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**QIKIQTAAALUK CORPORATION**

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**Northern Transportation Conference 2011**  
**Circumpolar Challenges and Opportunities**

**Anchorage,  
September 19<sup>th</sup>, 2011**

**A View from the Land**

# Presentation Content

- ❑ Nunavut Transportation History
- ❑ Major Challenges
- ❑ Communities' Concerns
- ❑ Transportation, Source of Social Development
- ❑ QC's Approach
- ❑ Benefits of Building Capacity
- ❑ Conclusion



# Nunavut Transportation History

- **From Dog Sledding to Air Transportation**
  - ▣ In winter, dog teams were the typical means of land transportation until the 60s (the snowmobile became available)
    - Now, most dog teams are recreational or racing teams
  - ▣ Since the 70's Inter-community transportation is by air



# Nunavut Transportation History

- **From kayaks and umiaq to ship transportation**
  - Inuit invented kayaks for hunting 4000 years ago
  - Boat transportation is still used today in summer
  - Transport companies use large vessels for sealift



# Major Challenges

## □ Geographic

### ▣ Climate/ Seasons

- Short summer season – limited window of opportunity for shipping
- Technical challenges due to cold weather

### ▣ Distances between Communities

- absence of ground transportation
- isolation
- high cost of airline transport
- lack of docks and harbours



# Major Challenges

## □ Environmental

### □ Land Protection

- Wildlife preservation and resource exploitation issues

### □ Sea Protection

- Without docks fuel re-supply creates a high spill risk (use of floating line)

### □ Global Warming

- Melting of ice roads: decreases the accessibility of communities and mining projects



# Main Challenges

## □ Legal and Political Environment

- A complex regulatory environment, with several layers of authority
- Difficulties with the progress of “Devolution” (the transfer of responsibilities from the Federal Government to the Government of Nunavut)
  - Causes budgetary constraints
  - lack of ability to transfer money and control revenue sources; and
  - Insufficient capacity to make timely and relevant decisions normally permitted to a Province or a Territory.



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# Main Challenges

## □ Human Resources

- Growing shortage of skilled and qualified local workforce
  - Inuit managers/supervisors
  - experienced trades and professional workers
- High turnover
- Difficulties for skill recognition
- Cultural and social gaps between Inuit traditions, the southern work place culture, and the business environment





# Communities' Concerns

## □ Air Travel Dependency

□ The sole means of year round transportation

□ High passenger travel costs:

- Ottawa/Iqaluit return  $\approx$  1700 \$CAD
- Iqaluit/Rankin Inlet return  $\approx$  1700 \$CAD
- Rankin Inlet/ Winnipeg  $\approx$  880-1500 \$CAD

➤ A barrier to tourism

□ High cost of air freight:

- Only consistent supply mode year round, especially for fresh produce
- Charges include fuel surcharges for return flights (higher on northern leg)



# Communities' Concerns

- Air Travel Services
  - Airport maintenance
  - Continuity of flight schedules and route improvements
  - Plane noise impacts wildlife
  - Subject to weather and mechanical issues



# Communities' Concerns



## □ Access to the Sea

### ▣ Lack of Infrastructure

- All 26 communities depend on safe, reliable marine access for subsistence fishing, hunting and gathering, as well as, economic development and recreation....but most of them still do not have even basic breakwaters and docks

### ▣ Challenges

- decreases the efficiency of the resupply and increases the risk of losses (damaged goods)
- sealift services are occasionally delayed or cancelled
- Danger of oil spills that damage the environment and harm the wildlife
- Fishing vessels cannot reliably off load their catch at local fish plants
- Regional traffic: route reliability, security and impact on environment and fauna



# Communities' Concerns

□ General lack of infrastructure inhibits economic development

- Ports,
- roads,
- railways,
- airports...



Nunavut  
“Our Land”



# Inuit Endorse a Long-Term Strategy

- Any development should be sustainable and should take into account the environmental impacts on land, air, water, wildlife and flora....a balance that is vital for Inuit and, on an extended scale, for the global ecosystem
- **Inuit and Inuit organizations are part of the solution:** we bring together traditional knowledge and first hand involvement in the economic development of the region



# Transportation, Source of Social Development

- Transportation is the critical link to increased resource development; which in turn brings infrastructure and creates jobs
- Transportation as a source of economic development is a vital component of **social development**
- Transportation is one of the challenges QC wants to take on, as a reliable Inuit partner and experienced developer...



# Qikiqtaaluk Corporation



## □ Qikiqtaaluk Corporation (QC) Overview

Inuit Birthright Development Corporation, established in 1983 to manage economic development on behalf of the Qikiqtani Inuit Association (QIA), the organization representing all the Inuit of the Qikiqtani region.

### □ Mission Statement

To create meaningful economic, employment and career development opportunities for Inuit

### □ Objectives

- Own and operate sound businesses that generate profit for today and wealth for tomorrow
- Develop people and create employment and career opportunities
- Contribute to community well-being and wealth generation
- Uphold Inuit values and protect the earth, air and water
- Successfully participate in the emerging global economy
- Foster a strong sense of pride in our businesses and in our people



# Qikiqtaaluk Corporation

- One of our goals is to increase Inuit capacity by developing:
  - a skilled, efficient, and autonomous human resources complement
    - 82.2% Inuit employment in 2010-2011
  - corporations well positioned to build infrastructure in Nunavut, and by
  - facilitating responsible exploitation of Nunavut mineral and natural resources





# QC's Capacity

## □ Inuit Employment and Training

- Over the years, QC has emerged as a leader in Nunavut for the development, logistical coordination, and management of resources and workforce with major infrastructure projects in various industrial sectors.
  - QC has developed an Inuit “Employment Agency” through Qikiqtaaluk Logistics (QL)
  - Since 2007, QC/QL has employed over **450 Inuit** from various communities of the Qikiqtani Region
  - QC created a fair and equitable perspective for QL’s employees and clients (Wage and Salary Report, 2010)
  - Mobilized Inuit and Southern businesses from Nunavut to form the Qikiqtani Employment and Training Consortium (QETC)



# QC's Capacity

## □ Inuit Employment and Training

■ QC contributes to the development of skilled industrial workers, by providing (directly or indirectly) training programs for workforce capacity building

■ QC gets support from Economic and Social Development Corporations and Associations, such as;

- *Qikiqtani Employment and Training Consortium (QETC)*
- *Human Resources Development Corporation (HRDC)*
- *Mining Round Table of Nunavut*
- *Kakivak Association*
- *Contaminates Remediation Training Organization of Canada (CRTOC), etc.*



# QC's Capacity

## □ Air Transportation

### □ Qikiqtani First Aviation Ltd.



Feb, 2011: Business agreement between QC and First Air to create a new company operating in Qikiqtaaluk under First Air's operating authority

- *This will increase chartered cargo services in Qikiqtani region and will provide training and employment opportunities*



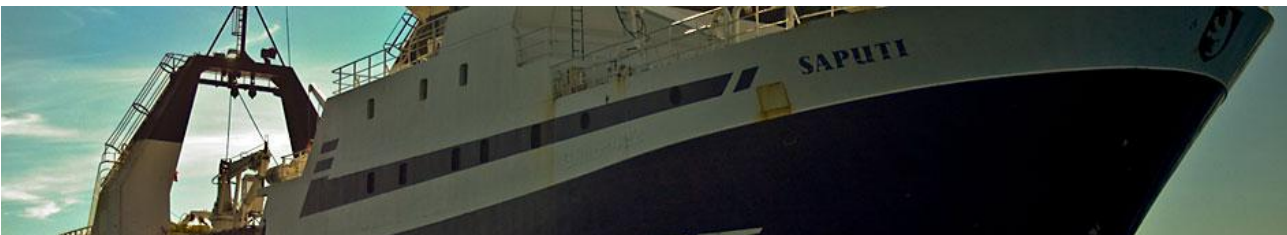
### □ Canadian Helicopters

Partnership with QC provides service in the region; they are a key partner for mining operations

# QC's Capacity

## □ Fishing

- QC owns majority share in a offshore factory freezer trawler, the Saputi, and
- holds significant shrimp and turbot fishing licences



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QIKIQTAAALUK FISHERIES



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# QC's Capacity

## □ Marine Construction and Services

QC and its partners provide specialized construction and marine services

- Deep-water ports and floating wharves
- Harbour towing and ship escort
- Tug and barge short sea shipping
- Shipbuilding and ship repair team
- Harbour dredging and environmental dredging
- Marine equipment rental for infrastructure construction
- Stevedoring services (up-coming partnership)



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# QC's Capacity

- **Roads, Railways, and Airports; and much more...**
  - QC has been providing road construction and air strip maintenance in Nunavut for many years
  - QC has partnered with Kiewit to provide extensive construction services to Northern communities and industrial development in the region



**Kiewit**



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# QC's Capacity

## □ **Public-Private Partnership (P3) Projects**

- QC is looking forward to assisting and working with the Communities, and the Governments of Nunavut and Canada to design, finance, build, and operate infrastructure projects that meet the Inuit requirements for long-term, sustainable

- QC is an experienced Developer under a P3 Project. In 2002, in partnership with the Government of Nunavut QC built the first hospital in Nunavut (Qikiqtani General Hospital, Iqaluit)



# QC's Approach



- **QC is committed to ensuring the availability and development of resources and labour for large construction and infrastructure projects, by:**
  - a. Creating employment and training opportunities for Inuit
  - b. Building Inuit and local capacity
  - c. Developing expertise related to infrastructure and industrial projects in Nunavut
  - d. Being a pro-active partner in the development of much needed infrastructure in Nunavut, while balancing Inuit tradition with innovation



# Benefits of Building Capacity

- The impact of QC managing large construction and infrastructure projects **is reducing the impact of northern barriers while building capacity and benefits!**

## Human Resources Capacity Building Benefits:

- Direct employment and training
- Increased skills and employability
- Community economic development
- Local financing capacity
- Local management and project delivery
- Profitable Inuit corporations/partnerships, and
- Transfer of knowledge



# Conclusion



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## **Nunavut is in development.**

**As an Inuit company, QC knows first hand that for every challenge there is a solution.**

**As member of the private sector, QC is ready to work with the Governments of Nunavut and Canada, Inuit and southern organizations and companies, and our Communities to develop the infrastructure required for the social and economic progress of our people and our land.**



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## Thank you

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