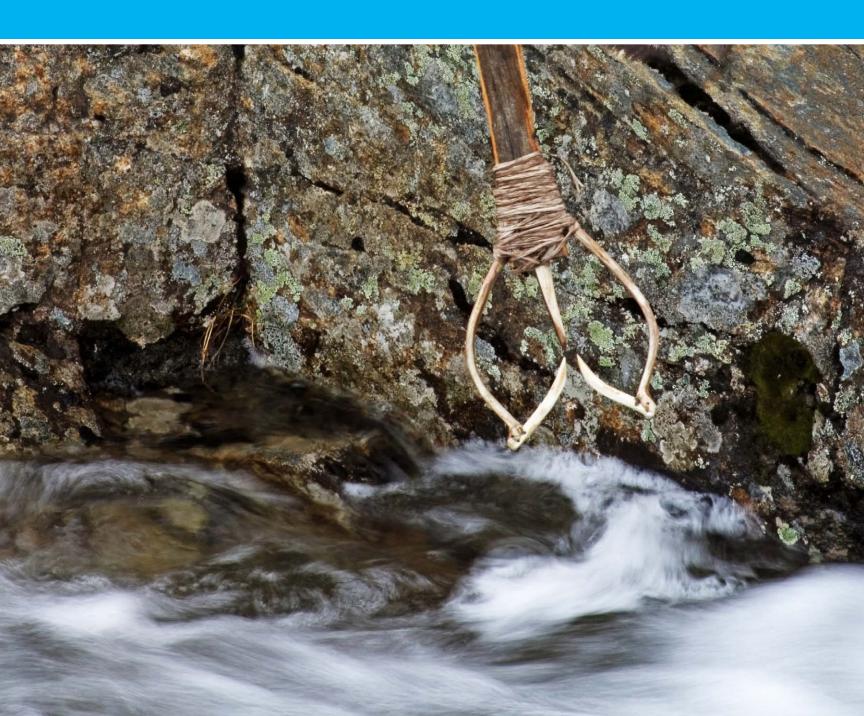


KAKIVAK ASSOCIATION Annual Report 2013



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 7,000 to Grise Fiord in the high Arctic with a population of 150.

Governed by a board of directors appointed by the Qikiqtani Inuit Association, our organization and program delivery is structured under four main program areas: Employment and Training, Career Services, Business Development and Childcare, Youth and Disability. In addition we have an internal administration department that handles finance and administrative functions.

Success!

Kakivak Association is focused on supporting the Inuit of the Qikiqtani Region to achieve success by participating in education and training programs, developing business opportunities and finding employment.

The board of directors and staff are dedicated to assisting our clients to be successful on whatever path they choose. We have a wide variety of programs and services including funding for post-secondary education and employment related training, financial support and services for small businesses, career development services and funding to support daycares and youth initiatives.

Kakivak Association can help you achieve a successful future.

Our priorities at Kakivak include:

- Supporting Inuit in achieving high levels of employability and employment through increased education and training and development of knowledge and skill levels.
- Supporting Inuit in achieving employment and career objectives through job search and career counselling services.
- Supporting Inuit in achieving greater participation in business through the establishment, management and operation of viable, successful businesses.
- Supporting 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 Kakivak's partnerships with a wide range of individuals, businesses and organizations.
- Developing Kakivak as an effective and efficient organization in the delivery of community development and client programs and services.

Message from Chair

Kakivak Association believes that our success is only achieved through the success of the many Qikiqtani Inuit that we support through our programs and services. These include support for access to education and training for employment, funding for daycare and youth initiatives, career development services and support for entrepreneurs that are establishing or expanding Inuit-owned businesses.

I am proud to say that the consistent delivery of these programs and services has made Kakivak one of the most successful Inuit organizations in Nunavut.



Also, I am proud to be back on the Kakivak Association Board of Directors and now to take on a leadership position as Chair. This will be a challenging role but I know that there have been many years of strong leadership under the long-time Chair, Larry Audlaluk, and now I have the opportunity to build on the past success of the organization.

Kakivak would like to acknowledge some of the many partnerships that help make the organization a success. Partners like the Government of Canada and our parent organization, the Qikiqtani Inuit Association, provide the financial support necessary for our program delivery. Partners such as the Government of Nunavut's departments of Education and Economic Development and the Baffin Business Development Corporation have objectives that are similar to Kakivak's and together we are able to achieve even greater success for ourselves and the Inuit of our region.

I am excited about the opportunities in the Qikiqtani Region and I look forward to working with our Partners, the Board of Directors and the dedicated staff at Kakivak Association as we reach out and provide the support needed to help Inuit succeed and thrive.

Qujannamiik.

CHAIR

Message from CEO

When I look back at a year of our activity at Kakivak Association I am amazed at the number of projects and individual initiatives that we have supported. Each department has programs that contribute to the success of Inuit from our region and in just one year over 3000 Inuit have been supported in some way through Kakivak's programs. This includes financial support for students, contributions to training institutions, visits to our career development centre, daycare funding, contributions for business development and the pursuit of successful and sustainable livelihoods.

One of our primary objectives has been to strengthen our partnerships, and we have done this by working together with our partners to deliver some innovative employment related training. This includes a heavy equipment operator training project conducted in partnership with the Municipal Training Organization and the Hamlet of Arctic Bay. This initiative allowed 12 Arctic Bay residents to receive heavy equipment operator training without leaving their community. This pilot project will likely lead to similar projects in other communities.

We also cost shared with Baffinland, the Government of Nunavut Department of Education and the Hamlet of Pond Inlet to support the development of a unique work readiness program designed to prepare individuals for working at Baffinland. The objective is to prepare the future employees of Baffinland to be successful in the workplace while maintaining personal well-being. This program is being delivered in each of the communities closest to the Mary River iron ore project.

Kakivak also used community visits as an opportunity to enhance our partnerships and work directly with our colleagues from other economic development agencies and government departments. Our guests on community visits included representatives from the Qikiqtani Inuit Association, the Canadian Northern Economic Development Agency (CanNor), the Government of Nunavut Department of Economic Development & Transportation, the Municipal Training Organization and Nunavut Tourism. The opportunity to meet with community members as a team enhances the success of the visits and the potential for implementing successful projects. The communities visited included Sanikiluaq, Igloolik, Qikiqtarjuaq, Pangnirtung and Arctic Bay. The Board of Directors also participated in the trip to Arctic Bay.

It is dedicated and hardworking employees that allow Kakivak to achieve its results and to make a difference in the lives of our clients. I am proud of our Kakivak team for all the success we have been able to achieve this year. I truly appreciate their great work and dedication that has made it possible to deliver the programs and services to the Inuit in our region.

Nakuqmiik.

Leonie Qaumariaq

CEO



Board of Directors

CHAIR (NOT SHOWN)

Rita Mike

PAST CHAIR

Larry Audlaluk

VICE-CHAIR

Sakiasie Sowdlooapik

DIRECTOR

Johnny Manning

DIRECTOR

Olassie Machmer

SECRETARY-TREASURER

PJ Akeeagok

Thank You Larry Audlaluk!

This year we said good-bye to Larry Audlaluk, our long serving Chair of the Board of Directors. For over 12 years Larry provided leadership for Kakivak Association and he was an important part of the growth and success of the organization.

His commitment has been remarkable, with years of dedicated service including many weeks of travel away from his home in Grise Fiord, which meant time spent apart from his family.

As Chair, Larry presided over countless meetings, always ensuring that the Board of Directors would reach balanced and fair decisions. Above all, Larry made sure that Kakivak provided the best possible program and service delivery to the Inuit of the Qikiqtani Region.

appreciation for his years of service to Kakivak Association from Rita Mike, Chair of Kakivak Association and Okalik Eegeesiak, President of the Qikiqtani Inuit Association.



Business Development

Kakivak's Business Development Officers can help you determine the best combination of funding and financing options for your business. We offer a number of programs to help businesses succeed, including:

Small Tools Grant

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-start up, start up or expansion.

Economic Opportunities Fund

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

Makigiaqvik Loans

If you're operating an Inuit owned business you could qualify for up to \$50,000 in financing through the Makigiaqvik Loans Program. This can help you establish or expand a business.



Preparing for future success

In July Kakivak Association representatives participated in discussions with the Canadian Northern Economic Development Agency (CanNor) to help shape the future of federally funded Aboriginal business development programs for Nunavut. Building on the success of our existing business development programs, Kakivak proposed a new program that would provide enhanced services and funding for opportunity identification and development for communities and Inuit businesses. It is expected that the new program will be rolled out in 2014.



Success Story

Snow Cosmetics is an Inuit owned cosmetic company with products sold online

"Kakivak Association helped me quite a bit when I was first trying to start my business. From the time I brought my business plan through the door I received helpful suggestions and constructive feedback. The enthusiasm and support from the staff along with a financial contribution, really helped to get my business off the ground."

Courtney White, Owner and Operator, Snow Cosmetics

108

CLIENTS RECEIVED
SUPPORT

8

\$466,751

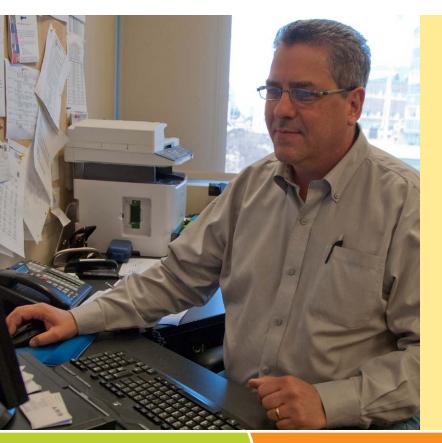
Highlights

Kakivak Association's business development department is pleased to have provided support for some successful business initiatives in the Qikiqtani Region this year. Highlights include:

- Provided funding and support for 8 new business start-ups
- Assisted 6 Inuit women to establish or operate their businesses
- Supported an initiative leading to increased quota for commercial char fishing
- Provided funding for artists to attend the 2012 Nunavut Artist's Showcase
- Assisted the community of Arctic Bay to develop a new tourism development strategy

Partnering for Success

Successful businesses require partnerships just like Kakivak depends on partnerships with other agencies providing support to businesses. We work closely with agencies that play a key role in the success of Qikiqtani businesses. We work with organizations like the Baffin Business Development Corporation, Atuqtuarvik, Nunavut Business Credit Corporation, the Canadian Northern Economic Development Agency, Government of Nunavut Department of Economic Development & Transportation and many others. Our partnerships mean Qikiqtani businesses have a strong team ready to help them achieve success.



Meet Glenn...

Glenn Cousins is the Manager of Business Services for Kakivak Association. He first came to Nunavut in 1986 and had a long career in business management before leaving the private sector to pursue his interests in Nunavut's economic development. Glenn enjoys working at Kakivak and finds it very rewarding to assist his clients to establish successful businesses.

Originally from northern British Columbia, Glenn has lived in and visited a number of communities throughout the Eastern Arctic. He enjoys being at home with his wife and children and volunteers his time with Habitat for Humanity.

Program Delivery

Program	\$ Approved	# of clients assisted		
Small Tools	\$41,020	74		
Sivummut	\$321,700			
Economic Opportunities Fund	\$59,639	7		
Makigiaqvik	\$5,142	1		
Special Projects	\$39,250	3		
TOTAL	\$466,751	108		

"Kakivak Association gave me the assistance I needed to start up my business. I couldn't have done it without their help"

Lynda Gunn, Owner and Operator, Logistics and Expediting Baffin Ltd.





Success Stories

Looty Pijamini in Russia

Looty Pijamini is an established and renowned artist. He has won awards and participated in the creation of the High Arctic Exile Monument.

Kakivak Association is proud to have provided support to enable Looty, accompanied by his wife Peepeelee, to travel to Russia to participate in a unique circumpolar artistic and cultural exchange involving artists from all three regions of Nunavut and Indigenous peoples from the Yamal-Nenets District of Russia. Next year the Indigenous peoples from Yamal will travel to Nunavut.

"I really appreciate all of the help provided by Kakivak Association through this whole process. The staff have been very helpful and

informative and I've learned a lot by just applying for support for my business!
I really appreciate the care taken with my project, as well as the efficiency and speed with which it was handled."

Alethea Arnaquq-Baril Owner and Operator, Unikkaat Studios



Bullany Success

Childcare, Youth and Disability

The Childcare, Youth & Disability Department of Kakivak 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 & Awareness Program provides support for the provision of career development information and awareness through projects such as career fairs.
- The Childcare Program offers support in three areas, basic operations and maintenance, attendance-based operations & maintenance, and support for cultural & language, operational equipment, worker training.
- The Science & Technology Program supports activities that promote science and technology as an educational and/or career choice, including science camps, computer clubs, and activities that connect science & technology to traditional aboriginal knowledge.
- The Disability Assistance Program
 encourages employers to hire individuals
 they would not normally hire in the absence
 of a subsidy, employment related training, or
 individual sponsorship.

- The Mentored and 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 Baffin Inuit Youth Employment
 Program encourages employees to hire youth they would not normally hire in the absence of wage subsidy, employment related training or individual sponsorship.
- The Summer Work Experience Program provides employer subsidies for summer work experience opportunities for Inuit students attending secondary or postsecondary school.

Program Delivery

Department	Funding Approved	Details			
Childcare	\$1,526,563	Childcare spaces: 182 full time, 38 part time			
		Childcare workers: 64 full time, 40 part time			
		24 childcare centres supported			
Youth	\$981,194	Number of projects: 42 Number of participants: 1721			
	*				

Disability \$18,635

Total funds approved: \$2,526,392

Total number of projects: 70

Total Inuit clients assisted: 1722

Kakivak participates in the National Inuit Early Childhood Development Working Group (IECDWG)

Inuit Tapiriit Kanatami (ITK) led the development of the Inuit Early Childhood Development Strategy (IECDS). ITK has worked on the strategy in association with representatives from the Inuit Land Claim Areas and regions. These include: Nunatsiavut, Nunavut (Qikiqtani, Kivalliq, Kitikmeot) and Inuvialuit, as well as with Pauktuutit. The foundation of the strategy has been in the process of being built since March 2001, the group is still successful after twelve years. One of the goals of the working group is to have 100% healthy Inuit/Inuvialuit children who grow up to be productive members of society.





Success Story

Childcare leads to success for children and parents

At Kakivak Association we know that success for children can begin with the early childhood education that is provided at licensed daycare facilities, and we know that access to affordable childcare contributes to the success of parents who are enabled to participate in the workforce, to further their education or to participate in traditional economic activities.

Kakivak Association is committed to supporting access to childcare in our region and we have provided over \$15 million in funding for licensed childcare facilities over the past 10 years.



Success today and for the future

We are proud to support Nunavut Sivuniksavut. This program is helping to develop Inuit leadership today and for the future. Over the past 10 years Kakivak has provided over \$2 million in funding for this program.



Meet Eva...

Eva Groves is the Manager of Childcare, Youth & Disability Programs and has been in this position for over 14 years. She really enjoys working with her team to deliver programs that support daycares, youth employment and persons with disabilities. She supports the need to fund daycares so that parents have the support required to further their education, contribute to the traditional economy or to be part of the workforce. Born and raised in Apex, Eva is a busy mother and grandmother that loves the outdoors.



Crystal Martin works for social services in Igloolik. She received funding from Kakivak Association for the post-secondary education required to prepare her for a career in social services.

Partnering for Success

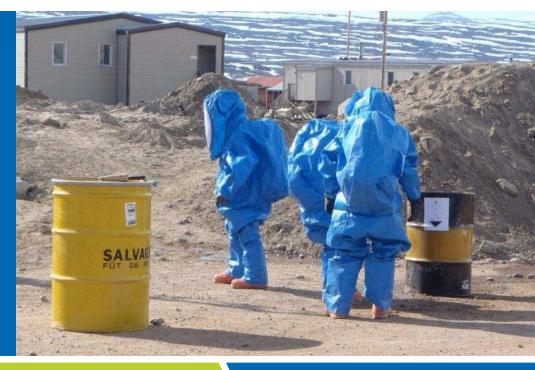
Training and Employment

At Kakivak 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 allowances,
 tuition and travel support may be provided.
- Community Service Project Funding is the best fit for not-for-profits, Inuit organizations and municipal governments. If these groups are offering employment or work experiences for Inuit then funding up to \$25,000 may be provided.
- 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.

Kakivak supported training for contaminated sites workers in

Qikiqtarjuaq



273

PEOPLE SUPPORTED THROUGH INDIVIDUAL SPONSORSHIPS 423
TRAINING PROJECTS

SUPPORTED

\$3,194,065

USED FOR TRAINING AND EMPLOYMENT



Success Story

Qulliq Energy Corporation

Qulliq Energy Corporation's Moses
Naqitarvik (L) shows Terry Ejangiaq (C)
and Edward Qaqqasiq (R) the right button
to push at the Arctic Bay Power station.
Ejangiaq and Qaqqasiq are training to
become Diesel Generating Operators
under a new pilot project partnered by
the Hamlet of Arctic Bay, Qulliq Energy
Corporation and Kakivak Association,
under the Inuit Youth Work Experience
Program. Ejangiag and Qaqqisiq are
learning skills that will enable them to find
work in Nunavut's growing industry.

Photo credit: Clare Kines.



Meet Annie...

Annie Alexander is the Manager of Training and Employment Programs and has been in this position for over 6 years. She enjoys working with her team to deliver programs that support beneficiary clients of the Qikiqtani Region through Individual Sponsorship, Employment Related Training, Wage Subsidy and Community Service Projects. She promotes the programs to support clients that want to further their education and training required to be a part of the workforce. Annie has lived in Iqaluit all her life and enjoys spending time with her family.



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Program Delivery

Department/ Program	Funding Approved	Projects Supported		
Individual Sponsorships	\$1,680,242	273		
Training Projects	\$1,513,823	423		

Partnerships

Delivering quality training to ensure hamlet workers have the skills necessary to do their jobs is no easy task, but the Municipal Training Organization has the mandate to identify, develop and implement programs to ensure workers across the territory can deliver for their communities. Kakivak is pleased to partner with Municipal Training Organization to fund training courses, fund individuals to take training and provide wage subsidies within the Qikiqtani Region.

Success Story

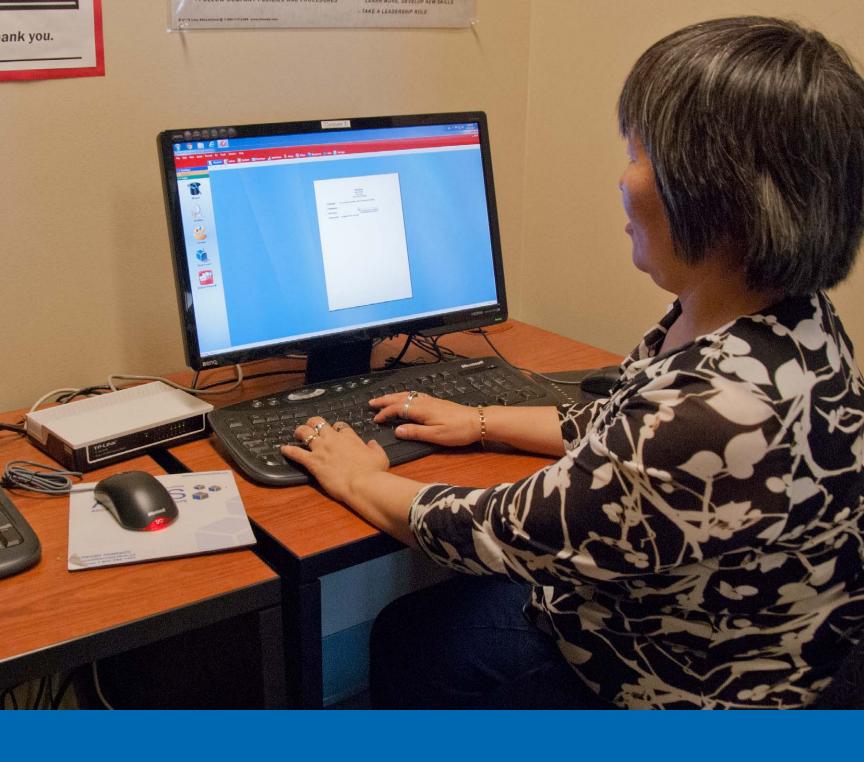
Heavy Equipment Operators Course

Graduates of the Heavy Equipment
Operator and Class 3.0 Air Brakes
course held in Arctic Bay. This was a pilot
project to provide this type of training
in the community instead of sending the
participants out to a southern facility
for training. Funding and delivery of the
course was supported by the Hamlet
of Arctic Bay, the Municipal Training
Organization and Kakivak Association.

Back row: Dave Beamish (Instructor), Mason Pauloosie, William Nuvviaq, Daniel Iqaqrialu, Richard Bohlender, Darcy Enoogoo, Kenny Allurut, Valerie Taqtu, Don Tourangeau (Instructor), Joanna Koonoo

Front row kneeling: Norman Pauloosie, Johnny Aola, Boisey Olayuk, Benjamin Issugangituq, Boisey Kilukishak

Missing: Joseph Kalluk, Salmo Inutiq, Kenneth Barnabas



Preparing for Success

Career Services

The Department of Career Services is an entrypoint for many of the individuals who receive assistance from our various programs at Kakivak. Currently we have 14 locations across Baffin Island that provide this service, majority of these locations are managed by the Community Liaison Officers in:

- Arctic Bay
- Resolute
- Hall Beach
- Sanikiluag
- Kimmirut
- Clyde River
- Pangnirtung
- Qikiqtarjuaq
- Cape Dorset
- Grise Fiord
- Pond Inlet
- Igloolik
- Iqaluit, managed directly by Kakivak
- Iqaluit, managed by Nunavut Arctic College

Career Services provides Employment Assistance Services (EAS) to employed, under-employed, and unemployed individuals who are looking for employment, skills enhancement, and training opportunities.

2012-2013 Highlights:

- CLO Training in Igloolik April 2012
- Kakivak Open House June 2012
- Cannexus January 2013
- Industry Engagement Session –
 October 2012



Annie Alexander and Rozy Singh participate in the Industry
Engagement Session organized by Kakivak Association. The session
brought together employers, training institutes and funders to discuss
common challenges and solutions for labour force development.

Manager of Career Services, Rozy Singh, provides training to Community Liaison Officers as part of Kakivak's initiative to provide career services in all communities in the region. This training session, held in Igloolik, was a joint effort between Kakivak and the Qikiqtani Inuit Association.



Program Delivery

Kakivak EAS Visits by Community 2012-13

Community	Total Visits
Arctic Bay	20
Cape Dorset	53
Clyde River	19
Grise Fiord	1
Hall Beach	8
Igloolik	44
Iqaluit	105
Iqaluit - NAC	45
Kimmirut	7
Pangnirtung	28
Pond Inlet	25
Qikiqtarjuaq	8
Resolute Bay	6
Sanikiluaq	9
TOTAL	378

Meet Rozy...

Rozy Singh, Manager of Career Services, has over 10 years of experience in assisting individuals achieve their employment and training goals. With her knowledge of project management, curriculum development, group facilitation, and counselling, she has become an invaluable member of the Kakivak team. Her goal is reach out to all of the individuals in Qikiqtani and help them achieve their employment dreams!

Financial Summary

Kakivak Association delivers a large number of training and employment programs, business loans and grants, childcare, afterschool and youth programs.

In 2012-13 66% of Kakivak's total spending went directly to clients - over 6.5 million dollars. This is an increase of over \$179,000 from 2011-12 and up \$627,000 since 2010-11.

Program Spending

2012-13

\$6.57 million

2011-12

\$6.39 million

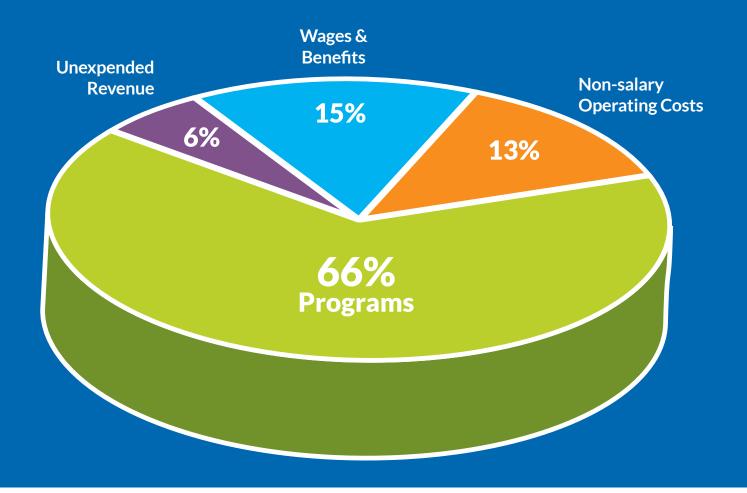
\$179,000



Meet Scott...

Scott Wells has been Manager of Finance & Administration at Kakivak Association for the past 5 years. Along with overseeing the finance division, Scott also assists in the delivery of the Training & Employment programs. Scott has lived in Iqaluit for the past 8 years. He was born and raised in Newfoundland and attended Grenfell College in Corner Brook and worked in management and finance of a medium sized private business for 20 years. His hobbies are collecting coins and currency, and motorcycles.

Expenses and Excess Revenue 2012-13

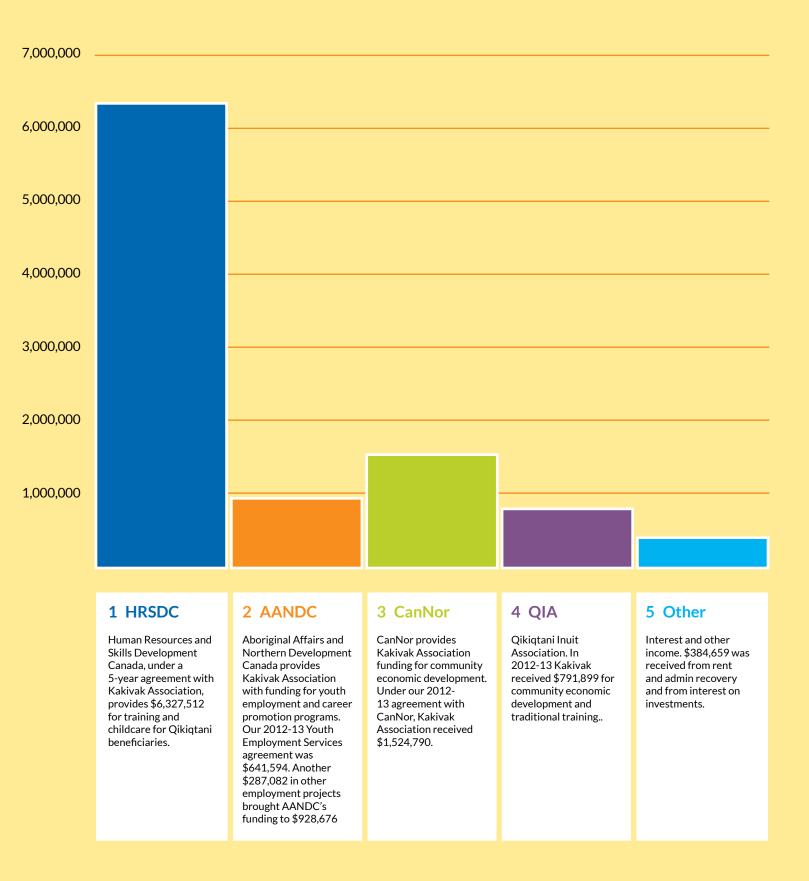


Summarized Statement of Financial Position 2012-13

	\$9,834,987
Total Liabilities	2,797,216
Program Commitments	1,507,392
Accounts Payable	1,289,824
Liabilities	
Total Assets	12,632,203
Prepaid Expenses	5,720
Property & Equipment	63,278
Accounts Receivable	390,252
Investments	6,302,468
Cash	5,870,485
Assets	

Fund Balances	
General Fund	1,811,786
Training Fund	-
Daycare Fund	-
Economic Opportunities Fund	3,255,594
Makigiaqvik Loan Fund	1,000,000
Sivummut Grant Fund	2,180,058
AANDC Project Fund	1,587,549
Ending Fund Balance	\$9,834,987

Sources of Revenue 2012-13



Total: \$9,957,536

Summarized Statement of Operations 2012-13

	GENERAL FUND	TRAINING FUND	DAYCARE FUND	ECONOMIC OPPORTUNITIES FUND	MAKIGIAQVIK LOAN FUND	SIVUMMUT GRANT FUND	AANDC PROJECTS FUND	Total 2013	Total 2012
Revenue									
CanNor	1,524,790	-	-	-	-	-	-	1,524,790	1,115,084
HRSDC	-	4,531,557	1,795,955	-	-	-	-	6,327,512	6,170,813
AANDC	-	-	-	-	-	-	928,676	928,676	642,614
QIA	-	-	-	-	92,427	699,472	-	791,899	906,856
NTI	55,000	-	-	-	-	-	-	55,000	
Interest & other	240,774	-	-	77,384	10,728	773	-	329,659	570,955
Total Revenues	1,820,564	4,531,557	1,795,955	77,384	103,155	700,245	928,676	9,957,536	9,406,322
Expenses									
Wages & benefits	869,074	297,425	235,884	2,556	28,796	28,796	-	1,462,531	1,309,982
Non-salary operating	712,350	350,324	33,509	-	74,359	51,261	64,159	1,285,962	1,117,042
Program assistance	-	3,883,808	1,526,562	57,429	-	242,597	864,517	6,574,913	6,395,788
Total Expenses	1,581,424	4,531,557	1,795,955	59,985	103,155	322,654	928,676	9,323,406	8,822,812
Unexpended Revenue	239,140	ч	-	17,399	-	377,591	-	634,130	583,510

Notes:

The summarized statement of operations presented above and the summarized statement of financial position were compiled from Kakivak Association's 2012-13 audited financial statements. Kakivak Association follows the restricted fund method of accounting.

Our General Fund accounts for Kakivak's general operating and administrative activities. This fund reports contributions from CanNor, interest and other income, investments in property and equipment, and has mostly unrestricted resources.

The Training Fund reports only restricted funds that are to be used for training and employment of Inuit beneficiaries in the Qikiqtani Region. The Daycare Fund also reports only restricted funds that are to be used for childcare and afterschool programs for Inuit beneficiaries in the Qikiqtani Region. These funds normally balance to zero at the end of the year as all funds are disbursed.

Funding for Kakivak's Training Fund and Daycare Fund comes from the Government of Canada, Human Resources and Skills Development Canada department.

The Economic Opportunities Fund is made up of restricted funds that are to be used for tourism related economic and business development opportunities in communities adjacent to Qikiqtani national parks.

The Makigiaqvik Loan Fund and Sivummut Grant Fund report restricted funds used to provide business loans and grants to Qikiqtani beneficiaries. Capitalization for these funds come from the Qikiqtani Inuit Association and from loan and fund interest.

The AANDC Projects Fund reports only restricted funds from the Government of Canada Department of Aboriginal Affairs and Northern Development Canada. It is to be used only for youth employment programs for Qikiqtani beneficiaries.

Thank You

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



Human Resources and Skills Development Canada

Ressources humaines et Développement des compétences 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



Qikiqtani Inuit Association

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