

APPENDIX

	MAKIVIK CORPORATION	NUNAVIK ARCTIC FOODS	PAN ARCTIC INUIT LOGISTICS (PAIL)	NATSIQ INVESTMENT CORP.
Business Domain/ Activity	Holding company	Caribou and shrimp food products ¹	Represents the Inuit in the management of the operation and maintenance of the North Warning System (NWS) radar sites for the Department of National Defense (DND) and the United States. ²	Potential commercialization of traditional seal-hunt byproducts. ³ Virtual monopoly in ringed seal by-product processing although it is active in the highly competitive, marine Omega-3 vitamin market. ⁴

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1. Nunavik Arctic Foods, Nunavik Arctic Foods (1998) Ltd., <http://digbig.com/4qbdj> (last visited Nov. 30, 2006).
 2. Makivik Corp., Backgrounders: Investment, <http://www.makivik.org> (follow “english” hyperlink; then follow “Backgrounders” hyperlink; then follow “Investment” hyperlink) (last visited Nov. 30, 2006).
 3. Natsiq Investment Corp., Natsiq Investment Corp., <http://inuit.pail.ca/natsiq.htm> (last visited May 18, 2006).
 4. Makivik Corp., Subsidiary Companies: Natsiq Investment, <http://www.makivik.org> (follow “english” hyperlink; then follow “Subsidiary Companies” hyperlink; then follow “Joint Ventures” hyperlink; then follow “Natsiq” hyperlink) (last visited May 15, 2006) [hereinafter Natsiq Investment].

	MAKIVIK CORPORATION	NUNAVIK ARCTIC FOODS	PAN ARCTIC INUIT LOGISTICS (PAIL)	NATSIQ INVESTMENT CORP.
Business Goal(s)	<ul style="list-style-type: none"> • “[R]eceive, administer, use and invest the compensation money intended for the Inuit, as provided for in the [JBNQA]”⁵ • “[A]ssist in the creation, financing or developing of businesses, resources, properties and industries of the Inuit”⁶ • Prevent diminution of JBNQA allocations⁷ 	<ul style="list-style-type: none"> • Profitability, but at least economic viability (target of one to two million dollars in sales) balanced by ecological sustainability • Creating employment opportunities 	<ul style="list-style-type: none"> • Ensuring a sustained and “fair return of profit to . . . shareholders” (through Nasitq)⁸ • Insuring continued Inuit role in NWS through more integrated structure of activity on Inuit-land-claim areas⁹ • Developing “long term, consistent, . . . enhanced skill development opportunities” related to NWS,¹⁰ (target: fifty percent of the workforce being Inuit). 	Harvesting seals and developing markets for seal products in Asia and North America. ¹¹

5. Makivik Corp., Corporate, <http://www.makivik.org> (follow “english” hyperlink; then follow “Corporate” hyperlink) (last visited Nov. 30, 2006) [hereinafter Makivik Corporate].

6. *Id.*

7. Makivik Corp., Capital Projects, <http://www.makivik.org> (follow “english” hyperlink; then follow “Capital Projects” hyperlink) (last visited Nov. 30, 2006) (expressing that one of Makivik’s mandates is “to spur economic development in the Nunavik region”).

8. Pan Arctic Inuit Logistics, Mission/Objectives, <http://www.pail.ca/> (follow “Mission/Objectives” hyperlink) (last visited Nov. 30, 2006).

9. Pan Arctic Inuit Logistics, The Pail/Frontec Joint Venture, <http://www.pail.ca/> (follow “PAIL/Frontec Joint Venture” hyperlink) (last visited Nov. 30, 2006).

10. Pan Arctic Inuit Logistics, Training and Employment, <http://www.pail.ca/> (follow “Training and Employment” hyperlink) (last visited Nov. 30, 2006).

11. Natsiq Investment, *supra* note 4.

	MAKIVIK CORPORATION	NUNAVIK ARCTIC FOODS	PAN ARCTIC INUIT LOGISTICS (PAII)	NATSIQ INVESTMENT CORP.
Public & Social Goal(s)	<ul style="list-style-type: none"> • “[R]elieve poverty and to promote the welfare, advancement, and education of the Inuit”¹² • “[F]oster, promote, protect and assist in preserving the Inuit way of life, values and traditions”¹³ • “[I]nitiate, expand and develop opportunities for the Inuit to participate in the economic development of their society”¹⁴ • “[D]evelop and improve the Inuit communities and to improve their means of actions”¹⁵ 	<ul style="list-style-type: none"> • Promoting Inuit from Nunavik all around the world • Socioeconomic development that supports traditional values and practices 	<ul style="list-style-type: none"> • Providing information on Canadian Arctic (military surveillance, commercial air traffic screening, weather, and atmospheric conditions monitoring)¹⁶ • Raising awareness of Inuit communities¹⁷ • Meeting all contractual obligations with respect to environmental, health, and safety concerns that might arise • Managing subcontracts and additional work, as well as training and employment objectives with the Inuit¹⁸ 	<p>Maintaining the hunting aspect of traditional lifestyles.¹⁹</p>

12. Makivik Corporate, *supra* note 5.

13. *Id.*

14. *Id.*

15. *Id.*

16. Makivik Corp., Pan Arctic Inuit Logistics (PAII), <http://www.makivik.org> (follow “english” hyperlink; then follow “Subsidiary Companies” hyperlink; then follow “Joint Ventures” hyperlink; then follow “PAII” hyperlink).

17. Pan Arctic Inuit Logistics (PAII), <http://pail.ca/body.html> (last visited Nov. 30, 2006) [hereinafter PAII].

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Operational Business Strategy and assessment	Negotiating agreements with private- and public-sector partners, including: <ul style="list-style-type: none"> • “Hydro-Québec on existing and proposed James Bay hydro-electric projects.”²⁰ • “Falconbridge Limited regarding the Raglan Nickel Mine.”²¹ 	<ul style="list-style-type: none"> • Targeting high-end niche markets • The enterprise was terminated once in 1998, revived in 2001, and dissolved again in 2005 	<ul style="list-style-type: none"> • Inuit Corp. develops skills in targeted areas while ATCO Frontec Corp. provides technical support and training • Despite renewal of first contract, it has been difficult to maintain an Inuit workforce 	The goal is one hundred percent use of the harvested seal materials (including bones and viscera). ²²

18. *Id.*19. Natsiq Investment, *supra* note 4.20. Makivik Corp., Backgrounders: Makivik Corporation, <http://www.makivik.org> (follow “english” hyperlink; then follow “Backgrounders” hyperlink; then follow “Makivik Corporation” hyperlink (last visited Nov. 30, 2006) [hereinafter Makivik Corp.].21. *Id.*22. Natsiq Investment, *supra* note 4.

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Business Form & Internal Decision-making structure	<p>Elected by the Inuit residents of Nunavik:²³</p> <ul style="list-style-type: none"> • Five-member Makivik Executive • Sixteen members of the Board of Directors <p>Appointed by the executive and Board of Directors:²⁴</p> <ul style="list-style-type: none"> • Five-member Board of Governors to serve as a council of elders 	Wholly owned subsidiary that now has ceased operations.	<p>PAIL is a joint venture between seven Inuit development corporations, and is a fifty percent owner of Nasitug Corporation with ATCO Frontec Corp.²⁵</p> <p>The Board of Directors of PAIL includes five directors:²⁶</p> <ul style="list-style-type: none"> • One representative for of each Inuit-land-claim area (three total) • Two directors nominated by Nunasi Corp. and the three Inuit Regional Development Corporations 	Inuit-Inuit joint venture from three one-third owners: ²⁷

23. Makivik Corp., *supra* note 20.

24. *Id.*

25. PAIL, *supra* note 17.

26. Pan Arctic Inuit Logistics, Directors and Officers, <http://www.pail.ca> (follow "Directors and Officers" hyperlink) (last visited Nov. 30, 2006).

27. Natsiq Investment, *supra* note 4.

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Role of Makivik in Enterprise	Responsible for investing and managing the funds obtained through business agreements. ²⁸	Owner.	Former Makivik President initiated the project, even though there is no radar site located in Nunavik.	One-third owner and provides managerial expertise. ²⁹
Perception of the Enterprise in Nunavik	Makivik views itself as the "main engine of Nunavik's economic development." ^{28,30} There is continuing community-based dispute about Makivik's decision-making structure and lack of consultation of other Inuit administrative entities in its role as the main representative of Nunavut Inuit.	In 1996, outfitters tended to perceive Nunavik Arctic Foods as a competitive threat. Some community residents disapproved of the commercialization of caribou; elders in particular were concerned about waste.	Does not have a high community profile.	Elder hunters are satisfied that seal hunting has not been commercialized through this enterprise, because it is commercializing a byproduct that would otherwise be lost.

28. Makivik Corp., Capital Projects: Investment, <http://www.makivik.org/eng/capitalprojects/investment.html> (go to url, click on "Investment Review Committee" to open javascript window).

29. Natsiq Investment, *supra* note 4.

30. INTERNATIONAL COUNCIL ON METALS AND THE ENVIRONMENT, MINING AND INDIGENOUS PEOPLES: CASE STUDIES 23 (1999), available at <http://digbig.com/4qbdp>.

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Perception of the Enterprise in the South	It has been called an “entrepreneurial gem.”	Recipient of the “Agri-food Award” from the First People’s Business Association (FPBA).	A greater understanding by “Southern” companies that the social mission of Inuit enterprises is an intrinsic part of the operation of the latter.	Some marketing success, particularly in Asia. ³¹
Main developmental challenges	<ul style="list-style-type: none"> • Leadership stability • Drawing the line between business and social projects (this has greatly improved in recent years) 	High-production cost and small size of market (marketability and limited marketing strategy).	Training of Inuit workers within the enterprise.	<ul style="list-style-type: none"> • Vulnerability to environmental conditions, volatility of consumer preferences, lack of education about the product, and high transportation costs • Public relations struggle, namely with animal rights organizations that now collaborate with Natsiq • Regulatory restrictions, including Convention on International Trade in Endangered Species (CITES), the U.S. Marine Mammal Protection Act (1972), Canadian Food Inspection

31. Natsiq Investment, *supra* note 4.

	MAKIVIK CORPORATION	NUNAVIK ARCTIC FOODS	PAN ARCTIC INUIT LOGISTICS (PAII)	NATSIQ INVESTMENT CORP. Agency (CFIA), and the European ban of all whitecoat seal products (1983) ³²

32. Marine Mammal Protection Act of 1972, Pub. L. No. 92-522, 86 Stat. 1027 (1972) (codified as amended at 16 U.S.C. §§ 1361–1421h (2000)); Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), *opened for signature* Mar. 3, 1973, 27 U.S.T. 1087, 993 U.N.T.S. 243; Council Directive 83/129, 1983 O.J. (L 91) 30 (EU); Government of Canada, Canadian Food Inspection Agency, <http://www.inspection.gc.ca/> (last visited Dec. 1, 2006).