

This session culminated with each community representative signing the Official Resolution for the Formation of Nunavik Search and Rescue Association (NSARA) (see Appendix III).

## **Breakout Groups**

During this session, participants rotated between different thematic stations to discuss pressing challenges and requirements for search and rescue in Nunavik and to ask more specific questions to their partners. There were stations on: reporting; alerting and satellite communications; air operations; marine

operations; and training requirements. Building off previous discussions at the roundtable, the training requirements group collected ideas on how to design SAR coordinator and responder courses for Nunavik. The information gathered in these breakout groups will be shared in other roundtable products.

## Wrap-Up and Next Steps

The roundtable concluded with a collaborative discussion that defined clear next steps to improve SAR governance and operations in Nunavik.

- Continue to work on transferring authority for ground search and rescue from the NPS to Kativik Civil Security.
- Secure the funding required to properly resource this transfer of authority and the establishment of a regional rescue coordination centre.
- Once Kativik Civil Security has a formalized role in the SAR system, it should work to establish the governance framework agreed upon by the roundtable, as well as specific standard operating guidelines for the new system.
- In the meantime, work should begin immediately on the development of a Nunavik Search and Rescue Coordinator Course, which covers air, marine, and ground SAR operations and reflects Nunavik's unique context.
- At the same time, other Nunavik-specific training materials for ground search and rescue should be developed.
- Funding should be secured for additional SAR roundtables.
- Make progress on the creation of a Nunavik SAR Association should continue with the development of terms of reference and bylaws.

The roundtable ended with a shared commitment from all participants to build on the positive momentum now emerging in search and rescue across Nunavik and to continue strengthening the relationships, structures, and capabilities that keep communities safe. Despite the challenges discussed, there was a clear sense of unity and determination between responders, municipal leaders, regional officials, and federal partners and a shared understanding of the trail forward. Participants reaffirmed their dedication to advancing the new governance framework, supporting community responders, and ensuring that every search benefits from better coordination and a system designed by and for Nunavimmiut.

## About the Author

Dr. Peter Kikkert is an Associate Professor of Public Policy and Governance at St. Francis Xavier University. He is the academic lead for the Nunavut-Nunavik SAR Project and co-creator of the Nunavik and Nunavut SAR Roundtables and the Arctic SAR Exchange. He is a Team Leader and Training Officer with the Strait Area Ground Search and Rescue (SAGSAR) Association in Nova Scotia.

## Acknowledgements

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- Air Inuit
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  - United Kingdom Research and Innovation
  - National Research Council of Canada



Public Safety  
Canada

Sécurité publique  
Canada



**Air Inuit**

## Appendix I: Agenda and Participant List

### Nunavik Search and Rescue Roundtable 2025

#### *Finding the Trail Forward*

### Courtyard Marriott Montreal Airport

28-30 March 2025

Welcome to Nunavik Search and Rescue Roundtable 2025! The roundtable is a partnership between community responders, their government, not-for-profit, and private sector partners, and researchers. The roundtable provides the time and space to discuss and improve the search and rescue system, offers training opportunities, helps to organize other SAR activities, and strengthens the relationships required for effective SAR operations.

This roundtable's theme is *Finding the Trail Forward*. While significant progress has been made on the challenges identified at the first roundtable in 2022, much work remains to be done. Together, we will learn about new initiatives, determine how to address ongoing issues, and explore the future of SAR in Nunavik, establishing priorities for key areas such as training, equipment, and communications. Critically, we will discuss and, hopefully, arrive at a consensus on how to build a governance framework for SAR in Nunavik. More than that, we will co-develop an action plan to bring our vision to life – not only finding the trail forward, but breaking it to reach a safer, more effective SAR system.

To encourage free flowing and candid conversations, the roundtable will follow the Chatham House Rule – participants may use information from the proceedings, but the identity of the speakers will not be revealed in any reports or briefings. Participants can, however, request that specific stories or information be attributed to them.

If, at any point, discussions become exhausting or triggering, participants are encouraged to step away from the roundtable. Roundtable organizers can provide information on mental health and critical incident stress supports available to all participants.

Remember, relationship-building is the primary objective of the roundtable. Meeting face to face and getting to know each other over coffee and conversation is as important as anything else we will do during the roundtable.

### Schedule

#### Friday, 28 March

1300-1700 Meetings between Kativik Civil Security and strategic partners

#### Saturday, 29 March

- 0900-0915 Welcome and Introduction
- 0915-0945 Participant Introductions and Expectations
- 0945-1015 SAR in Nunavik: Progress Made and Ongoing Challenges
- 1015-1030 Coffee Break
- 1030-1100 Update: Kativik Civil Security SAR Initiatives
- 1100-1200 Update: Canadian Coast Guard Arctic Region and Coast Guard Auxiliary
- 1200-1300 Lunch (all are welcome)
- 1300-1345 “To Seek and Save:” Introduction to the 103 Search and Rescue Squadron with commanding officer Major Pete Wright
- 1345-1400 Update: Research and Development
- 1400-1500 Developing a New SAR Reporting Form for Nunavik
- 1500-1515 Coffee Break
- 1515-1700 Laying a Strong Foundation: Establishing a Governance Framework for SAR in Nunavik
- 1800-2000 Roundtable Dinner

### **Sunday, 30 March**

- 0900-0915 Welcome and Recap
- 0915-0945 Special Presentation: Kativik Civil Security, Nunavik Police Service, and Joint Rescue Coordination Centres
- 0945-1030 Laying a Strong Foundation: Establishing a Governance Framework for SAR in Nunavik
- 1030-1045 Coffee Break
- 1045-1200 Developing an Action Plan for Nunavik SAR
- 1200-1300 Lunch (all are welcome)
- 1300-1430 Breakout Groups
- \*During these sessions, participants will rotate among different thematic stations to determine priorities for SAR in Nunavik.*
- 1430-1445 Coffee Break
- 1445-1600 Breakout Groups
- 1600-1615 Roundtable Wrap-Up and Next Steps

### **Nunavik Community Representatives**

- |                |                 |
|----------------|-----------------|
| Tony Annanack  | Kangiqsualujuaq |
| Willy Annanack | Kangiqsualujuaq |
| Bryan York     | Kuujjuaq        |
| Justin Lingard | Kuujjuaq        |
| Sandy Gordon   | Kuujjuaq        |
| Billy Cain     | Tasiujaq        |
| Billy Dan May  | Tasiujaq        |
| James May      | Tasiujaq        |
| Martin Scott   | Aupaluk         |

Zebedee Annahatak	Kangirsuk
Moses Angnatuk	Quaqtuq
Naalak Mifsud	Kangijsujuaq
Quppia Jaaka	Kangijsujuaq
Michael Cameron	Salluit
Mosusie Audlaluk	Ivujivik
Larry Hubert	Akulivik
Bobby Epoo	Puvirnituk
Richard Moorehouse	Inukjuak
Lasarusie Tukai	Inukjuak
Charlie Kumarluk	Umiujaq
Qalingo Nappartuk	Umiujaq
John Ittoshat	Kuujjuarapik
Marty Visitor	Kuujjuarapik

### **Kativik Regional Government**

Hilda Snowball	Chairperson
Mary Arngaq	Vice-Chairperson
Ron Bowles	Director General
Guy Yango	Political Adviser
Craig Lingard	Director, Kativik Civil Security
Mitch Vail	KCS Coordinator
Kris Tukkiapik	KCS Technician
Steven Walker	KCS Technician
Jordan Jones	KCS Technician
Brigitte Paradis	KCS Administrative Coordinator
Lisa Molson-Linton	KCS Administrative Technician
France-Sylvie Loisel	KCS Adviser
Benoit Plante	KCS Adviser
Liam Callaghan	Technical Support

### **Nunavik Police Service**

Jean-Pierre Larose	Chief of Police
Jean-Francois Morin	Deputy Chief - Operations

### **Canadian Armed Forces**

Major Pete Wright	103 SAR Squadron (Gander)
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### **Coast Guard Arctic**

Steve Thompson	Supt. Maritime SAR
Erin Pigott	A/Supt. Maritime SAR
Stuart Thibert	Officer, SAR Programs



## Appendix II: Finding the Trail Forward: Establishing a Governance Framework for Search and Rescue in Nunavik

Governance is about how we make decisions and organize to get things done. In search and rescue, effective governance that supports fast responses can save lives. The goal of Nunavik SAR Roundtable 2025 is to reach consensus on a governance framework for Nunavik SAR that will improve response times and operational effectiveness, foster inter-community and inter-agency collaboration, and ensure that the local and Inuit Knowledge of Nunavimmiut is fully integrated into the SAR system.

### The Frontline: Community SAR Teams

Community responders represent the cornerstone of the search and rescue system in Nunavik. They match their dedication with intimate knowledge of the land, local environmental conditions, and their fellow community members. Community responders should be members of a recognized 'organized team' which can be an Auxiliary unit, a Ranger patrol, Uumajuit wardens, or any SAR unit recognized by the community. The stipend for community responders will continue to be paid out of the Hunter Support Program.

#### *Roles*

- Serving as searchers/responders in the field or as members of the incident management team
- Access, stabilize, and evacuate distressed or injured individuals to ensure their timely transfer to appropriate care or place of safety
- Provide such other assistance to municipal, regional, provincial, and federal agencies as required, able to, and authorized

#### *Requirements*

- Complete required training
- Maintain competencies and equipment
- Respond to search missions prepared and ready
- Work in harmony, unison, respect with team members
- Follow the direction of the community SAR coordinator, a regional coordinator, and/or JRCC coordinator

Governance and organizational issues identified at past roundtables:

- NPS unqualified to be agency of jurisdiction for GSAR
- Confusion on roles, responsibilities, mandates, particularly for GSAR
- Limited collaboration between SAR partners and communities
- Communication and information flow issues
- Dislike of current level system (1-3) used for SAR operations
- Too much responsibility and authority given to mayors
- The land-ice interface
- Underreporting of SAR cases
- Need to fully integrate Inuit Knowledge into SAR system

## Agencies of Jurisdiction

Air/Marine SAR: Canadian Armed Forces (JRCC/RCAF)

Marine: Coast Guard

Humanitarian (ground/inland waters): Nunavik Police Service\*

\*This framework envisions Kativik Civil Security assuming responsibility for Humanitarian SAR.

## Local SAR Management: Community Search and Rescue Coordinators

Located in each community, search and rescue coordinators will be the foundation of the SAR system in Nunavut. These individuals will be responsible for preparing for and coordinating all ground and marine SAR operations at the local level. They must provide the leadership and organization required to investigate a case develop a plan, determine the resources required, deploy those resources, and evaluate results. Critically, the coordinators will serve as SAR detectives. A search and rescue operation requires information – as much as possible, as accurate as possible, as quickly as possible to help you and your partners make good decisions.

The leadership provided by the coordinator will ensure a SAR operation runs smoothly and that the right things are done, at the right time, with the right resources. At certain points in the year, the SAR coordinator will also assist with SAR prevention and marine safety activities.

Each community will have one SAR coordinator. This coordinator will be recognized as an employee of Kativik Civil Security and will receive a part-time salary. The SAR coordinator responsibilities could also be built into the duties of an existing role, such as the fire chief or public safety officer, if that is the community's preference.

### *Roles*

- Facilitate training opportunities for their teams
- Supervise the maintenance of key equipment
- Maintain an up-to-date inventory of SAR equipment in the community
- Keep an up-to-date list of members of SAR team(s), including their contact information, training, and skills
- Organize a group chat or some other form of group communication to provide alerts, notifications, updates, and other SAR-related information
- Establish an incident management team
- Identify a command post location and prepare it for use
- Receive alerts
- Notify responders
- Strive for mobilization of 30-45 minutes
- Lead investigation, management, and planning efforts
- Organize and task SAR teams
- Organize the purchase of supplies and fuel for SAR teams
- Collaborate with partners as required
- Complete required documentation

- Facilitate debriefs
- Work with partners to determine search suspension
- Participate in SAR prevention and marine safety initiatives
- Chair the community SAR council

### *Requirements*

- Must complete the Nunavik SAR Coordinator Course
- Must complete other KRG training, as required
- Must submit required documentation to Kativik Civil Security
- Commit to being on call to receive SAR alerts

### **Local Support: Community Search and Rescue Council**

Every community will have a search and rescue council that will provide local support to the SAR coordinator and responders. The six-person council will consist of a municipal council representative, Landholding rep., Anguvigaq rep., MSAR rep., GSAR rep., and will be chaired by the SAR coordinator. They will meet regularly to discuss the status of the community’s SAR resources and determine critical requirements and areas for improvement. Further, they will coordinate and approve stipends for SAR volunteers, which will be paid for by the Hunter Support Program.

### *Roles*

- Support local fundraising efforts
- Assist with completion of expense forms, damage reports, and other required paperwork
- Assist with local SAR prevention and marine safety initiatives
- Approve and administer stipends to community responders
- Support SAR coordinator as required during SAR operations
- Work with partners to determine search suspension

### **Key Definitions**

Definitions are important in emergency response. A governance framework for Nunavik will have to adopt common definitions for search, rescue, and recovery. Here are some suggestions:

#### *Search* – overdue, lost subject

A search is to look for a lost person(s), vessel, or aircraft – a known entity in an unknown location, considered at risk (e.g. safety is threatened by conditions related to the environment, the weather, or to age or health factors of concern).

#### *Rescue* – known subject, known location

A rescue operation is an operation organized to assist and deliver to a place of safety a person(s) whose location is known or has been determined after a search, but due to equipment failure, injury or other circumstances is at risk and to delay the rescue may result in loss of life or unnecessary suffering.

#### *Recovery*

An operation that, although it may involve the participation of a search and rescue team, is carried out under the direction of another lead agency for the purposes of recovering the body of a person(s) who is deceased.

### *Requirements*

- Devote time to regular meetings and other efforts as required
- Be prepared to support SAR operations, as required

### **Regional Coordination: Nunavik Rescue Coordination Centre**

In this framework, Kativik Civil Security will take over as the agency of jurisdiction for Ground Search and Rescue from the Nunavik Police Service. KCS will provide regional SAR coordination for ground and marine SAR cases, formulate a coherent regional SAR plan, and lead the development optimized local and regional resources. On the response side, KCS will serve as a regional rescue coordination centre (RRCC).

### *Roles*

- Create and update regional SAR plans
- Collect and analyze SAR case information
- Undertake SAR prevention initiatives
- Research and development into new and emerging technologies
- Provide critical equipment and training opportunities
- Provide tasking number to community SAR coordinators for GSAR Operations
- Provide advice and support to community SAR coordinators
- Support documentation requirements
- Assess and act on requests for air support
- Help to secure assistance from and coordinate with regional and federal partners (e.g. NPS, JRCCs, private sector)
- Reimburse operational costs for Ground Search and Rescue (fuel, food, etc)
- Facilitate inter-community collaboration during searches
- Perform risk assessment and management for SAR operations
- Lead debriefing activities
- Provide Critical Incident Stress Management supports to responders
- Provide insurance to responders not already covered by another policy (e.g. CCGA)

### *Requirements*

- KCS personnel responsible for SAR coordination must complete the Nunavik SAR Coordinator course, required internal training, and, if possible, the assistant search mission coordinator course offered at the Coast Guard College
- Be able to work closely and harmoniously with all possible partners

## **The Voice of the Volunteers: Nunavik Search and Rescue Association**

A made-in-Nunavik SAR association will serve as a regional voice for marine, ground, and aerial SAR responders. This association would represent the interests of all teams and responders in the territory. It would be heavily involved in fundraising, advocacy, setting standards, and developing training materials.

provides a legal structure that stays in place even as the active members change over the years. An incorporated non-profit can enter into contracts and have its own bank accounts.

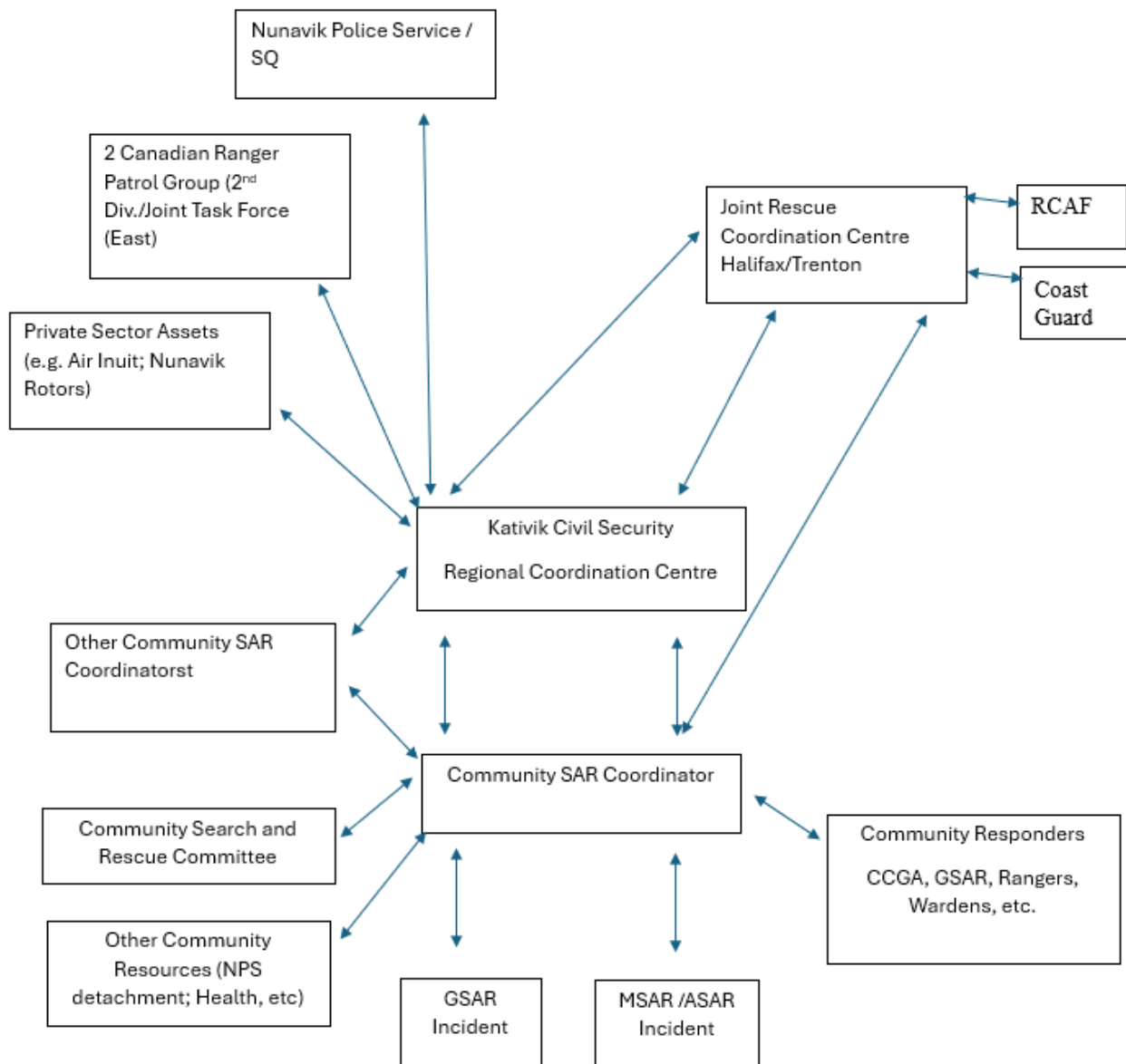
### *Roles*

- Strengthen the SAR culture in Nunavik
- Represent the interests of Nunavik's SAR responders on different governing bodies (e.g. SARVAC)
- Solicit, administer, and distribute funding and donations
- Monitor and improve the working relationships between community responders and their government and private sector partners
- Provide personal equipment to community responders
- Develop and support training programs
- Develop standard operating guidelines
- Work with KCS to ensure interoperability and collaboration between community SAR teams so that they deploy between communities to provide support during prolonged searches
- Support responder health and safety
- Provide and support SAR prevention, education, and awareness programs

### *Requirements*

- Volunteers willing to devote time and energy to association
- Need to register with the Registraire des entreprises
- Registered association requires a governing board of directors with at least three directors, elected by members
- Create and follow bylaws or "règlements généraux" which contain the general rules of how the organization should operate
- Must have an annual general meeting where the members, among other items, elect board members and receive financial statements
- Must file tax returns, an annual declaration form with the enterprise registrar, as well as pay an annual registration fee

## Operational Framework



### **Appendix III: Official Resolution for the Formation of Nunavik Search and Rescue Association (NSARA)**

*Whereas*, the need for effective search and rescue operations in Nunavik is crucial for the safety of Nunavimmiut who travel, harvest, work, and live on the region’s land, water, and ice,

*Whereas*, a unified and coordinated approach to search and rescue efforts will enhance response times and improve outcomes during emergencies,

*Whereas*, the establishment of a dedicated Nunavik Search and Rescue Association will provide a structured framework for fundraising, advocacy, skill development, search and rescue prevention efforts, improving collaboration between search and rescue partners, and the integration of Inuit Qaujimajatuqangit into the SAR system.

*Be it resolved* that:

1. The Nunavik Search and Rescue Association (NSARA) is hereby formed with the primary objective of fundraising, advocacy, skill development, advancing search and rescue prevention efforts, improving search and rescue collaboration, and integrating Inuit Qaujimajatuqangit into the NSAR system.
2. Membership in the NSARA shall be composed of recognized community search and rescue responders, ensuring that their knowledge and expertise are central to its operations.
3. The NSARA shall operate under the governance of an elected Board of Directors composed of community search and rescue responders.
4. Initial funding for the NSARA shall be sourced from government grants, community contributions, and corporate sponsorships, with a long-term funding strategy to be developed by the Board of Directors.
5. This resolution shall take effect immediately upon approval and shall remain in force until amended or rescinded by subsequent resolutions of the NSARA Board of Directors.

*Resolved*, this [insert date], by the unanimous consent of the undersigned representatives and stakeholders.

Name

Community

Date