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Qikiqtaaluk Corporation and Group of Companies

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ANNUAL REPORT

2013-2014

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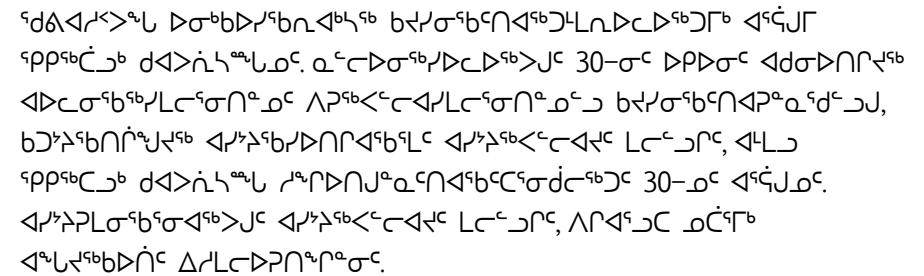
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QC has provided many Inuit and Nunavummiut with opportunities to work in meaningful jobs and contribute to Nunavut's economy. In particular, QC's Fisheries Division has made large strides over the years and continues to contribute significantly to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



# Chairman's Message

[illegible]

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.





[illegible]

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.



[illegible]

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.



# President's Message

[illegible][illegible][illegible][illegible]

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



[illegible][illegible][illegible][illegible][illegible][illegible]

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

- ፊርማዎችን በፊርማዎች ላይ ማስቀመጥ ይቻላል፡፡

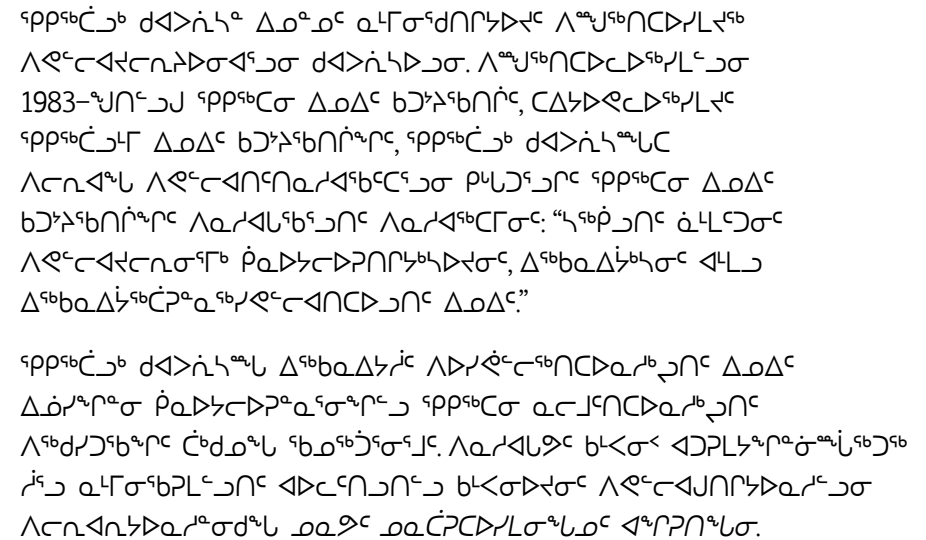
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All of our success in the past year is a result of a commitment to training, health and safety, and our people. I would like to thank the employees of QC and its subsidiaries for their dedication and hard work at ensuring we remain profitable and sustainable.

**Harry Flaherty**  
*President*



# Company Overview



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



- [illegible]

- 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

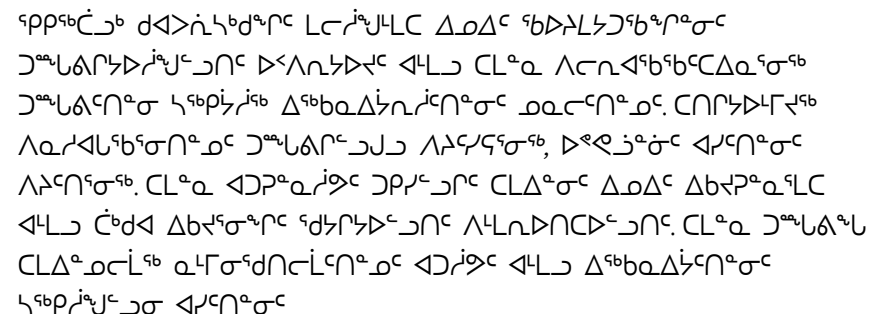
QC has nine divisions that support each other and work together to keep QC, its subsidiaries, and joint ventures running smoothly and focused on success. They also explore new opportunities for business, employment and training in the Qikiqtani region. These divisions are:

- ၁၉၄၀-၁၉၄၅ ခုနှစ် ၃၀-နှစ် ငြိမ်းချမ်းရေး အစီအစဉ်အရ

[illegible]

- [illegible]

## Involved In The Community

[illegible]

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:



- $\Delta C^{5b}dH_{C_{20}S^{5b}}J^C$   $\Lambda^{5b}C_{40}C_{20}C_{20}S^{5b}$
- $\Delta C^{5b}S^{5b} \Lambda^{5b}C_{40}C_{20}C_{20}S^{5b}$
- $\Delta C^{5b}C_{20}S^{5b} \Lambda^{5b}C_{40}C_{20}C_{20}S^{5b}$

- cultural development
- community development
- youth development

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

[illegible]

- 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



[illegible]

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.



# **Inuit Employment And Training**

[illegible]

ክፍል/ጥያቄ	ሰው	ገንዘብ	ክፍል/ጥያቄ
የጥያቄው አጠቃላይ	18	11	61%
የጥያቄው ዝርዝር	5	1	20%
የጥያቄው ዓላማ	6	5	83%
የጥያቄው ስራ	6	2	33%
የጥያቄው ዕቅድ	7	5	71%
ጠቅላላ	42	24	57%

[illegible]

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
<i>Qikiqtaaluk Corporation</i>	18	11	61%
<i>QITC</i>	5	1	20%
<i>Qikiqtaaluk Properties Inc.</i>	6	5	83%
<i>Baffin Gas Limited</i>	6	2	33%
<i>Qikiqtani Industry Ltd.</i>	7	5	71%
<b>TOTAL</b>	<b>42</b>	<b>24</b>	<b>57%</b>

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

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.

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







**2004**  
MV ነጋበ ሙዕልላላንድሮ ስፔሻላይዜሽን ተገኝቶ ተገዛዊ ሆኗል።  
MV Saputi was acquired.

**2006**  
የዋሽንግተን ካሊፎርኒያ ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
ለአረብያውያን ጋዝ የዋሽንግተን ካሊፎርኒያ ስራ ላይ ሲሆን  
Qikiqtaaluk Logistics formed to take over environmental clean ups and complete the Resolution Island Project.

**2007**  
የዋሽንግተን ካሊፎርኒያ በግብርና ስራ ላይ ሲሆን የዋሽንግተን ስራ ላይ ሲሆን  
ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
Qikiqtaaluk Logistics signs a contract with Baffinland Iron Mines for employment and road maintenance.

**2008**  
የዋሽንግተን ስራ ላይ ሲሆን ለአረብያውያን የዋሽንግተን ስራ ላይ ሲሆን  
Qikiqtani General Hospital construction is completed by QC.

**2009**  
የዋሽንግተን ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
BGL opened the Deli and Coffee Shop in the Igluvut building.

**2011**  
የዋሽንግተን ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
QC is the first Inuit organization to obtain bid and performance bonding coverage without external guarantees.

**2011**  
የዋሽንግተን ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
QC completed construction on a new floating wharf for Pangnirtung.

**2012**  
የዋሽንግተን ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
Qikiqtaaluk Logistics changed its name to Qikiqtani Industry Ltd. and forms Qikiqtani Resources Agency to handle Inuit employment.

**2013**  
ዎቪልድ (2006) ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
Frobuild (2006) Ltd.'s retail operation is liquidated.

**2013**  
የዋሽንግተን ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
QC celebrated its 30th anniversary.

**2005**  
ጋዝ ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
The Blue Dome, an Iqaluit landmark and QC's first building project, is demolished.

**2007**  
ለካርስቲያን ካሊፎርኒያ ስራ ላይ ሲሆን የዋሽንግተን ስራ ላይ ሲሆን  
Cape Christen remediation contract was awarded to QC.

**2007**  
ዎቪልድ (2006) ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
Purchased Frobuild (2006) Ltd., a building supplier in Iqaluit, in a joint venture with Nunasi.

**2008**  
የዋሽንግተን ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
QC celebrated its 25th anniversary and its most profitable year ever.

**2010**  
ለካርስቲያን ካሊፎርኒያ ስራ ላይ ሲሆን  
Cape Christen remediation is completed.

**2011**  
ገንዘብ ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
Two new joint ventures are struck - QC/Scarlet Security Service Inc. and Qikiqtani First Aviation Ltd.

**2012**  
MV ነጋበ ካሊፎርኒያ ስራ ላይ ሲሆን  
MV Saputi is retrofitted.

**2012**  
የዋሽንግተን ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
QPI completed another commercial building, the Allawik, in Inuksugait Plaza.

**2013**  
የዋሽንግተን ስራ ላይ ሲሆን ለግብርናና ልማት ኃላፊነት ለውጥ ስራ ላይ ሲሆን  
QITC brings 3G cellular capability to Iqaluit.



[illegible]

**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.

[illegible]

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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se was

כחפגז חבב בובב

SUCCESS STORY



## Working In Many Sectors

በካሊፊፖርኒ ለድሮ-ፋይናንስ ሚኒስትር የዋና ሚኒስትር ልዩ ስልጣን ሲሰጥ  
ለፋይናንስ ሚኒስትር ልዩ ስልጣን ሲሰጥ; ከፋይናንስ ሚኒስትር  
ለፋይናንስ ሚኒስትር; ልዩ ስልጣን ሲሰጥ ሆኖ ሲሰጥ; ልዩ ስልጣን ሲሰጥ  
ልዩ ስልጣን ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ  
ልዩ ስልጣን ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ  
ልዩ ስልጣን ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ ሆኖ ሲሰጥ

ለድርጅቱ ስራ	2013-14 የጋራ ገቢዎች	% የጋራ ገቢዎች የጋራ ገቢዎች
የጋራ ስራ ስራ	\$17,049,044	18%
የጋራ ስራ ስራ የጋራ ስራ ስራ	\$22,181,643	23%
የጋራ ስራ ስራ የጋራ ስራ ስራ	\$33,672,307	36%
የጋራ ስራ ስራ የጋራ ስራ ስራ	\$21,973,375	23%
<b>ጋራ ጋራ</b>	<b>\$94,876,369</b>	<b>100%</b>

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
<i>Fisheries and Marine</i>	\$17,049,044	18%
<i>Retail, Trade and Services</i>	\$22,181,643	23%
<i>Transportation and Communications</i>	\$33,672,307	36%
<i>Construction and Major Projects</i>	\$21,973,375	23%
<b>TOTAL</b>	<b>\$94,876,369</b>	<b>100%</b>

Δ<sup>ε</sup>β<sub>α</sub>Γ<sub>δ</sub>σ<sup>ε</sup>β   Γ<sub>δ</sub>▷Γ<sub>δ</sub>σ<sup>ε</sup>α

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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.





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**Quick**  
≈ *MV Saputi* ≈  
**facts**

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 processing plant  
 (Canadian Food Inspection Agency)

CFIA certified processing plant  
(Canadian Food Inspection Agency)

1,700m<sup>3</sup>  
hold capacity

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75.90 fCcc CPcc 75.9m long

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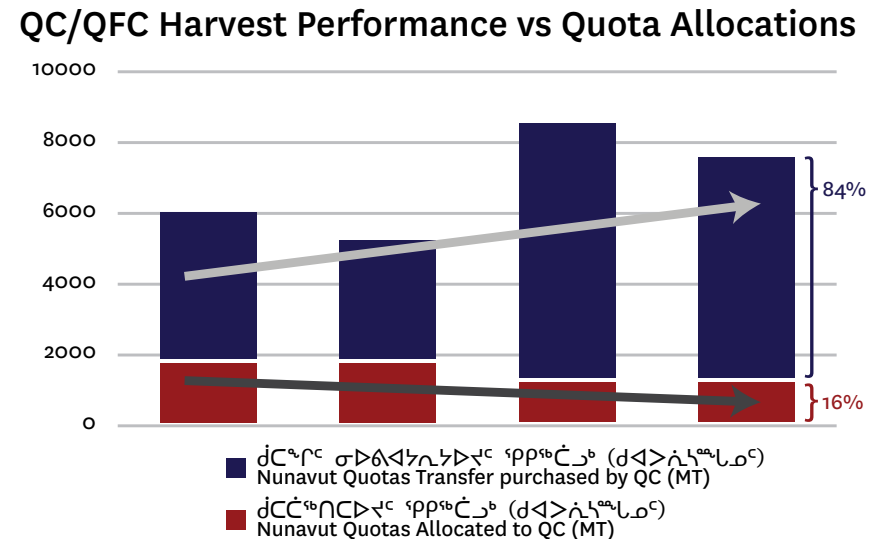
QFC's flagship fishing vessel, *MV Saputi*, was extensively upgraded in 2012. The ship was extended and the size of the cargo hold was enlarged. The main freezing system was replaced and the winch (rope/wire mechanism) was upgraded. The size of crew quarters were increased and recreational amenities 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









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## Διευκρινιστικό σημείωμα

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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.<sup>1</sup> 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.

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## 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.

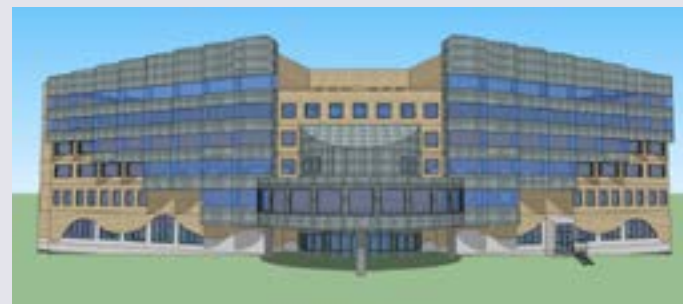
With this group of companies and their proven track records in infrastructure projects QC is well positioned to deliver on any P3 project which may come along in the future.

1 [http://www.nunatsiaqonline.ca/stories/article/65674baffinland\\_wraps\\_up\\_enormous\\_2013\\_sealift\\_for\\_nunavut\\_iron\\_mine](http://www.nunatsiaqonline.ca/stories/article/65674baffinland_wraps_up_enormous_2013_sealift_for_nunavut_iron_mine)

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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.

## 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 OC 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

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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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## 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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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.

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.

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 Qikiqtarjuag, 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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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.

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