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և զարգացման ծրագրի միջոցով ԵՐԶԵՆԻ ՄԱՐԶԻ
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Ժողովուրդի ծրագրի միջոցով:

Kakivak Association

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.

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Welcome to Kikivik

Welcome to Kakivak Association

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Message from the Chair

On behalf of the Board of Directors of Kakivak Association I would like to welcome you to our 2026 Annual Report. This document outlines the hard work of Kakivak Staff as they continue their mission to enhance the economic strength of Qikiqtani Communities.



**Adamee
Itorcheak**
Chair, Kakivak
Board of Directors

Serving an area as large and diverse as the Qikiqtani Region comes with many challenges, I'm proud to say that Kakivak Staff have viewed these not as hurdles to overcome, but opportunities to increase the business, education, training and childcare opportunities in all our communities.

We have lots of exciting news to share including significant developments in the construction and planning of our model childcare facilities. Opportunities and diligence have created a prime environment to begin construction of numerous facilities, and we've worked with partners on the ground to identify sites, build capacity within the daycare organizations and find creative solutions to building challenges in the north.

Kakivak has continued to advocate for and provide critical funding to early childcare providers across the

region. By continuing to support workers through wage-subsidies, we ensure young Inuit in our region have a strong start to their educational journeys. These subsidies ensure also that Early Childcare Educators have gainful employment, we also recognized their significant contribution to the lives of young people this year.

As Inuit continue their learning journeys, we've seen incredible success at the post-secondary level. Kakivak Association has supported many Inuit students with funding to assist with the costs associated with their education. Many students are pursuing post-secondary studies outside of our region and we hope they will come home and build businesses and capacity that will strengthen the future of the Qikiqtani Region.

Opportunities for Inuit-owned businesses in our region continue to flourish and Kakivak Association remains dedicated to supporting them through a wide range of grants and loan programs. Whether someone is expanding a tourism outfitter or just getting started with sewing or carving project, I'm proud to say we have long been supporters of these small businesses and entrepreneurs.

I would also like to take this opportunity to thank outgoing board members Parniga Akeeagok and Annie Anningmiuq for the dedication and leadership during their tenure. We wish them the best of luck and success in their future endeavours outside of Kakivak Association and know they will do incredible work for Qikiqtani Inuit. With the departure of these members, this year we saw new and returning faces join the board. We welcomed Micheline Kilabuk-Cote and Phyllis Kanayuk to the board for the first time; we also welcomed back Methusalah Kunuk. This new board has already provided critical guidance to our organization, and we know the Kakivak Association is in good hands with their leadership.

The 2026 fiscal year was another standout success for Kakivak Association. I'm pleased with the progress of our program and service delivery. It's an exciting time and the future of our region is bright as young people, workers, students, and entrepreneurs are all given a new leg up with the help of Kakivak. Our staff is always working hard to Help Inuit Succeed!

Message from the President & CEO

It is with a sense of pride that I welcome you to the 2026 Kakivak Annual Report. This year our organization has made great strides in becoming a more effective and efficient organization, we've created new processes and policies aimed at increasing Qikiqtani Inuit access to early childcare and education, training and employment opportunities and ways to start or expand their business.

This year we truly kick started the construction of the Kakivak Model Daycare facilities. We have four facilities at various stages of development, most notably we began vertical construction of the facility in Sanirajak, this is an incredible facility that will serve the children and community of Sanirajak for years to come.

We view the model childcare facilities as an engine of economic growth. A place where children don't just get an early start on their academic careers and learning journeys, but a place of employment for Early Childcare Providers, a place to learn, for trades apprentices, including carpenters, electricians and labourers. Furthermore, the facilities allow many families the opportunity to re-enter the workforce themselves, reducing the strain on families looking for childcare solutions. This is clear in Sanirajak where the community does not currently have a daycare. We look forward to the opportunities this will provide to our next three slated communities; Arctic Bay, Pond Inlet, and Clyde River.

Kakivak has continued to support students through our Illiniarniq Advanced Education Department. With recent changes to the way Financial Assistance for Nunavut Students has changed, so too has our department. We've updated our program delivery and policies to be in line with Nunavut Tunngavik Incorporated's policy

on Inuit Post Secondary Education support. By volume our Illiniarniq Advanced Education Department continues to be one of the busiest in Kakivak Association which is so promising for the future workforce of the Qikiqtani Region.

Kakivak Association has also continued to change and grow. By the end of this fiscal year, we had worked with our senior management team and an outside consultant to reimagine our Human Resources Manual to better serve the needs of the association and its employees. The new manual has special focus on providing clear language around equitable access to cultural leave days for all employees. This added clarity to the human resources and will enable us to be a more effective organization.

I want to close by reiterating our commitment to the economic well-being and growth of our region. With new policies, new facilities and new faces in our organization Kakivak Association continues to be a leader in providing opportunities for Inuit to Succeed. We look forward into the 2026-2027 fiscal year with much excitement and anticipation as these opportunities only continue.

Nakurmiik,

Sheila Kolola
President/CEO



Sheila Kolola
President and CEO,
Kakivak Association

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 Adamee Itorcheak
 Chair



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 Michael Qappik
 Vice Chair



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 Phyllis Kanayuk
 Secretary-Treasurer

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Board of Directors Highlights and Thank Yous
 Thank You to Previous Board Members Annie Aningmiuq and Parniga Akeeagok

Meet the Board of Directors



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Micheline Kilabuk-Côté
Director



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Methusalah Kunuk
Director



ᑭᓴᓴᓐ ᑭᓴᓴᓐ
Annie Aningmiuq



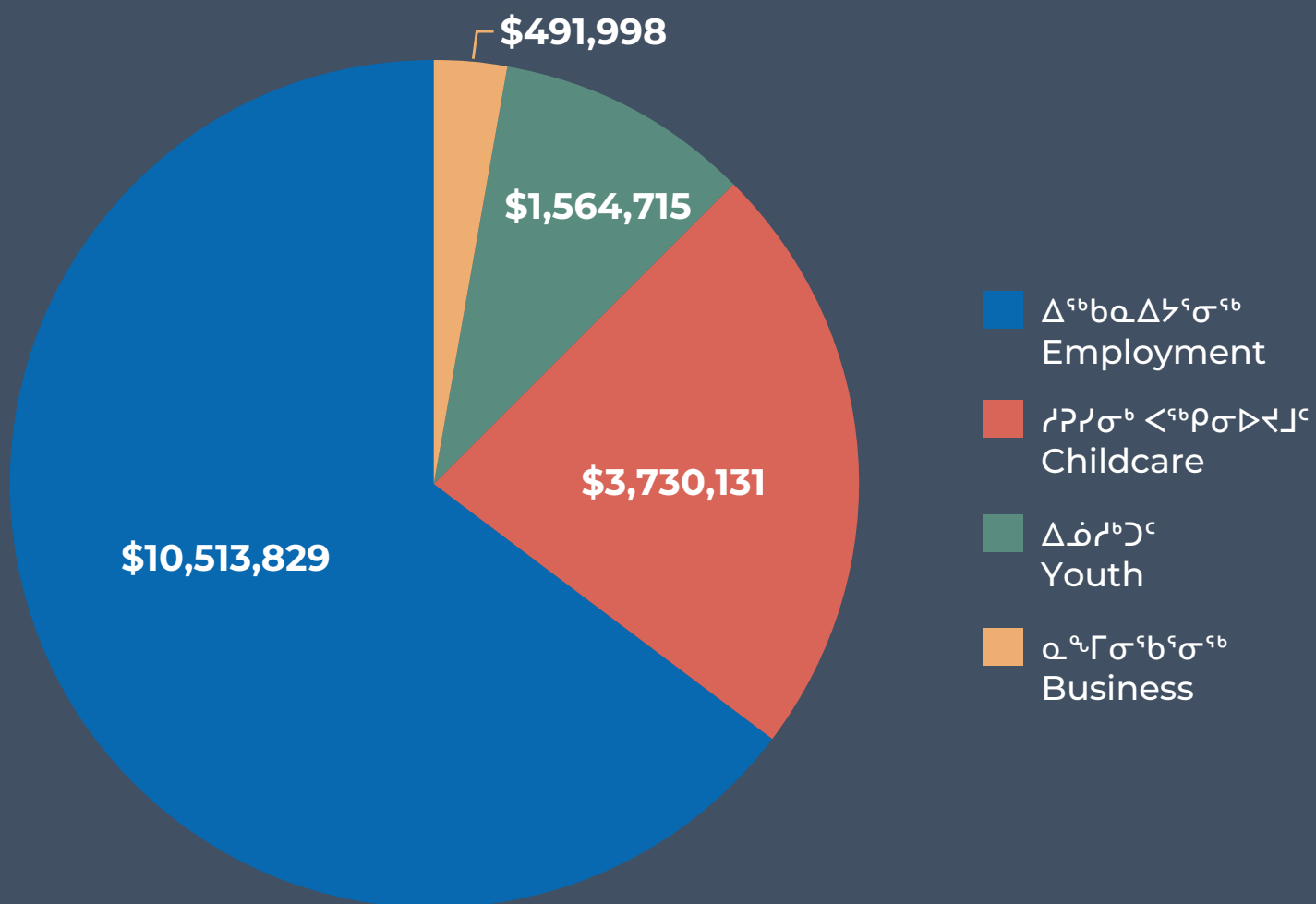
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Parniga Akeeagok

2025-2026 Highlights

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Over the past 10 years, Kakivak's program spending has totalled over \$92 million dollars, averaging \$9.2 million per year.

Program Delivery Results



\$7 million

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\$2,589,423

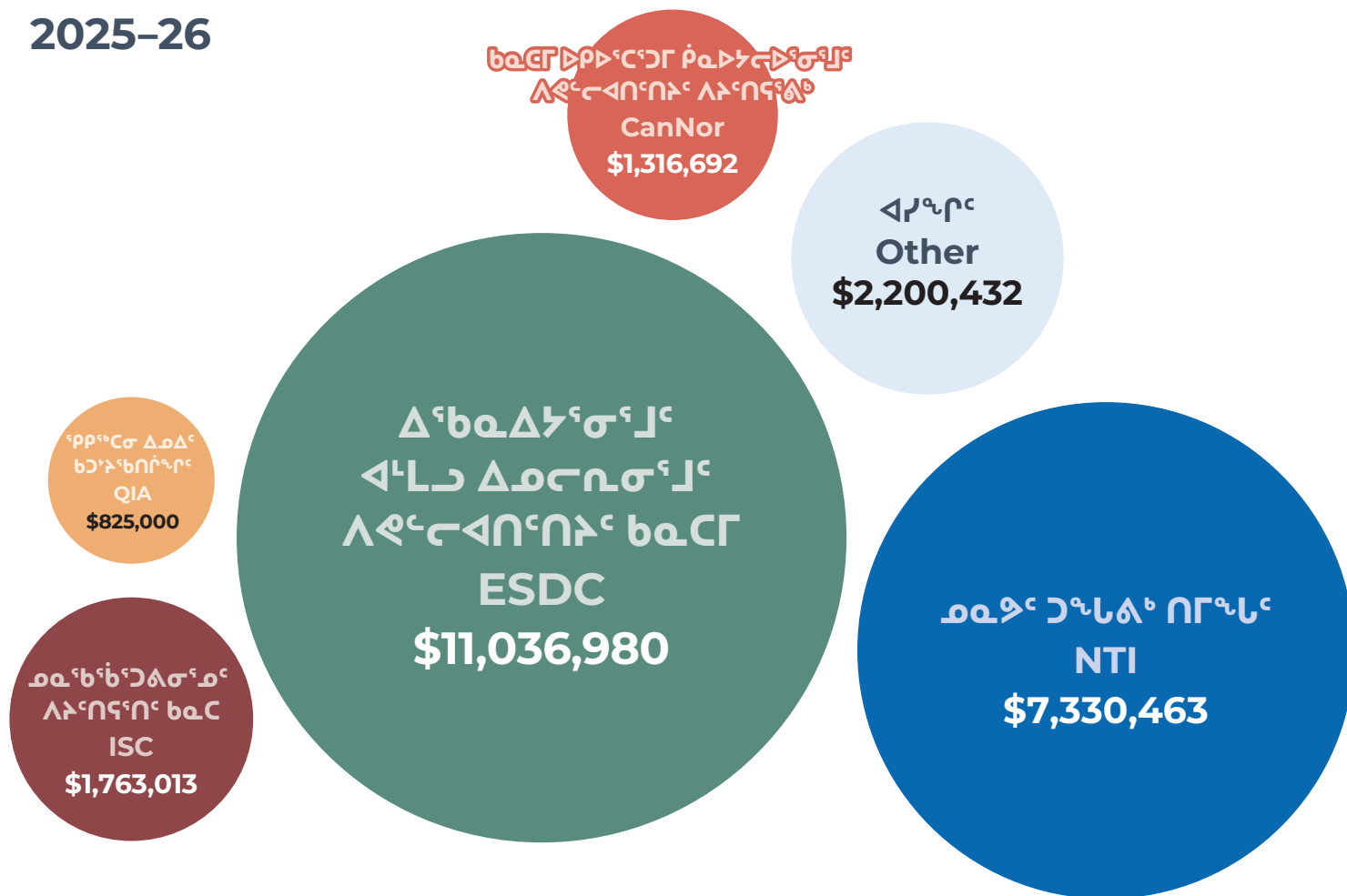
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Kakivak Association
Annual Report 2026

Kakivak's Funding Partnerships

2025-26

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Kakivak's success relies on working closely with funding partners across the region and country. The Association recognizes the significant contribution these funders make on the economic wellbeing of Qikiqtani Inuit.



Childcare, Youth and Disability (CYD)

The Childcare, Youth & Disability Department at Kakivak Association offers several programs specifically targeted to these groups. Together with our partners, we can deliver seven key programs:

- The **Career Promotion and Awareness Program** supports the development and use of tools and products for learning, skills development, career planning and career development activities, including but not limited to information tools that promote the value of education and the importance of informed career decisions, career counselling, career fairs and leadership projects.
- The **Mentored Work Placements Program** supports youth work placements, mentorship or skills development sessions for youth who are not in school, unemployed or underemployed, to enable them to develop employability skills and support their educational and career development.
- The **Science and Technology Program** supports science and technology as an educational or career choice, including science camps, computer clubs and activities that connect science and technology to Indigenous knowledge, designed to support research and innovative projects to identify better ways of helping youth prepare for, return to and keep employment and to be productive participants in the labour force.
- The **Childcare Program** offers support for basic operations and maintenance, attendance-based operations and maintenance, support for culture and language instruction, childcare equipment and worker training.
- The **Summer Work Experience Program** activities provide career-related summer employment opportunities for Inuit secondary and post-secondary students. The scope of activities supports employers in hiring students to work in occupations that help students develop employability skills and aid their educational and career development.
- The **Qikiqtani Inuit Youth Employment Program** encourages employers to hire youth they would not normally hire in the absence of a subsidy.
- The **Disability Employment Program** encourages employers to hire Disabled participants by providing funding for wage subsidies, expenses relating to specialized services, arrangements or equipment, transportation and accommodation.



Training and Career Services (TCS)

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 **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.

At Kakivak Association, we are committed to empowering the Qikiqtani Inuit by providing comprehensive career services that bridge the gap between job seekers and employment opportunities. Our tailored support includes assisting individuals in crafting effective resumes and guiding them in their job search. One of the key resources we utilize is the Tuttarvik Tool, an online labour pool database developed by the Qikiqtani Inuit Association (QIA). This innovative platform is designed to connect Inuit to a range of job opportunities, careers, and training updates, creating a direct pathway to meaningful employment.

Through these initiatives, Kakivak remains dedicated to fostering economic independence and enhancing the quality of life for Inuit in the Qikiqtani region. Our career services are more than just a bridge to employment; they are a cornerstone of our commitment to building stronger, more resilient communities.

TRADES TRAINING AND CAREER BUILDING PROGRAM

The Trades Training and Career Building Program, delivered by NCC, provides participants with a pathway into the skilled trades through foundational skills, safety training, workplace readiness, and hands-on experience. Combining classroom learning with on-the-job training under the supervision of a Red Seal foreman, the program builds practical skills and confidence while creating local employment opportunities and pathways toward apprenticeships and Trades Entrance Examinations (TEE).

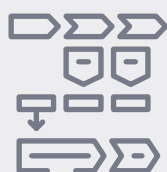
A strong example of the program's impact was the Sanirajak Daycare build, where five participants remained on site throughout the project. One participant advanced to an on-site mentor role, while another, previously unemployed and in Grade 12, was inspired to pursue a career in the trades. He completed eight tutoring sessions to prepare for the TEE, demonstrating how the program can build skills, confidence, and pathways to long-term employment.



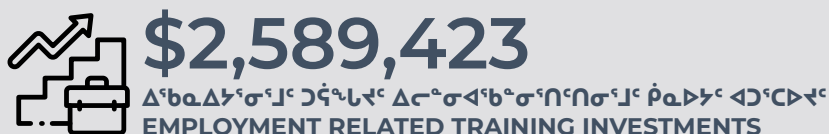
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ALIANAIT ARTS FESTIVAL – FESTIVAL TRAINING PILOT

Four trainers from Greenland and eight interns from across Nunavut travelled to Iqaluit to participate in a two-week program. The first week featured hands-on workshops focused on technical and sound production for music festivals. In the second week, participants applied their training by helping to set up and deliver the 2025 Alianait Music Festival in Iqaluit. All interns were paid for both the training and their work during the festival. Participants now can continue being mentored within the festival and live event industry.



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Inuit Post-Secondary Student Noah Zinck has successfully completed his Diploma in Radio, Television, and Journalism at the Nova Scotia Community College. Upon completion of his program Noah was participating in an internship with Clerie Entertainment in Dartmouth, Nova Scotia. Congratulations Noah!



Ilinniarniq Advanced Education department was created this fiscal year to better manage the large volume of student support Kakivak Association provides to Qikiqtani Inuit. Ilinniarniq Advanced Development Education primarily distributes Inuit Post Secondary Education funding through the **Individual Sponsorship Program** providing financial support for Inuit to be successful in pursuing training and post-secondary education.

[illegible]

"Kakivak's student sponsorship program gave me the opportunity that I needed to take my welding program in Kelowna, BC. Without their support, I would not have been able to. This is allowing me the chance to give back to Nunavutmiut in not just my community, but in Nunavut as a whole."

[illegible]

Congratulations to Sapailia Nattiq Quassa who recently completed her Early Childhood Education Diploma Program. Sapaila had a busy time during the completion of her diploma as she is also a single mother who had to balance her education with the care of her children. Sapaila is now applying to the Nunavut Teacher Education Program. Being a teacher has been a dream of hers since she was a young girl and she's now one step closer to achieving that dream. Congratulation Sapaila and good luck during the next step of your education journey!



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CONTINUING STUDENTS



\$2.4 $\Gamma_{\text{C}}^{\text{D}} / \text{M}^+$

SPENT ON POST SECONDARY EDUCATION FOR CONTINUING STUDENTS



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This year Kakivak Association launched a new Illiniarniq Advanced Education Inuit Post-Secondary Education (IPSE) Policy and Operations Manual. The manual standardizes and streamlines support and service delivery for Inuit pursuing post-secondary education. Kakivak also supported students by connecting out of territory students with Indigenous Support Centres, for example Innuugatiigit in Ottawa reported strong program impacts and increased demands during the reporting period. Weekly gatherings provided opportunities for informal conversations that often evolved into, academic, emotional, and personal support for participants.

Business Development Department

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 several 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

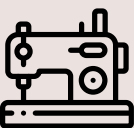
The Makigiaqvik Loans Program can provide loans of up to \$50,000 for eligible Inuit-owned businesses. These loans can be used to start up or expand a business.

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.

BUSINESS CAPACITY AND STARTUP FUND

The Business Capacity and Startup Fund is available to assist new and existing businesses, with priority for 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.



\$98,560
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SMALL TOOLS



\$16,668
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ECONOMIC OPPORTUNITIES FUND

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CELEBRATING JEANNIE SMITH

This year Kakivak Association celebrated a milestone with our Receptionist and Client Intake Clerk Jeannie Smith. Jeannie was recognized for her 15th anniversary with Kakivak Association. At our annual family holiday party Jeannie was presented with an Ulu and gifts to celebrate her amazing milestone. Jeannie plays a critical role in our organization as she is often the first person a client may interact with when they come into the associations office in Iqaluit. We are proud to have Jeannie as a member of the team and look forward to more years working together.

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NEW KAKIVAK ASSOCIATION HUMAN RESOURCES MANUAL

This year the Kakivak Association Management Team worked closely with Little Frog Consulting to develop a new Human Resources Manual to better serve the needs of the association and its staff. Since its inception Kakivak has relied upon the Qikiqtani Inuit Association manual, but as both organizations have grown and changed, the QIA manual was no longer sufficient or entirely relevant to Kakivak's needs.

The new manual outlines Kakivak specific priorities for Culturally Appropriate Leave Days, Manager authority, and hiring processes. The new manual was presented to the association though an all-staff get together and was well received.

The Corporate Services Department at Kakivak Association supports the other program departments through effective administration, Information Technology, Governance and Human Resources. Corporate Services is a core part of the organization, ensuring program departments can delivery services with care and efficiency.

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In October 2025, a contingent of Kakivak staff visited Igloodik. Staff met with Hamlet officials, businesses, daycare centres, and attended a pre-employment session that was happening at the same time as our visit.

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At the 2026 National ISET Gathering, President Kolala was presented with the Indigenous Skills and Employment Leader (30+ Years) Award. This award “honours a trailblazer with more than three decades of dedicated service advancing Indigenous skills development and employment opportunities. This award recognized a lifetime of mentorship, advocacy, and transformative leadership.” Congratulations President Kolala!



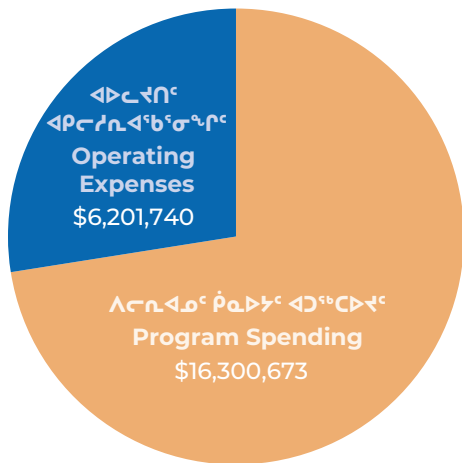
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This year the Association increased its capacity to reach Qikiqtani Inuit through the launch of a new website. The new site features up-to-date information on all Kakivak Association programming. The site allows users to download application forms to be submitted for processing, these forms remove critical barriers for users looking to apply for funding and access programming. Along with the new website Kakivak staff have continued to broaden their reach through continued use of social media for advertising and awareness.

Þættir ‘bæðis

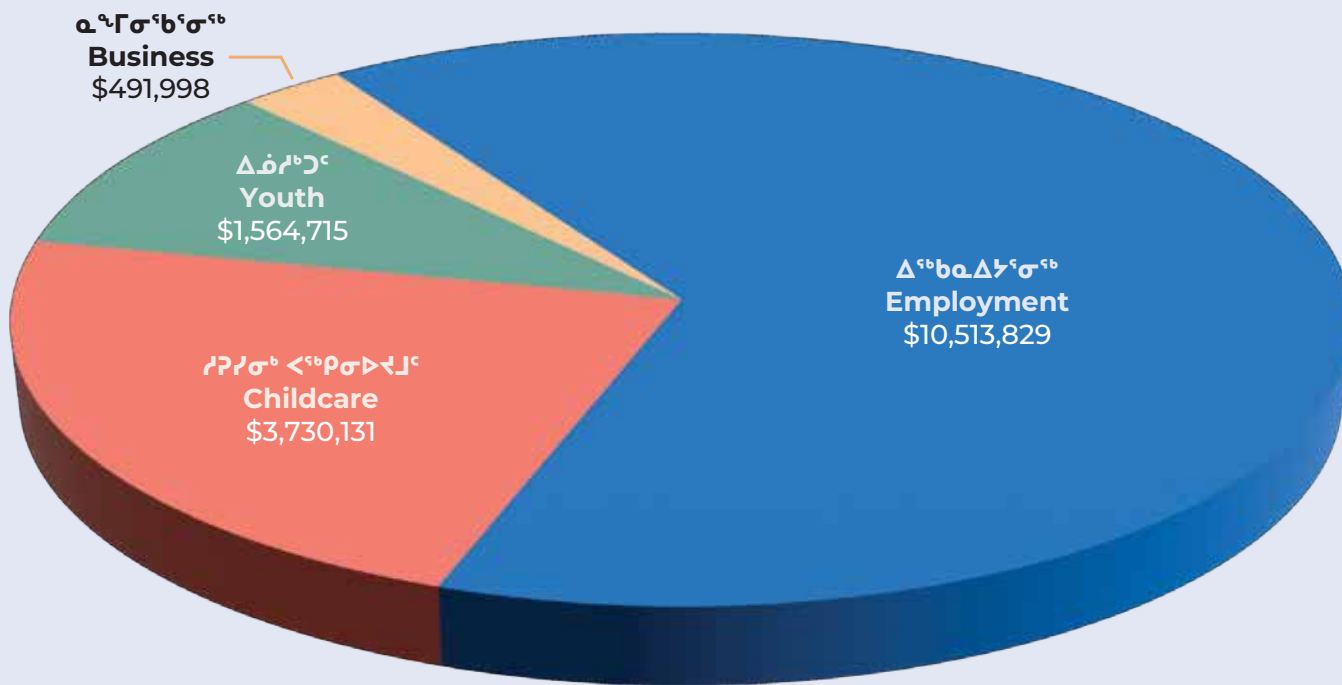
Financial summary

ΛΓΠΔΜ΄ ΡΩΔΥ΄ ΔΨΒΧΔΥ΄ ΔΛΛΔ ΔΔΕΣ΄ Μ΄ ΔΡ΄ 2025-Γ΄ 2026-Ι΄
Program Spending & Operating Costs 2025–2026

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2025 – 2026 saw another year-over-year increase to program spending. These increases can be attributed to the ongoing work of Kakivak staff to build daycares, support businesses and students, and increase access to early childhood education. Every dollar spent represents new opportunities for Qikiqtani Inuit.

Program Delivery Results



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Summarized Statement of Operations 2025–2026

		Total 2026	Total 2025
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ᐅᓐᓇᐅᓐᓂᓐᓂᓐᓂᓐᓂᓐᓂᓐ	Total Revenue	\$ 24,916,070	\$ 23,357,010

ᐃᑲᓚᑕᑲᓪᑦᑲᑦ ᑭᐃᑲᓪᑦᑲᑦᑲᑦᑲᑦ ᑭᐃᑲᓪᑦᑲᑦᑲᑦ	Program Funded Activities			
ᐃᑲᓚᑕᑲᓪᑦᑲᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ	Employment Programs	\$	10,513,829	\$ 7,620,978
ᐃᑲᓚᑕᑲᓪᑦᑲᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ	Childcare Programs		3,730,131	3,557,760
ᐃᑲᓚᑕᑲᓪᑦᑲᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ	Youth Employment Strategy Programs		1,564,715	1,325,918
ᐃᑲᓚᑕᑲᓪᑦᑲᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ	CanNor NIEOP Funded Projects	–		703,553
ᐃᑲᓚᑕᑲᓪᑦᑲᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ	Business Development Programs		491,998	468,003
ᐃᑲᓚᑕᑲᓪᑦᑲᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ ᐃᑲᓚᑕᑲᓪᑦᑲᑦ	Total Program Funded Activities	\$	16,300,673	\$ 13,676,212

ፌዴራል ልማት ሚኒስቴር የፖሊስ ሰራተኞች ጥቅምት	General and Administration Expenses				
የሰራተኞች ሰላማዊ ጥቅምት ሰራተኞች ሰላማዊ ጥቅምት	Salaries and benefits	\$	4,640,463	\$	4,424,054
ገንዘብ ልማት ሰራተኞች ሰላማዊ ጥቅምት	Rent		530,431		523,232
የሰራተኞች ሰላማዊ ጥቅምት ሰራተኞች ሰላማዊ ጥቅምት	Professional and translation fees		200,980		234,186
ገንዘብ ልማት ሰራተኞች ሰላማዊ ጥቅምት	Office		203,386		357,662
የሰራተኞች ሰላማዊ ጥቅምት ሰራተኞች ሰላማዊ ጥቅምት	Honoraria and Board Expenses		207,386		241,410
ገንዘብ ልማት ሰራተኞች ሰላማዊ ጥቅምት	Telephone, internet and support		185,748		161,408
የሰራተኞች ሰላማዊ ጥቅምት ሰራተኞች ሰላማዊ ጥቅምት	Promotion		63,539		153,401
ገንዘብ ልማት ሰራተኞች ሰላማዊ ጥቅምት	Depreciation		11,628		7,882
ገንዘብ ልማት ሰራተኞች ሰላማዊ ጥቅምት	Travel		146,922		242,305
ለሰራተኞች ሰላማዊ ጥቅምት ሰራተኞች ሰላማዊ ጥቅምት	Capacity building and training		7,893		22,167
ለሰራተኞች ሰላማዊ ጥቅምት ሰራተኞች ሰላማዊ ጥቅምት	Provision for loan losses (recoveries)		3,364		(388)
(ገንዘብ ልማት)					
ገንዘብ ልማት ሰራተኞች ሰላማዊ ጥቅምት	Bad debts (recoveries)		–		(3,483)
ገንዘብ ልማት ሰራተኞች ሰላማዊ ጥቅምት	Total General and Administration Expenses	\$	6,201,740	\$	6,363,836
ገንዘብ ልማት ሰራተኞች ሰላማዊ ጥቅምት	Total Expenses	\$	22,502,413	\$	20,040,048
የሰራተኞች ሰላማዊ ጥቅምት ሰራተኞች ሰላማዊ ጥቅምት	Excess Revenue	\$	2,413,657	\$	3,316,962

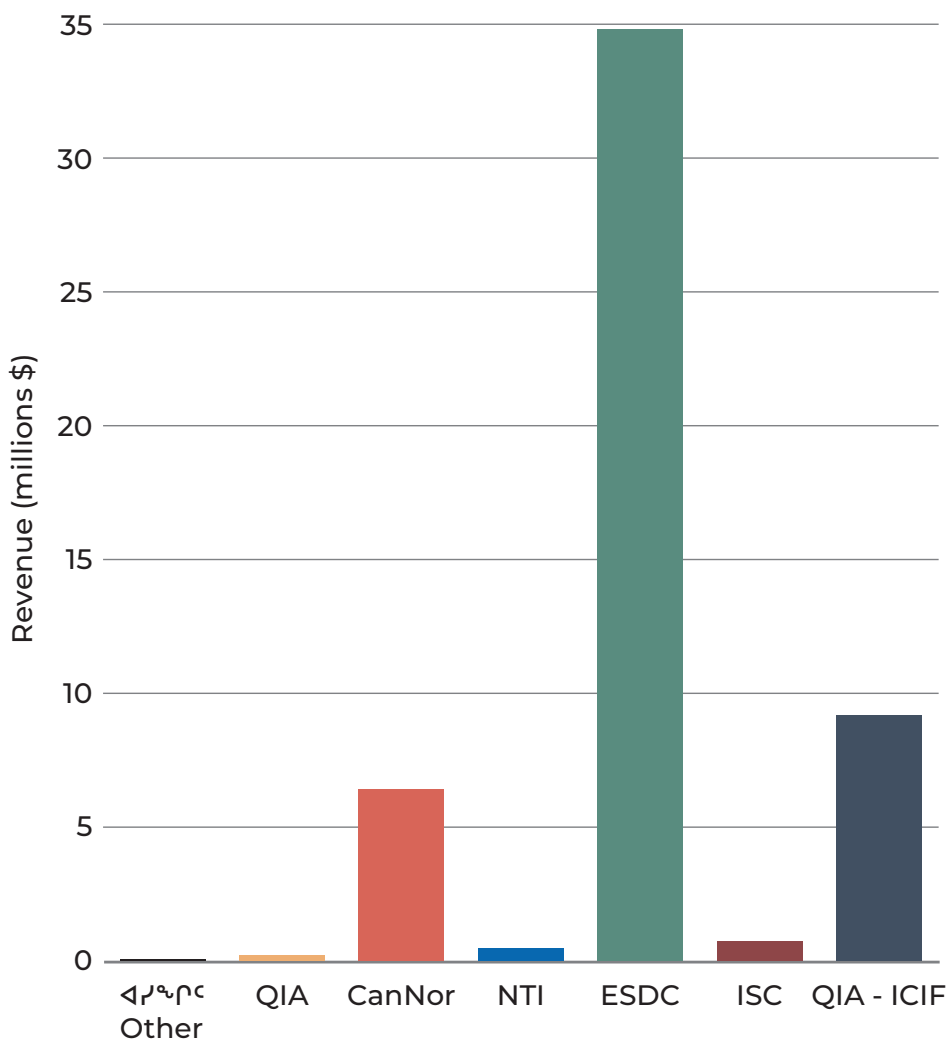
**ዲሞክራሲያዊ በቦናዊ ሥልጣን
ክልል 2025-2026**

[illegible]

Kakivak Association manages several comprehensive funding arrangements, along with millions of dollars in program funding going to our clients. 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.

[illegible]

Deferred Program Revenues March 31, 2026



Summarized Statement of Financial Position 2025–2026

		2026	2025
Λ'δΝ'	Assets		
Λ'δΝ'	Current		
Ρ'αδ'ν' <Λ'Λ' Ρ'αδ'ν' <α'δ'ν'	Cash and cash equivalents	\$ 65,406,181	\$ 63,004,544
Ρ'αδ'ν' <α'δ'ν' <α'δ'ν' <α'δ'ν'	Marketable securities	7,736,114	7,540,507
<Ρ'αδ'ν' <α'δ'ν' <α'δ'ν'	Accounts Receivable	2,483,211	578,460
<Ρ'αδ'ν' <α'δ'ν' <α'δ'ν'	Prepaid Expenses	173,109	37,996
<α'δ'ν' <α'δ'ν' <α'δ'ν'	Loans receivable	39,354	9,078
β'Ν'δ'Ν'	Total	\$ 75,837,969	\$ 71,170,585
<α'δ'ν' <α'δ'ν'	Long Term		
Δ'σ'β'δ'ν' <α'δ'ν'	Investments	\$ 1	\$ 1
Δ'Λ'Δ' <Λ'Λ' Λ'δ'Ν'	Property and equipment	13,385,867	4,706,710
α'δ'ν' <α'δ'ν' <α'δ'ν' <α'δ'ν'	Due from related parties	223,140	120,200
β'Ν'δ'Ν'	Total	13,609,008	4,826,911
β'Ν'δ'Ν' Λ'δ'Ν'	Total Assets	\$ 89,446,977	\$ 75,997,496

<Ρ'αδ'ν' <α'δ'ν'	Liabilities		
Λ'δ'Ν'	Current		
Ρ'αδ'ν' <α'δ'ν' <α'δ'ν' <α'δ'ν'	Accounts Payable and accrued liabilities	\$ 1,346,840	\$ 778,367
Λ'αδ'ν' <α'δ'ν' <α'δ'ν'	Program Commitments	1,812,353	1,097,510
α'δ'ν' <α'δ'ν' <α'δ'ν'	Deferred Contributions	51,329,669	49,294,220
<α'δ'ν' <α'δ'ν'	Long Term		
Λ'αδ'ν' <α'δ'ν' <α'δ'ν'	Due to Related Parties	936,402	1,835,239
α'δ'ν' <α'δ'ν' <α'δ'ν'	Deferred Capital Contributions	13,304,382	4,688,486
β'Ν'δ'Ν' <α'δ'ν' <α'δ'ν'	Total Liabilities	\$ 68,729,646	\$ 57,693,822

Ρ'αδ'ν' <α'δ'ν'	Fund Balance		
Ρ'αδ'ν' <α'δ'ν'	Unrestricted	\$ 8,692,854	\$ 769,817
Δ'αδ'ν' <α'δ'ν' <α'δ'ν'	Internally restricted	11,942,993	12,515,633
Ρ'αδ'ν' <α'δ'ν' <α'δ'ν'	Invested in property and equipment	81,484	18,224
β'Ν'δ'Ν' Ρ'αδ'ν' <α'δ'ν'	Total Fund Balance	20,717,331	18,303,674
β'Ν'δ'Ν'	Total	\$ 89,446,977	\$ 75,997,496

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2025-2026

