



KAKIVAK
ASSOCIATION
Annual Report
2012



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

Funding Opportunities

Kakivak Association has a wide variety of programs and services for the Inuit of the Qikiqtani region. Known as a community and economic development organization, Kakivak Association is about providing opportunities for Inuit to develop businesses, participate in training, enhance community services and find employment. Our board and dedicated staff are fully committed to uncovering the potential that exists in our communities and inside every one of our clients.

At Kakivak, we recognize the opportunities that exist for beneficiaries of the Qikiqtani region, which is why we negotiate funding agreements with key federal departments and promote the interests of Inuit in relevant forums. We have divided our organization into 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.

Our priorities at Kakivak include:

- Building stronger linkages with communities
- Providing an increased level of service in communities
- Enhancing organizational partnerships
- Improving program delivery
- Assessing program impacts

Kakivak Association can help you identify opportunities for your future.



Message from Chair

At Kakivak we believe in opportunity. We believe in linking the opportunities that exist within Nunavut with the Inuit of the Qikiqtani region. We do this through partnerships and we continued to build on this success in 2011-12. The strong and solid relationships we have with our partners are the key to making our services work for our clients. Kakivak has developed partnerships to be effective and efficient.

The region we serve is vast and remote which makes it challenging to extend our reach. Thanks to partnerships with the Qikiqtani Inuit Association and their Community Liaison Officers we are able to have a local presence in all 13 communities we serve. We also partner with training funders like Financial Assistance for Nunavut Students, training organizations like the Nunavut Arctic College, Industry associations, and the Governments of Canada and Nunavut. Without our partners, Kakivak would not be able to offer the services we do. In 2011-12 we strengthened these partnerships and look forward to building on them in the coming years.

One highlight for Kakivak this year was our sponsorship of the 2012 Northern Lights Conference and Cultural Showcase. Kakivak's sponsorship was able to ensure artists from our region were profiled and showcased to a large national and international audience. The Arts and Culture marketplace was a key part to the success of the event.

We believe opportunities for success exist in every one of our service communities but also understand that these opportunities differ place to place. There are factors unique to each hamlet that affect what is viable for them. We work with communities to foster that viability and invest in partnerships that will be successful.

At Kakivak we are proud to be a part of our client's successes and we look forward to seeing more Qikiqtanimiut take advantage of the opportunities that exist in this region.

Qujannamiik.

Larry Audlaluk
CHAIR



Message from CEO

Nunavut is the land of opportunity and the Qikiqtani region is at the centre of a great deal of economic activity. Through resource development projects, fishing activity, tourism potential and so many other opportunities, the future of this region is bright. At Kakivak, we believe we can help our clients realize the full potential of these opportunities through our suite of programs. Whether you want to start a business, are a childcare centre in need of support, are looking for work or want to continue your education, we can help.

At Kakivak, we want to be your partner for success. We work with our clients and partner agencies to ensure that Inuit from our region have the opportunity to benefit from development occurring in all sectors. We spent much of 2011-12 planning and getting ready to open our employment readiness centres. These centres help link individuals who are seeking employment with employers who are hiring. The centres provide resources and in-person assistance with employment searches. Our clients can learn how to write a resume and a cover letter and develop valuable job search skills. These services are essential in order to get ready for the opportunities that are here now, and the ones that are coming up with the expansion of key sectors.

I am very proud of the staff at Kakivak and the work they do on behalf of Inuit of the Qikiqtani region. We are committed to maintaining relationships with partners, clients and governments in order to ensure success. Whether it's through employment and training, business development or childcare and youth programs, our staff at Kakivak care about ensuring Qikiqtanimitut succeed.

It has been a real honour for Kakivak to be your partner again for another year and we look forward to the success and opportunities we know next year will bring.

Leonie Qaumariaq
CEO

Board of Directors

CHAIR
Larry Audlaluk

VICE-CHAIR
Sakiasie Sowdlooapik

SECRETARY-TREASURER
PJ Akeeagok

DIRECTOR
Johnny Manning

DIRECTOR
Olassie Machmer

Year In Review

This Year Kakivak has funded many opportunities for beneficiaries of the Qikiqtani region. Here are some of the highlights!

- Over \$55,000 spent to support the development of the arts at the Northern Lights Conference and Cultural Showcase. Kakivak supported the “Art Showcase” at this largest northern focused business conference and cultural showcase in Canada.
- Our new career centres in Iqaluit and throughout the communities in the region provide an opportunity for our clients to search for new employment, develop employment related skills, update resumes and get career counseling. With the anticipated increase in resource development in the region and the resulting employment opportunities we expect to be quite busy!
- Our work with partners such as Human Resources and Skills Development Canada and the Canadian Northern Economic Development Agency continued to allow us to maximize the opportunities for Qikiqtani beneficiaries.
- 68% of the funding Kakivak receives is directly delivered to clients.



NunaVet

Kakivak's role in the success of one entrepreneur.

Leia Cunningham wanted to be a vet since she was a little girl. Seeing how her hometown of Iqaluit was without year round veterinary care, she dreamed of making a difference for her home community. Making that dream a reality would take the work of many people. Kakivak was forefront in Leia's success. Through the Training Department, Kakivak provided funding for Leia's education. Once she was a fully certified vet, Kakivak again helped Leia through support provided by the Business Department. This gave Leia the opportunity to open NunaVet, Iqaluit's full service mobile vet clinic. Thanks to the partnership with Leia and Kakivak, Iqaluit's pets have an opportunity to receive quality care, and Leia has the opportunity to run a successful business in her home community.

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:

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.

Sivummut Grants to Small Business

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

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.

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.



89

CLIENTS RECEIVED
SUPPORT

8

KEY PARTNERSHIPS TO MAKE
OUR CLIENTS SUCCESSFUL

\$438,807

TO SUPPORT
BUSINESSES

Unique Opportunities

Kakivak Association's business development department is pleased to have provided some unique opportunities for business in the Qikiqtani region this year. Highlights include:

- **Nunavut Arts and Crafts Association festival**
- **Training for 7 photographers operating small businesses as part of a photography workshop held in Arctic Bay.**
- **Wilderness First Aid provided for tourism related businesses.**
- **Continued partnership with Nunavut CEDO and the Canadian Northern Economic Development Agency.**

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 and many others. Our partnerships mean Qikiqtani businesses have a strong team ready to help them achieve success.



Meet James...

James Paton has been part of the Kakivak team for over five years as a Business Development Officer. His main responsibilities are to deliver services to clients for Sivummut grants, economic opportunities funds and Makigiaqvik loans. James knows these programs very well and knows what it takes for business to succeed. If you're a business looking to take advantage of some of the opportunities that Kakivak offers, you should know James! James is looking forward to many more years at Kakivak linking businesses with the programs and services they need to be successful.

Business Profile

Program	\$ Approved	# of clients assisted
Sivummut	\$162,830	15
Small Tools	\$69,350	61
Makigiaqvik	\$9,016	1
Economic Opportunities Fund	\$44,982	4
Special Projects	\$152,629	8

Success Story

Nascopie Services Inc.

If Mike Salomonie looks like he just won a lottery – it's because he feels like he did. Mike always dreamed of starting his own business and thanks to Kakivak he was able to make his dream a reality. In 2011 Mike started Nascopie Services Inc. recognizing the opportunities that exist within Nunavut. In the seven months since Nascopie Services Inc. was started, Mike is already seeing profits and is eyeing future opportunities. Kakivak helped Mike get ready to start his own business through our business support programs and services and has helped make his business ready to thrive.





Opportunity

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 four key programs.

- The **Childcare Program** offers support in three areas, basic operations and maintenance, attendance-based support, and support for cultural training and equipment.
- The **Career Promotion & Awareness** and the **Summer Student Employment Opportunity Programs** support development and enhancement of essential job related skills and expose students to a variety of career options.
- The **Mentored and Information & Communications Technology Work Placements Program** supports youth mentored work experiences, career planning and counseling activities. It also supports life and work experience and skills development to youth.
- The **Disability Assistance Program** enables participants to acquire additional employment skills needed to adapt to workplace changes as result of technological or market changes.



151
DAYCARE SPACES
PROVIDED

917
YOUTH ASSISTED

\$1,526,560
PROVIDED FOR DAYCARES

Our departmental highlights for this year included:

A three-day long youth conference in Iqaluit that focused on careers and entrepreneurship attracted over 20 youth from all across the Qikiqtani region. This was an opportunity for youth to learn how to develop entrepreneurial skills.

Students in Pond Inlet were treated to a Science Camp thanks to Elephant Thoughts, an Ontario based science camp service. Students had a chance to take part in workshops that included a mentorship program so community members can deliver the camps in the future as well.

Kakivak sponsored three students to participate in the 2011 expedition of Students on Ice. Thanks to the Science and Technology Program, the three students, along with the other 74 participants visited Iceland, Greenland and Nunavut where they interacted with community members and dignitaries while learning about the different cultures in each location.

The Summer Work Experience Program and the Youth Training and Employment Program found employment & training for over 70 youth between ages 15 – 30 in 2011-12. Kakivak delivers these two programs on behalf of Aboriginal Affairs and Northern Development and Human Resources and Skills Development Canada.

Department	Funding Approved	# of clients assisted
Childcare	\$1,526,560	Childcare spaces: 151 full time spaces 46 part time spaces Childcare staff: 42 full time staff 37 part time staff 19 different childcare centres supported
Youth	\$708,404	917
Disability	\$24,768	3

Total amount approved: **\$2,331,732**

Total number of projects: **58**

Total Inuit clients assisted: **920 directly**

Success Story

Daniel Anautak

A subsidy from Kakivak grew wings this year when Daniel Anautak of Iqaluit went to work with the First Air maintenance team. He started off job shadowing two nights a month. However thanks to his strong skills and interest he was able to work more and more, eventually performing maintenance tasks on two different types of aircraft. His passion for airplanes comes from his history in the Air Cadets and he hopes to join the Air Force as an aircraft technician when he graduates. In the meantime, his feet are firmly grounded as he completes school and continues to be involved with the Air Cadets and work for First Air.



Inuit Tapiriit Kanatami established the Inuit Early Childhood Development Working Group in 2001 to support the development of Inuit Early Childhood development. Kakivak sits on this committee to represent Qikiqtanimitut and have been actively involved in the group since the beginning. The Early Childhood Development Working Group develops strategies to inform leaders, influence policies

and work collaboratively to ensure Inuit children have access to quality, appropriate and reliable development services. This year marked the 10th anniversary of this group; Kakivak is pleased to be part of such a successful partnership and looks forward to continuing to work with ITK and the other partners on this.



Meet Hanna...

Hanna Kilabuk has been the childcare and disability project officer with Kakivak for over 10 years. She finds it rewarding to deliver the programs that provide such valuable services to these two groups. Hanna is the person who prepares the applications as they come in and tries to identify linkages between Kakivak's programs and the needs of the clients. She always likes to hear from the communities!



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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.
- If you are an employer hiring Inuit you can qualify for wage subsidies for a 12 – 48 week period through the **Wage Subsidy Program**.
- Wage subsidies and costs related to job mentoring are eligible expenses for a 12-48 week period when applying to the **Employment Related Training** funds. In addition, training can be funded through this program.



168

PEOPLE SUPPORTED
THROUGH INDIVIDUAL
SPONSORSHIPS

70%

COMPLETION RATE
OF OUR CLIENTS
UNDERTAKING TRAINING

\$3 million +

USED FOR TRAINING
AND EMPLOYMENT

Highlights

- In 2011-12, Kakivak supported eight organizations with over \$1.6 million. This allowed over 185 clients to be trained throughout the region.
- The Individual Sponsorship Program supported 168 individuals around the region.
- Through the Employment Related Training Program, Kakivak supported the training of four Heavy Equipment Operators at Northwest Transport & Heavy Equipment Training centre. Kakivak staff and board members had the opportunity to visit these trainees on site in January.
- Kakivak Staff also undertook training so they can better serve their clients. In March the department completed the Career Development Practitioners Training.



Meet Carol...

Carol Akeeagok has been part of Kakivak team for over two years. Carol is responsible for assisting individual clients with the Individual Sponsorship Applications. Carol is the person most our clients meet with or talk to on the phone when they are filling out the application forms. It's important that these forms be filled out accurately. Carol enjoys helping clients fill out these forms and enjoys seeing individuals be linked with employment or training.



Success Story

Ilisaqsivik Society

The Ilisaqsivik Society in Clyde River is no stranger to Kakivak's opportunities. For at least eight years, they have accessed training and employment funds through the Community Service Project to provide on the job training. In 2011-12, funding was secured to support a digital media and film position and an administrative assistant. For many years, this funding has also been used to develop the skills of the trainees so they can then obtain a position fulltime. Often times, the trainee will develop such strong skills that they move on to work with another employer at a position they were not qualified for previously. Jakob Gearhead, executive director of Ilisaqsivik Society doesn't take it personally when a trainee moves on. He is proud his organization gives many people their first job in Clyde River.

"People cut their teeth with us and we're proud of the foundation we can provide, thanks to Kakivak's support."

Department/ Program	Funding Approved	Individuals/ Projects Supported
Individual Sponsorships	\$1,445,205	168
Training Projects	\$1,635,045	185

Partnerships

Delivering quality training to ensure hamlet workers have the skills necessary to do their jobs is no easy task. Yet 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.



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Career Services

In 2011-12 Kakivak added a new service to their programs by opening Employment Resource Centres. These centres are equipped with computers, resource materials and the helpful staff our clients need to help develop their job search skills. These centres are delivered by Kakivak on behalf of Human Resources and Skills Development Canada. The Employment Resource Centres have a Job Board and a Training & Opportunities Board that are easily accessible for the public.

The Employment Resource Centres are open to anyone who is unemployed, under-employed, or looking for a career change. The centres provide materials and resources to help individuals through every step of the job search process including:

- Resume writing
- Cover letter writing
- Interview skills and preparation
- Job search skills and techniques
- Free printing, faxing, and photocopying
- Access to job board and training information
- Complete employment resource library



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EMPLOYMENT RESOURCE CENTRES
IN THE QIKIQTANI REGION

270

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

The computers are equipped with current resume and cover letter writing software, as well as a program to assist individuals in improving their typing skills. We also offer guidance in training and skills enhancement for individuals who are looking to return to school. There is the main centre located at the Kakivak office in Iqaluit, and there are 12 satellite centres providing services in every community in the Qikiqtani region. Assistance is provided by Community Liaison Officers to clients in the other communities. We will be expanding the services and resources in these centres during the upcoming year.

Kakivak EAS Visits by Community 2011-12

Community	Total Visits
Arctic Bay	3
Cape Dorset	9
Clyde River	7
Grise Fiord	2
Hall Beach	1
Igloolik	10
Iqaluit	202
Kimmirut	9
Pangnirtung	12
Pond Inlet	8
Qikiqtarjuaq	3
Resolute Bay	3
Sanikiluaq	1



Meet Farrah...

If you're looking to learn how to write a resume or search for a job in Iqaluit, Farrah Arnauyumayuq is likely someone you will want to meet. Farrah has been working with Kakivak for over two years. She started in the Training and Employment unit and thanks to training and development opportunities she has progressed her way up to running the career centre in Iqaluit. Farrah's knowledge on resume writing, cover letters, job search and interview tips are useful to young people just starting their job search and older clients who are looking to update their skills.

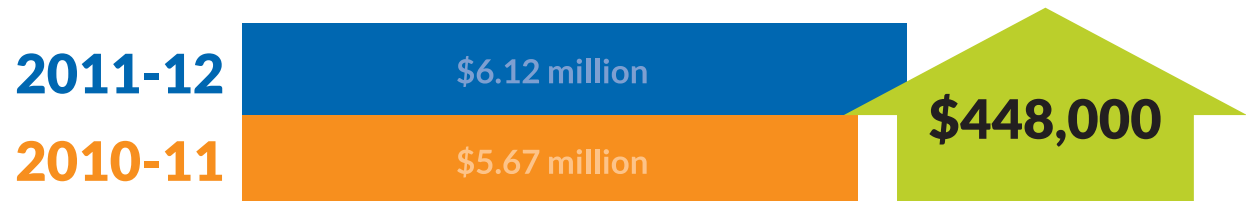
Financial Summary

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

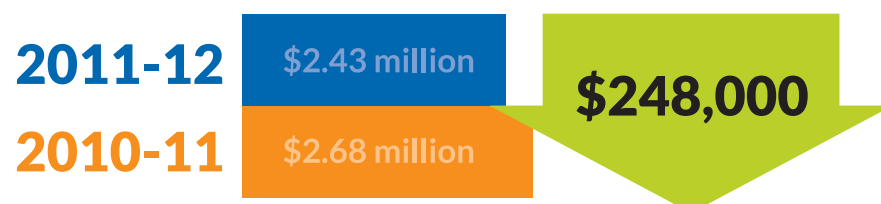
In 2011-12, 68% of Kakivak's total spending went directly to clients — over \$6.1 million. This is an increase of over \$448,000 from 2010-11.

At the same time, our operating costs totaled \$2,427,024. This is \$248,036 lower than the previous year's operating cost of \$2,675,060.

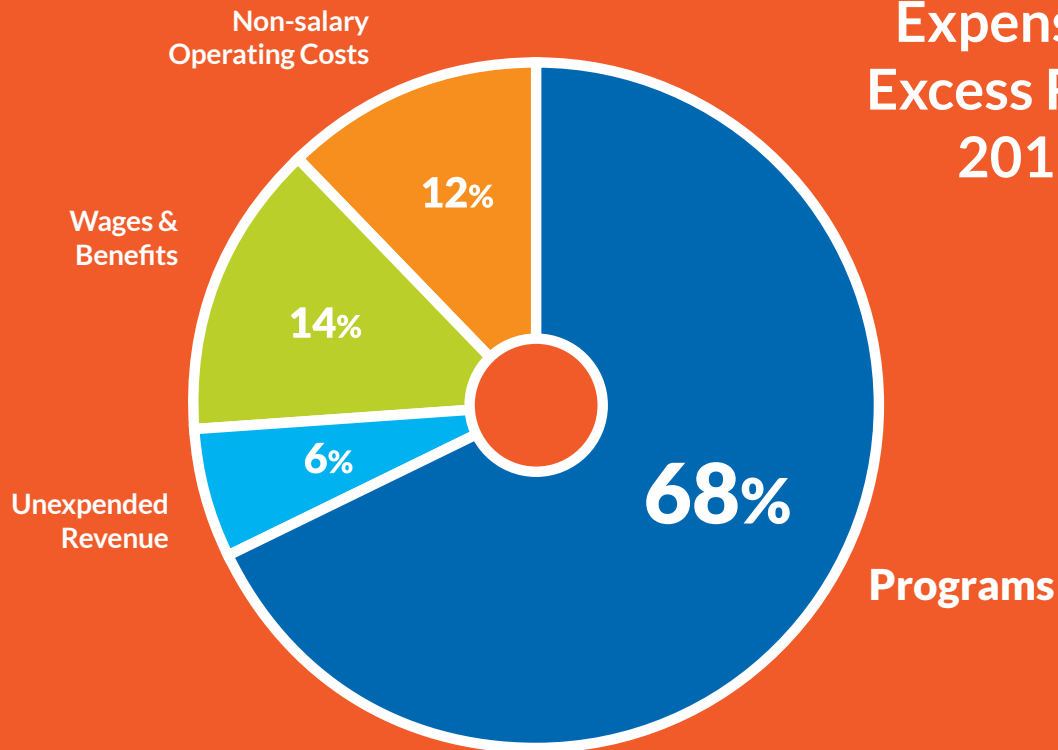
Program Spending



Operating Costs



Expenses and Excess Revenue 2011-12



Summarized Statement of Financial Position 2011-12

Assets

Cash	2,248,204
Investments	6,120,224
Accounts Receivable	4,369,124
Property & Equipment	84,872
Prepaid Expenses	26,851
Total Assets	12,849,275

Liabilities

Accounts Payable	1,882,191
Program Commitments	1,706,931
Total Liabilities	3,589,122

\$9,260,153

Fund Balances

General Fund	1,631,942
Training Fund	-
Daycare Fund	-
Economic Opportunities Fund	3,238,195
Makigiaqvik Loan Fund	1,000,000
Sivummut Grant Fund	1,802,467
AANDC Project Fund	1,587,549

Ending Fund Balance \$9,260,153

Sources of Revenue 2011-12



1 HRSDC

Human Resources and Skills Development Canada, under a 5-year agreement with Kakivak Association, provides \$6,170,813 for training and childcare for Qikiqtani beneficiaries.

2 AANDC

Aboriginal Affairs and Northern Development Canada provides Kakivak Association with funding for youth employment and career promotion programs. Our 2011-12 agreement was \$642,614.

3 CanNor

CanNor provides Kakivak Association funding for community economic development. Under our 2011-12 agreement with CanNor, Kakivak Association received \$1,115,084.

4 QIA

Qikiqtani Inuit Association. In 2011-12 Kakivak received \$906,856 for community economic development and traditional training.

5 Other

Interest and other income. \$570,955 was received from rent and admin recovery and from interest on investments.

Total: \$9,406,322

Summarized Statement of Operations 2011-12

	GENERAL FUND	GENERAL FUND	TRAINING FUND	DAYCARE FUND	ECONOMIC OPPORTUNITIES FUND	MAKIGIAQVIK LOAN FUND	SIVUMMUT GRANT FUND	AANDC PROJECTS FUND	Total 2012	Total 2011
Revenue										
CanNor	1,115,084	-	-	-	-	-	-	-	1,115,084	1,362,430
HRSDC	-	-	4,374,858	1,795,955	-	-	-	-	6,170,813	5,881,305
AANDC	-	-	-	-	-	-	-	642,614	642,614	724,967
QIA	-	-	-	-	-	45,988	860,868	-	906,856	922,100
Interest & other	-	341,898	-	-	216,680	11,823	554	-	570,955	386,202
Total Revenues	1,115,084	341,898	4,374,858	1,795,955	216,680	57,811	861,422	642,614	9,406,322	9,277,004
Expenses										
Wages & benefits	679,132	-	299,864	269,394	5,000	28,796	28,796	-	1,310,982	1,630,833
Non-salary operating	435,952	69,728	361,082	-	-	29,015	158,747	61,518	1,116,042	1,044,227
Program assistance	-	59,296	3,713,912	1,526,561	142,268	-	372,655	581,096	6,395,788	5,947,235
Total Expenses	1,115,084	129,024	4,374,858	1,795,955	147,268	57,811	560,198	642,614	8,822,812	8,622,295
Unexpended Revenue	-	212,874	-	-	69,412	-	301,224	-	583,510	654,709

Notes:

The summarized statement of operations presented above and the summarized statement of financial position were compiled from Kakivak Association's 2011-12 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 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 the Canadian Northern Economic Development Agency, Human Resources and Skills Development Canada, Aboriginal Affairs and Northern Development Canada and the Qikiqtani Inuit Association.



Canadian Northern Economic
Development Agency

Agence canadienne de
développement économique du Nord



Human Resources and
Skills Development Canada

Ressources humaines et
Développement des compétences Canada



Aboriginal Affairs and
Northern Development Canada

Affaires autochtones et
Développement du Nord Canada



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