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4⁴ ΔΥΡΟΙΙ ΑΝΝυΑΙ REPORT **2013-2014**



Table of Contents

- ጋ‰ሁረቦና 4
 - 6 Δυγορος ριβργυτώρο
- ውር የ ለርሊ^ና የር አረገር 18
 - 22 ΔΔΔς Δ%bαΔϧ%በCϷσ%Γς ΛC-L\%በCϷσ%Γς
- - 28 ለলሲላሮና ላГረታና ላንትሶ‰ቦናጋታና ኣሲልኦዊናጋታና

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Welcome	4	
	6	Chairman's Message
President's Message	10	
	14	Company Overview
Involved In The Community	18	
	22	Inuit Training And Employment
Timeline	24	
Timeline	24 28	Working In Many Sectors Fisheries and Marine
Timeline	·	
Timeline	·	Fisheries and Marine
Timeline	·	Fisheries and Marine Retail, Trade and Services
Timeline Subsidiaries Baffin Gas Limited	·	Fisheries and Marine Retail, Trade and Services Transportation and Communications
Subsidiaries	28	Fisheries and Marine Retail, Trade and Services Transportation and Communications

Qikiqtaaluk Properties Inc.

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Welcome

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It was with great pride that the Qikiqtaaluk Corporation (QC) celebrated its 30th anniversary in 2013. The past three decades have seen growth across the territory, particularly in the Qikiqtani region. From the signing of the *Nunavut Land Claims Agreement* in 1993 to the creation of Nunavut in 1999, QC is proud to have been part of Nunavut's evolution every step of the way.

QC has provided many Inuit and Nunavummiut with opportunities to work in meaningful jobs and contribute to Nunavut's economy. In particular, QC's Fisheries Division has made large strides over the years and continues to contribute significantly to Nunavut's economy through revenue from offshore harvesting quotas. The recent upgrades to the company's flagship, *MV Saputi*, has enabled the ship

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to sail for longer periods of time and work more efficiently, while at the same time increasing the number of onboard positions for Inuit.

QC's subsidiary companies, Baffin Gas Limited (BGL), Qikiqtani Industry Ltd. (QIL, formerly Qikiqtaaluk Logistics Inc.), Qikiqtaaluk Properties Inc. (QPI) and Qikiqtaaluk Information Technology Corporation (QITC), continue to grow and provide a wide variety of products, services and job opportunities to residents of the Qikiqtani region.

BGL offers fuel, convenience products and food options, including a popular catering service. QIL provides access to training and job opportunities in industrial positions across the region, such as cleaning up Distant Early Warning (DEW) Line sites. QPI continues to excel at

managing \$50.5 million worth of property and QITC now offers 3G cellular phone service in Iqaluit.

Our vision for Nunavut is of a territory in which the economic promise of the *Nunavut Land Claims Agreement* is truly fulfilled. In this annual report, you will read about QC's commitment to this vision, stories of our success, and our approach to capacity building and economic growth. Together they demonstrate why QC is a true leader in fostering development in the territory.

We look forward to another 30 years of success and to helping Nunavut become a strong, independent territory with thriving communities and a vibrant economy.

Δ⁶/ペρC< ρ⁴βρ/⁶βρ/⁶ Chairman's Message



I am pleased to report another successful year for QC. We celebrated 30 years of operations and growth. To be a successful organization, one must change with the times, and QC has successfully evolved for the past 30 years. We will continue to embrace change willingly, starting with a new corporate direction.

This year focused on ensuring QC had the foundation to complete infrastructure projects and provide business support that will help Qikiqtani communities prosper. The Board has dedicated a lot of time to Nunasi, where some difficult corporate decisions were taken as part of a reorganization and a revised governance structure.

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Keeping only viable businesses is in the best interest of Qikiqtaalummiut. Our organizational review processes included a close examination of Larga Baffin Ltd. and a survey of patients' concerns. The most pressing matters needing our attention were overcrowding and dependence on hotel space. We were pleased to appoint Lynn Kilabuk, former Vice President of QC, as President of Larga Baffin Ltd. to address these issues. In her new role, she will work to ensure that patients have the best experience possible at Larga.

Here at QC, we are excited about the infrastructure investments we have been making recently. We recognize that working with the right partners is key to the success of large and transformative projects.

A new joint venture company, Sanavallianiq Limited, was formed to help the Inuit Broadcasting Corporation (IBC) achieve its goal of building a Nunavut Media Arts Centre in Iqaluit. In addition, it is a long-held dream of mine for there to be an Inuit owned and run hotel in Iqaluit. Over the past year, significant strides have been made towards this. We look forward to breaking ground next year.

Attention was also given to developing an Inuit employment strategy for fisheries. There has been a gradual improvement in Inuit involvement in this sector over the years, but the QC Board would like to see even more beneficiaries employed in this sector. Our roots lie in fisheries and our aim is for the sector to continue to be the foundation of our success, for the next 30 years.





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Growth and expansion leads to new jobs and the exciting challenge of recruiting talented people. Managing and supporting our growth within the QC Group of Companies will become easier as additional staffing positions are filled. The QC Board reviewed our human resources and housing policies this year to enhance the corporation's profile and make us an employer of choice for Qikiqtaalummiut.

Our new Finance Director has taken a leading role in refining financial controls and procedures. Regular reporting to Qikiqtani Inuit Association (QIA), our sole shareholder that oversees our various projects and financial health, continues to take place. This is an important part of our corporation's accountability to the beneficiaries of the region.

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I would like to extend a personal thank you to my fellow board members, our employees and Qikiqtani beneficiaries for all their help and support during this significant year. We have much to celebrate from our past and much to look forward to in our future.

Levi Barnabas

Chairman



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November 2013 marked Qikiqtaaluk Corporation's 30th year of operation as the economic development arm of QIA. Some remarkable changes have taken place in that time, not only in Nunavut but in the Company. We went from a one person office administering fishing quotas to a company with well over \$50 million in property and a staff in the hundreds depending on the season. We have expanded from those fishing roots into virtually every sector of the economy.

In the first three years of my term as President, my focus was to position QC and its group of companies to provide goods and services to the emerging mining industry in Nunavut. Along with that, partnerships were developed in order to make QC competitive for any major infrastructure project that may impact our region. With this

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foundation solidly in place, our focus is returning to the communities of the Qikiqtani region and how we might best meet their needs.

During the last fiscal year QC has worked with QIA on development plans for Inuit Owned Lands. With a strategic plan in place, more work was done on a specific parcel in Iqaluit in preparing the Land Use Plan, with a potential home for the long-awaited Inuit owned hotel and conference centre. As well, this parcel could well be the vehicle needed to pilot some interesting initiatives in affordable housing and alternative energy use.

Our Fisheries Division has made real strides in improving Inuit employment on board the *MV Saputi* and with its recent extension and retrofit, it is far more efficient and profitable. Along with this, we

continue to be a full participant in training and research initiatives that support the industry.

With a new Director of Sales and Marketing providing oversight of the Retail Division a lot of changes have taken place in those operations which resulted in better staff engagement and a more profitable bottom line. As well, customers are well pleased with the products and services provided. The Division is growing with a new Electronics Store and another outlet in the Plateau Subdivision coming on line soon.

The Real Estate Division under its long term Director also had another good year. More property was added to the portfolio which clears the way for a new commercial development on the Mivvik Street site in

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Iqaluit. Two more acquisitions are scheduled to take place early in the new fiscal year.

The Project Division completed the last DEW Line clean up in the region in the fall, and is turning the expertise it gained in this type of work to providing support for mining companies operating in the region. They also had to look at what they were positioned to do in replacement of these environmental clean ups.

The Information Technology Division saw major changes in its service provision through a service contract with Ice Wireless and finally brought a 3G network to Nunavut. Residents of Iqaluit could finally enjoy those new iPhones and Samsung Galaxies everyone else had.

The Assessment Division worked with the Government of Nunavut on some legislative changes and carried on meeting all of its contractual obligations with respect to property assessments in Nunavut. The

Assessors were ably supported by our long-time Administrator, who ensured that records were kept current and accurate.

The Finance Division continued to support QC and the group of companies and at the same time looked for refinements and improvements in how they operated. Additional staffing positions were and are being added.

Finally, the Administration Division has seen growth as well. Procedures and processes are constantly being reviewed for efficiency. Training is ongoing to ensure we have the very best people in place to do the work. Our archives saw a major improvement when it was moved to a new warehouse and put on proper shelving making document retrieval much easier. In a busy environment this is critical.

In all of this, our Vice President Peter Keenainak, was a pivotal anchor for the team during the many meetings and duty travel commitments

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I had to maintain our obligations to our 21 joint ventures and partnerships.

In moving forward I would like to focus on ensuring the success of the following projects:

- Inuit Owned Land Development
- Hotel Project
- Affordable Housing Initiatives
- Community Tours
- Nunavut Infrastructure Projects

All of our success in the past year is a result of a commitment to training, health and safety, and our people. I would like to thank the employees of QC and its subsidiaries for their dedication and hard work at ensuring we remain profitable and sustainable.

In closing, I would like to also thank the Board of Directors for their support and commitment to the companies and our Shareholder Qikiqtani Inuit Association as well. To the communities of the region, we will be visiting you in the near future as we explore options to assist you in your local projects and making them become a reality.

Harry Flaherty

President

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Qikiqtaaluk Corporation (QC) is a wholly Inuit owned birthright development corporation. It was created in 1983 by the Qikiqtani Inuit Association (QIA), formerly the Baffin Region Inuit Association. QC's role is to foster economic development on behalf of QIA by pursuing its mission: "To create meaningful economic, employment and career development opportunities for Inuit."

QC works to improve the social and economic well-being of all people in the Qikiqtani region through balancing tradition with innovation. Our mission is derived from the company's aspiration to own and operate businesses that build on the spirit of the *Nunavut Land Claims Agreement*. The company's intention is to be a major

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contributor to all segments of the Nunavut economy by investing in or creating sound financial opportunities.

The mission and values of our organization shape the following goals and objectives:

- to own and operate sound businesses that generate profit for today and wealth for tomorrow
- to develop people, and create employment and career opportunities
- to contribute to community well-being and wealth generation
- to uphold Inuit values and protect the earth, air and water

- to participate successfully in the emerging global economy
- to foster a strong sense of pride in our businesses and our people

QC focuses its activities in a few key areas, with an emphasis on integrating Inuit knowledge, beliefs and culture. These key areas are:

- fisheries and marine services
- Inuit employment and capacity building
- environmental remediation and hazardous waste management services
- expediting and camp/catering services

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- real estate development and management
- property assessment
- infrastructure development
- information technology
- retail operations
- medical services and staffing
- transportation services (marine and aviation)
- petroleum distribution
- DEW Line maintenance and operation
- security services

QC has nine divisions that support each other and work together to keep QC, its subsidiaries, and joint ventures running smoothly and focused on success. They also explore new opportunities for business, employment and training in the Qikiqtani region. These divisions are:

- 1. Administration
- 2. Finance
- 3. Real Estate
- 4. Retail Services
- 5. Environmental Services
- 6. Fisheries
- 7. Project Management
- 8. Information Technology
- 9. Assessment Services

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Board of Directors 2013-14

Chair (appointed by QIA from its Executive Committee, which is formed from its elected community representatives)

■ Levi Barnabas, Arctic Bay

Directors (appointed by the QIA board through a public application process)

- Moses Appaqaq, Sanikiluaq Vice Chair/Director (elected by the QC Board of Directors)
- Anne Curley, Hall Beach
- Loasie Audlakiak, Qikiqtarjuaq
- Ludy Pudluk, Pond Inlet

Officers 2013-14

- President: Harry Flaherty
- Vice President: Peter Keenainak
- Secretary-Treasurer: Michael Ilori

Professional advisors

- Legal Counsel: Dubuc Osland
- Auditor: KPMG

בסב⊂ מה אכתי לה Involved In The Community



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QC follows *Inuit Qaujimajatuqangit* (IQ) as a part of its fundamental beliefs and this commitment is reflected in the work we do for our communities. Central to all our efforts is the principle of *Pijitsirarniq*, or the concept of serving. The key to this is understanding that every person has a contribution to make and those contributions are valued. This principle extends to all wholly owned subsidiaries and it is reflected in the work we do with our joint venture companies.

QC was actively involved in the community during 2013-14. We are proud of our corporate contributions and staff commitments both to the community and to Qikiqtani beneficiaries. Our charitable contributions are focused on three key areas:

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▷ጐሁር๋ᡠናጋና \$124,300 Δ b๙%ጋ Δ ⁵๙በኈሊዎና ላጐቦኈር▷ᢏ▷ኈጋና ለጐህላኈጋርሊσናЈና የክወልሮኮአσና, ዘላዛር ካሪታ ውና የክወልሮኮአσና, ልሮተ ወላናል ለተቀዕርና ላጋጐር▷አስሊላሮ ውና, ላህወረሀበውና ላዛኒው ላፖሎስ ውና, የዖየጐር ው ለላጋሲኒ ጐህር ልጭዕልታጭበጐቦና ላዖርጭፖሎዕው የክውልሮኦንሮስ ውና, ለጎው ልታት ስጐቦናጋውና የክወልሮ ኦንሮንጋውና, ለጎው ሩጭ ለው ውንና ል ለታወሎን ለተከተለቸው የለተከተለቸው የለተከተለ

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- Ρ΄σρλικη Τρίνι Αρκικους Τρίνι Αρκικους

cultural development

- community development
- youth development

Over \$124,300 of support was approved for sporting activities, Hamlet events, school supplies, hunting supplies and much more. QC employees also spent many hours volunteering their time in a wide variety of activities, such as Search and Rescue, participating on the Iqaluit Housing Authority Board, and fundraising for cancer research and daycare programs, and many other volunteer activities.

We also demonstrate our commitment to IQ values through on the land skills development days that are meant to foster leadership skills and teamwork.

Our commitments in 2013-14 included:

- remaining actively involved in a number of strategies to create affordable housing in Nunavut, including housing for Elders
- participating in the annual community clean ups
- ongoing commitment to youth development and leadership: sponsoring scholarships, breakfast programs in schools, and sport programs, in addition to supporting the Iqaluit Inuktitut Daycare
- continued financial support for the Students on Ice Program
- planning for the sponsorship of a toxic waste round-up for all Qikiqtani communities, to be carried out in 2014-15

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- ΦΠΔδ ΔϽͽϹϷϧͼρ Γςος Αδος Δεορά Αντικός

- support for students on exchanges to learn about new cultures and technologies and apply the knowledge gained upon their return
- reaffirmation of our policy on leave for employees, which allows them to undertake volunteer activities during the work day with pay
- creation of a landscaped space to showcase the monument honouring the anniversary of the Nunavut Land Claims Agreement
- loan of boardroom space to volunteer groups such as Search and Rescue

Worker safety is a major priority for the company. During National Occupational Health and Safety Week in May, the QC team won the title of "Safest Company in Iqaluit" at the Workers' Safety and

Compensation Commission (WSCC) competition. QC makes every effort to inform its employees about workplace safety and encourages them to follow best practices on all the sites in which the company is involved. A participant in the WSCC Safe Advantage Program, QIL once again earned a rebate on its premiums because of its safety program and low claims rate.

On Nunavut Day this year, NTI unveiled a monument in front of the Igluvut building in Iqaluit to celebrate the 20th anniversary of the signing of the *Nunavut Land Claims Agreement*. Three highly respected master carvers were involved in the development of the monument: Inuk Charlie of Taloyoak, Paul Malliki of Repulse Bay, and Looty Pijamini of Grise Fiord.

In addition, carvers Lydia Qayaq, Jacoposie Tiglik, Pootoogook Qiatsuk, and Peter Akavak were commissioned to carve four smaller carvings as part of the overall landscaping plan. QC facilitated the $4^{\text{L}}_{\text{L}}^{\text{h}}_{\text{L}}^{\text{L}}^{\text{h}}_{\text{L}}^{\text{L}}^{\text{h}}_{\text{L}}^{\text{L}}^{\text{h}}_{\text{L}}^{\text{$

development of the monument and carvings through its subsidiaries, Qikiqtani Industry Ltd. and Qikiqtaaluk Properties Inc. We are very pleased with the work done.

We celebrated our 30th anniversary in November with a gala during which long-service employee awards were presented. The event, organized entirely by QC staff, was a great success and we were honoured that so many past board members and employees, business partners, and supporters made the effort to attend.

A large part of why QC continues to be so successful after 30 years can be attributed to our support for and involvement with the communities of the Qikiqtani region. Helping to build healthy communities is part of our corporate commitment and our contribution to that effort is important to us.



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シャア・トレン・トレン・アクシャ	6	2	33%
'የዖ' ^ቴ ርታ ኣ <u>ል</u> ልሮሲታኝያ በΓ'ժር	7	5	71%
$CL\Delta^{o}\sigma^{c}$	42	24	57%

Qikiqtaaluk Corporation employs a large number of Inuit, both within the organization and throughout its subsidiary companies and joint venture projects. Employing beneficiaries is important to us and we do it wherever possible. The following table indicates the percentage of Inuit employed throughout QC and its wholly owned subsidiaries.

Company/subsidiary	Full-time positions	Inuit staff	% of Inuit workforce
Qikiqtaaluk Corporation	18	11	61%
QITC	5	1	20%
Qikiqtaaluk Properties Inc.	6	5	83%
Baffin Gas Limited	6	2	33%
Qikiqtani Industry Ltd.	7	5	71%
TOTAL	42	24	57%

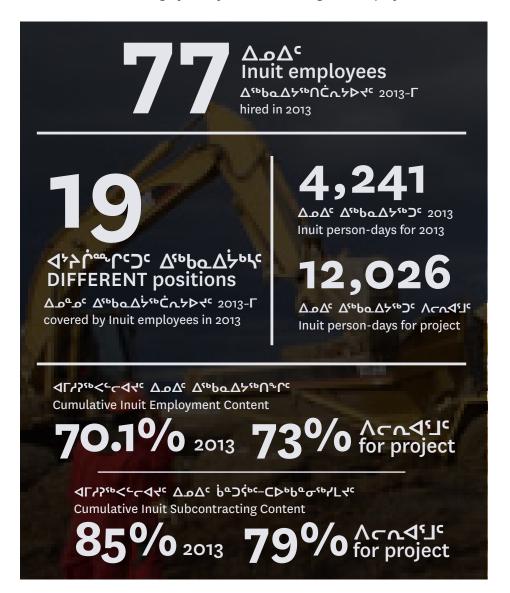
Note: This does not include part-time and casual staff, or the Board of Directors.

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Compared to many other Nunavut based corporations and government departments in the territory, these Inuit employment numbers are high and we will continue to strive for even better rates. Our aim is to surpass the goal set out in the *Nunavut Land Claims Agreement* that was to ensure representative levels of Inuit in the government workforce. Current population demographics indicate that this target is approximately 85% Inuit employment. QC comes close to, or exceeds, this target in several of its divisions and is pleased to be a leader in the Qikiqtani region in terms of training beneficiaries and providing Inuit with meaningful and rewarding employment.

 $\Delta^{\text{CCS}} \leftarrow \Gamma + \Delta^{\text{L}} + \Gamma^{\text{S}} C D \sigma^{\text{L}} \wedge C \Delta^{\text{L}} + \Gamma^{\text{S}} C D \sigma^{\text{L}} \wedge C \Delta^{\text{L}} + \Gamma^{\text{L}} C \Delta^{\text{L}} + \Gamma^{\text{$

The Cape Dyer remediation project, which QC has been managing through QIL, has contributed significantly to Inuit training and employment.



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1983

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1993

'የዖጐር'」 ቀላ>ኢጎጐしር ለማር ተማርማሪ' በ Δነጋር ላጎ ሊያነው ው ጋህ ለነት ነው ለንኢጐር ው. QC's first building project, Iqaluit's Blue Dome, is finished.

994

1997

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'የΡጐር'」 dd>ኢጎግሀ 15% በJΓdጐበ▷'bC▷፫ጐጋጐ ▷የ▷ጐርጐጋ፫ኒፑ ΔΔΔና ኣፚጚኖኢትዕና. QC secured 15% shareholding in Pan Arctic Inuit Logistics.

1999

QC committed to a one year Nunavut Stone Works pilot project.

2000

Δ^ι¬৯^c \α[†]Ρ[†]Λ⁶>⁶..

The Igluvut Building construction is completed.

2002

QC donated the use of two residential units during the construction of the AWG Arena in Iqaluit.

2004

Celebrating 30 Years of Operation

1985

 $P^{\overline{3}}$ ያ Δ ነንታርሊትነሪ (ነዖቦነርታ የፈላንሚኒር የተረውነብንህ) የህይወላት ሚያለበርኮዎነ ለነታርሊትነሪያ የፈተረ ርሊትነርኮርርሊትነሪያ የ

Kinguk Fisheries (a QC Subsidiary) is granted a shrimp licence from the Department of Fisheries and Oceans.

1994

'፻፵ጐ'ĊჂ৽ Ძላ>ኢԿ~Ს, LPል৽ Ძላ>ኢԿ~Ს ላዛLン ċペጋላሊ୮ ΔΔΔና Ხጋንት'ᲮበሶጐՐና ጋσታ▷⊀ና ላጋσና 400 mt 'Ხ፫ና፫~ወላ?" ፌኦበ୮፦ Ძ፫୮.

OC. Makivik Corporation and Labrador Inuit Association each receive 400 mt of turbot quota.

1996

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QC secured the operations and maintenance contract for the Iqaluit airport.

1998

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QC secured the Resolution Island clean-up contract with a budget of \$6.95 million.

1999

OC purchased Lot 521 Joint Venture and Baffin Gas Bar from Kakivak Association.

1999

The Compassionate Travel Fund is established for Qikiqtani beneficiaries.

2001

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QC completed 21 residential units.

2004

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Purchased two small IT companies to form QITC.

2004

Merged Lot 521 and Kakivak Development Corporation to form QPI.

MV Saputi was acquired.

2006

Qikiqtaaluk Logistics formed to take over environmental clean ups and complete the Resolution Island Project.

2007

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Qikiqtaaluk Logistics signs a contract with Baffinland Iron Mines for employment and road maintenance.

2008

'PPጐCσ ፭°σ፭'δὸ ኣፈታ⊳σ∿し ለታሲጐC⊳ጚጐ 'PPጐĊ_) dຝ>ሲኣጐ\ρና. Qikiqtani General Hospital construction is completed by QC.

2009

'የዖጐ'Ċኌ⊦୮ ኒተረጎናል ԵՐՈና LጋΔጐተተጐ σ'የርጎናልትΓ ኬለነልትሁወጋ Δካጋዎና Δካጋትሁσ.
BGL opened the Deli and Coffee Shop in the Igluvut building.

2011

2011

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2012

'የΡ°Cσ ካልተርኢትነሪ' ላበጐし ላ/ትትነጋጐ 'የΡ°Cσ ካልልርኢσ'፤ በΓ'dĊ」'. ላነ∟」 'የΡ°Cσ ላጋናናካው' በΓጐしσ' ላነቅትና ΔΔΔ' Δ"bልΔትነነበርኢትኦነሪር' ለታጋርና Qikiqtaaluk Logistics changed its name to Qikiqtani Industry Ltd. and forms Qikiqtani Resources Agency to

Qıkıqtaaluk Logistics changed its name to Qıkıqtanı industry Ltd. and forms Qıkıqtanı Resources Agency to handle Inuit employment.

2013

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2013

2005

The Blue Dome, an Igaluit landmark and QC's first building project, is demolished.

2007

2007

2008

QC celebrated its 25th anniversary and its most profitable year ever.

2010

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Cape Christen remediation is completed.

2011

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Two new joint ventures are struck - QC/Scarlet Security Service Inc. and Qikiqtani First Aviation Ltd.

2012

MV \>በ \፬ታ▷Րላኈጋኈ

MV Saputi is retrofitted.

2012

'የዖ۴'ር ጋ ቂ-Γσ'ժበ՞ትና በΓ՞ι Δካጋ'ተላራኦሲ'Γተ", ላጎረ՞ናሎ ላበ՞ι, ΔΔነ/ሀΔና Δካጋ'ተላነቴነሴ՞ተሮ σና Δ'ቴጋ՞σ.

QPI completed another commercial building, the Allawik, in Inuksugait Plaza.

2013

'የዖየጐር່ጋ℃ 'ቴናኣ⊳ታራሊት' ያፈተኝ ነጻ ያዋታና አማቦታር ታና ▷'ቴራ▷በናረነትና ላጋናካኣ⊳ርጭበናበተና. QITC brings 3G cellular capability to Iqaluit.



الخ⊃له فاحب

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<\\`)\L^\bar{\}^\ba

Patrick Kunilusie

Patrick's family roots are in the community of Qikiqtarjuaq, on the Cumberland Peninsula, west of the Davis Strait/Baffin Bay area.

Patrick has been employed on the *MV Saputi* since December 2011. Although he started as a factory worker on the vessel, Patrick has completed several training programs with Nunavut Fisheries and Marine Training Consortium. The courses Patrick has taken have been very technical and some have required him to go away for several months at a time. These courses include:

Marine Diesel Mechanic This one year program provides the technical and practical knowledge necessary to run, maintain and repair marine diesel engines and associated equipment.

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ኦላት ር ሲ σቴ, ላ ኦ ር ኦ በቴ ቦ ሶ Γ ላና የ ላና ተ ዕና ነጋርና ነጋር, ነልና ት
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Study areas include marine engineering, electrotechnology, machine ship practice, welding practice and engineering drawings, as well as ship stability and construction. This course was held in Iqaluit from September to December 2013 and then at the Marine Institute in St. John's, NL, between January and March 2014. Patrick completed his three month work term aboard the *CCGS Louis S. St. Laurent* and successfully passed the Transport Canada examinations, giving him Engine Room Rating Certification. This is the first step to becoming an engineer on a marine vessel.

Small Vessel Operator Proficiency This two week program provides individuals with the training and certification they need to operate commercial boats under 12 meters in length and operating less than 25 miles from shore. The course was delivered in Pangnirtung.

Netmaking Patrick completed this four week course in Iqaluit, which is designed to give trainees the skills needed to construct and mend gillnets and longlines.

Patrick's next step will be to gain experience in the engine room. That experience will allow him to move towards becoming one of the first Nunavummiut to obtain a Fourth Class Engineering Certificate. QC will continue to provide Patrick with support as he furthers his training and education and builds a career in the offshore fishing industry.

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Δ ¹ 200601 48740062 4026	\$21,973,375	23%
CLΔ°σC	\$94,876,369	100%

There are four primary economic sectors in which QC participates: fisheries and marine; trade and services; transportation and communications; and construction and major projects. The chart below shows the percentage of QC's consolidated revenue that is derived from each sector.

Economic sector	2013-14 revenue	% of QC revenue
Fisheries and Marine	\$17,049,044	18%
Retail, Trade and Services	\$22,181,643	23%
Transportation and Communications	\$33,672,307	36%
Construction and Major Projects	\$21,973,375	23%
TOTAL	\$94,876,369	100%

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Fisheries and Marine

QC's first responsibility was to administer offshore fishing licenses. Looking back 30 years later, it is possible to see that the revenue QC generated from fishing licenses has made the corporation what it is today.

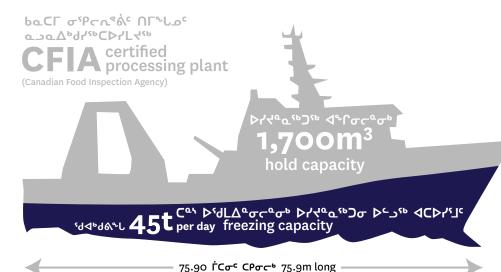
The income from the fisheries sector has enabled QC to diversify, expand into other economic sectors, and form multiple divisions, subsidiaries, and joint ventures, with all of the staff and employment opportunities that come with them. At the heart of this expansion and diversification, the fisheries sector remains at the core of support and revenue for QC.



Up until 2005, other companies fished QC's quota and made royalty payments to QC. In 2004, QC decided that it wanted to become more active in the fisheries industry. In partnership with Nataqnaaq Fisheries, QC formed Qikiqtaaluk Fisheries Corporation (QFC) as a joint venture company (with QC owning 51%), and purchased the ship *MV Saputi*. Today, in addition to fishing all of QC's quotas, QFC actively fishes quotas for other Nunavut based companies.

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Quick ≈ MV Saputi ≈ facts



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- Shrimp are processed and frozen in three different formats: sea cooked frozen, raw frozen and industry frozen.
- Turbot is processed and frozen in four formats: J-Cut (headed, gutted and tail off), round (whole), heads and tails.

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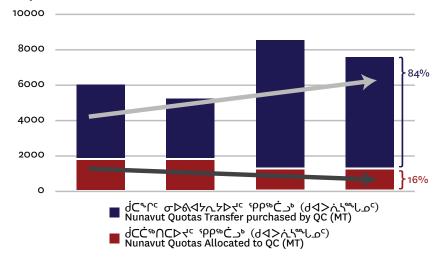
QFC's flagship fishing vessel, *MV Saputi*, was extensively upgraded in 2012. The ship was extended and the size of the cargo hold was enlarged. The main freezing system was replaced and the winch (rope/wire mechanism) was upgraded. The size of crew quarters were increased and recreational amenities were added. The ship is more environmentally friendly, can carry more shrimp and turbot, and is able to take longer trips. These improvements also mean that the ship can now conduct mid-water trawling for other species.

The MV Saputi completed 12 fishing trips during 2013. Rather than receive hourly or annual wages, crew members are paid on a crew share basis, that is, a percentage of the overall industry standard value of the catch (based on global market prices).

QC has recently submitted a proposal to the Department of Fisheries and Oceans Canada (DFO) requesting a permit to fish redfish in waters

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adjacent to Nunavut. If the permit is granted, the company will have access to a new resource and be able to expand its operations.

The Nunavut Offshore Allocation Holders Association (NOAHA) held its first annual general meeting in 2013. The association

includes members of Nunavut's fishing industry with offshore quota allocations: the Arctic Fishery Alliance, Baffin Fisheries Coalition, Pangnirtung Fisheries Ltd., Cumberland Sound Fisheries Ltd. Partnership, and QC. It was developed to support the growth of the fishing industry in Nunavut and provide a unified voice on issues that concern it. Now looking to expand Nunavut's fisheries further, the association is currently examining the possibility of carrying out research that could lead to an increase in offshore quotas.

QC continued to work with the Nunavut Fisheries and Marine Training Consortium (NFMTC) to help Nunavummiut get the training they need to work in the fishing industry. QC provides funding to NFMTC, with the amount contributed varying depending on the annual Nunavut quota size. Since its creation in 2005, NFMTC has trained between 200 and 350 Inuit every year.



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In 2013, NFMTC purchased a desktop computer based training simulator and also reviewed its career advancement policy. The objective was to increase training efficiency and review training eligibility. QC believes these steps will help more beneficiaries become interested in the industry in the future, and looks forward to providing them with work opportunities. QC has other interests in the fisheries and marine sector including partnerships with the Northern Shrimp Research Foundation, Northern Coalition Corporation, Nunavut Sealink and Supply Inc. (for cargo), and with Tulaktarvik Inc., in a joint venture with Ocean Group to develop marine infrastructure.

Retail, Trade and Services

QC has a number of subsidiaries and joint ventures in this sector. QC is involved through two of its primary subsidiaries Baffin Gas Limited (BGL) and a new subsidiary, Qikiqtani Resources Agency Limited (QRA). QRA has the largest database in Nunavut of skilled Inuit employees in the Qikiqtani region ready to be placed in positions involving resource and infrastructure development, environmental clean ups and administrative and project management positions.

In addition, QC has joint ventures with; Qikiqtaaluk Environmental (environmental assessments and site remediation), Qikiqtaaluk Medical Corporation (offering remote medical support services and wilderness safety training throughout Nunavut), QC Scarlet Security Services Inc. (remote site security services), Larga Baffin Ltd. (hospitality services to beneficiaries travelling to Ottawa on medical

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leave), and Toromont Arctic Limited (heavy equipment sales and service). QC stands ready to explore opportunities and fill service gaps in the region and create skills and employment for Inuit in the process. Many of these services are geared to support resource development and environmental projects in remote locations.

Transportation and Communications

QC is a leader in the transportation and communications sector. It provides communications services through wholly owned Qikiqtaaluk Information Technology Corporation (QITC), as well as through joint ventures with Nunavut Sealink and Supply Inc. (NSSI), Qikiqtani First Aviation Ltd., Nunavut Petroleum Corporation and its subsidiary Ugsug Corporation, and QC Canadian Helicopters.

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Land Use Plan for Federal Road on Inuit Owned Lands

Nine hectares of land on Federal Road may become Iqaluit's first privately developed subdivision. An extensive planning exercise was conducted by QC's project management division. Iqaluit's City Council is expected to debate the plan in the fall of 2014.

Reflecting QC's emphasis on safety, the plan for the subdivision was developed in accordance with Crime Prevention through Environmental Design (CPTED) criteria.

The lessons learned from this project will form the model QC uses as it explores land development in other Qikiqtani communities.

¹ http://www.nunatsiagonline.ca/stories/article/65674baffinland_wraps_up_enormous_2013_sealift_for_nunavut_iron_mine

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In September, NSSI set an all-time sealift record when one of its vessels, the *MV Claude Desgagnés*, departed from Valleyfield, Quebec, loaded with 23,384 cubic metres of cargo for the Baffinland Iron Mines Corporation beach site at Milne Inlet.¹ This record-setting feat demonstrates that NSSI continues to be the leader in Nunavut when it comes to sealift delivery services.

QITC provides cell phone and internet services Iqaluit. The other joint ventures provide services ranging from sealift that allows Nunavummiut to order equipment, food and other supplies in bulk, air transportation across the territory, and oil and gas transport and delivery.

Construction and Major Projects

QC advances infrastructure projects through the work of two of its major subsidiaries, as well as joint ventures and partnerships. Qikiqtani Industry Ltd. (QIL), and Qikiqtaaluk Properties Inc. (QPI) both undertake major project development and are discussed in more detail in the next section.

QC also undertakes projects related to the design and construction of buildings and infrastructure through Akiuq Corporation, QC-Kiewit Constructors ULC, NCC Investment Group, Nunasi Corporation, and Pan Arctic Inuit Logistics Corporation.

With this group of companies and their proven track records in infrastructure projects QC is well positioned to deliver on any P3 project which may come along in the future.

¹ http://www.nunatsiaqonline.ca/stories/article/65674baffinland_wraps_up_enormous_2013_sealift_for_nunavut_iron_mine

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Hotel and Conference Centre Development

QC and QIA have been exploring the possibility of developing a new 100 room hotel and conference centre on Inuit Owned Lands along Iqaluit's Federal Road to expand hospitality and meeting options in Nunavut's capital.

QC initially considered the land across from Northmart along Queen Elizabeth II Way, but lot size and municipal infrastructure constraints meant that QC needed to look for alternatives.

QC partnered with Nunavut Construction Corporation (NCC) and Creva Group to develop the hotel's initial construction design and budget as well as provide financial models for the hotel's operations. In addition, a number of other businesses and organizations were contacted for ideas and support for the project.

Working in this way has given QC the opportunity to review a number of options for management and



operation, as well as possible options for energy savings through building design and the use of renewable energy sources. These options will reduce the long term operating costs of the hotel. Potential hotel operators are currently being considered. Financing options are still under review. The goal is to have everything in place to start building the new hotel in 2015.



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Subsidiaries

Qikiqtaaluk Corporation has four active, wholly owned subsidiaries: Baffin Gas Limited, Qikiqtaaluk Information Technology Corporation, Qikiqtani Industry Ltd., and Qikiqtaaluk Properties Inc.

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Baffin Gas Limited (BGL)

BGL operates a number of different businesses in Iqaluit, with the two largest being the Baffin Gas Bar and Baffin Deli and Coffee Shop. These businesses have proven to be very successful and offer a wide range of goods and services, from providing fuel for vehicles to catering functions around the city.

Baffin Gas Bar is one of only two locations in Iqaluit where Lotto 6/49 online lottery and scratch tickets can be purchased. In addition, BGL

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also offers limited financial services to Iqaluit residents through its ATMs, which are located in five separate businesses throughout the city.

BGL will soon implement a new inventory management system that will allow real time tracking of inventory at all of its locations (including outlets, warehouses and head office), allowing for the smooth flow of inventory from receiving to sales and helping to ensure that customers have access to their favourite products.

Baffin Deli and Coffee Shop has expanded its menu selection with an increased emphasis on freshly prepared meals. This direction was led by the Deli's new head chef, who has also significantly increased the Deli's share of the local catering market. Rave reviews typically follow one of the Deli's catered events as a result of his amazing food presentation and attention to detail.

At financial year end, BGL was considering a new retail outlet in Iqaluit's Plateau subdivision. In addition, an electronics store, located in the Parnaivik building, is well along in the planning process and will open early in the new fiscal year. This store will sell computers and electronics, as well as software and computer components at very competitive prices.

In 2013, QC hired a Director of Sales and Marketing who oversees the management and operations of these businesses, in addition to actively bidding on supply contracts. Having a dedicated financial officer on board has also helped the company to improve its bottom line.

Baffin Gas Bar is one of the first places Inuit youth in Iqaluit can find a job while they are still in school. It is often their first exposure to the



2013-℃ΠʹϽͿ, ʹϒΡʹʹͰʹϽʹϧͺϭϤʹʹϧʹϲʹϧʹͰʹʹʹ ΔʹϷϧαΔϧʹͽΠϹϲʹϷʹͽϟͰͺϥʹ ϽΡͿϤʹʹΓʹʹΓΑΓ ΦΡΑϤʹϧʹϲʹϲϭʹʹͿʹͼϧͰͺʹʹͼͺϭͿϲͺϹϦϭϧʹʹΓʹͼϲʹϧϹͰϧϧϭϧʹʹΓʹͼϲʹͻ ϹͰϧϥϤϽ;϶ϧʹϹͺͺϥͰͺʹ϶ϧϧͼϧͼͺϥϧͼϧϽϤϷͺϹͼϧϽϲͺ ϧͼϧϧϲʹϲϧͺϒϧͼϧͼ ΑρͼϧϽͰϲ Αργομές Αργομέ

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workforce, and the values and skills learned on the job are carried over into their future careers.

BGL is fortunate that one such young person has stayed with the company for nine years and is now being trained for management. In September, BGL began the employee on a retail management program that includes sections on ordering, scheduling/time management, and office procedures.

BGL is proud of its contribution and changes in the past year. For example, holding regular team meetings that have made the employees feel like they are part of a team and thereby improving customer service. 2014-15 is sure to be a year full of good things for this company!

 $\label{eq:linear_continuity} $$ \Lambda^{q_0} = \Delta^{q_0} L_{p_0} + \Delta^{q$

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Qikiqtaaluk Information Technology Corporation (QITC)

QITC is a "one-stop shop" for information technology services and products in Iqaluit. It specializes in designing and supporting corporate networks, application hosting, computer repairs, and 24-hour help desk and on-site technical support. With launching new services and conducting an internal review, QITC has been extremely busy over the past year.

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3G /b°σς Ρίδς ΡΠς ένα ακις ην Η ΒΑΥΠΑς ΡΊς, ΡΑΑΚΟΔ 300-400 ΔΔΔς ας ροσφηραφίρο Ρ΄ ΕΚΕΤΕΡΕ ΤΟ ΑΠΕΡΦΡΙΚΟ ΤΟ ΙΟΕ-ΕΜ άς ΡΠου ΑΡΕΠΦΕΡΕΝΟ ΕΚΕΤΕΡΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΤΕΡΕΝΟ ΕΚΕΤΕΡΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΤΕΝΟ ΕΚΕΤΕ



The QITC Wireless Data Link Project, conducted in 2013-2014, involved a review of technology aimed at significantly reducing costs for QITC and its clients. It improved data transfer efficiency and speed between the Igluvut and Parnaivik buildings.

QITC underwent an internal review of the future potential for the company and an examination of the job descriptions for the three technical positions, including position titles and skill requirements.

Iristel Inc. is the largest Voice Over Internet Protocol (VOIP) company in Canada, providing services in every province and territory. During the year, QITC reached an agreement with Iristel Inc. to act as the sole agent for new VOIP and 3G cellular phone services in Iqaluit. QITC staff received training on how to support these services and infrastructure. VOIP services were officially launched in August and 3G cellular service in November 2013.

The 3G launch was a huge success, with an estimated 300 to 400 people attending the festivities and signing up for service. The event included a live ICE-FM radio broadcast during the day. It had a true party atmosphere, with various games and activities. Iqaluit now has access to smartphones, including Apple's popular iPhone and the Samsung Galaxy.

QITC plans to relocate its storefront in order to provide better customer access and increase visibility to the public in June 2014. This move supports QITC's overall goal of becoming more competitive in the Iqaluit and Nunavut IT marketplace and offering quality services and goods at affordable prices.

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ናPPናԵርታ ኣዉ&ሮሲታዔግና በΓናძር Qikiqtani Industry

Qikiqtani Industry Ltd. (QIL)

QC established Qikiqtaaluk Logistics (QL) in 2006 to manage its environmental remediation projects.

In 2013-14, QL went through a process of corporate restructuring to sharpen its focus and activities in the Qikiqtani region. The company's name was changed to Qikiqtani Industry Limited (QIL) to reflect more accurately the capacity that exists in the company to provide services for industrial projects in the Canadian arctic. It is particularly focused on the mining, and oil and gas sectors.

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QIL is now the largest Inuit owned supplier of labour and services to the mining, environmental and construction sectors, municipal organizations, crown corporations and government departments in Nunavut. QIL services include everything from camp construction and operation to the provision of human resources, security services and logistical support. QIL has agreements with a number of organizations to provide these services on an "as needed" basis.

Work is often coordinated with Qikiqtaaluk Environmental Inc. (QE) for environmental assessment and waste management projects. For example, in 2013-14 QIL helped QE to address seven commercial and residential diesel spill clean ups.

QIL is one of the leading sources of training for beneficiaries in the Qikiqtani region, with the Cape Dyer remediation project driving the need for many of the training courses. For the past three years, QIL coordinated the cleanup of the former DEW Line site, close to Qikiqtarjuaq, on behalf of Defence Construction Canada.

This project, which ended in September 2013, involved excavating and disposing of over 700 cubic metres of contaminated soil and treating hydrocarboncontaminated soil by land farming. It also included reshaping almost 300,000 square metres of land, and the decontamination, demolition and disposal of seven buildings.

After the heavy equipment used at Cape Dyer was appraised in August, QIL returned some of it to Iqaluit to support other projects, while the majority of the equipment was shipped south for auction.

QIL employs eight full time staff in Iqaluit to coordinate and create opportunities for beneficiaries at large scale industrial projects. Currently over 200 are employed with QIL on Baffinland's Mary River Project.

Industrial and commercial needs are constantly changing in Nunavut. Adaptable in its approach, QIL will pursue activities and projects in which the skills of Nunavummiut and the use of QIL equipment can be maximized, while ensuring the health and preservation of the environment in Nunavut.



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Qikiqtaaluk Properties Inc.

The mission of Qikiqtaaluk Properties Inc. (QPI) is to provide safe, secure, functional and attractive accommodation for its tenants through a range of residential, commercial and industrial leasing opportunities.

QPI holds, manages and maintains commercial property and provides property management services for QC's 21 residential units. The company owns and is responsible for approximately \$50.5 million

in property in Iqaluit. It also acts as an internal expert for the other companies in the QC group, offering them ongoing advice and support on their own properties.

During the year, QPI worked closely with QC's project management division on the Federal Road hotel and conference centre development project in Iqaluit and the development of Inuit Owned Lands. It held consultation sessions and provided input and advice during the planning process. QPI looks forward to the successful completion of this project.

Land assembly continued to be a priority during 2013 for the Mivvik Street commercial building project. Sufficient land parcels have now been acquired to start developing plans for this new building, with construction expected to start in 2015. Also in the works at year end was the purchase of another warehouse in Iqaluit and the purchase

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of a commercial/residential building in the City of Iqaluit's Plateau subdivision.

On Nunavut Day, July 9, 2013, a monument carved to celebrate the 20th anniversary of the signing of the NLCA was unveiled in front of the Igluvut building in Iqaluit. QPI commissioned four highly respected carvers: Lydia Qayaq, Jacoposie Tiglik, Pootoogook Qiatsuk, and Peter Akavak, to develop four additional carvings as part of the building's landscape plan.

A recent visitor to the Igluvut building made the observation that QPI has the best maintained buildings in Iqaluit. This achievement is the result of the hard work of QPI's long serving maintenance and custodial staff. In anticipation of future growth in both the number and size of properties in QPI's portfolio, additional staff were hired in 2013 so that the company's high maintenance standards and quick response times can be upheld.



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QPI hired a consultant during the year to review the company's business practices and recommend ways in which overall operations could be improved. Many of the recommendations have been implemented. Those still outstanding have been built into the 2014-15 business plan. These include automating the company's work order process, and hiring a property maintenance supervisor to manage the maintenance of QPI's properties.

QPI will continue to focus on managing the properties in its care efficiently, meeting tenant needs promptly, and supporting employees so that they continue to feel valued and take pride in their work.

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