



ᑦᕿᑦᕿᑦᕿᑦᕿᑦ ᑦᕿᑦᕿᑦᕿᑦ
QIKIQTAAALUK CORPORATION

*Leading the Development of Nunavut Infrastructure
through Major Industrial Projects*

**QC's Experience:
Current Barriers to Social and Economic Growth
in Nunavut and Possible Solutions**



QC's Experience: Current Barriers to Social and Economic Growth in Nunavut and Possible Solutions

- Geographic Constraints
- Human Resources
- Legal and Political Environment
- Environment Protection
- Communication Technologies
- Managing Change / Growth



QC's Experience: Current Barriers to Social and Economic Growth in Nunavut and Possible Solutions

Geographic Constraints

Climate/Seasons (Limited Window of Opportunity for Working Outdoor)

- **QC, as an Inuit company, and long term development partner in Nunavut, is fully aware of climate constraints and has been planning accordingly for its projects:**
 - Plan logistic schedule in advance
 - Take, when possible, the early sealift for expediting instead of the last one that may be cancelled
 - Close the envelope or shell of a building/project before winter
 - Train workers during winter so that they get ready for spring and summer window
- **Public-Private Development Opportunities (Partner with GN and Federal Gov.)**
 - Look at new technology and new infrastructure as four season - deep water sea port to extend the window of opportunity
 - Instead of relying on seasonal sealift for petroleum, develop hydro and wind mill projects that will make remote region less dependent of seasonal delivery and overall storage.



QC's Experience: Current Barriers to Social and Economic Growth in Nunavut and Possible Solutions

Geographic Constraints

- **Distances between Communities (absence of Ground Transportation, isolation and high cost of airline transport)**
 - Create and improve telecommunication tools to bring communities closer and exchange/pool services.
- **Shortage of Accommodation/Housing**
 - It is an opportunity for increasing capacity in the building industry, however Government support is required.
 - Building hotels/boarding homes/apartment suite, in communities may be also a strategy.
- **High Costs of Doing Business in the North and have offices in communities of Baffin Region**
 - It requires injections of capital investment supported by the Government to support initial local infrastructure development and long-term Inuit Capacity Building.



QC's Experience: Current Barriers to Social and Economic Growth in Nunavut and Possible Solutions

Human Resources

- **Actual Shortage of Skilled and Qualified Employees**
 - QC has resources to work with GN and the Nunavut Arctic College to intensify skills development and recognition of Adult Work-Transferable Life Skills in the Baffin communities.
 - Campaign in the communities about jobs to come, on the capacity for Inuit to take these good jobs, and show the path to follow for reaching the goals. Then actively support the learning curves.
 - Introduce online tools for creating attraction and stimulate interest for careers in all Qikiqtani communities.
 - Have computers installed in communities, used for nurturing interest towards Adult Education and career development.
 - Through its Jvs, QC can provide specialized personnel (such as nurses and medical personnel).
 - Furthermore, QC can organize Northern recruitment agencies in the south that will select candidates and support stuffing in the North in a proactive way.



QC's Experience: Current Barriers to Social and Economic Growth in Nunavut and Possible Solutions

Human Resources

- **Too Few available workers for overall future challenge of Northern business-growth, even if all the available Inuit were working on the future projects**
 - Again, a recruitment agency can help, that will also adequately inform potential workers on the reality of working in the North (QC has provided cultural awareness courses for southern employees, etc.).
 - Once attracted in the North, the communities should install a “social net” to retain the southern workers in the communities.
- **Cultural gaps between Inuit traditions and Southern way of doing business**
 - As an Inuit company, QC can make the link between the Inuit traditions and the current standards for doing business: QC can provide systematic orientation on cultural awareness for southerners, but also southern business awareness for Inuit, in a positive way.
- **Lack of visibility of Inuit Role Models leading Northern businesses**
 - Support further initiatives like the Urban Aboriginal Alternate High School in Ottawa, to develop Inuit leaders with ambition and entrepreneurship. Make it available earlier at school in the communities. Link training with employment opportunities and eventually create a “bursary” system.



QC's Experience: Current Barriers to Social and Economic Growth in Nunavut and Possible Solutions

Legal and Political Environment

- **Feedback and Consultation around Federal and Territorial Laws and Regulations (Nunavut Water Board, Environmental Assessments, delivery of permits, etc.)**
 - QC, as an active Inuit company, is always looking forward to collaborating with governmental organizations to provide feedback and, if possible, support initiatives related to the adoption and implementation of norms, regulations and policies. QC aims to continue being a dependable partner in building success stories and Inuit Capacity in prosperous Northern communities.
- **Limited capacity in the communities to act and take part of decisions and developments**

QC intends to:

 - Intensify communication bridges between CLOs, CDOs, etc. and Private Corporations.
 - Maintain live contacts active, proving that teaming up is actually happening, even from a distance.
 - Make better link between smaller communities, not only with Iqaluit.



QC's Experience: Current Barriers to Social and Economic Growth in Nunavut and Possible Solutions

Environment Protection

- **COOP and Municipal Administration have sometimes limited decision-making capacity for supporting business growth involving Infrastructure Development**
 - QC intends to work with Territorial and Federal officials to turn their support for heavy industrial infrastructure in the Northern communities to reality.
- **Costs and Financing of Responsible Waste Management for heavy industrial developments**
 - Use the bounding/insurance type of guarantee to make sure the development and the decommissioning is done safely and properly.
- **Shortages – or absence of- Northern Infrastructures to Facilitate Economic and Social Development: Ports, Roads, Railway, Hydro-electricity, etc.**
 - Partner with GN for the realization of Public-Private Infrastructure Projects.
 - Look at commercial development that will create clean/renewable/long term local development opportunities.



QC's Experience: Current Barriers to Social and Economic Growth in Nunavut and Possible Solutions

Communication Technologies

- **Band-Width for Commercial Computer-Based Communication is too Limited and not reliable.**
 - Commercial new technologies are now available, allowing the possibility of increasing band-width. Private and/or government investment is required and feasible for business and commercial communication activities.



QC's Experience: Current Barriers to Social and Economic Growth in Nunavut and Possible Solutions

Managing Change / Growth

- **Social Impacts of Business Growth on Local Inuit Population.**
- **Social Impacts of Southern Population Growth on Inuit Population.**
- **Limited Integration of Southern workforce in the Northern Communities.**
 - Managing change successfully is the most demanding challenge for the whole Northern society today: constant dialogue with open minds, creation of shared projects between communities, between groups from different backgrounds: sports events, cultural events, community events, etc. They are all needed, for strengthening the social fabric and nurture a satisfying sense of solidarity and of community in a quickly changing environment.
 - Positive action is needed, in the spirit of building Inuit and local Northern capacity, by influencing the southerner to embrace Inuit and Northern culture, and by also welcoming this capacity to contribute to common wealth in the North.



The Qikiqtani Region is in Development

**Many Opportunities for Development
are Emerging**

**QC is Ready to Develop
Long Term and Large Scale Projects**

