



**KITIKMEOT**  
CORPORATION

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## **OPPORTUNITY PROFILE**

### **Chief Operating Officer**

## ABOUT KITIKMEOT CORPORATION

[www.kitikmeotcorp.ca](http://www.kitikmeotcorp.ca)

Kitikmeot Corporation (KC) is owned by the Kitikmeot Inuit Association (KIA) – our sole shareholder – and we are one of the three Inuit Regional Development Corporations within Nunavut.

KC serves as the ‘business development arm’ of the KIA and is entrusted to pursue opportunities that build an economic base in the Kitikmeot region. Our primary focus is successful business development that collectively benefits our shareholder and the Inuit of the Kitikmeot region. We are the proud owners and joint venture partners for over 25 companies that participate in a wide range of key sectors within Canada’s northern economy.

Not only are we 100% Inuit-owned, but more importantly, we contribute to the KIA through dividend payments that can subsequently be used by KIA for important social, cultural and training programs. Through the creation and management of new business enterprises, we increase opportunities for beneficiaries of the Nunavut Land Claim to participate and play a key role in the current and future development of our region.

## THE LOCATION

It is big, ancient, beautiful and new.

Welcome to the youngest territory of Canada, Nunavut was established in 1999 and settled over four thousand years ago. Nunavummiut are deeply pleased to invite visitors into their home, into one of the largest unspoiled natural paradises on the planet. People from all over are cordially invited to enjoy the arctic wildlife and the Inuit way of life, to explore the top of the world and be dazzled by the vivid dancing hues of the Aurora Borealis.

In 1993, Inuit of the eastern Arctic began writing a new chapter in the story of Canada when they reached an agreement with the Government of Canada to create a new territory called Nunavut in 1999. Nunavut covers one fifth of Canada – 2 million square kilometres, about three times the size of the island of Newfoundland – and is home to some 41, 159 people, of which 85% are Inuit. It has 24 villages or communities, including the capital, Iqaluit, located on Baffin Island where the territorial government is headquartered.

Apart from experiencing its spectacular arctic landscapes, visitors and residents gain a very memorable impression of Nunavut that comes directly from the gracious warmth and hospitality of the remarkable people who live here. In traditional Inuit culture, the ethic of sharing is of foremost importance. This deep-rooted social value is eternal. Even today, this sense of collectivity, respect and mutual reliance is what often distinguishes the friendly residents of Nunavut communities from people in many other corners of the dog-eat-dog world.

Aside from its people, Nunavut's greatest economic asset is its mineral wealth, which includes reserves of iron and nonferrous ores, precious metals and diamonds, and petroleum and natural gas. Exploitation of those resources is hampered, however, by high production costs and transportation difficulties.

The federal government has participated in resource development mainly by providing infrastructure and assisting in the search for minerals. In addition, government agencies produce and distribute electric power throughout the territory. The government and its agencies are a major source of employment and income for the territory.

Nunavut is an exciting jurisdiction in which to work. It is the homeland of the Inuit, and its governance, law and culture reflect that fact. It is a unique legal jurisdiction, a territory created out of the Nunavut Land Claims Agreement. Of the provinces and territories, Nunavut is the only one with a majority aboriginal population, and the only one which both French and English are minority languages. In Nunavut, many issues arise which have simply not arisen before in Canada, and which require creativity and a solution-orientated approach.

## THE OPPORTUNITY

Reporting to the President & CEO, the Chief Operating Officer (COO) provides overall operational management to the Kitikmeot Corporation (KC), including in the areas of governance, financial, human resources, operations, and external relations. The COO manages KC assets and investments, which include numerous real estate and subsidiary businesses.

Kitikmeot Corporation as the business development corporation and the 'business arm' of the Kitikmeot Inuit Association (KIA) is responsible for developing business opportunities that generates wealth and enhances the Kitikmeot region's economy. KC has numerous business investments and joint venture partnerships in a range of sectors including mining, construction, transportation & logistics, medical boarding homes, and real estate. The COO is a member of a variety of boards or management committees and in that capacity, he or she provides strategic direction and overall management support to those enterprises. The incumbent is also expected to contribute significantly to the development and enhancement of KC's investment portfolio.

The incumbent is tasked with the important responsibility of managing and enhancing the full suite of assets owned by KC, which are valued at over \$100 million. In carrying out this responsibility, the COO provides management over KC's day-to-day operations. This includes recruitment and contracting, organizing, leading, and monitoring the performance of KC staff and contracted human resources, as well as the planning, managing, and controlling its financial and physical resources. The COO maintains accurate information on KC's suite of investments to ensure that asset performance is effectively monitored and that the best possible management decisions can be made. The incumbent sits on a variety of subsidiary and joint venture boards and management committees contributing support and guidance while protecting KC's strategic interests in the various businesses, thus ensuring greater accountability to KC's shareholder and upholding Inuit values and interests.

With the assistance of staff and external resources, the COO carries out due diligence analysis of potential new KC investments, including establishment of new companies or joint venture partnerships. This requires expert knowledge of business finance, operations and management and requires the incumbent to be capable of thinking “outside of the box” while still adhering to KC’s objectives of growth and profits, as well as employment and secondary business opportunities for Inuit. Given that the COO can influence decisions related to business transactions of more than \$2 million, good judgment and sound business acumen are essential for the position.

The COO serves as the link between KC staff and the President & CEO and KC Board of Directors. As such, the COO is responsible for providing accurate and timely information to staff to ensure that all directions and decisions made by the President & CEO and board are implemented. Further, as a manager, the COO is responsible for promoting a positive working environment and for ensuring that there are appropriate and approved policies and procedures in place that are being actively implemented.

The COO also serves as a key resource to KIA and may be asked to provide advice by KIA senior management on a diverse range of subject areas, including but not limited to strategic planning, organizational development, human resources, industrial and government relations, and inter-organizational cooperation.

## Key Roles & Responsibilities

Key duties and responsibilities of the COO include:

### **Governance**

- With the President & CEO, implements the strategic goals and objectives of the Board.
- Supports the President & CEO and the Board in fulfilling its functions through the provision of necessary resources.
- Provides direction and leadership towards the achievement of the Board’s mission, strategy and its annual goals and objectives.
- Provides the information required by President & CEO and KC Board members to perform their fiduciary duties and other governance responsibilities in a timely and effective manner.
- Provides advice to the President & CEO and KC Board on matters related to board governance, legislation, and policy.

### **Finance**

- Recommends yearly budgets for Board approval and manages KC resources within the budget guidelines according to legislation and regulations.

- Oversees the implementation of a framework of financial and management controls to ensure KC operations meet goals and are consistent with Generally Accepted Accounting Practices (GAAP).
- Identifies opportunities for KC and its various holding to take advantage of the ‘KIA tax ruling’.

### **Human Resources**

- Recruits and supervises all KC employees.
- Acts as the interface between the President & CEO and Board and KC staff and contractors.
- Effectively manages KC human resources in accordance with authorized personnel policies and procedures that conform to legislation and regulations.
- Completes annual performance reviews for all KC staff.

### **Operations**

- Manages all KC activity and day-to-day operations including provision of on-going oversight to all KC investments and subsidiary companies, including participating on company boards or management committees.
- Identifies new investment opportunities for KC, directs due diligence and negotiates potential investments/acquisitions.
- Negotiates and arranges KC’s cash and financing needs.
- Manages the establishment and/or acquisition of new property developments.
- Establishes and negotiates leases for KC commercial and residential properties.
- Ensures all KC and Kitikmeot Region Properties Inc (KRPI) properties are maintained to a standard that protects KC investment and retains value.
- Organizes, attends, and participates in all KC Board meetings.
- As requested, provides strategic advice to KIA senior management.
- Provides advice to the President & CEO and KC Board on the day-to-day operations of the KC.
- Keeps the President & CEO informed of announcements, communications and any relevant information affecting KC operations.
- Generally, ensures efficient and effective operation of the KC organization and reports to the President & CEO and Board on all policy and program operating matters.

### **External Relations**

- Develops and implements KC communications strategies and work plans.



- Supports the President & CEO in preparing for making presentations to various groups, including industry associations, and KIA board meetings and Annual General Meetings.
- Establishes and maintains effective communication with various stakeholders.
- Ensures the KC engages Kitikmeot beneficiaries to promote and foster support for KC mandate and activities (e.g., annual general meeting, community tours, Nunavut Day events).
- Facilitates exchange of information with other Inuit-owned companies.
- Performs outreach activities to ensure Kitikmeot beneficiaries are aware of KC activities and successes and to ensure beneficiaries can participate in KC investments and subsidiaries in areas such as employment.

**Contributes to the success of KC in achieving its Goals**

- Participates in staff meetings, training events, planning, and working groups and other KC initiatives.

## THE PERSON

### Qualifications & Education Requirements

The successful candidate will ideally have a degree in economic development, business, finance, or management, coupled with extensive experience and proven abilities in: business and management functions, preparation of business plans, financial analysis, negotiations and direct knowledge of the mining sector and Nunavut's political climate. In addition, they will have:

- Strong skills in financial analysis, including spreadsheet development, and particularly real estate analyses. Ability to develop financial models to analyze various business opportunities. Understanding and ability to prepare mortgage and loan amortization schedules.
- Knowledge of accounting and ability to evaluate the financial statements of potential partners, including income statements, sources and uses of cash, and company balance sheets.
- Knowledge of macroeconomics including familiarity with potential, opportunities, and threats of a wide variety of industry sectors. The ability to utilize this knowledge to evaluate the suitability of potential business ventures for KC.
- Knowledge of the political and economic climate of Nunavut, including the various Inuit organizations, and how these are positioned with respect to the various public governments and organizations in Nunavut, and more broadly, in the Canadian and global context.
- Some knowledge of the mining and exploration sector is advantageous.
- Advertising and marketing skills.

- The ability to prepare and/or analyze business plans for submission to funding agencies or provided to KC for review by outside business interests.
- Experience and/or strong skills in securing government funding for various economic development projects, including detailed preparation of the project funding applications, including any pro forma financials that may be required to back up the applications.
- Ability to read, write and speak Inuinnaqtun or Inuktitut is an asset.

#### **Other Skills**

- Knowledge of computer hardware and software is necessary.
- Knowledge of word processing, spread sheets and/or data bases and e-mail.
- Knowledge of bidding and contracting procedures.
- Can maintain confidentiality.

#### **Knowledge, Skills & Attributes**

**Leadership** — Is a proven leader and strategic thinker; able to communicate a vision and obtain buy-in from others; operates in a consultative, open and communicative manner; displays courage to take on new initiatives. Believes in and stands up for their ideas and the ideas of the team; is visible, respectful and accessible. Promotes teamwork and is collaborative; strong planning skills and can see the “big” picture.

**Communication Skills** — Demonstrated confidence in public relations, including those required during business-related social functions; excellent oral and written communication skills in a business setting including the ability to present business cases in a cohesive manner and make presentations to audiences at an executive level; a professional approach and demeanour; demonstrates the ability to deal effectively with conflict in a diplomatic and professional manner; has effective cross cultural communication skills.

**Problem Solving & Judgement** — Ability to work independently, and to make sound business decisions in an unstructured environment; can assess options and implications to identify problems and solutions.

**Business Acumen** — Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology and information affecting the organization; knows the competition; is aware of how strategies and tactics work in the marketplace; able to make viable business assessments in the early stages of business formation, as well as during operation/once established.

**Interpersonal Skills** — Comfortable establishing and maintaining relationships with various external and internal stakeholders including (government, other professional associations, vendors, board members, community board members and all levels of staff, etc.). Builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.

**Building Effective Teams** — Strong human resource management skills, including knowledge of recruitment, supervision and discipline procedures; blends people into teams when needed; creates strong morale and spirit; shares win and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team; possesses strong organizational development skills.

**Negotiating** — Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.

**Financial Management** — Possesses well-developed financial management skill including the ability to undertake financial analysis, interpretation of financial statements and/or financial spreadsheets, and the evaluation of business plans.

**Project Management Skills** — Strong project implementation and project reporting skills, including the tracking of project expenditures against an initial budget, ensuring the schedule for the project is met by the contractor(s), ensuring all deliverables are met, ensuring compilation of all invoices, payments, and any additional information required to satisfy the funding agency.

**Organizational Skills** — Ability to work on numerous projects and coordinate multiple activities; meets deadlines and can prioritize a diverse workload.

## COMPENSATION

A competitive compensation package will be provided, including an attractive base salary and excellent benefits. Further details will be discussed in a personal interview.

***This position is eligible for staff housing if required.***

## FOR INFORMATION, PLEASE CONTACT

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