

KAKIVAK ASSOCIATION Annual Report 2016



SERVING INUIT FOR 25 YEARS

Kakivak Association is a community and economic development organization serving Inuit by providing **business, employment** and **training** services to enhance the strengths of communities in the Qikiqtani Region.

Welcome to Kakivak

From our office in Iqaluit, Kakivak Association serves Inuit in the thirteen communities that make up the Qikiqtani Region of Nunavut. Our region is large, stretching 2,200 kilometres from Sanikiluaq in south-east Hudson Bay to Grise Fiord on Ellesmere Island. Our communities are diverse, ranging from Iqaluit, the territorial capital with a population of over 7,000 to Grise Fiord in the high Arctic with a population of 150.

Our priorities at Kakivak include:

- Advising Inuit in how to achieve high levels of employability and employment through increased education, training and development of knowledge and skill levels.
- Supporting Inuit in achieving employment and career objectives through job search and career counselling services.
- Assisting Inuit in achieving greater participation in business through the establishment, management and operation of viable, successful businesses.
- Offering work experience and skills development for Inuit youth, leading to advancement in school and employment.
- Supporting adequate access to childcare in the communities as a basis for increased participation of Inuit, and particularly Inuit women, in employment, business and the management and operation of community institutions.
- Providing the highest quality, professional services to clients.
- Strengthening partnerships with a wide range of individuals, businesses and organizations.
- Developing Kakivak Association as an effective and efficient organization in the delivery of community development and client programs and services.



Message from the Chair

I am very proud to present this 25th Anniversary edition of the Kakivak Association Annual Report! It is amazing to think that Kakivak has now been around for 25 years and has provided program and service delivery to an entire generation of Inuit in our region. I can only imagine the positive impact that Kakivak has had on so many Inuit, and on the development of our economy.

It is remarkable to reflect on the history of the organization, the vision that created Kakivak Association and the leadership that made it grow over time. Kakivak started out small, with a few dollars and a small group of employees, but commitment, hard work and effective relationships have led to the development of an organization that delivers over \$6 million annually through 15 programs.

There have been a number of milestone events in our history, and so many amazing people have provided their skills and guidance over the years. We have tried to capture a part of this in a special 25 year section of our 2016 Annual Report. I hope you will enjoy it.

Enookie Inuarak

CHAIR



Board of Directors

BACK ROW:

Enookie Inuarak
(Chairperson)

Michael Qappik
(Secretary Treasurer)

FRONT ROW:

Annie Quirke
(Vice Chairperson)

Josie Enuaraq
(Director)

Johnny Manning
(Director)

Message from the CEO



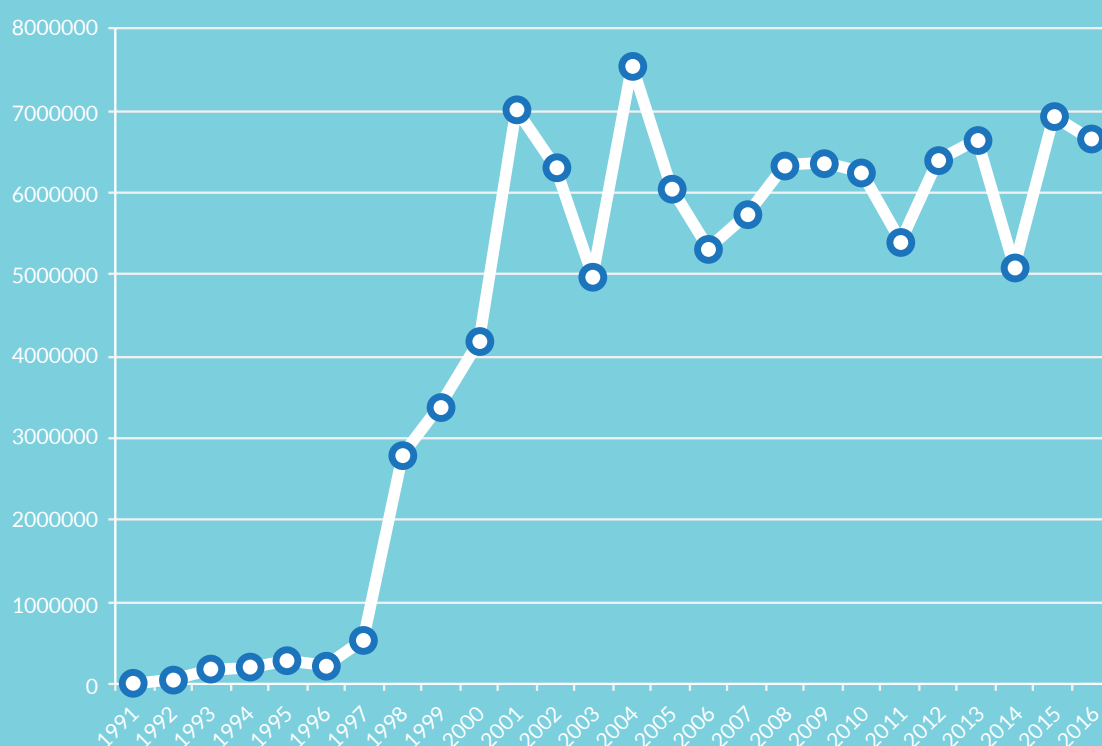
It seems like just yesterday that I started working at Kakivak Association. It is hard to imagine that the small organization I went to work for 23 years ago would become the success it is today. Over the years we have had dedicated staff and various funding agreements, delivered a range of programs and services and gradually developed into the Kakivak Association we know today, delivering over \$6 million in program funding each year. It is amazing that our total program delivery has exceeded \$111 million over 25 years!

It is not the money that comes to my mind when I look back, I see faces and families that we have helped over the years and the positive impacts that Kakivak has had in their lives. Kakivak has been there for parents that had children in the daycare, for seamstresses and carvers that needed help to purchase sewing machine or new tools, for the youth that had a summer job or attended a program for youth, support to Inuit that attended post secondary education and for the start up of small businesses. Kakivak has provided support in so many ways, and we knew we were making investments in the future of Inuit in our communities.

I am filled with pride to lead Kakivak for the past 12 years. It is an organization that is so focused on making a positive change in the lives of Inuit. We could not have done it without our staff over the years, as it is their hard work and dedication that makes us a strong organization. I really hope you will enjoy reading our 2016 Annual Report.

Leonie Qaumariaq

CEO



25 Year Program Delivery

Over 25 years of program and service delivery Kakivak Association has provided over \$111 Million to support education and training, childcare, youth, persons with disabilities, business and community economic development.

This has been accomplished through strong partnerships, the vision for the organization and years of hard work of many dedicated staff and board members.



In 1991 Kakivak Association was created to provide support to Inuit for Community Economic Development. The Baffin Regional Inuit Association worked with the Department of Indian and Northern Affairs to create a new organization that would support Inuit access to funding and services for training, business start-ups and economic development.

1991

The Baffin Regional Community Economic Development Organization (BRCEDO) was incorporated on January 2nd, 1991. The board structure was made up of Arctic Cooperatives Limited, Qikiqtaaluk Corporation, the Baffin Regional Council and Inuit owned businesses.

The Founding Board Members included Kolola Pitseolak, Solomon Allurut, Moses Koonoo, James Arreak and Elisapee Davidee. Scott McCauley was hired as the first CEO and given the task to establish the organization. In March 1991 the name was changed to Kakivak Association.

The new Canadian Aboriginal Economic Development Strategy (CAEDS) resulted in new programs delivered by the Department of Indian and Northern Affairs (INAC) and the first funding agreement between Kakivak Association and INAC provided the funds to establish the organization.

Reflections on Kakivak...

Pat Angnakak

Kakivak was a small organization when I came on board first as an Economic Development Officer and then shortly after as the CEO. I have many good memories of the eight years that I was there. As a small team, we were strong and worked well together.

We wanted to see Inuit own their own businesses, we wanted Inuit to take all sorts of training that would increase and support their living standards...and we wanted Inuit to have ownership over key areas that will always be needed...

As a CEO, I saw opportunities to support all of this. I felt that as an organization, we needed to become stronger and more efficient in our engagement and service delivery at the community level.

Over the years there were many things we were able to accomplish to meet the responsibilities of our mandate and role. This included important changes to the governance and reporting structure that included the Qikiqtani Inuit Association taking on the responsibility of providing oversight and appointments to the Kakivak Association Board of Directors. This took place in 1995.

One of the most important and lasting accomplishments was the success we had through our work and collaboration with the federal government, the three Regional Inuit Associations and other key stakeholders that led to an increase in the amount of funding Kakivak received each year by several million dollars per year. This significantly enhanced our program and service delivery and increased the number of staff from 4 to over 20.

Kakivak also played a key role in real estate and business development, building the Parnaivik Building and starting up the Baffin Gas Bar. Later on there were some changes that resulted in the sale of the Parnaivik Building and Baffin Gas to the Qikiqtaaluk Corporation, which really helped them to grow.

I also remember our work with the Arctic College, and working with the communities so that training priorities were identified. With this information, we negotiated with the college to deliver the courses and we ensured that there were enough students interested in the community and in Iqaluit. It was satisfying to see positive results from all the work that was done by the team.

I have fond memories of the staff working together. I had the pleasure of working with great people who felt that how they did their job had a real impact on how those they served were able to carry forward their dreams and aspirations!

Pat Angnakak

CEO 1992-1999



1992

Pat Angnakak became the second CEO of Kakivak Association. At that time there were just four staff and the objectives were to look at ways to assist Inuit to access programs and plan for the growth of the organization.

During the early days Kakivak provided services for the coordination of the two Pathway Boards in the region, which were made up of individuals from the communities. This was the beginning of what is now known as the Aboriginal Skills and Employment Strategy (ASETS), a program delivered by Kakivak that provides Inuit with

funding for training and employment.

Kakivak also delivered a carvers workshop and completed an incubator mall study for Igloolik.

The Board Chair was Moses Koonoo and the Board of Directors included Solomon Allurut, James Arreak and Kolola Pitseolak.



Pat in the early years

1994

Kakivak was delivering small business workshops and were looking at business ventures. Planning began for the construction of the Parnaivik Building and the opening of the Baffin Gas Bar.

The Board Chair was Appitak Enuaraq and the Board of Directors included Komangapik Muckpa, Joanasie Kooneeloosie, Leah Panniluk, Pitseolak Pudloo, Mary Peter and Simon Nattaq.

Changes were made to the bylaws and board structure and Kakivak Association began to report to the Baffin Regional Inuit Association.



Appitak Enuaraq, Board Chair 1994

Reflections on Kakivak...

Brian McLeod

I loved working at Kakivak. It felt like we had a really useful job, and that we were getting a lot of important things done for Inuit in communities. The staff was great. I think it's a sign of how good Kakivak is to work for that so many of the people who were there in 2004 are still there.

There are lots of things I remember about Kakivak: staff meetings with twelve or fourteen people crammed into my office, travelling to communities with other staff members and working with the Board. Negotiations with INAC, HRDC and Aboriginal Business Canada, trying to figure out ways to use contribution money in ways our Board wanted to use it rather than strictly what the government wanted. Christmas parties with Susan Stoney running the games.

I recall with amusement the Igloolik staff retreat we did in 2002 or 2003. I still have a clear image of Ron Ryan standing out on the land facilitating our workshop, trying to keep his flip chart from blowing away in a 30-mile-an-hour wind.

I recall Hannah and Leonie out fishing in the sunlight at 2:00 in the morning and the "aren't Qallunaq strange" look Leonie gave me when I suggested we organize meal times rather than just eating when we were hungry.

One of my lasting memories is our Board Chair Larry Audlaluk taking on the job of interpreter for my farewell dinner when I was leaving Kakivak. I was really honoured that our boss would take on that role.

My strongest memory is of the positive feeling of the people working there, and how good it was to come into work each day with such a great team. Twelve years after leaving Kakivak it's still a pleasure to go into the office to visit when I'm in Iqaluit.

I miss you guys.

Brian McLeod

CEO 1999-2004



1996

The Parnaivik Building was opened in April, which was the start of the redevelopment of the four corners area of Iqaluit, and an extension of the building began in the same year. The Baffin Gas Bar also began operating as a business owned by Kakivak. These developments were part of a vision to become a self-reliant organization reducing dependency on future government funding.

Kakivak started a program called the Investing in People Asivartiit Program where youth were able to learn hunting skills.

The Nunavut CEDO began to negotiate the transfer of the Pathways to Inuit Organizations through a block funding model.



1997

The Ulu Board was created, which was a new governance structure with a joint board of directors for Kakivak Association and the Qikiqtaaluk Corporation.

Larry Audlaluk was elected as Board Chair, a position he held for a number of terms over the years. The Board of Directors included Appitak Enuaraq, Jerry Ell, Johnny Mike, Looseeosie Aipeelie, Ike Hauli and Joanasie Kooneeloosie.

Kakivak had 6 staff members and started delivery of the Summer Student Employment Program, the Small Tools Program, the Sivummut Grant Program, the Makigiaqvik Loan Program.

The Qikiqtani Inuit Association signed a two year agreement with Human Resources Development Canada (HRDC) for delivery of training and employment programs which were delivered by Kakivak Association. Total program delivery was \$550,893.



1999

In the fall of 1999 Brian McLeod became the third Chief Executive Officer. The Board of Directors included Jerry Ell, Johnny Mike, Ike Hauli, Joanasie Kooneeloosie, Blandina Tulugardjuk and Pitseolak Pudloo.

Under direction from the Qikiqtani Inuit Association Kakivak transferred ownership of its business ventures to the Qikiqtaaluk Corporation. These included the Parnaivik Building, the Baffin Gas Bar and the Lot 521 joint venture.

A \$3 million Economic Opportunities Fund was established through an Inuit Impact and Benefit Agreement between the Qikiqtani Inuit Association and Parks Canada.

Kakivak signed a 5-year flexible funding agreement with Human Resources and Skills Development Canada (HRSDC) which provided \$1.5 million in annual funding to support a childcare program and funding to support a disability program.

Through an agreement with Aboriginal Business Canada Kakivak delivered a program for youth to access small business loans up to \$15,000.

Total program delivery was \$3,388,377, an increase of \$2,837,484 as compared to 1997.

2000

A new organizational structure was implemented at Kakivak which created the departments that are still in place today:

- Finance and Administration
- Apqut Training and Employment
- Business Development
- Youth, Disability, and Childcare Programs

A new set of policies and funding criteria for programs funded by Human Resources Development Canada (HRDC) were developed, as well as new guidelines for approvals, signing authorities and conflict of interest.

The Qikiqtani Inuit Association gave Kakivak Association the responsibility to deliver a new program to support tourism development in the communities adjacent to the National Parks and to administer the National Parks Scholarship Trust Fund.



2002

In January 2002 the Board of Directors voted to dissolve the Ulu Board structure to separate the Kakivak and Qikiqtaaluk Corporation Boards. On February 8, 2002 the Qikiqtani Inuit Association Board of Directors passed a resolution dissolving the Ulu Board structure and recommended that the number of Board members be reduced from seven to five.

Kakivak assumed management of the Nunavut CEDO which included an agreement with Aboriginal Business Canada for delivery of \$1,000,000 in business program funding. The Nunavut CEDO was also responsible for the administration of the Nunavut Project Review Committee which was responsible for the

review and approval of projects for Nunavut CEDO and the regional office of Indian and Northern Affairs Canada.

Kakivak works with Parks Canada to develop tourism development strategies for the six communities adjacent to National Parks.



Staff Retreat in Igloolik, 2002

2003

A report on the national review of the Aboriginal Community Economic Development Program includes the following:

"The Kakivak Association has evolved over the past twelve years into one of the most effective CEDOs in the country. In the early days, there were overlapping mandates with other Inuit organizations in the Baffin region and other kinds of organizational growing pains, however these problems have been essentially overcome. Today Kakivak has developed into a strong organization with good management and political leadership, strong community support and a skilled team that is capable of delivering support to local businesses and providing employment and training services to the Inuit population in the Baffin region."



L – R: Johnny Manning, Rita Mike, Larry Audlaluk, Joanasie Kooneeloosie, Ike Haulli

2004

Leonie Qaumariaq is appointed as Chief Executive Officer, the first Inuk to hold this position at Kakivak Association. Leonie had been the Manager of Training and Employment for a number of years and replaced Brian McLeod who became the CEO at the Qikiqtaaluk Corporation.

Kakivak Association commissioned an independent service review which indicated that clients were very satisfied with the range of programs offered and the quality of assistance they received from Kakivak. The review also provided information to help consider opportunities for improvement.



2005

Kakivak played a key role in the establishment of the Nunavut Program Management Advisory Committee. This committee included Inuit organizations, Indian and Northern Affairs Canada, and the Inuit Relations Secretariat. The goal was to establish improved collaboration and co-management of Aboriginal economic programs.



2006

Larry Audlaluk was Chairperson and the Board of Directors includes Joanase Kooneeloosie, Sakiasie Sowdlooapik, Johnny Manning and Rita Mike

Kakivak approved \$5.7 million in total program funding and provided assistance to approximately 1,000 clients



Kakivak Association Board of Directors, 2006

2008

Chief Executive Officer, Leonie Qaumariaq, is a recipient of the Deputy Minister's Pride and Recognition Award presented by Indian and Northern Affairs.

Total program delivery is close to \$6.1 million dollars, providing assistance to over 1,500 Inuit.

Kakivak participated in the National Economic Development Committee for Inuit Nunangat (NEDCIN) which included organizations from the four Inuit regions of Canada and Indian and Northern Affairs Canada.



2012

Kakivak opened the Employment Assistance Centre in Iqaluit to assist clients with job search, resume writing and interview skills. Plans are made to have similar services delivered through the Community Liaison Officers in all communities.



Jeannie Smith, Client Intake Coordinator

2013

Rita Mike became the first first woman appointed as Board Chair of Kakivak Association and the Board of Directors included PJ Akeeagok, Johnny Manning, Josie Enuaraq, Sakiasie Sowdlooapik and Michael Qappik.



Larry Audlaluk was recognized for his many years of service as the Chair of Kakivak Association

2014

The Board Chair was Peter Kattuk and the Board of Directors included Sakiasie Sowdlooapik, Josie Enuaraq, Michael Qappik and Johnny Manning.

Kakivak reports that close to \$60 million in program spending has been approved over the past 10 years.



2015

The Board Chair was Enookie Inuarak and the Board of Directors included Josie Enuaraq, Annie Quirke, Michael Qappik and Johnny Manning.

Total program delivery is close to \$6.9 million dollars, providing assistance to over 1,300 Inuit.



2016

Today, Kakivak Association is a successful community and economic development organization delivering business, employment and training programs and services to Inuit in the Qikiqtani Region. Through our many partnerships we have successfully developed, enhanced and maintained a range of programs that have contributed to childcare, youth initiatives, training and education, career development, business and community economic development. Over the years we have provided support to thousands of Inuit, and truly made a positive difference in their lives.

We are extremely proud of our accomplishments and remain passionate about the opportunities for Inuit and committed to the future.



Reflections on Kakivak...

Annie Alexander

I have been with Kakivak Association for the last 15 years, starting out as an Administration Clerk and gradually working my way up to the position of Manager, Employment and Training, a position I have held since 2007. When I first started working at Kakivak there were about 10 employees and more people got hired over the years as our programs and services grew. I enjoy working at Kakivak, and we have always had a good team of staff who work well with each other.

Over my 15 years at Kakivak I have met many people near and far and it has been great because I enjoy working with, and helping people, whether it's with our clients who seek assistance from Kakivak or with co-workers, and it's most rewarding when someone says 'Thank You' and it makes me proud that Kakivak is here to help Inuit.

Annie Alexander



Eva Groves



I started working at Kakivak Association as a Business Project Officer about 18 years ago. There were only 5 or 6 employees at that time, so it was much smaller than it is today. About a year later Kakivak received a new funding agreement through the First Nations and Inuit Childcare Initiative and I was asked to take over the delivery of a new childcare program. It was really new and exciting and we were able to work with people from the other regions to create our own program. In the beginning there were only 3 childcare centres in the region and now there are 15 full-time centres and 5 After School programs. As time went on I also became responsible for the delivery of the programs under the Youth Employment Strategy and a program to support persons with disabilities. Each year I look forward to receiving the inspiring reports from Nunavut Sivuniksavut and Students on Ice.

As a child I had an experience that made me realize that everybody deserves an opportunity, and that having just one great experience can be life-changing. Our programs allow us to give people that opportunity, and it is a great feeling when someone tells me that our support made a positive difference in their life. This is why I love working at Kakivak.

Eva Groves



Business Development in Pond Inlet, 2001

Memories of Kakiwak

Business Development

Kakivak's Business Development Officers can help you determine the best options available to finance your business startup or expansion. We offer a number of programs to help businesses succeed:

Small Tools Grants

Small Tools Grants are one of our most popular programs. These grants can be used to assist with the purchase of carving tools or sewing machines.

Sivummut Grants to Small Business

Sivummut Grants can be used for business pre-startup, startup or expansion.

Economic Opportunities Fund

Tourism related businesses that are operating in the six communities adjacent to the National Parks in our region can apply for up to \$10,000 in funding through the Economic Opportunities Fund.

Makigiaqvik Loans

The Makigiaqvik Loans Program can provide loans up to \$50,000 for eligible Inuit owned businesses. These loans can be used to startup or expand a business.

Entrepreneurship and Business Development

This program provides contributions to support the startup and expansion of eligible Inuit owned businesses. Kakivak delivers this program through an agreement with the Canadian Northern Economic Development Agency.

Highlights

Kakivak Association's business department is pleased to have helped support some successful business development projects this year. Highlights include:

- Assisted 16 Inuit-owned businesses with start-up and expansion projects
- Provided sponsorship for the 2016 Northern Lights Conference and Cultural Showcase held in Ottawa
- Provided funding for 3 community co-operatives to construct new garages for fuel trucks

Memories of Kakivak...

Gordon Miles, former Manager of Business Services and Paul Compton, former Senior Business Development Officer



74

PROJECTS
RECEIVED SUPPORT

7

KEY PARTNERSHIPS
HELPED OUR CLIENTS
TO BE SUCCESSFUL

\$1,979,906

TO SUPPORT
BUSINESS DEVELOPMENT



Victoria (center) with her sister Faith (left) and Amy Angidlik (right) at the Northern Lights Tradeshow in Ottawa, January 2016.

Success Story

Victoria's Arctic Fashions

"I would really like to take the time to thank you for your wonderful services and funding support that you have provided me to help jump start my business, Victoria's Arctic Fashion. Through Kakivak's business programs I was able to purchase all the materials and supplies that I needed for my business which has helped me to expand my business and produce a lot more products much quicker. Victoria's Arctic Fashion was announced 2015 Business of The Year at the Nunavut Trade Show and Conference and for that I most definitely have Kakivak to thank because if it weren't for the amazing guidance and support I would definitely not be where I am today."

Victoria Kakuktinniq

Supporting tourism development...

Over the past few years the business department has been focused on tourism development, especially in our smaller communities. Kakivak has been a key partner in the construction of the Piqalujaujaq Visitors Centre in Qikiqtarjuaq, the creation of Arctic Bay Adventures, a community-owned development corporation delivering tourism products and services, and Polar Ice Adventures Outfitting in Resolute Bay.



Kakivak board members discuss Inuit business development with Sylvie Renaud, Nunavut Regional Director for CanNor.

Partnering for Success

In 2015 Kakivak Association and the Canadian Northern Economic Development Agency entered into a new multi-year Service Delivery Partnership for the delivery of the Entrepreneurship and Business Development Program. This arrangement has proven to be a success with over \$1.5 million in program approvals in the first year! Due to this success an additional \$1.5 million was transferred to Kakivak Association to further assist with the development of Inuit owned businesses.

Program Delivery

Program	Funding Approved	# of projects supported
Sivummut	\$ 91,976	14
Small Tools	\$ 46,377	42
Makigiaqvik	\$ 0	0
Economic Opportunities Fund	\$ 15,000	2
Entrepreneurship and Business Development	\$ 1,548,441	11
Projects	\$ 278,112	5
TOTAL	\$1,979,906	74



Glenn Cousins making a presentation on Kakivak's business programs during the event organized by the City of Iqaluit

Here to help you...

Kakivak Association took part in a public event organized by the City of Iqaluit that provided an opportunity for economic development organizations to provide presentations on their programs and services.



Kakivak partnered with the Nunavut Arts and Crafts Association and The Baffin Regional Chamber of Commerce to enable artists to participate in the Annual Nunavut Arts Festival and at the Artist's Pavilion at the Northern Lights Conference and Cultural Showcase.





Eva Groves, Manager – Childcare, Youth & Disability and Hanna Kilabuk,
Project Officer, study a report in 2006

Memories of Kakiwak

Childcare, Youth and Disability

The Childcare, Youth & Disability Department at Kakivak Association offers a number of programs specifically targeted to these groups. Together with our partners, we are able to deliver seven key programs.

- The **Career Promotion and Awareness Program** provides support for the provision of career development information and awareness through projects such as career fairs.
- The **Mentored Work, Information and Communications Technology Work Placements Program** supports youth mentored work experiences, career planning and counselling activities. It also supports life and work experience and skills development to youth.
- The **Science and Technology Program** supports activities that promote science and technology as an educational and career choice, including science camps, computer clubs, and activities that connect science and technology to traditional aboriginal knowledge.
- The **Childcare Program** offers support in five areas; basic operations and maintenance, attendance-based operations and maintenance, support for culture and language instruction, operational equipment and worker training.
- The **Baffin Inuit Youth Employment Program** encourages employers to hire youth they would not normally hire by providing funding for wage subsidies.
- The **Disability Assistance Program** encourages employers to hire individuals with disabilities by providing funding for wage subsidies, assistance for training, or special equipment.
- The **Summer Work Experience Program** provides employer subsidies for summer work experience opportunities for Inuit students attending secondary or post-secondary school.

\$984,398

PROVIDED FOR YOUTH

273

YOUTH ASSISTED

\$1,559,924

PROVIDED FOR DAYCARES

Program Delivery

Program	Funding Approved	Details
Childcare	\$1,559,924	Childcare spaces: 171 full time, 62 part time Childcare workers: 53 full time, 28 part time 22 childcare centres supported
Youth	\$984,398	Number of projects: 45 Number of participants: 273
Disability	\$17,551	Clients supported: 5

Total funds approved: **\$2,561,874**

Total number of projects: **69**

Total Inuit clients assisted: **592**



Children at Cape Dorset

Students on Ice

Each year, Kakivak sponsors students from the Qikiqtani region to participate in Students on Ice, an incredible once in a lifetime experience for youth. Kakivak is very proud of the support provided to these young leaders!



"Dear Kakivak,

Thank you very much for sponsoring me. I met lots of new people and saw lots of amazing things. I learned more about climate change and the arctic. When I get home, I hope to tell others about what I learned. Maybe I can get more youth from Pond Inlet to want to go with Students on Ice."

Tyson Angnetsiak

"Thank you!

If it wasn't for you helping with the sponsorship, I wouldn't be here with the Students on Ice expedition. Thank you very much!"

Brian Ituluk



"Kakivak Association,

THANK YOU. Words cannot express how grateful I am for this expedition. I've gotten out of my protective shell that I was so used to, learned a lot about science (my favourite subject) and...I didn't think I would, but I did get emotional because I got more in touch with my culture that I feel like I have lost so much of. I can't wait to make a difference somehow even if it doesn't happen right away so that I could give back for what you've given to me"

Lena Korgak-Doucet



Students on Ice



Stephanie McTaggart in Grise Fiord 2003

Memories of Kakiwak

Training and Employment

At Kakivak Association we know training and employment are essential to the success of Qikiqtani beneficiaries. This is why we offer the following programs to help our clients find employment:

- The **Individual Sponsorship Program** helps beneficiaries gain skills by supporting those enrolled in employment training programs. Through this program we provide allowances, tuition and travel support.
- The **Wage Subsidy Program** assists employers hiring Inuit by providing wage subsidies for a 12–48 week period.
- **Employment Related Training** funds wage subsidies and costs related to job mentoring for a 12–48 week period. In addition, training can be funded through this program.



Inspiration...

Support from Kakivak Association means more than support for starting a business or funding provided for post-secondary education, it means making a difference in the lives of Inuit.



L-R: Annie Alexander (Manager, Training & Employment)
Randy Qatalik, College Foundations graduate (funded by Kakivak), and Christine Berube (Employment Officer)



249

PEOPLE SUPPORTED
THROUGH INDIVIDUAL
SPONSORSHIPS

128

TRAINING PROJECTS
SUPPORTED

\$2,297,374

APPROVED FOR TRAINING
AND EMPLOYMENT

Dear Kakivak Board of Directors and Staff,

“Over my 3 ½ years studying law at the University of Ottawa and taking the legal program in Saskatoon, Kakivak and the Staff and Board have been nothing but supportive of me. As I look back I can’t help but be overwhelmed with how much support I received back home in Nunavut and Kakivak Association takes a big part in that. It is comforting having Kakivak and many Inuit organizations and corporations support post-secondary education and wish to see our youth in professional fields. I am beyond thankful and appreciative for everything Kakivak has done for me!”

Alyssa Flaherty-Spence

Success Story

Sheba Pikuyak saw the need for more qualified Inuit teachers in Nunavut and decided to return to college to obtain a Bachelor of Education degree.

“I first got funded by Kakivak when I went to Nunavut Teaching Education Program in 2001 to 2003. I decided to go back to college and get my Bachelor of Education Degree. I went back in 2013 and graduated in 2015.

I was co-sponsored by FANS and Kakivak. They helped pay the bills, tuition, books, and fees. They put food on the table. I’m honored that I have a wonderful opportunity as a beneficiary of Nunavut to be able to receive sponsorship from my birthright organization. Kakivak has helped me get my teaching degree, thank you Kakivak.”

Sheba Pikuyak



Program Delivery

Program	Funding Approved	Individuals/ Projects Supported
Individual Sponsorships	\$1,702,206	249
Training Projects	\$595,168	128
TOTAL	\$2,297,374	377



Inspiration...

Originally from Hall Beach, Crystal Martin appeared in our 2013 Annual Report after she had been sponsored to complete her post-secondary education and was starting a career in social services. Since then Crystal has changed careers and is currently the Inuit Program Coordinator at Raytheon Canada Ltd. which is a subsidiary of one of the world's largest international defence contractors. Crystal has also been selected for the Technology Rising Star for the 2016 Women of Colour STEM (Science, Technology, Engineering and Mathematics) Conference to be held in October 2016.

"The reason why I was able to get myself here in my current position is because of the generous sponsorship I received from Kakivak Association in 2013/2014. Without the help of Kakivak, and without the time and effort the team put in helping me achieve my goals and successfully graduate from post-secondary education, I most definitely would not be where I am today."

"I cannot wait to represent the Inuit of Canada at this year's STEM Conference! I hope to continue to motivate and educate Inuit in all the opportunities through education, employment and training and business, this is just one, and it is just beginning."

- Crystal Martin



Eva Groves and Jeannie Smith graduate from the Career Practitioner program at Nunavut Arctic College.

Memories of Kakiwak

Career Services

Employment Assistance Services

Kakivak Association provides Employment Assistance Services in our office in Iqaluit and through the offices of the Community Liaison Officers (CLOs) in each of the communities in the Qikiqtani Region.

Kakivak has been working to improve career services in the communities by providing training to the CLOs and establishing workstations at the CLO offices in each of the communities. The workstations are available for job search and preparing resumes.

Joanasie Akumalik, Career Services/Promotions Coordinator
with Hanna Kilabuk at the Open House session, Cape Dorset



Partner Profile

Nunavut Arctic College

Kakivak's Career Services Department has been working very closely with Nunavut Arctic College Centre for Work and Learning. We have partnered to deliver a career services workshop that covered such topics as resume writing, interview skills, tips on job search techniques and Government of Nunavut hiring process. Kakivak staff has also spent time at the Centre to assist students with job searches, resume writing and with the completion of the forms and applications.

Staff from the Training and Employment Department also take part in the annual Nunavut Arctic College student orientation. As part of the orientation Kakivak provides information to the students we have funded as well as general information on our programs.

14

EMPLOYMENT RESOURCE CENTRES
IN THE QIKIQTANI REGION

506

NUMBER OF NEW AND RETURNING CLIENTS WHO
VISITED THE EMPLOYMENT RESOURCE CENTRES



Rozy Singh, Manager of Career Services, during a visit to Pond Inlet

Rozy Singh

In February we said good-bye to Rozy Singh, the Manager of the Career Services Department. During her 5 years at Kakivak Rozy was instrumental in setting up the Employment Assistance Services Centre at Kakivak and provided training to the Community Liaison Officers so that they were prepared to provide similar services in the communities. We will miss her enthusiasm and commitment to Career Services.

Service Delivery

Kakivak Employment Assistance Services Visits by Community 2015-16

Community	Total Visits
Arctic Bay	17
Cape Dorset	26
Clyde River	22
Grise Fiord	2
Hall Beach	10
Igloolik	30
Iqaluit	201
Kimmirut	8
Pangnirtung	111
Pond Inlet	37
Qikiqtarjuaq	3
Resolute Bay	2
Sanikiluaq	5
Other	32
TOTAL	506



Community Outreach...

Meeting with the Arctic College students, Cape Dorset and Clyde River



Community Residential Centre

In August, staff from Kakivak Association including: Rozy Singh, Manager of Career Services; Kristof Karcza, Senior Business Development Officer; Eva Onalik, Senior Employment Officer; and Joanasie Akumalik, Career Services/Promotions Coordinator, made a presentation about Kakivak's programs to the clients of the Utaqivik Community Residential Centre, a Government of Nunavut operated halfway house.

Inuksuk High School

In May, staff from Kakivak Association went to the Inuksuk High School to make a presentation to senior high school students. The presentation covered the Individual Sponsorship Program for post-secondary education, childcare programs, and resume writing. The students were also informed about the services available through the Employment Assistance Services Centre at Kakivak.

Kakivak Association staff took part in the Annual Career Fair at the Inuksuk High School. Organizations from the federal government, territorial government and non-governmental organizations set up booths to show the students and the general public what services or programs they offer and what employment opportunities might be available.



Here to help you...

2015 Nunavut Trade Show
L – R: Eva Groves, Eva Onalik, Joanasie Akumalik, James Paton, Meeka Uniuqsaraq and Glenn Cousins



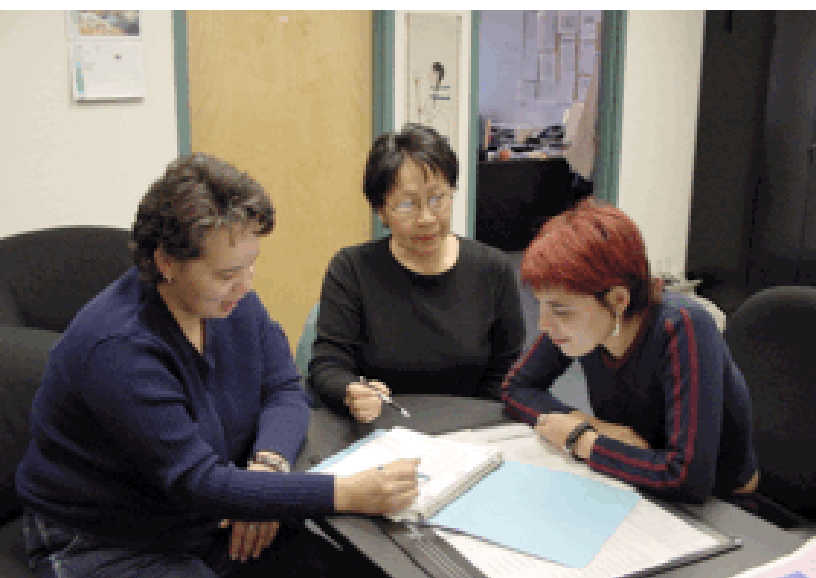
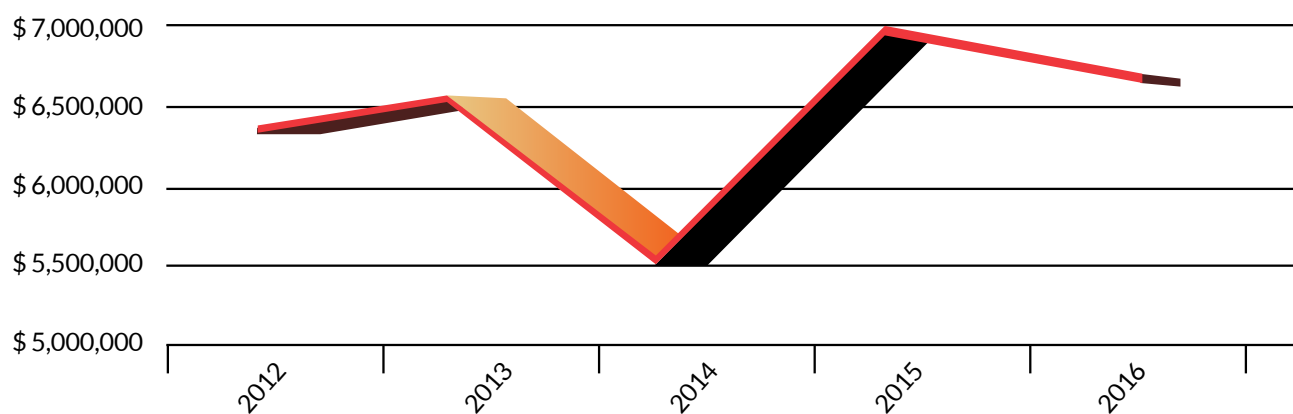
*Kakivak says farewell to longtime Manager of Finance,
Scott Wells, in 2015*

Memories of Kakivak

Financial Summary

Kakivak Association delivers a range of programs that support training and employment, childcare, youth initiatives and business development. Over the past 5 years Kakivak's program spending has totalled over \$32 million dollars, an average of \$6.4 million per year. This year 75% of total expenditures went directly to our clients, close to \$6.7 million dollars.

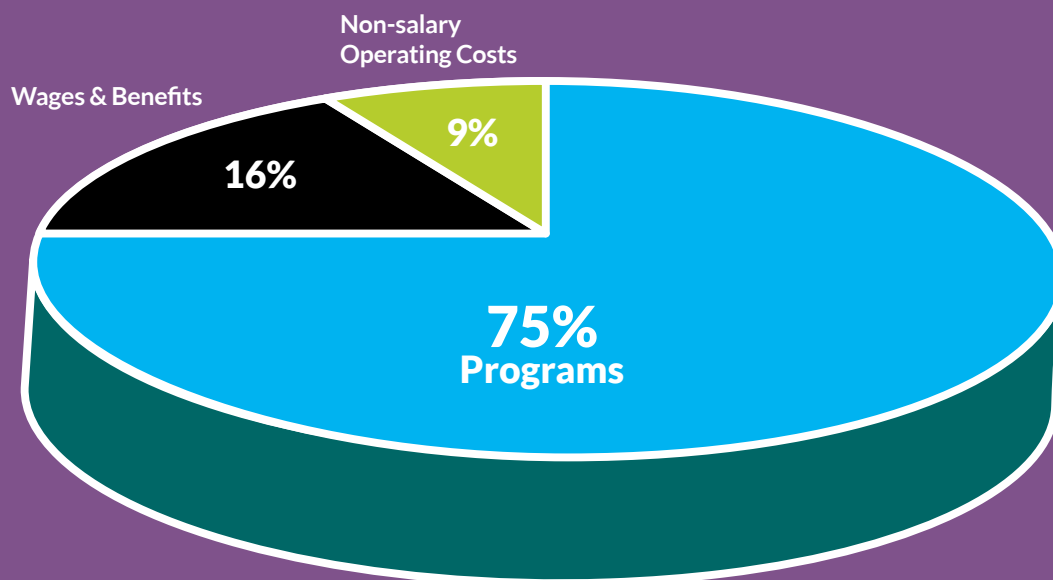
Program Spending



Memories of Kakivak...

Lynn Kilabuk, Manager of Finance,
Meekalee Lewis, Finance Officer, and
Susan Stoney in 2001

Program Spending and Operating Costs 2015-16



Summarized Statement of Financial Position 2015-16

Assets

Cash	3,930,049
Investments	6,641,908
Accounts Receivable	4,193,199
Property & Equipment	33,813
Prepaid Expenses	20,766
Total Assets	14,819,735

Liabilities

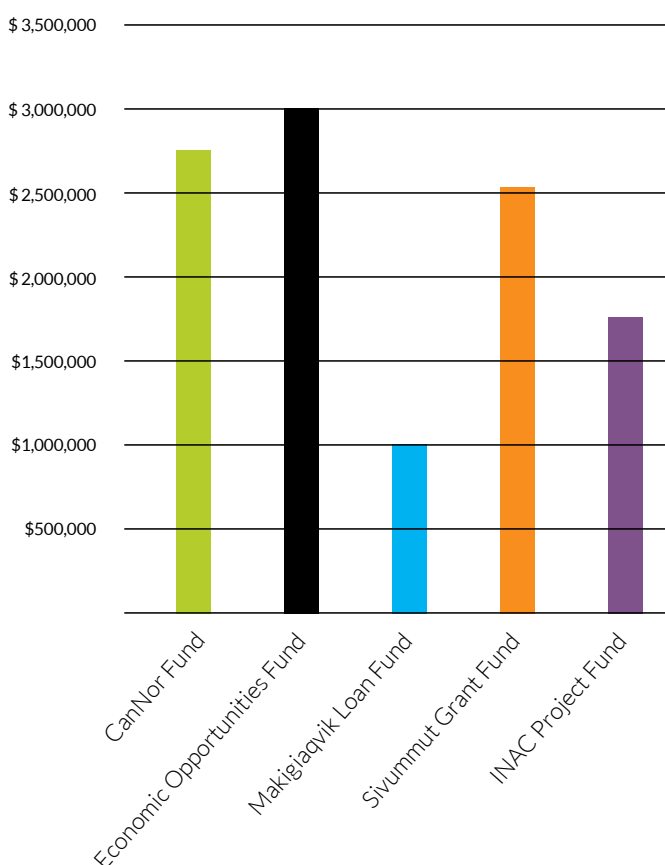
Accounts Payable	889,990
Program Commitments	891,575
Deferred Contributions – CanNor	2,737,357
Deferred Contributions – INAC	1,755,819
Deferred Contributions – Other	460,750
Total Liabilities	6,735,491

Fund Balances

General Fund	1,534,018
Economic Opportunities Fund	2,988,411
Makigiaqvik Loan Fund	1,000,000
Sivummut Grant Fund	2,561,815
Total Fund Balances	8,084,244

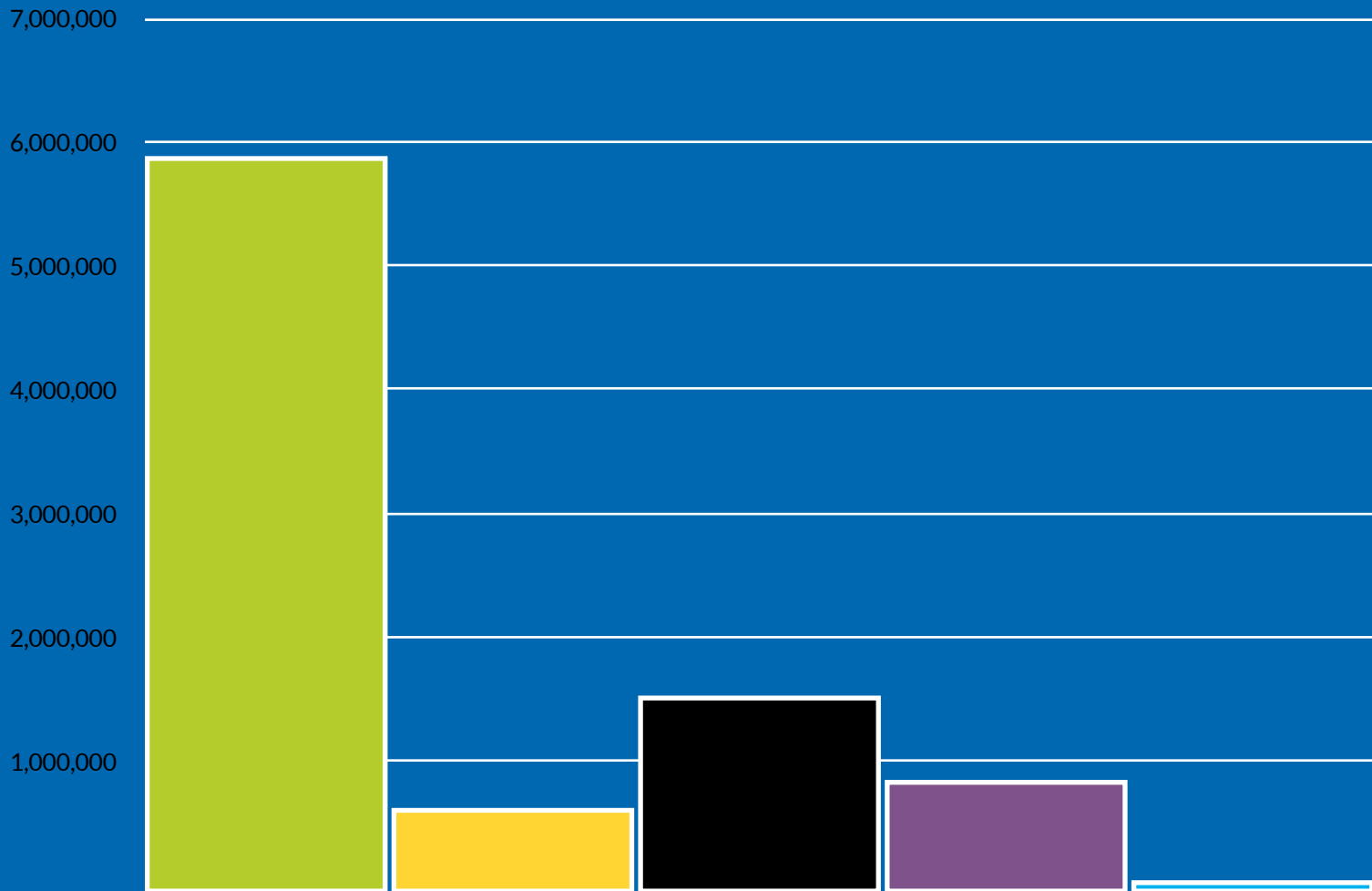
Total Liabilities & Equity 14,819,735

Kakivak Project Fund Balances



Note: In 2015-16 Kakivak Association changed from the fund method of accounting to the deferred revenue method. This means that incoming revenue for program delivery is recognized when it is committed to projects, not when it is received. For the purposes of the presentation of fund balances in the chart above, deferred revenues are included.

Sources of Revenue 2015-16



1 ESDC

Kakivak Association has a multi-year agreement with Employment and Social Development Canada (ESDC) for delivery of programs and services under the Aboriginal Skills and Employment Training Strategy (ASETS). Through this agreement Kakivak provides funding and services related to education, training, career development and childcare programs.

2 AANDC

Kakivak Association has an ongoing partnership with Aboriginal Affairs and Northern Development Canada for the delivery of Youth Employment Strategy programs. Through this partnership Kakivak provides project funding through five youth employment and career awareness programs.

3 CanNor

Kakivak Association has an ongoing relationship with the Canadian Northern Economic Development Agency that includes funding to support the delivery of business and community economic development programs and services.

4 QIA

Kakivak Association is the non-profit economic development arm of the Qikiqtani Inuit Association which contributes funding to support the delivery of business and community economic development programs and services. This funding is used to support the Sivummut Grant and Makigiaqvik Loan programs and for operations.

5 Other

Other revenue is derived from interest earned, unrealized gains on fund investments and a cost sharing arrangement. The majority of this revenue is dependent on the performance of a low-risk investment portfolio and is difficult to predict from year to year.

\$8,955,527

TOTAL REVENUES
2015-16

\$6.7M

TOTAL PROGRAM
SPENDING 2015-16

\$6.4M

AVERAGE ANNUAL SPENDING
OVER THE PAST 5 YEARS

Summarized Statement of Operations 2015-16

	GENERAL FUND	CANNOR FUND	TRAINING FUND	DAYCARE FUND	ECONOMIC OPPORTUNITIES FUND	MAKIGIAQVIK LOAN FUND	SIVUMMUT GRANT FUND	AANDC PROJECTS FUND	Total 2016	Total 2015
Program Revenue										
CanNor	-	662,643	-	-	-	-	-	-	662,643	-
ESDC	-		3,511,232	1,526,562	-	-	-	-	5,037,794	5,856,037
INAC	-		-	-	-	-	-	671,363	671,363	675,761
QIA	-		-	-	-	-	382,200	-	382,200	575,488
Interest & Other Revenue for Programs	-	841	-	-	(59,169)	-	-	-	(58,328)	269,740
Total Program Revenues	-	663,484	3,511,232	1,526,562	(59,169)	-	382,200	671,363	6,695,672	7,377,026
Program Expenditures	-	663,484	3,511,232	1,526,562	84,437	-	249,439	671,363	6,706,517	6,910,960
Change to Program Fund Balances	-	-	-	-	(143,606)	-	132,761	-	(10,845)	466,066
Operating Revenue										
CanNor	-	846,977	-	-	-	-	-	-	846,977	819,036
ESDC	-	-	606,947	269,393	-	-	-	-	876,340	927,090
QIA	-	-	-	-	-	132,693	259,508	-	392,201	198,913
Interest & Other Revenue for Programs	129,484	-	-	-	-	13,979	874	-	144,337	346,373
Total Operating Revenue	129,484	846,977	606,947	269,393	-	146,672	260,382	-	2,259,855	2,291,412
Operating Expenses										
Wages & benefits	8,817	619,156	295,042	223,808	10,000	78,381	208,381	-	1,443,585	1,496,436
Non-salary operating	121,720	227,821	311,905	45,585	-	68,291	52,001	-	827,323	797,525
Total Operating Expenses	130,537	846,977	606,947	269,393	10,000	146,672	260,382	-	2,270,908	2,293,961
Operating Surplus or (Excess Expenses)	(1,053)	-	-	-	(10,000)	-	-	-	(11,053)	(2,549)
Total Surplus or (Excess Expenses)	(1,053)	-	-	-	(153,606)	-	132,761	-	(21,898)	463,517
Total revenue	129,484	1,510,461	4,118,179	1,795,955	(59,169)	146,672	642,582	671,363	8,955,527	9,668,438

Notes:

The summarized statement of operations presented above and the summarized balance sheet on page 32 were compiled from Kakivak Association's 2015-16 audited financial statements. In 2015-16 Kakivak Association changed from the fund method of accounting to the deferred revenue method. This means that incoming revenue is recognized when it is committed to projects or used for operating expenses, not when it is received. 2015 has been restated for comparison.

The General Fund reports financial activity for Kakivak's general operating and administrative activities and investments in property and equipment. This fund is unrestricted and includes interest on investments and other income with unrestricted sources.

The CanNor Fund reports financial activity for operations and an equity fund established through a Service Delivery Partnership arrangement with CanNor for delivery of the Entrepreneurship and Business Development program. This fund includes both restricted equity funds and funds for operations.

The Training Fund reports financial activity for program and service delivery made available through an Aboriginal Skills and Employment Training Strategy (ASETS) agreement with Employment and Social Development Canada. This fund includes only restricted funds that are to be used for education, training and employment of Inuit beneficiaries in the Qikiqtani region.

The Daycare Fund reports financial activity for program and service delivery made available through an Aboriginal Skills and Employment Training Strategy (ASETS) agreement with Employment and Social Development Canada. This fund includes only restricted funds that are to be used for childcare and afterschool programs for Inuit beneficiaries in the Qikiqtani Region.

The Economic Opportunities Fund reports financial activity for restricted funds that are to be used only for tourism-related economic and business development opportunities in communities adjacent to national parks in the Qikiqtani Region. This fund was established through an Inuit Impact and Benefit Agreement between Parks Canada and the Qikiqtani Inuit Association.

The Makigiaqvik Loan Fund reports financial activity for restricted funds used to provide loans to Inuit-owned businesses in the Qikiqtani region and for operations. Funding for this fund comes from the Qikiqtani Inuit Association and from interest earned on loans.

The Sivummut Grand Fund reports financial activity for restricted funds used to provide grants to Inuit-owned businesses in the Qikiqtani region and for operations. Funding for this fund comes from the Qikiqtani Inuit Association.

The INAC Projects Fund includes revenue for program delivery made available through the Youth Employment Strategy agreement with Indigenous and Northern Affairs Canada. This fund includes only restricted funds to be used for Inuit youth employment programs in the Qikiqtani region.

Thank You

Kakivak Association gratefully acknowledges the continued support and funding from our partners at Employment and Social Development Canada, the Canadian Northern Economic Development Agency, Aboriginal Affairs and Northern Development Canada and the Qikiqtani Inuit Association.



Employment and
Social Development Canada

Emploi et
Développement social Canada



Canadian Northern Economic
Development Agency

Agence canadienne de
développement économique du Nord



Aboriginal Affairs and
Northern Development Canada

Affaires autochtones et
Développement du Nord Canada



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