

2025 2026

Impact Report



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HEALING
THROUGH
CULTURE



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Message from the Board of Directors

As members of the Board of Directors, we are honoured to support Isuarsivik's important work and to witness the impact it continues to have across Nunavik.

This year was marked by growth, learning, and an ongoing commitment to the vision that guides our organization: supporting Nunavimmiut in their healing journey through services rooted in Inuit values, culture, and practices, while meeting guests where they are in their lives.

As we reflect on the past year, we keep in our hearts every person who chose to begin or continue their healing journey with Isuarsivik. Completing a program is a significant achievement and a testament to courage, perseverance, and hope. At the same time, we recognize that healing is not a destination, but a lifelong journey that continues beyond any program and is passed on within families, communities, and future generations.

We are also reminded of the strength and resilience of our ancestors, who found ways to overcome hardship, loss, and change while maintaining balance and passing on knowledge, values, and culture. Their example continues to guide and inspire the work being done today at Isuarsivik.

The Board of Directors would like to express its deep gratitude to the entire Isuarsivik team, including staff, elders, collaborators, and partners, for the care, dedication, and collaboration they bring to this work every day. We are sincerely proud of what has been accomplished this year.

Nakurmik to all,

Dave Forrest
President

Natasha Ita MacDonald
Vice President





Message from the Executive Director

Since opening our new centre in Kuujuaq in 2023, Isuarsivik has welcomed more than 172 guests in the 8-week in-house recovery program, including some 25 families. These numbers represent much more than participation. They represent the courage, trust, and willingness of Nunavimmiut to take meaningful steps toward their well-being.

The past year reminded us that healing can begin in many different ways. A defining moment this year was the launch of our first three Healing on the Land weeks. This new service was very well received and confirmed what many of us already know: being continuously on the land plays a powerful role in the healing process. It allows guests to reconnect with themselves, their culture, and the strength that comes from nature.

For some guests, the Healing on the Land weeks also became the spark they needed to begin a longer-term recovery journey. After spending a week on the land with our team, some chose to enrol in Isuarsivik's 8-week in-house recovery program. This shows the importance of offering different paths, at different times, for different needs.

At Isuarsivik, we continue to believe that healing must be rooted in Inuit values, culture, language, family, and community.

Across all our services, our role is to walk alongside Nunavimmiut with respect, patience, and kindness.

I would like to thank our guests, families, staff, partners, elders, and communities for their trust and support. Together, we continue to build a stronger path toward well-being for Nunavik.

Etua Snowball
Executive Director

Our Mission

For 30 years, Isuarsivik has supported Nunavimmiut on their path toward well-being by offering holistic, culturally adapted, and trauma-informed recovery programs rooted in Inuit Qaujimajatuqangit.

Our approach recognizes that healing does not follow a single path. It can take shape through the 8-week in-house recovery program, the Healing on the Land program, external services, and even the Pingngupaa Challenge.

In 2025-2026, this mission continued to guide every service offered by Isuarsivik, creating safe, respectful, and culturally grounded spaces where guests, families, and communities can move forward at their own pace and according to their own recovery goals.

Our vision remains clear: loving, resilient, and confident Inuit living in safe and healthy communities.

Our Team

Behind every service offered by Isuarsivik is an engaged, skilled, and diverse team. As of September 2026, the organization counts 51 full-time employees, each contributing in their own way to supporting Nunavimmiut in their recovery journey.

This team brings together people working in recovery support, external services, nursing services, Inuit values and practices, culture, on the land, with youth, as well as in administration, operations, human resources, finance, food services, and management.



Team Snapshot

51 full-time employees

behind Isuarsivik's mission

Approximately
73%

of the team, are directly connected to services, guest support, cultural grounding, or care

More than
20
part-time employees

Approximately
69%
of team members are Inuit employees

Approximately
27%

of the team support the organization through administration, operations, food services, finance, human resources, internal support, and management

 **36** women, representing **71%** of the team

 **25** men, representing **29%** of the team

Key Takeaways

- Isuarsivik is supported by a multidisciplinary team.
- Most employees are directly connected to services, care, guest support, or cultural grounding.
- Services offered to guests are supported by a comprehensive organizational structure.
- Behind the programs is a team that brings together on-the-ground presence, clinical knowledge, cultural practices, operational support, and leadership.



30 Years of Isuarsivik: Honouring a Legacy of Healing

Celebrating the Journey

In 2025, Isuarsivik marked 30 years of commitment to Nunavimmiut. This anniversary was an opportunity to recognize the long journey travelled, to thank the people who have helped build the centre, and to celebrate the collective strength that continues to carry the organization's mission.

These initiatives helped highlight the centre's history while reminding us that healing is rooted in memory, recognition, transmission, and the future of communities.

Projects completed for the 30th anniversary

- Commemorative mural
- Video retracing 30 years of Isuarsivik's history
- 8-foot wall timeline installed at the centre
- Celebration with employees and members of the Board of Directors

A Mural to Honour Isuarsivik's Living Memory

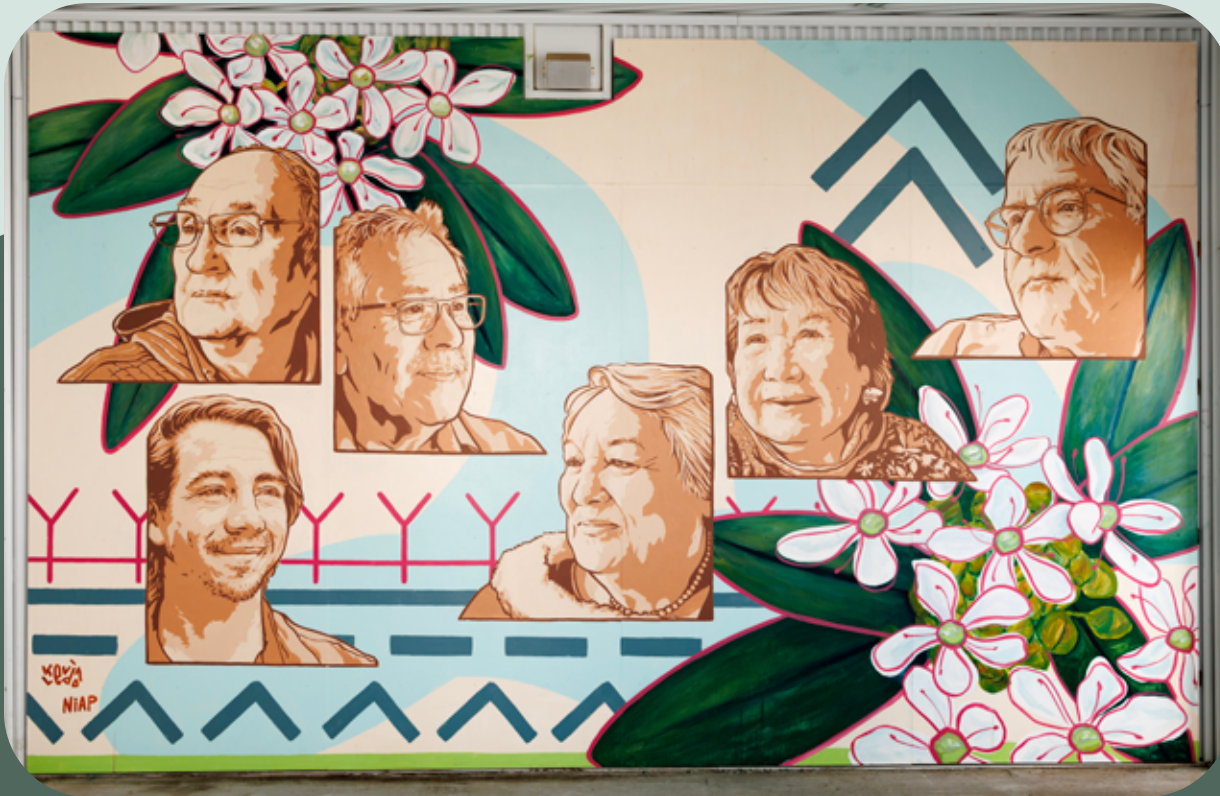
Created by Niap Saunders and Kevin Ledo, the commemorative mural pays tribute to six pioneers who shaped the history of Isuarsivik and recovery in Nunavik: Jaani Adams, Alec Gordon, Dave Forrest, Mary Aitchison, Roda Grey, and Philippe-Alexandre Bourgoign.

Through the portraits, cultural symbols, and natural elements integrated into the artwork, the mural reminds us that Isuarsivik's history is carried by people, actions, connections, and a shared vision of well-being.

This visual tribute connects the past, present, and future. It highlights the importance of recognizing those who opened the way, while continuing to build services rooted in culture, community, and healing.

A Visual Tribute Connecting the Past, Present, and Future





Overview of Intake Service



What Does "Waitlist" Mean?

At Isuarsivik, the "waitlist" refers to the period between the opening of a guest's file and the first contact attempt made by a staff member. As soon as a counsellor communicates with the guest or attempts to reach them, the guest enters the pre-care process and is no longer considered to be on the waitlist.

In 2025-2026, the waitlist was estimated at approximately 30 guests, with the goal of keeping this number as low as possible throughout the year.

Across Nunavik, the need for recovery, emotional support, and culturally adapted support remains important. In 2025-2026, the requests received by Isuarsivik once again reminded us that there is no age limit to beginning a healing journey. They also showed that the motivation to start a process can arise at different moments in life, whether at work, in a family setting, in the community, during a legal process, while staying in a detention centre, or following a difficult moment.

At Isuarsivik, there is a single point of entry to access services. When a person contacts the team, a file is opened and they are assigned to a counselor for a minimum of three pre-care sessions. These meetings help better understand the person's situation, needs, motivation, and level of preparation.

Depending on their journey, the person can then:

- Be admitted to the 8-week in-house recovery program;
- Be admitted to the 10-day intensive Healing on the Land program;
- Continue virtual support sessions, for up to eight sessions;
- Extend their support after a program with continued care services.



Annual Community Visit

From February to March 2026, the continued care team carried out another community tour in five Nunavik communities: Inukjuak, Salluit, Kangiqsujuaq, Puvirnituk, and Kangirsuk. These visits aimed to strengthen trust, increase awareness of Isuarsivik, and offer a respectful space for discussion around well-being, emotions, needs, substance use, and healing journeys.

A total of 69 people were reached during the visits: 38 in Puvirnituk, 21 in Kangirsuk, 7 in Inukjuak, 2 in Kangiqsujuaq, and 1 in Salluit. This experience confirms the importance of maintaining an accessible, human, and culturally grounded presence in communities.



69 people total

38

in Puvirnituk

21

in Kangirsuk

7

in Inukjuak

2

in Kangiqsujuaq

1

in Salluit

Support That Makes a Difference in Detention Centres

For several years now, Isuarsivik has provided support to dozens of Inuit incarcerated in provincial and federal detention centres. This support takes the form of virtual meetings in English with our Continued Care counsellors, in order to offer active listening and follow-up throughout their recovery and community reintegration process. In 2025-2026, approximately 190 individuals had an open file with Isuarsivik, among whom 15 decided to join Isuarsivik's programs after receiving support from the continued care services team.



A large portion of referrals come from community agents in Nunavik, probation officers, and lawyers

Some 2025-2026 Data Points

Approximately

3 to 5

new service requests are received each week

Approximately

190

people had an open file with Isuarsivik as part of detention support,

92%

of people are referred directly by a professional, including social services, lawyers, or other resources

including **15**

who decided to join the programs after receiving support from the continued care services team

30

people were waiting for a first call from their staff member in spring 2026

98

detained people received services from the detention support team

Key Takeaways

- Intake Service is based on a single point of access, followed by pre-care sessions.
- Preparation is essential to better understand guests' needs, motivation, and level of readiness.
- Requests can arise at different moments in life, including in a family, professional, legal, community, or detention context.
- Community visits are necessary to strengthen trust with people who are less familiar with Isuarsivik.
- Continued care services help extend support beyond the in-house program.
- Detention support reaches people who would otherwise have less access to services.



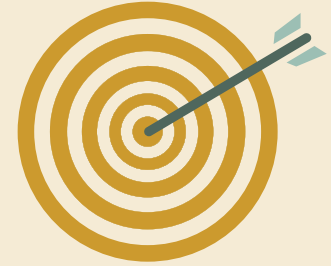
In-House Recovery Program

In 2025-2026, Isuarsivik's 8-week in-house recovery program remained at the heart of the support offered by Isuarsivik. Through three cycles, guests were able to receive structured support combining clinical activities, cultural support, nursing care, and activities on the land.

Guests' objectives reflected a variety of realities: achieving sobriety or reducing their substance use, strengthening their mental and physical health, improving their relationships, developing better coping strategies, and reconnecting with their culture, family, community, and the land.

"I experienced many realizations during my stay here, learning about myself, and I did a lot of self-reflection."

— Guest, 8th cycle



2025-2026 Impact

3 cycles

of the 8-week in-house program completed:
spring 2025, fall 2025, and winter 2026

50 guests

reached across the 3 cycles

26
men

23
women

3
children

54%

of guests came from Ungava

40%

of guests came from Hudson

6%

lived outside the region

Overview of an 8-Week Cycle

Each cycle of the in-house program includes a diversity of clinical, cultural, individual, and group activities that support guests throughout their recovery journey.

During a cycle, guests may notably participate in:



In the family program,
additional programming includes:



The First *Qajaq* Built by the Guests

This cultural initiative integrates traditional *qajaq* building to reconnect guests with their Inuit roots and traditions.

The project was supported by Alain Cloutier, a former Puvirnituq IPL teacher and *qajaq*-building instructor, who guided participants through the different stages of the building process. Carried out over the full cycle, the project concluded with the *qajaq* being launched on the Kuujjuaq River, where guests and staff shared a meaningful moment of pride with the builders.

The project highlights the transmission of ancestral knowledge, cultural pride, and the sense of accomplishment that can support the recovery process.

Read the full article



A Special Thank You to Our Knowledge Holders!

Each cycle of the in-house program is enriched by the presence of elders, knowledge holders, and invited community members. Their contribution brings cultural wisdom, lived experience, and a valuable presence to the conversations.

These moments of sharing strengthen guests' sense of safety, connection, and hope, while supporting a respectful, culturally adapted, and trauma-informed approach.

Among the themes addressed during the sessions are:

- Stories and sharing with elders
- Healing from sexual abuse
- Suicide prevention
- Inuit history and decolonization
- Taking care of one's body

A special thank you to everyone who accepted our invitation and contributed to enriching the program cycles, including:

- Valerie Lock
- Mary Aitchison
- Tunu Napartuk
- Jeannie Sala
- Charlie Watt Sr.
- Mary Johanne Kauki
- Eyuka Pinguatuk
- Sammy Cooper
- Victoria Cooper Gosselin
- Eva Lapage
- Sala Padlayat
- Lizzie Airo
- Amanda Sanguya and Mark Snowball
- And everyone else!

Key Takeaways

- The in-house program remains a central space for stability, structure, and support.
- Individual, family, couples, and elder counselling allows guests to be supported according to their needs.
- Cultural and on the land activities strengthen the connection between healing, identity, land, and community.
- Nursing support, clinical workshops, and group activities contribute to a holistic approach to recovery.



Healing on the Land

In 2025, Isuarsivik launched its first three Healing on the Land weeks, held in July, August, and September. Through cultural activities, moments of sharing, clinical support, and the presence of teams on the ground, Healing on the Land confirmed the importance of offering different paths toward well-being. For some guests, this experience even became a bridge toward additional support, notably through the 8-week in-house recovery program.

Healing Rooted in Culture and the Land

Fishing, berry picking, fish preparation, cooking over a fire, and setting up tents are all opportunities for discussion, sharing, and realizations, allowing guests to begin or continue their recovery process.

Each week begins with an opening ceremony and preparation to receive services, then concludes with a closing ceremony that honours the journey travelled.

What Is Healing on the Land?

Healing on the Land is a one-week intensive stay that allows guests to briefly explore key themes related to substance use, well-being, and recovery in an environment rooted in culture, land, and community life.





2025-2026 Impact

3 Healing on the Land weeks

held in July, August, and September 2025

25 guests

participated in the program

9

individuals

6

families

10

children

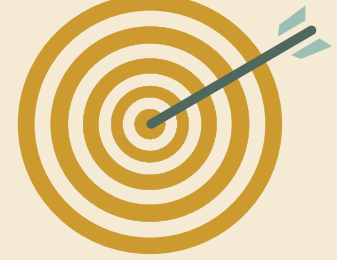
The weeks reached guests from both the Hudson and Ungava coasts



Pingngupaa Challenge: a Community Movement for Well-being

From February 1 to 28, 2026, the 9th edition of the Pingngupaa Challenge was presented as a regional invitation for Nunavimmiut to reflect on their relationship with substance use, both individually and as a community. This year, the focus was placed on increasing the support offered to participants, notably through individual meetings, daily messages in the private Facebook group, and additional support resources.

The Pingngupaa Challenge continued to serve as an accessible regional initiative rooted in prevention, encouragement, and well-being. By offering a space for reflection without requiring complete abstinence, the challenge allowed participants to move forward according to their personal goals and realities.



2026 Impact

153
participants

registered for the 2026 Pingngupaa Challenge

27% **63%**
were new participants were returning participants

40%
of participants indicated they were taking part with a sobriety goal

38%
of participants indicated they did not need support during the challenge

18%
of registered participants expressed interest in additional individual support

7 people
received individual support from the new Pingngupaa Wellness Mentor

GO!



Activities and Support Offered

- Regional 28-day campaign
- Daily posts in the private Facebook group
- Weekly draws to encourage participation
- Motivational and follow-up messages
- Possibility of receiving additional individual support
- 30- or 60-minute online meetings via Koalendar
- Promotion of the Sober Nunavik group

Winner of one of the three coats donated by Raglan Mine!



Key Takeaways

- Support can be offered in a flexible, accessible, and community-based way.
- Participants can have different goals, including sobriety, reducing substance use, or personal reflection.
- Daily contact with participants helps maintain engagement.
- The Pingngupaa Challenge continues to offer a regional entry point toward well-being.



The Cost of Healing: Financial Overview

After three years of operations in the new Centre, the annual cost of delivering three eight-week In-House Recovery Programs and three Healing on-the-Land Programs has stabilized at approximately \$13M per year.

In 2025-2026, the Centre closed the year with an excess of revenues over expenses of \$710,992, down from \$1,524,006 the previous year. Expenses totalled \$12.3M, slightly below 2024-2025's \$12.87M. Revenues totalled \$13.0M, down from \$14.4M last year. Salaries and fringe benefits accounted for the largest variance in expenses, reflecting higher staff turnover than in the previous two years and ongoing restructuring of the Continued Care Services Department.

The decline in revenue mainly reflects lower contributions from Makivvik Corporation and KRG's Ungaluk and Sustainable Employment programs due to higher staffing vacancies, plus a correction to prior-year financial statements for KRG Sustainable Employment funding. Contributions from other core funders — the Nunavik Regional Board of Health and Social Services (NRBHSS) and the Ministère de la Santé et des Services sociaux (MSSS) — remained stable or were indexed.

Notably, the unrestricted surplus declined from \$1.9M to \$822,000, reflecting investment in an eight-unit staff housing building, completion of the new Centre's playground, terrace, and garage, and other capital asset purchases and improvement (vehicles, cabins, outdoor equipment).

This year, the Board of Directors adopted two policies to strengthen accountability and transparency in the use of unrestricted surplus and donations.

In August 2025, the Board adopted the Management and Allocation of Donations Policy. Under this policy, unrestricted donations are allocated annually based on Isuarsivik's priorities, operational capacity, and strategic orientations, to support special projects and/or be redistributed across Nunavik communities according to the following priorities:

- Substance Use Services and Support
- Youth Wellbeing and Health
- Awareness, Communications, and Fundraising Initiatives

In its first year of application, the Board allocated \$259,000 of accumulated unrestricted donations to a regional communities' tour by the Continued Care Services team and to the acquisition of a boat to support the delivery of Healing on-the-Land programs.

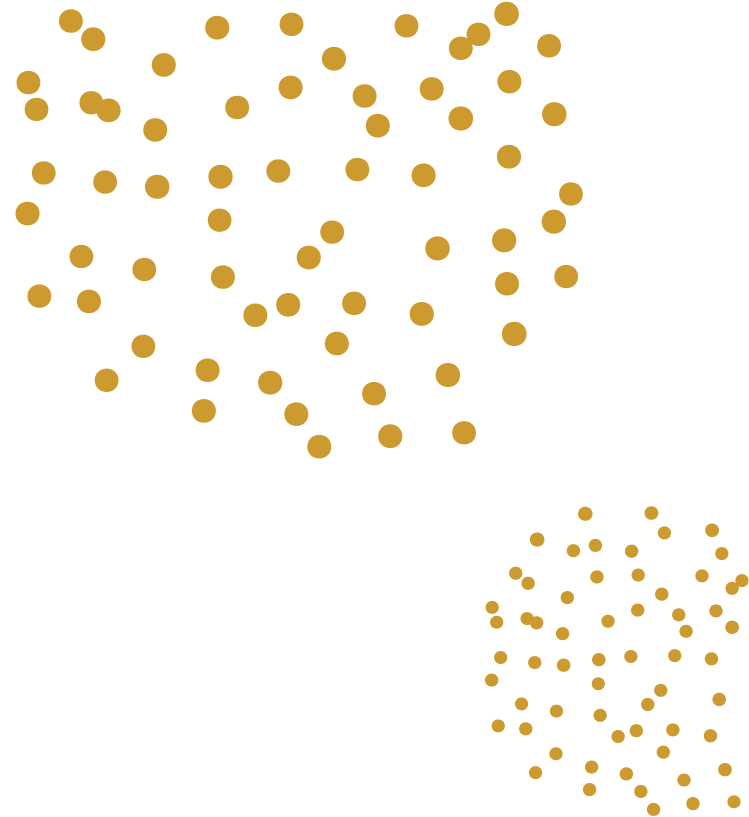
In September 2025, the Board adopted the Management of Unrestricted Surplus Policy, which created two funds:

A. Operating Reserve Fund — to ensure financial stability and protect core services, targeted at up to 20% of the annual operating budget.

B. Infrastructure Development Fund — to support capital projects, renovations, and long-term asset investments, with priority given to securing sufficient staff housing, supporting expansion in Nunavik communities, and developing culturally oriented facilities.

In its first year of application, the Board allocated \$1.85M to the Infrastructure Development Fund to cover the down payment and furnishings for the new eight-unit staff housing building.

In 2025-2026 and into the coming year, the Finance Department is undergoing a reorganization to strengthen the team's skills and expertise, support continuous improvement of financial processes, and ensure the resilience of its services.



Revenues Sources.

\$4,009,244	Nunavik Regional Board of Health and Social Services
\$3,066,000	Ministère de la santé et des services sociaux
\$2,372,605	Makivvik
\$759,044	KRG
\$577,396	Secrétariat aux relations avec les Premières Nations
\$318,107	Inulitsivik and Tulattavik Health Centres
\$19,040	Child First Initiative Fund
\$75,000	Canadian Women's Foundation
\$37,928	Secrétariat à la condition féminine
\$79,954	Société du Plan Nord
\$73,146	Arctic Inspiration Prize
\$66,296	Canadian Heritage – Sports Canada
\$41,959	Hydro-Québec
\$1,333,393	Amortization of various deferred capital grants
\$52,944	Donations
\$73,320	Staff Housing and Rental
\$53,113	Others
\$13,011,996	Total

Expenses

\$6,339,629	Salaries and fringe benefits
\$695,823	Administration (Electricity, heating, insurance, membership)
\$122,948	Activities
\$103,804	Telecommunications & Advertising
\$73,146	The Arctic Inspiration Prize
\$82,299	Audit and accounting services
\$51,067	Board's Expenses
\$65,296	Cleaning and supplies
\$251,600	Food supplies
\$90,179	Freight
\$123,949	Maintenance
\$224,337	Municipal taxes
\$86,595	Office expenses
\$110,517	Program Expenses
\$1,003,341	Professional services
\$318,181	Rental of land, equipment and staff houses
\$285,824	Travel expenses and accommodations
\$108,710	Vehicle expenses
\$626,222	Interest on long-term debt
\$1,486,560	Bank charges and interest & Amortization of capital assets
\$999	Pingngupaa Challenge
\$66,647	Other
\$12,301,004	Total



WITH DEEP GRATITUDE Thank you!







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Sécurité publique
Québec 



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