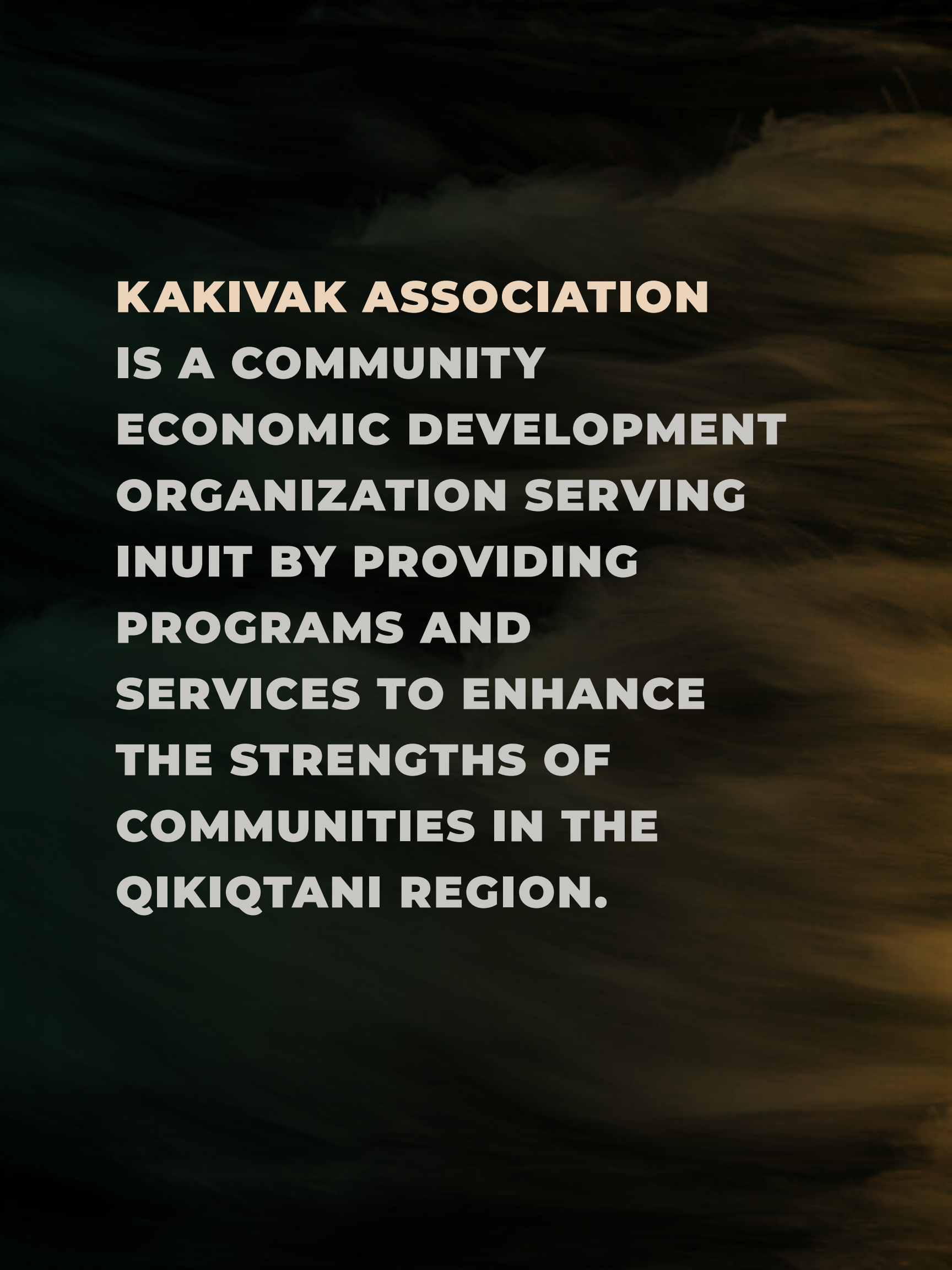




KAKIVAK ASSOCIATION Annual Report 2022



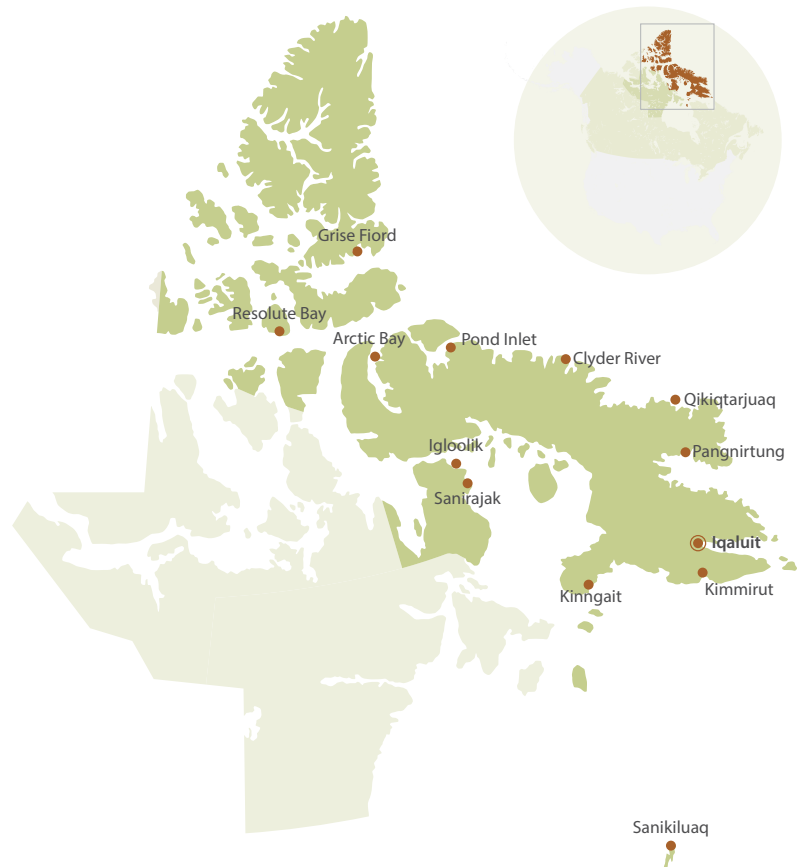
YEARS
HELPING
INUIT
SUCCEED



KAKIVAK ASSOCIATION
IS A COMMUNITY
ECONOMIC DEVELOPMENT
ORGANIZATION SERVING
INUIT BY PROVIDING
PROGRAMS AND
SERVICES TO ENHANCE
THE STRENGTHS OF
COMMUNITIES IN THE
QIKIQTANI REGION.

WELCOME TO KAKIVAK ASSOCIATION

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 close to 8,000, to Grise Fiord in the high Arctic with a population of 150.



Our priorities at Kakivak include:

- Providing financial support for Inuit pursuing training and post-secondary education.
- Supporting Inuit in achieving employment objectives through job search and employment assistance services.
- Assisting Inuit in achieving greater participation in business through the establishment, management and operation of viable, successful businesses.
- Offering support for work experience and skills development for Inuit youth, leading to advancement in education and employment.
- Supporting adequate and affordable access to childcare as a basis for increased participation of Inuit, and particularly Inuit women, in education, training and employment.
- Delivering high 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 for the delivery of community economic development programs and services.

RECOGNITION OF SERVICE

LEONIE QAUMARIAQ PRESIDENT AND CEO 2004-2021



Leonie Qaumariaq joined Kakivak Association as a program officer in 1993. At the time Kakivak Association was just getting started and consisted of few staff and very little funding. Over the next 28 years, Mrs. Qaumariaq advanced and grew with the organization, being appointed as President and CEO in 2004. During her tenure, Mrs. Qaumariaq's focus was always on helping Inuit succeed, and Kakivak Association expanded its operations with the addition of new funding and new programs, and new staff, bringing the total complement to 20. Kakivak Association is held in high regard across the region and the territory and was recognized as an example of best practices for community economic development organizations by Indigenous and Northern Affairs Canada.

In the fiscal year 2021-22, her last year as President and CEO, Kakivak Association was responsible for delivering almost \$15 million in programs and services to the Inuit of the Qikiqtani Region.

Kakivak Milestones

Kakivak was originally incorporated as the Baffin Regional Community Economic Development Organization on January 2nd, 1991. On March 8, 1991 the name was officially changed to Kakivak Association.

The new Canadian Aboriginal Economic Development Strategy resulted in new programs delivered by the Department of Indian and Northern Affairs and funding through these programs were provided to establish Kakivak.

The original Board of Directors included Ike Hauilli, Blandina Tulugarjuk, Jerry Ell, Johnny Mike, Pitseolak Pudloo, Joanasie Kooneeloosie and Looseeosie Aipeelie. Scott McCauley was hired as the first CEO.

1991

REPORT FROM THE CHAIR



BOARD CHAIR

JEREMY TUNRALUK

I am very pleased to present Kakivak Association's 2022 Annual Report. This was my first full year as Chair for the Kakivak Association Board of Directors and I am very proud of how much we were able to accomplish. Kakivak Association has proven itself to be a great organization, one that is geared towards helping and promoting Inuit led economic development opportunities.

This year marks the 30th anniversary of our organization, and it is amazing to view the progress and growth that Kakivak has made since its beginning back in 1991. 2021-22 also marked a change in our senior management, and we were finally able to start moving past the Covid-19 pandemic that had completely taken over our lives for the past 2 years. Kakivak Association has been able to expand its ability to help more Inuit, and we are now in a position to provide larger, multi-year support for training, development and daycare construction projects.

This year is also the best year that Kakivak has had for program delivery. Ever. We delivered close to \$15 Million in programs and services to Inuit clients, daycares, students and businesses. This is almost double what we have been able to accomplish in the past. It is truly amazing what we have done this year, and we hope to be able to keep that momentum going into next year and beyond.

This coming year will see Kakivak Association return to its pre-Covid levels of service. We will start to visit our communities again and reconnect with our clients and our friends. I am very proud to be serving as the chair of this wonderful organization, and I am constantly impressed with the dedication, professionalism and drive of the staff as they work so diligently to help Inuit succeed and improve their lives.

Jeremy Tunraluk
Chair

1992

HUMBLE BEGINNINGS

Pat Angnakak takes on the role of CEO, and remains in the position until 1999. At the time Kakivak was a very small organization with just 4 employees.



Pat in the early years

IN MEMORIAM

JOE ATTAGUTALUK (1948-2022)



Mr. Attagutaluk held various roles with the Baffin Regional Inuit Association, the Qikiqtani Inuit Association's predecessor, and continued to hold elected roles within QIA after its inception in 1996.

He continued to serve Inuit as a QIA member until 2020. He also served as the Chair of Kakivak Association from February 2017 through to December of 2020. Over his 34-year career serving Inuit, Mr. Attagutaluk was involved in many projects and activities, but perhaps the most significant was his role in the creation and completion of the Qikiqtani Truth Commission (QTC) reports. Mr. Attagutaluk spoke often and passionately in support of QIA's vision for Saimaqatigiingniq, a reconciliation between equals, which means that in order for forgiveness to be given there must be truth and acknowledgement of what happened. Joe was a positive influence and role model to his peers and fellow Inuit. The Board and staff remember him fondly as a dedicated, knowledgeable and passionate advocate of Inuit.

In April of 2022, Joe Attagutaluk passed away at the age of 73.

GROWTH AND CHANGE

Changes were made to the board structure and Kakivak started reporting to the Baffin Regional Inuit Association. In the same year planning began for the construction of the Parnaivik Building and the opening of the Baffin Gas, which were later transferred to the Qikiqtaaluk Corporation.



Apitak Enuaraq, Board Chair 1994

1993

1994

MESSAGE FROM THE CEO



PRESIDENT AND CEO

PETER TUMILTY

The year started off much like 2020-21 did, with a lockdown of our offices due to Covid-19 starting in April of 2021 and lasting until early June. Our offices remained closed to the public but our staff continued to deliver programs and services to our clients.

2021 also marks the 30th anniversary of the creation of Kakivak Association. This is a tremendous milestone in the organization's history. For the past 30 years, Kakivak Association has grown in size and in its ability to deliver a broad range of programs and services to Inuit in the Qikiqtani region and beyond. The 2021-22 fiscal year represents the most successful year to date for program delivery. Over the previous 5 years we averaged just over \$7 million in program expenditures annually. This year we approved \$14.75 million in program commitments.

Several factors have contributed to our success this year. We have multi-year agreements with most of our funding partners. And this stable funding has allowed us to look beyond funding projects one year at a time, and to implement a more strategic and forward-looking approach. Additional Covid related funding has improved our ability to deliver more programming. Finally, through the efforts of our leadership team, several opportunities were identified where we could invest in multi-year projects.

I extend a heartfelt thank you to the Board of Directors for putting their faith in me as CEO, and I look forward to the process of bringing a new President and CEO on board in the next fiscal year. I also send a tremendous thank you to every staff member of Kakivak who have made my time as CEO enjoyable and memorable, and for making our 30th anniversary year our most successful yet.

Peter Tumilty
President and CEO

1995



1996

A NEW HOME

The Parnaivik Building was opened in April, which was the start of the redevelopment of the four corners area of Iqaluit. This development was part of a vision to become a self-reliant organization with reduced dependency on future government funding.

MEET THE BOARD OF DIRECTORS



"I have been part of the Kakivak Association Board of Directors for a number of years now. Kakivak helps a lot of Inuit and I find it very rewarding to be involved with such a great organization!?"

Michael Qappik, Vice Chair

"As a member of the Board of Directors I am very proud of all that we have done to support Inuit in our region over the past 30 years! It is amazing how much Kakivak does to help small businesses, students, youth and daycares."

Namen Inuaraq, Director



1997



GAINING MOMENTUM

Larry Audlaluk was elected as Board Chair, a position he held over many years. 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.**



"I have been on the Kakivak Board of Directors for around 25 years and it has been an amazing experience. Through the years there were always ups and downs of course, but I have been happy to see the many successful small businesses that were made possible by our great staff, and I have also been happy to see all the support for daycares, training and students. I thank all former and present staff at Kakivak, they really have done very well!"

Johnny Manning, Secretary-Treasurer

"Kakivak is a very helpful organization, supporting Inuit who need help to start a business, to get some training, or go to college or university. I am very proud to be a Kakivak Board Member!"

Patrick Palituq, Director



NEW PROGRAMS BRING GROWTH



In the fall of 1999 Brian McLeod became the third CEO at Kakivak, a position he held until 2004. 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.

Kakivak signed a 5-year agreement with Human Resources and Skills Development Canada, which provided \$1.5 million in annual funding to support a new daycare support program.

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

COVID-19 PANDEMIC RESPONSE

On March 11, 2020 the World Health Organization announced that Covid-19 was a Global Pandemic. Kakivak's first priority was for our clients and during the following week the organization moved quickly to find ways to support the individuals, businesses and organizations that relied on Kakivak for financial support.

OUR INITIAL RESPONSES INCLUDED:

- Advancing six months of operational funding for daycare centres
- Notifying post-secondary students that they would still receive their approved funding for living expenses, even if there classes were canceled
- Assisting with travel for post-secondary students
- Providing initial relief to businesses by postponing loan payments

Kakivak Association then created and rolled out the Qikiqtani Covid-19 Business Relief Program and the Qikiqtani Covid-19 Wage Subsidy and Training Program. These programs were designed to assist businesses, non-profit organizations and students to deal with negative impacts of the Covid-19 Pandemic. An initial \$1.5 million was approved to support these programs, with additional funding being approved in the second year. In addition to these programs created by Kakivak, the organization also delivered Covid-19 response programs created by the Government of Canada. Over 2 years Kakivak delivered over \$4.4 million in funding under various Covid-19 relief programs and initiatives, including:

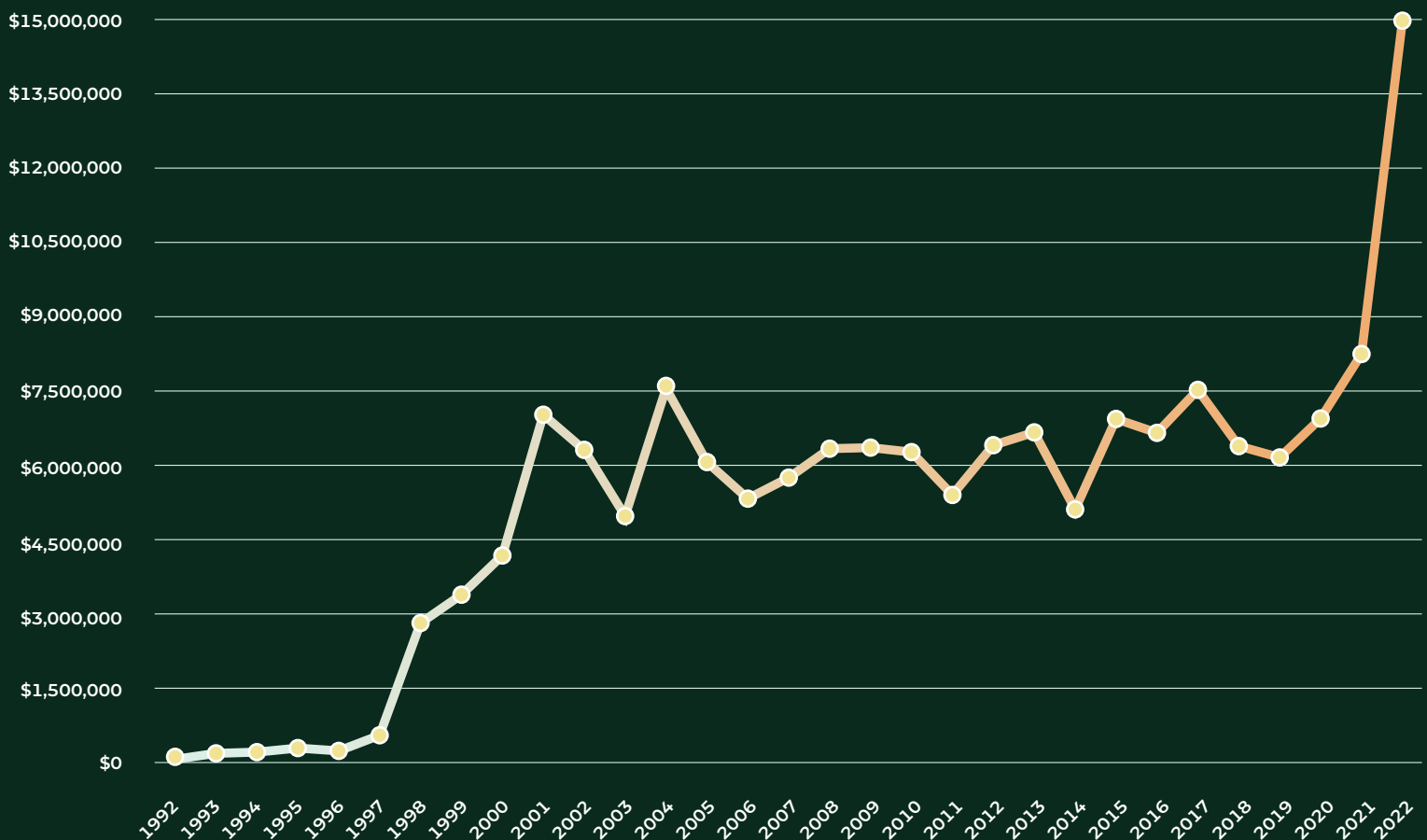
- Over **\$565,000** provided to Inuit-owned businesses through the Qikiqtani Covid-19 Business Relief Program. The program was created to support small businesses that were forced to close or had significant reductions in revenue due to the pandemic.
- Over **\$980,000** provided to employers through the Qikiqtani Covid-19 Wage Subsidy and Training Program to help employers keep Inuit employed.
- Over **\$160,000** provided to Inuit post-secondary education students through the Qikiqtani Covid-19. The Student Relief Program was created to provide support for students with unplanned expenses due to the pandemic.
- Over **\$2,700,000** provided to childcare centres to support operations, children, families, childcare staff, as well as equipment and repairs. Support included health and safety equipment and supplies, learning materials, nutrition and supplementary payments for childcare staff.

HELPING INUIT SUCCEED FOR 30 YEARS

In the early years of Kakivak Association, there were very few programs, and from 1992 to 1997 the average amount of program funding was just over \$256,000 per year. In 1998, with the addition of new programs including the Summer Student Employment Program, the Small Tools Programs, the Sivummut Grants Program and the Makigiaqvik Loan Program, the amount of annual program funding started to increase dramatically.

For a number of years agreements with the Government of Canada didn't change very much and program demand was fairly consistent. From 2001 to 2020 the level of program delivery averaged \$6.3 million per year, with a low of \$4.9 million in 2003 and a high of \$7.5 million in 2017.

In 2020, Kakivak added Covid-19 relief programs and the Inuit Post-Secondary Education Program, and the annual level of program delivery increased again to almost \$7 million. Then, in 2021 Covid-19 relief funding provided by the Government of Canada started to flow through Kakivak, and the annual program activity increased to \$8.2 million. And finally, in 2022, with all programs being delivered to the best of our ability, Kakivak provided close to \$15 million in total funding to Inuit in the Qikiqtani Region. A remarkable achievement!



69

TOTAL CLIENTS

\$673,988

DEPARTMENT
TOTAL

\$203,611

SIVUMMUT

\$51,993

SMALL TOOLS

\$135,000

EOF

\$135,274

EBD

\$20,000

BCSF

\$128,110

COVID
BUSINESS RELIEF

BUSINESS DEVELOPMENT

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

SMALL TOOLS GRANTS

Small Tools Grants is our most popular program. 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 to support the establishment or expansion of viable Inuit-owned businesses.

ECONOMIC OPPORTUNITIES FUND

The Economic Opportunities Fund can provide grants of up to \$10,000 for the startup or expansion of tourism-based businesses in the 6 communities adjacent to the National Parks in the Qikiqtani Region.

MAKIGIAQVIK LOANS

The Makigiaqvik Loans Program can provide loans of up to \$50,000 for eligible Inuit-owned businesses. These loans can be used to start-up 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.

BUSINESS CAPACITY AND STARTUP FUND

The Business Capacity and Startup Fund is available to assist new and existing businesses operating in the communities included in the Mary River Inuit Impact Benefits Agreement. Kakivak delivers this program through an agreement with the Qikiqtani Inuit Association.

2000

2002

2001

MEET THE TEAM



L to R – Paul Compton, Elizabeth Murray and James Paton.



Elizabeth Murray providing information about Kakivak's Small Tools Program to participants of Ilitaqsiniq's Miqqut Project.

NEW STRUCTURE

In January 2002 the Ulu Board structure was dissolved and new Boards of Directors were established for Kakivak Association and the Qikiqtaaluk Corporation.

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.

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



Kakivak Staff Retreat, 2002

SMALL BUSINESS SUCCESSES

When I began my business in 1997 Kakivak was there for me. When we needed office space Kakivak provided an incubator office to ensure my success. When we needed to train our staff Kakivak was flexible and offered financial support. And when I wanted to expand my business Kakivak has consistently been there to help me along the way.

Without Kakivak and their committed team- my small business would not have survived. Thank you to the Kakivak Team and keep up the excellent work and support to Inuit businesses in the Qikiqtaaluk.

Kirt Ejesiak- Inuit business owner



L to R – Colin Alooloo, Keane Sudlovenick and Kirt Ejesiak

A REPORT ON THE NATIONAL REVIEW OF THE ABORIGINAL COMMUNITY ECONOMIC DEVELOPMENT PROGRAM:

“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

Jenn 87 is a small business in Iqaluit and has been running the only Inuit-owned hair salon in Nunavut for 16 years. Back when I started out I was a motivated 18 year old hairstylist with lots of dreams. Recently Kakivak has helped me to expand the business, unknowingly soon to be hit with a global pandemic that shut the business down completely. Being a mom of four young ones and a partner being a stay at home dad I was horrified and worried for my future. Kakivak has helped to ease some financial strains for the business. We are grateful for the help and look forward to rebuilding our business as our restrictions have lifted.

Jennifer Lindell – Jenn 87, Iqaluit



capable of delivering support to local businesses and providing employment and training services to the Inuit population in the Baffin region."



*Kakivak Board of Directors 2003
Johnny Manning, Rita Mike, Larry Audlaluk,
Joanasie Kooneeloosie, Ike Haulli.*

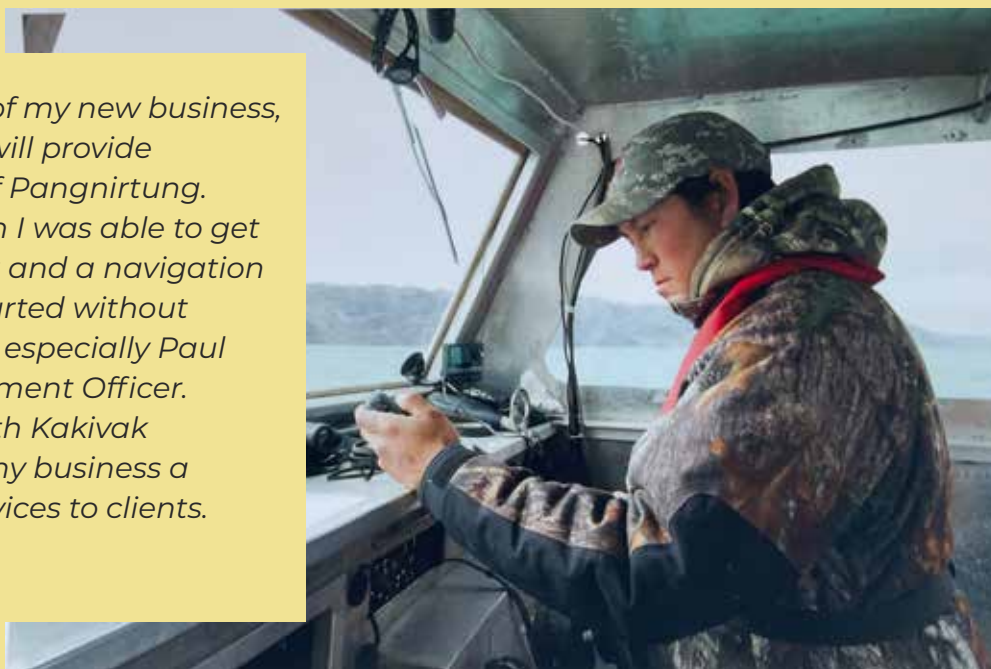


I had a dream that one day I would start and own my own Bed & Breakfast, so in 2016, I started working with Kakivak to possibly help and assist me in achieving my dream. Kakivak helped and assisted me with the business planning process and identified that this was a viable worthwhile opportunity in my community and from there, the business plan helped identify other funding availability to start my B&B business. So with the gracious funding assistance and with Kakivak walking me through the process, I hired a consultant to assist with my ideas and business plan. My plan was presented to funders and I secured funding to start my business. And today I am considering expanding my business!

Geela S. Kooneeliusie
Owner/Operator Qik Lodge, Qikiqtarjuaq

I am happy to announce the start of my new business, Kilabuk Services! Kilabuk Services will provide outfitting services in and outside of Pangnirtung. With help from Kakivak Association I was able to get started with new safety equipment and a navigation system. I would not have gotten started without help from Kakivak Association and especially Paul Compton, Senior Business Development Officer. I look forward to working more with Kakivak Association in the future to make my business a success and providing the best services to clients.

Ricky Kilabuk, Pangnirtung



FIRST INUK PRESIDENT AND CEO

Leonie Qaumariaq is appointed as President and CEO, 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.



WORDS OF THANKS

"I am just e-mailing to say thank you so much for helping me with my sewing machine application. I received them few days ago and I love them! I kept smiling when I was sewing and kept saying 'thank you Kakivak' I really like them."

Thanks again

Lisa Koonark

Dear Kakivak Association,

We at Kinngait Property Management Ltd would like to express our sincere gratitude for the tremendous support Kakivak has given our team to continue delivering essential services to the community of Kinngait during these covid-19 hardships.

Your support has helped ensure we keep our staff employed during these hard times and we are truly grateful.

Thank you,
KPM staff and family

SUPPORTING COMMUNITY DEVELOPMENT

I started working to incorporate Kangiqtugaapik Co-operative Limited since November 2019.

I contacted James Paton of Kakivak Association to see if we would be eligible for funding to do Business Plan to develop a Co-op Store in Clyde River, Nunavut. James Paton recommended to do a Feasibility Study before proceeding to do the Business Plan.

With guidance from Paul Compton, Business Development Officer. I started applying to Kakivak Association's Sivummut Grant, Entrepreneurship & Business Development (EBD) and Business Capacity Start-up Fund (BCSF) to do a Feasibility Study on Co-op store in Clyde River, Nunavut.

We were thrilled when Kakivak Association approved our application for funding and we were able to hire Jacques Grysole of Expansion Strategies Ltd. I worked with Jacques and the board to develop a feasibility study.

James Paton and Paul Compton have been helping Kangiqtugaapik Co-operative Limited every step of the way to develop Feasibility Study and Business Plan for a Co-op Store in Clyde River, Nunavut. Without Kakivak Association staff and funding, Kangiqtugaapik Co-operative Limited would have never made it this far.

Billy Palluq,
Community Economic Development Officer
for the Municipality of Clyde River

\$7,511,438

DEPARTMENT
TOTAL

\$2,253,937

CHILDCARE
SPACES FUNDING

\$2,722,281

COVID-19 RELATED
CHILDCARE

\$538,612

QIA CHILDCARE
FUNDING

41

YOUTH AND
DISABILITY
PROJECTS

\$1,966,608

YOUTH AND
DISABILITY
PROGRAMS
FUNDING

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 education and career choice, including science camps, computer clubs, and activities that connect science and technology to traditional aboriginal knowledge.
- The **Childcare Program** offers support for 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.

MEET THE TEAM



L to R Anny Chislett, Angela Angrove, Jukeepa Veevee, Eva Groves

1,000 CLIENTS A YEAR

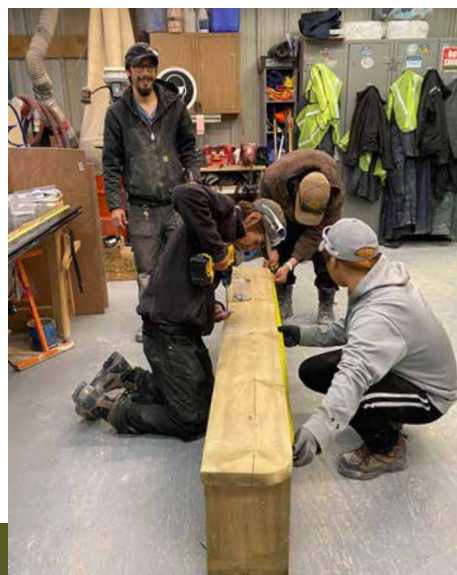
Kakivak's annual program delivery continues to increase, with \$5.7 million in total program funding approved and provided assistance to approximately 1,000 clients.

The Board of Directors includes Joanasie Kooneeloosie, Sakiasie Sowdlooapik, Johnny Manning, Larry Audlaluk and Rita Mike



GIRL POWER!

Chloe Satuasi & Cassidy Evalak learned how to do a lot of different jobs, including water tank cleaning, housing staining, and garbage bin making.



THE GUYS GOT THIS!

Ryan Akearok (left) supervises a group of students as they learn the basics of carpentry by building a bench. The students are (L-R) Al Tungilik, Kenny Kaernerik and Eugene Amarualik.



AWARD WINNING ORGANIZATION

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.

2008

SUMMER SCIENCE CAMPS



Photo courtesy of Alex Flaherty

Inuit-owned tourism companies have struggled during the Covid-19 Pandemic, but some businesses were able to create some activity by partnering with Kakivak to deliver Summer Science Camps for Inuit Youth, which included traditional and western science on fish and fish habitat.

This all-girls camp was visited by a number of guests, including The Honourable Catherine McKenna, Minister of Infrastructure and Communities, PJ Akeeagok, President of the Qikiqtani Inuit Association and Jeremy Tunraluk, Chair of the Kakivak Association Board of Directors in August 2021.



KAKIVAK DELIVERS FUN



Last year Kakivak Association shipped over 600 Home Learning Kits to children that attend childcare facilities in the Qikiqtani Region. Each kit included culturally appropriate books, puzzles, games, and toys that will appeal to children of all ages. This effort was made possible through partnership with Employment and Social Development Canada and the great team at Kakivak!

WORDS OF GRATITUDE

Hi Angela,

A few words to share....

We would really like to thank Kakivak for the funding we received for the much needed, extensive renovations for our centre.

The renovations would not have been at all possible without the support from Kakivak.

We are so happy to have a properly functioning, updated kitchen with new appliances. This make all the difference when cooking and preparing food for the children in our care.

Having new floors, windows and a bathroom vanity has brought our centre up to date for years to come.

We are so grateful. Thank you to everyone at Kakivak who had a hand in making this renovation project possible and to NCC who partnered with us to make the renovations happen.

**Kyla King, Executive Director
First Steps Day Care Centre**

Before



After



INVESTING IN THE FUTURE

Kakivak signed a new multi-year agreement with Human Resources and Skills Development Canada. This new provided \$4.9 Million per year to support programming for education, training and childcare.

The Board of Directors includes Larry Audlaluk, Sakiasie Sowdloopik, Johnny Manning, Pauloosie Akeeagok and Olassie Machmer.



2009

2010

2011

Good afternoon Eva,

I just wanted to take this opportunity to say a BIG thank you to the Kakivak Organization for everything it has done for the daycares, before, during and after the pandemic. The fact that even though everything was closed, you were all working behind the scenes to ensure that daycares still continued to receive our funding means more than you all know. If it had not been for Kakivak, I am sure that a lot of daycares would not have been able to pay their staff, let alone be able to re-open once allowed. You have always been a very strong advocate for Inuit in the workplace and it is very much appreciated.

Kakivak is always on the lookout for ways to help the centers, from giving us air purifiers, PPE for when we reopened and various other initiatives.

I know that daycares are always so busy and often times we forget to say thank you, so I just wanted to take this time to let you all know how much it means to have the support of you, as well as such a great organization. So Thank you, for everything you do for us!

Nakurmiik/Thank you

**Michelle MacKay, Executive Director
Pairivik Daycare, Iqaluit**

ENHANCING SERVICES

Kakivak opened the Employment Assistance Centre in Iqaluit to assist clients with job search, resume writing and interview skills.



FIRST WOMAN BOARD CHAIR

Rita Mike became the first woman appointed as Board Chair of Kakivak Association. The Board of Directors includes PJ Akeeagok, Rita Mike, Johnny Manning and Josie Enuarak.

2013

2012

\$8,678,007

DEPARTMENT
TOTAL

872

TRAINING
PARTICIPANTS

\$5,877,323

TRAINING AND
EMPLOYMENT
PROJECTS

172

POST-SECONDARY
STUDENTS

\$2,800,684

INUIT
POST-SECONDARY
EDUCATION

TRAINING AND EMPLOYMENT

At Kakivak Association we know training and education are essential for success in employment and career development, this is why we offer the following programs:

- The **Individual Sponsorship Program** provides the financial support required for Inuit to be successful in pursuing training and post-secondary education.
- The **Wage Subsidy Program** assists employers hiring Inuit by providing wage subsidies.
- **Employment Related Training** provides funding for wage subsidies to support job mentoring and training on the job initiatives.

MEET THE TEAM



L to R Erika Alexander, Napatchie Itorcheak, Pat Powell, Farrah Arnauyumayuq, Annie Alexander

PARTNERING FOR SUCCESS

KAKIVAK SUPPORTS TRAINING FOR FISHERIES RESEARCH

In partnership with the Qikiqtaaluk Corporation, Kakivak Association provided funding to support training for Inuit as part of inshore fisheries research undertaken with their new vessel, the RV Ludy Pudluk. Ted Irniq and Maatuisi Manning sailed on the vessel from St. John's Newfoundland and assisted with research activities in Kinngait and Sanikiluaq.

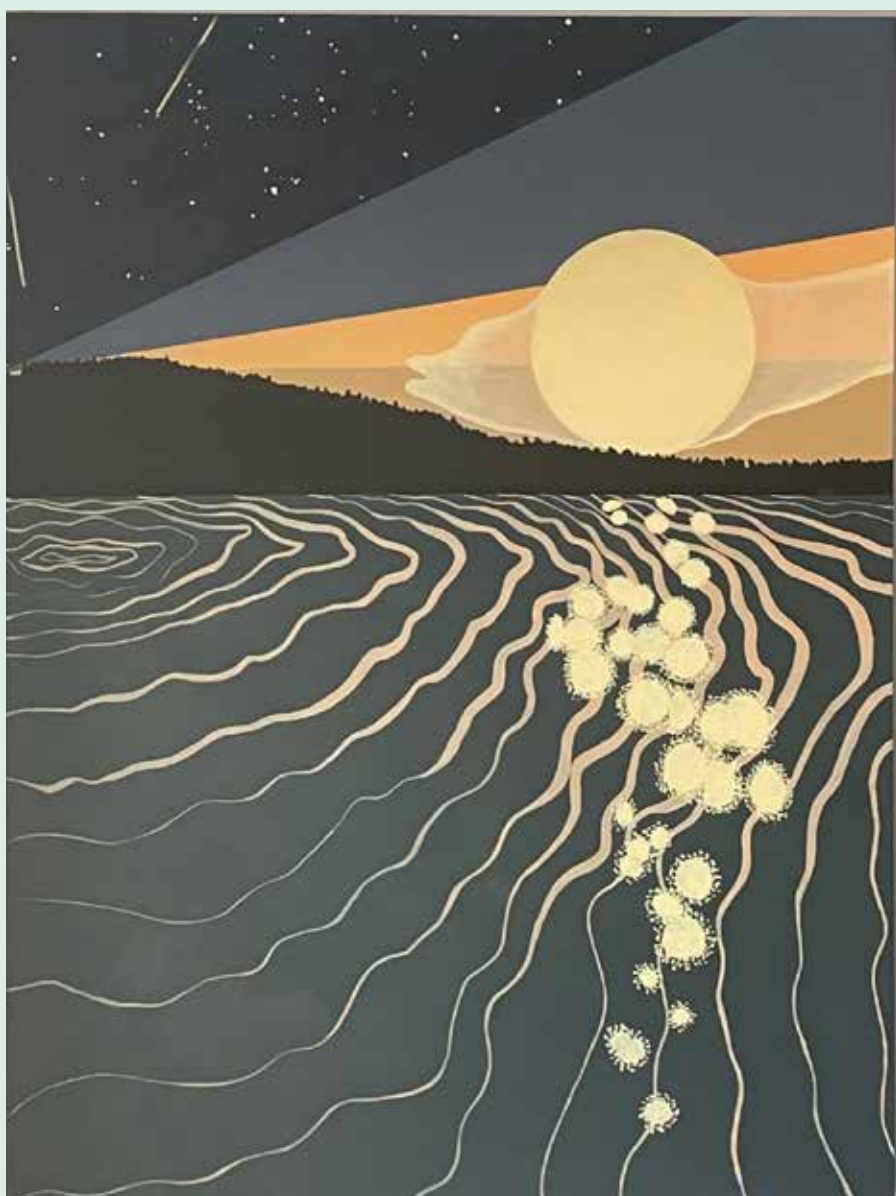


KAKIVAK ASSOCIATION PARTNERS WITH INUUQATIGIIT TO ENHANCE SERVICES FOR INUIT POST SECONDARY STUDENTS



Kakivak Association and the Inuuqatigiit Centre for Inuit Children, Youth and Families created a new partnership to enhance services available to Inuit Post-Secondary Students studying in Ottawa. Through this partnership Inuuqatigiit will create and enhance learning hubs that provide support for studies including tutoring, technology, peer mentoring, Elder counselling, childcare and access to mental health services.

CELEBRATING SUCCESS IN POST SECONDARY EDUCATION



Rachel Mackay is pursuing a Bachelor of Arts Degree at the Alberta University of Fine Arts in Calgary. She was the recipient of the Osler, Hoskin & Harcourt LLP 2021 Indigenous Artists Award with her entry, Sunny Side Up.



This is some of the jewelry I have created while being funded by Kakivak. I appreciate the assistance they provide. It made things a lot easier for me in terms of financial and morale. Otherwise it would have been harder to pursue my education, so thank you very much for the support.

Mark Pitseolak

Nunavut Arctic College Jewelry and Metalwork Program



I wanted to let you and Kakivak know that I was elected "First Nations Director" for the Camosun College Student Society. The first order of business that I did as FN Director was rally up quorum for a vote to change the name of "First Nations" to "Indigenous Director". I had over quorum and was successful in having the name change, which from my understanding has been trying to happen for 10 years now, but no one could ever rally up the student votes. I feel grateful for the support I received from the students to have the name change.

Other tasks I hope to accomplish are put together resource/medicine bags come fall time for the new semester and have a feast. I want to honour the Indigenous parents and really highlight how important they are in sticking with their studies and being a parent. I have so many ideas and really excited to see what comes about this next year in my new role as Indigenous Director for the Camosun College Student Society!!

I am really finding my own path as a student and want to thank you, and the whole Kakivak team for all the support.

Katie Manomie

WHAT A COOL STORY!

Qujaliviinngaqtunga kakivakkunnit! I'm so thankful for Kakivak Association for your generosity. I am now a certified Occupational Scuba Diver. Here are some images from my experience during the training course. You really helped me reach a new dream come true!

I just finished my first on-ice expedition with the National Underwater Archaeology team at the HMS Erebus near Gjoa Haven. We plan to be underwater at the HMS Erebus and HMS Terror shipwrecks later this summer.

Malaya Bishop



KAKIVAK SUPPORTS TRADES TRAINING IN THE HIGH ARCTIC



INUIT ORGANIZATIONS PARTNER TO DELIVER TRADES TRAINING AND EMPLOYMENT IN THE HIGH ARCTIC

With financial support from Kakivak Association and the Makigiaqta Inuit Training Corporation, NCC Development Limited will deliver a trades training program and provide job placements for up to 60 Inuit trainees in the communities of Clyde River, Pond Inlet, Arctic Bay, Resolute Bay and Grise Fiord. NCC Development Limited will be supported by partners, included the Qikiqtaaluk Business Development Corporation and Qikiqtani Industry Ltd.

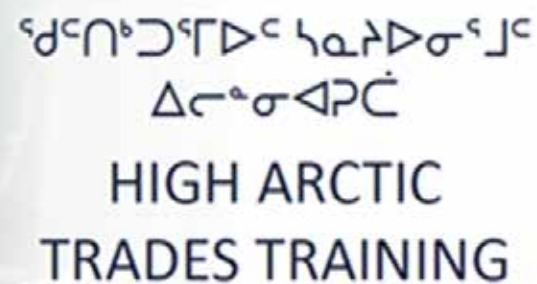
Job placements will be provided through the construction of community infrastructure projects funded by Qikiqtani Inuit Association (QIA) through the Tallurutiup Imanga National Marine Conservation Area and Tuvaijuittuq infrastructure agreements. The delivery of the 10 weeks of both classroom learning and hands-on training will be timed to allow for a transition to job placement.

Kakivak Association will make an investment of just over \$3.1 million over three years starting in 2022-23. These funds are made available through Kakivak's agreement with Employment and Social Development Canada for delivery of the Indigenous Skills and Employment Training Program.



COMMUNITY DEVELOPMENT

Kakivak provided funding and support services to help establish the Piqalujaujaq Gathering House in Qikiqtarjuaq. The new centre created space for a Visitors' Centre, a Parks Canada office and a cultural interpretive centre.



Qikiqtani Industry Ltd.



NCC Development Limited
NCC 阿比多尔 2 片装
NCC 阿比多尔片 阿比多尔
Development of NCC Ltd.



**Chiyohashi Business
Development Corporation**



Kakivak helped to establish Arctic Bay Adventures, a unique, award-winning, Inuit community-owned tourism company.

2017

2016

327

CLIENTS ACCESSED
SERVICES THROUGH
KAKIVAK'S CAREER
SERVICE CENTRE

CAREER SERVICES

Over the course of the 2021-22 year, Career Services continued to support our clients despite having limited access to the services we normally provide due to COVID-19.

Our clients accessed our services by providing their information via phone calls, emails and physically dropping off hand written information. Career Services staff then updated resumes, provided guidance with cover letters, clients were then able to pick up printed copies of their updated resumes and cover letters.

Career Services continued maintaining our established partnerships throughout the pandemic. Our partners continued to provide us with job opportunities and in turn we kept our job boards current and the general public were then able to access the outside foyer to read the job boards.

We continue to work with partners old and new who advertise job opportunities and also inquire about possible matches from our client bank of resumes. The partners include:

- Canadian North
- Arctic Ventures
- Pilimmaksaivik
- Raytheon
- Arctic Ventures
- NCC
- Issacie Group Home
- Government of Nunavut
- Canada Revenue Agency
- Amaruq Hunters and Trappers Association (NEW)
- Qikiqtani Inuit Association (Q-Step)

Another important relationship we foster is with Nunavut Career Developers' Community. We have continued to participate in virtual meetings with the group every 2 months.

MEET THE TEAM



L to R Sarah Maniapik, Jeannie Smith and Donna Keenainak

LONG SERVICE AWARDS



L to R:
Annie Alexander - 20 years,
James Paton - 15 years,
Farrah Arnauyumayuq - 5 years

SUPPORTING INUIT BUSINESSES

The Canadian Northern Economic Development Agency renewed the Service Delivery Partnership with Kakivak Association for the delivery of CanNor's Entrepreneurship and Business Development program.

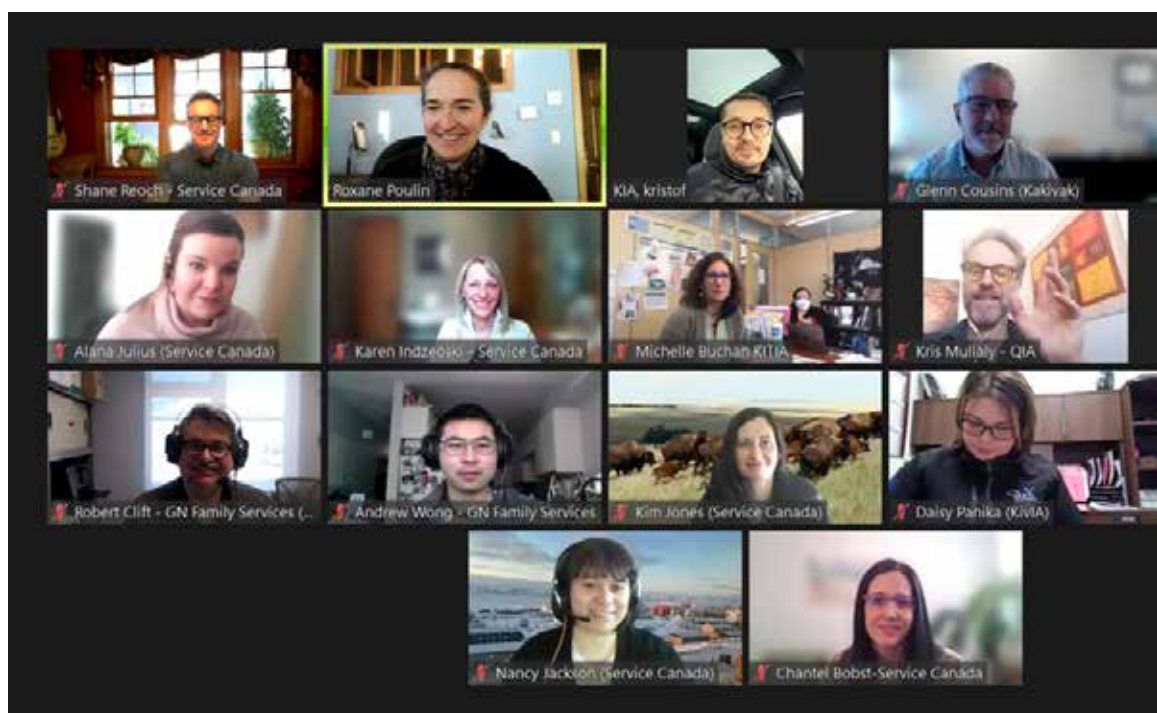
During the initial three-year agreement Kakivak Association delivered over \$3.5 million of the program funding to support the development of Inuit-owned businesses in the Qikiqtani Region.



PARTNERSHIPS AND PLANNING

Nunavut Labour Market Forum 10K2030!

In order to further develop partnership and collaboration in the areas of education, training and employment, Kakivak partnered with Service Canada to organize and host a series of virtual conferences through the Nunavut Labour Market Forum. This forum includes representation from Nunavut Tunngavik Inc., the Regional Inuit Associations, the Government of Nunavut, Service Canada and CanNor. The series was considered successful and Kakivak has committed to another year of supporting this partnership.

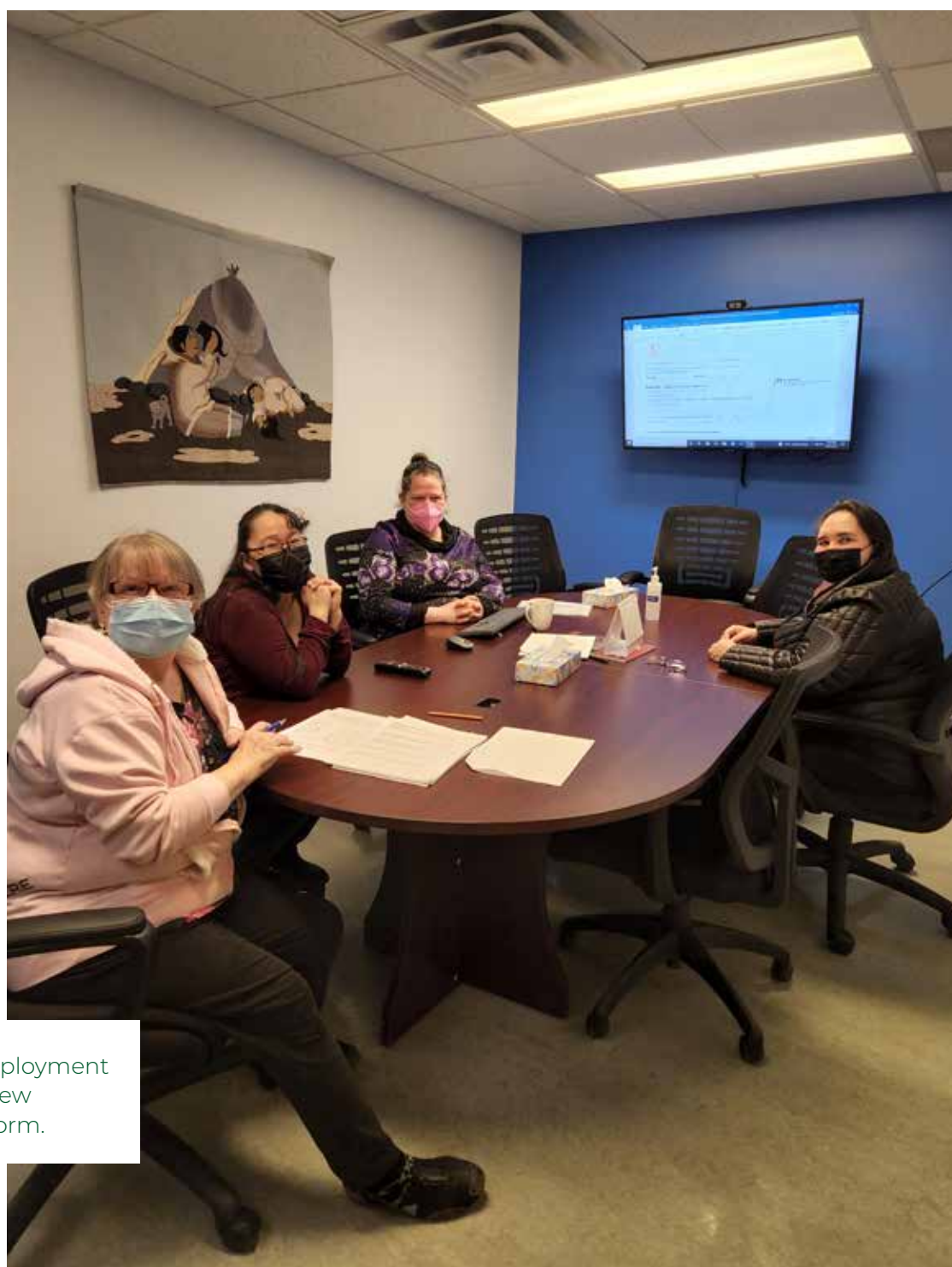


Model Childcare Facility Project

In 2021 Kakivak initiated a project to develop a plan for a model childcare facility. The objective is to create a model childcare centre that can be built in any community. A team of architects and engineers initiated the design work with support and input from Kakivak's Childcare, Youth and Disabilities Team, experienced childcare managers, daycare society board members, and representatives from the Qikiqtani Inuit Association, Nunavut Tunngavik Inc. and the Government of Nunavut Department of Education.



In order to fully engage staff in the selection of past success stories annual reports were taken apart and taped to the walls. Staff had the opportunity to review the stories and vote to select their favourites. We were all reminded of the great work we do to help Inuit succeed!



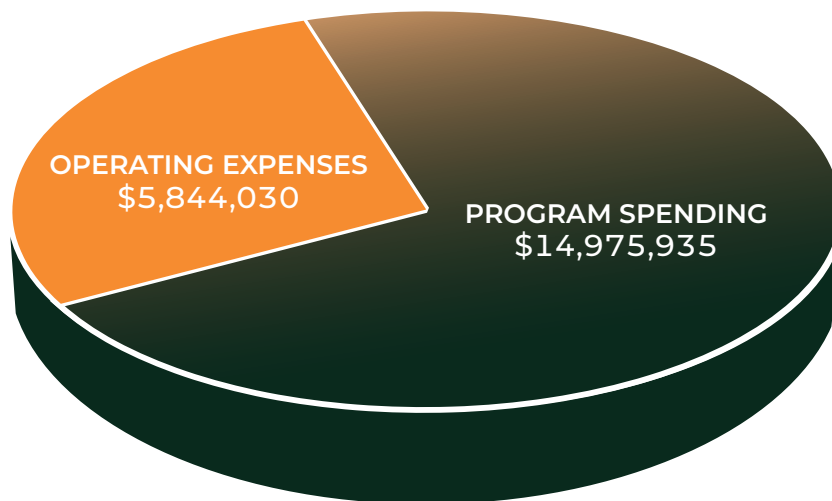
The Training & Employment Team meet to review their application form.

FINANCIAL SUMMARY

*This year the total program expenditures was **over \$14,975,936**, almost twice the annual average.*

Kakivak Association delivers a range of programs that support training and employment, childcare, youth initiatives and business development. Over the past 10 years Kakivak's program spending has totalled over \$ 75.8 million dollars, averaging over \$ 7.5 million per year. This year the total program expenditures was over \$14,975,936, almost twice the annual average. This incredible increase occurred due to a combination of high demand for programming and enhanced agreements with Canada.

Program Spending & Operating Costs 2021-2022



2019



ENHANCING INDIGENOUS SKILLS

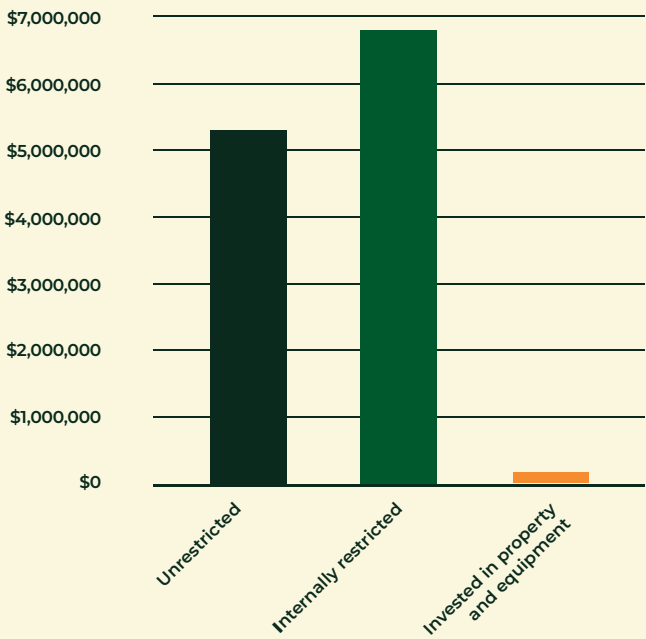
In 2019 the Government of Canada announced an enhanced program to support the development of skills and education for Indigenous people. The Indigenous Skills Training Strategy was announced at Kakivak Association by The Honourable Carolyn Bennett, Minister of Crown Indigenous Relations.

MEET THE TEAM

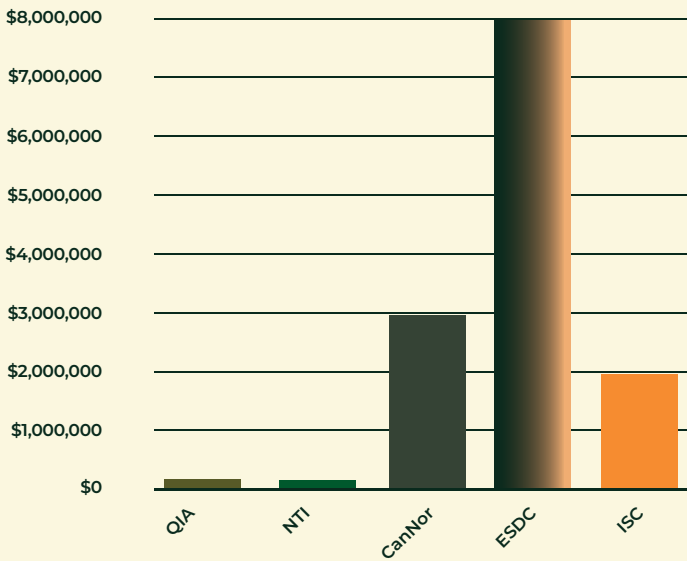


L to R Tracey Stewart, Soriah Duncan, Peter Tumilty

*Kakivak Fund Balances
March 31, 2022*



*Deferred Program Revenues
March 31, 2022*

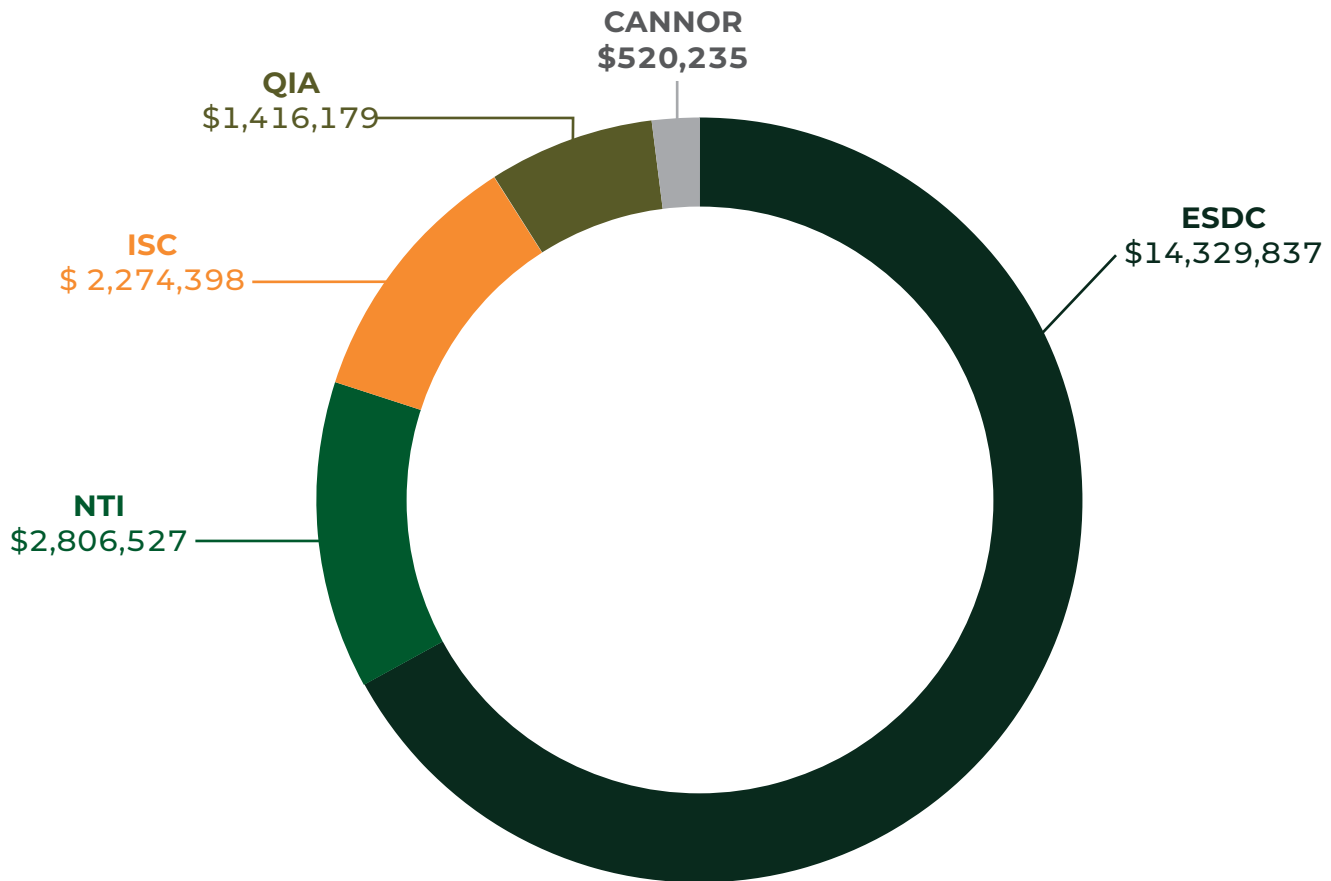


SUMMARIZED STATEMENT OF FINANCIAL POSITION 2021-2022

Kakivak Association manages a number of comprehensive funding arrangements, along with millions of dollars in program funding going to our clients. In order to meet the requirements of the organization, the Finance Department maintains effective financial management, develops and submits required reporting and ensures that a comprehensive, independent audit is conducted each year.

	2022	2021
Assets		
Current		
Cash and cash equivalents	\$ 24,200,407	\$ 19,064,799
Marketable securities	7,122,536	7,339,375
Accounts Receivable	179,503	453,155
Prepaid Expenses	71,322	169,933
Loans receivable	18,134	27,440
Total	31,591,902	27,054,702
Long Term		
Investments	1	1
Property and equipment	37,636	52,473
Due from related parties	579,194	967,189
Total	616,831	1,019,663
Total Assets	\$32,208,733	\$28,074,365
Liabilities		
Accounts Payable and accrued liabilities	\$ 473,866	\$ 975,158
Program Commitments	2,585,780	1,078,095
Due to Related Parties	3,671,820	822,313
Deferred Contributions	13,256,022	13,398,216
Total Liabilities	\$19,987,490	\$ 16,273,782
Fund Balances		
Unrestricted	5,408,095	5,169,847
Internally restricted	6,775,513	6,578,263
Invested in property and equipment	37,635	52,473
Total Fund Balance	12,221,243	11,800,583
Total	\$32,208,733	\$ 28,074,365

SOURCES OF REVENUE 2021-2022



ESDC

Kakivak Association has an ongoing partnership with Employment and Social Development Canada (ESDC) for delivery of programs and services under the Indigenous Skills and Employment Training Strategy (ISETS). Through this agreement Kakivak provides funding and services related to education, training, career development and childcare programs. The total funding in 2021-22 was \$14,329,837.

NTI

Kakivak Association has a new funding relationship with Nunavut Tunngavik Incorporated to support the delivery of the Inuit Post Secondary Education Program. This program provides financial support and wrap-around services for Inuit post-secondary students, regardless of where they reside in Canada. The funding originates with Indigenous Services Canada with national coordination provided by Inuit Tapariit Kanatami. The total funding in 2021-22 was \$2,806,527.

ISC

Kakivak Association has an ongoing partnership with Indigenous Services Canada (ISC) for the delivery of Youth Employment Strategy programs. Through this partnership Kakivak provides project funding through five youth employment and career awareness programs. The total funding in 2021-22 was \$2,274,398.

QIA

Kakivak Association is the non-profit economic development arm of the Qikiqtani Inuit Association (QIA) which contributes funding to support the delivery of business and community economic development programs and services. This funding supports operations, business development programs and a childcare subsidy. The total funding for 2021-22 was \$1,416,179.

CanNor

Kakivak Association has an ongoing partnership with the Canadian Northern Economic Development Agency (CanNor) that includes funding to support the delivery of business and community economic development programs and services. The total funding in 2021-22 was \$520,235.

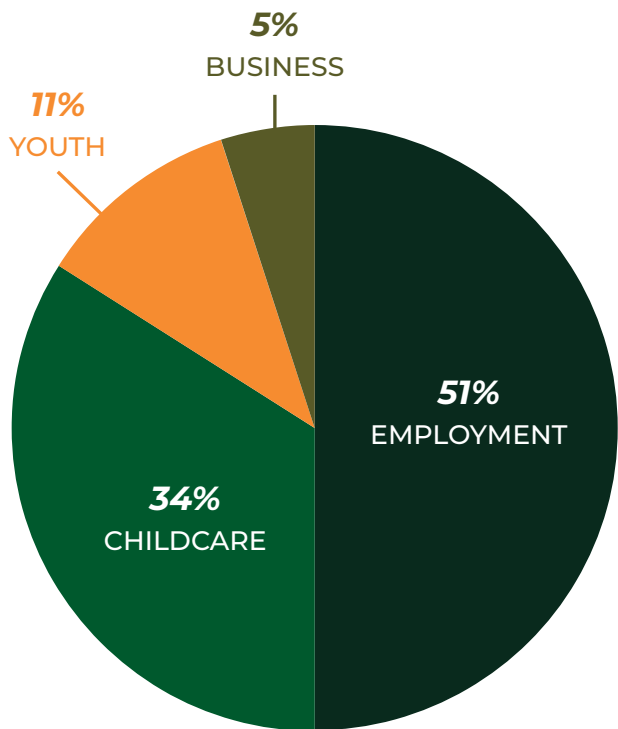
Other

Other revenue is derived from interest earned, unrealized gains on fund investments and other sources. 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. The total other revenue for 2021-22 was \$(106,551).

SUMMARIZED STATEMENT OF OPERATIONS 2021-2022

	Total 2022	Total 2021
Revenue		
Employment and Social Development Canada	14,329,837	9,646,859
Qikiqtani Inuit Association	1,416,179	1,481,047
Nunavut Tunngavik Incorporated	2,806,527	1,403,234
Indigenous Services Canada	2,274,398	880,916
Canadian Northern Economic Development Agency	520,235	465,049
Interest and Invest Income	192,751	341,728
Other Income	220	736
Unrealized gains (loss) on Marketable Securities	(299,522)	(888,357)
Total Revenue	21,240,625	14,131,212
Program Funded Activities		
Employment Programs	7,568,248	3,897,895
Childcare Programs	5,131,156	2,929,661
Youth Employment Strategy Programs	1,587,358	779,671
Business Development Programs	689,173	640,125
Total Program Funded Activities	14,975,935	8,247,352
General and Administration Expenses		
Salaries and benefits	4,159,346	3,286,272
Rent	497,277	363,777
Professional and translation fees	487,467	210,751
Office	203,486	189,420
Honoraria and Board Expenses	213,741	179,330
Telephone, internet and support	132,707	153,786
Promotion	109,380	31,234
Depreciation	14,838	17,917
Travel	26,572	2,272
Capacity building and training	250	-
Provision for loan losses (recoveries)	(1,034)	(2,106)
Bad debts (recoveries)	-	(307,148)
Total General and Administration Expenses	5,844,030	4,125,505
Total Expenses	20,819,965	12,372,857
Excess Revenue	420,660	1,758,355

Program Delivery Results



Employment	\$7,568,248
Childcare	\$5,131,156
Youth	\$1,587,358
Business	\$689,173

PRESENT

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 past 30 years we have provided support to thousands of Inuit, and truly made a positive difference in their lives.

COVID-19

In response to the many challenges brought on by the Covid-19 Pandemic, Kakivak launched the Qikiqtani Covid-19 Business Relief and Wage Subsidy Programs. Kakivak also delivered covid relief programs for post-secondary students and childcare centres.

2021

2020

2022

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