

Nunavik Arctic Foods, Inc. Summary of Information on the 1994-95 Operating Season

July 1995

Submitted to the
Kativik Environmental Quality Commission

By
Makivik Corporation
and
Nunavik Arctic Foods, Inc.



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Makivik Corporation **Société Makivik**



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Nunavik Arctic Foods, Inc. **Les aliments arctiques du Nunavik, inc.**

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LIST OF ACRONYMS CITED IN THIS DOCUMENT

CPC	Community Processing Centre
DFO	Department of Fisheries and Oceans
HFTA	Hunting, Fishing and Trapping Association in Nunavik
HFTCC	Hunting, Fishing and Trapping Coordinating Committee
JBQNA	James Bay and Northern Quebec Agreement
KEQC	Kativik Environmental Quality Commission
MAPAQ	Ministère de l'Agriculture, des Pêcheries et de L'Alimentation
MEF	Ministère de l'Environnement et de la Faune
MIS	Management Information System
NAF	Nunavik Arctic Foods, Inc.

NUNAVIK ARCTIC FOODS, INC. BACKGROUND

Nunavik Arctic Foods, Inc. (NAF) is a wholly owned subsidiary of Makivik Corporation, the non-profit organization which administers the compensation funds intended for the Inuit of Nunavik as stipulated in the James Bay and Northern Quebec Agreement. The company was born out of the Inter-Community Trade project - a joint initiative by Makivik's Economic Development and Renewable Resources departments intended to commercialize Nunavik country food products such as caribou, seal, fish and ptarmigan.

The principles of the Inter-Community Trade project are to provide:

- employment and revenues for Nunavik
 - a worthy economic status attached to the traditional Inuit occupations of hunting, fishing and trapping, and
 - a locally-produced, inspected food source.
- Between 1991 and 1995, twenty research studies were conducted in resource availability and conservation methods, the viability of a country food enterprise, market demand inside and outside Nunavik, harvesting and processing techniques, regulatory requirements, transportation options, and by-product analysis. A list of these studies is provided in ANNEX A.
 - In addition, extensive Nunavik community consultations were held to ensure continued support for Inter-Community Trade and its development.
 - Hunting Fishing and Trapping Associations (HFTA) were formed in each community (as well as a regional association) and commercial harvesting zones were established.
 - Between 1992 and 1994, four community processing centres were constructed in Quaataq, Umiujaq, Kangiqsualujuaq and Kangiqsujuaq.
 - In 1994, Nunavik Arctic Foods was incorporated as a Makivik subsidiary company. Its purpose is to manage and oversee the operations in the four community processing centres.
 - Also, in 1994, on behalf of NAF, Makivik Corporation made its initial submission to the Kativik Environmental Quality Commission (KEQC) and an application to the appropriate regulatory agencies to commercially harvest caribou and ringed seal between November 1994 and May 1995.

PRELIMINARY SUBMISSION TO KEQC

As per section 23 of and Complimentary Agreement No. 12 to the James Bay and Northern Quebec Agreement (JBNQA) and section 190 of the Environmental Quality Act, Makivik Corporation made a submission to the Kativik Environmental Quality Commission in September 1994. This submission described the Inter-Community Trade project¹ in light of the social and environmental implications the project might have on the Nunavik region. The letter which accompanied and summarizes this submission is provided in ANNEX B.

The KEQC formally responded to this submission in January 1995. This letter is provided in ANNEX C. The summary of the KEQC response is that Nunavik Arctic Foods, Inc. would be allowed to operate from November 1994 through May 1995 and this period would be used as an opportunity to collect the appropriate data on which any future impact study guidelines would be based.

¹ For the purposes of this submission, Inter-Community Trade will be referred to as Nunavik Arctic Foods, Inc. (NAF).

NUNAVIK ARCTIC FOODS MANAGEMENT STRUCTURE AND ADVISORY COMMITTEES

The purpose of Nunavik Arctic Foods is to manage and oversee the operations of the four community processing centres (CPC) in Nunavik.

- At the Makivik Board of Directors meeting In October 1994, Nunavik Arctic Foods first operating budget was approved. A plant manager was formally appointed in each CPC as well as a General Manager based in Kuujjuaq.

Due to the on-going ties with Makivik and continued negotiations with the regulatory agencies, a Montreal office was established within Makivik where an Operations and Financial Manager are based. This office acts as the centre for NAF communications, accounting and MIS processing.

The Makivik Inter-Community Trade project still exists in the role of developing new products (such as value-added meat products), by-product sales like hides and oil from seal fat, seeking new markets outside Nunavik, and expansion of the project to other Nunavik communities through the construction of new community processing centres.

ANNEX D provides an organizational chart of Nunavik Arctic Foods, Inc. and the management structure.

- Also, currently in place is a NAF Board of Directors which has five Inuit members, the Makivik executives. The BOD has met twice this year and is due to meet at least three times per year beginning October 1995.
- Due to be in place by October 1995 is a Board of Elders which will consist of 14 Inuit members, one from each Nunavik community. This board will meet once per year and serve as a forum for community concerns. ANNEX E provides the NAF resolution which states this Board of Elders will consist of the Makivik Board of Governors' members.
- An Advisory Committee will be in place by October 1995. This committee will meet once per year and consist of one representative from the Department of Fisheries and Oceans (DFO), the Ministère de l'Environnement et de la Faune (MEF), Ministère de l'Agriculture, des Pêcheries et de L'Alimentation (MAPAQ), and Agriculture Canada. The purpose of this committee is to provide a forum where regulatory agencies can be kept apprised of Nunavik Arctic Foods future plans, concerns can be raised and overlapping efforts can be eliminated. The NAF resolution provided in ANNEX E also calls for the formation of this committee.



HIGHLIGHTS OF NUNAVIK ARCTIC FOODS 1994-95 OPERATING SEASON

Details of NAF's first operating season will follow in subsequent sections. The purpose of the following is to give highlights of the year.

I. Harvest Season

MAPAQ regulations state caribou can only be harvested when there is a clean surface for evisceration, namely snow. Due to the late arrival of winter and lack of snow, the harvest season was substantially shorter than originally anticipated. It can be summarized as follows:

Date	Event	Harvest
Jan 11 - Feb 28, 1995	Training of harvesters and processors	203 caribou
April 3, 1995	MEF and MAPAQ permits in place. Official start of commercial season	
Apr 3 - May 31, 1995	Commercial operations	413 caribou

- Harvesting and processing training (detailed in the next section) took place from January 11, 1995 through February 28, 1995. During this training period, 203 caribou were harvested and sold or given to JBQNA beneficiaries. Also during this period, changes to harvesting procedures and modifications to the processing plants continued to take place to meet MAPAQ standards.
- By April 3rd, all MAPAQ and MEF permits were in place, and MAPAQ inspectors were present in the processing plants. This signified the official start of the commercial season.
- Between April 3rd and May 31st, 413 MAPAQ inspected caribou were harvested in the four Nunavik communities.
- For a number of reasons, NAF management decided that the first year would not include the commercial harvest of ringed seals.

II. Training

Training courses were developed through the collaborative efforts of NAF, the Kativik School Board, the Quebec Institut de la Viande, and Makivik's Economic Development and Renewable Resources departments.

Plant Managers

- In October 1994, each manager received a two-day course in Nunavik, on the hiring of personnel, payroll, purchasing and shipping procedures, inventory control, collection of data, etc.
- A follow-up to this course took place in Montreal in November 1994 and a training video was also produced and sent to each plant.
- Between April and May 1995, each manager received four weeks of on-the job training on plant operations.

Plant Employees

- During January and February 1995, each potential plant employee (including plant managers) in each of the four communities received a week long course taught by a certified master butcher from the Institut de la Viande. Course content included instruction in butchering, equipment operation, packaging, hygienic regulations, etc.
- Between April and May 1995, follow-up, on-the-job training took place during the same session as the plant managers.

Harvesters

- Each potential harvester took a week long course given by a Makivik Renewable Resources veterinarian. The course content included harvesting, evisceration and transportation techniques, with the objective of meeting MAPAQ inspection standards.

Video was taken of both the harvesters and processors training so that a video instruction course may be produced.

III. Inspection

A tour of each of the four plants took place the week of March 27th by NAF managers and a representative of MAPAQ. Subsequent to this tour, each of the plants received MAPAQ certification. MAPAQ inspectors were present in the plants beginning April 3rd.



IV. Permits

As of April 3rd, 1995 all permits and authorizations were in place which allowed for the commercial operations of Nunavik Arctic Foods to begin. ANNEX F provides:

- The caribou quota authorization from the Hunting, Fishing and Trapping Coordinating Committee.
- An example of the resolutions supporting the quota authorization from the Umiujaq, Kanqisualujjuaq, Kangiqsujuaq and Quaqtac HFTAs, Landholding Corporations and municipalities.
- The caribou commercial harvesting license from MEF.
- MAPAQ permits to allow the operation of the Community Processing Centres in Umiujaq, Kanqisualujjuaq, Kangiqsujuaq and Quaqtac.



NUNAVIK ARCTIC FOODS MANAGEMENT INFORMATION SYSTEM

Of much importance to both the operations of Nunavik Arctic Foods, Inc. and the monitoring and regulatory agencies, is the establishment of a Management Information System (MIS). This section summarizes the history, current status and implementation of the MIS.

In 1994, a document was produced titled the *Information System for the Inter-Community Trade Project*. (This document was previously submitted to the KEQC.) It details the data information requirements of NAF, Makivik's Renewable Resources Department, DFO, MEF and MAPAQ. As well, the document cited the relevant existing data bases and made recommendations on appropriate software and hardware.

I. Manual System

By October 1994, the financial and operations managers of NAF created what is now referred to as the "parallel system". This system combines manual data gathering in the community processing centres with processing of the information by electronic computer in the Montreal office of NAF. It is called a parallel system because it served the data gathering needs during the limited-scale first year, but will gradually be phased out as the electronic MIS is phased in. ANNEX G provides the series of forms used for caribou data collection. These forms are filled in by the plant managers for each harvested animal.

Payroll sheets, product shipping forms and customer invoices were also developed for NAF accounting purposes.

Each of the four CPC managers was instructed on-site how to correctly gather the data and fill out the forms. As well, a training video was produced and sent to each CPC for reference. This video is provided as part of this package, as it provides a full description of this parallel system.

II. Electronic System

In December 1994, ND Computer Resources Ltd. (ND Computer) a firm which specializes in the implementation of Management Information Systems was engaged by Makivik Corporation and Nunavik Arctic Foods. ND Computer broke the MIS into four major categories:

- a) Operations Management
- b) Inventory Control
- c) Financial Management
- d) Biological Sampling



a) **Operations Management** covers the activities that begin when the harvested animal arrives at the plant. The carcass has been tagged by the hunter with pre-numbered aluminum tags which give the carcass a unique number identifier. Below is a list of noteworthy data that is collected at each CPC:

- Tag ID or number of each harvested animal
- Hunter name and ID who brings in each harvested animal
- Harvest date
- Zone where the animal was harvested
- Gender of the animal
- Eviscerated weight
- If the carcass passed MAPAQ inspection
- If not, reason for rejection
- The date the carcass enters production

Information can also be derived to deduce the:

- Total gallons of water used by each plant each day
- Total kilos of meat produced each day
- Total kilos of disposed solid waste per day
- Number of employees who worked per day

Implementation Plan

As of July 1995, the data was being collected manually, faxed to the Montreal office and entered into and processed by an electronic database. This section is scheduled to be completely electronic based by November 1995. Harvest and Production Reports will be shared with DFO and MEF.

b) **Inventory Control** is based on an electronic, automatic labeler and scanner. When final packaged products are weighed and boxed, a barcode is scanned which records the contents, box numbers and package weights. This information is then automatically transferred at night to the Montreal office and entered in the inventory database.

Implementation Plan -

This section will be completely implemented, training completed and system functioning by October 1995.

c) **The financial** section of the MIS covers the standard accounting procedures such as accounts receivable, accounts payable, customer sales, employee payroll, etc. and is linked to the inventory control system.

Implementation plan

As of July 1995, system design and testing were completed. It was estimated the system would be fully functional by October 1995. The manual parallel system will run simultaneously during 1995-96 as a safety measure.

✓ Daniel Leclair

d) **Biological Sampling** has two purposes. The first is to collect the required data needed to indicate caribou herd demography and guide management decisions regarding quota allocations. The second is to monitor caribou health in terms of epizootic diseases and contaminant levels (of obvious importance regarding human consumption). Based on discussions with representatives of MEF (whose mandate includes the management of caribou in Nunavik), the following data will be collected for caribou:

Data Point	Purpose of Collection	Sample Frequency
Tag ID	Unique carcass identifier	100%
Date of harvest	Self explanatory	100%
Location of harvest	Permits correspondence to harvest zones	100%
Sex of caribou	Caribou population demography	100%
Age of animal	Caribou population demography	10%
Eviscerated Animal Weight	Indicator of animal condition/ health	100%
Presence of fetus	Indicator of population growth rate/ fecundity	100%
Metatarsus Length	Indicator of animal condition/ growth rate	*
Peroneus muscle	Indicator of animal condition/ growth rate	*
Lung sample	Presence of parasites (E. granulosus)	*
Liver sample	Presence of parasites (flukes)/ Heavy metals	*
Kidney	Presence of heavy metals/ Cesium	*

* These samples will be collected at a sample frequency to be determined by responsible organizations (MEF/MAPAQ/Makivik Corporation, etc.)

Discussions with the Department of Fisheries and Oceans are currently being finalized to determine the necessary data, required frequency of collection and reporting protocols for biological information on ringed seals. These will be in place prior to any commercial harvest of ringed seals.

Implementation Plan - Manual data collection and electronic processing was scheduled to begin in October 1995. Reports will be shared with DFO and MEF.

WILDLIFE MONITORING

Division of Resource Within and Outside Nunavik

A document titled *Commercial Wild Game Quota Allocation Within the Nunavik Region* has been accepted within Makivik. The document outlines the necessary steps that any proposed commercial wild game enterprise will have to take and the criteria on which the enterprise will be judged, before receiving the required "Letter of Support from Makivik Corporation". Although this document is considered by Makivik as an internal policy, and therefore not for general distribution, a copy of the Table of Contents is provided in ANNEX H.

In terms of division of resource outside Nunavik, all concerned native parties, namely the Cree, Naskapi, and Inuit have agreed that a formal agreement must be reached for the allocation of resource stocks. Internally, Makivik has tabled a draft position on this matter. Once formally accepted, a meeting with the other native parties will be scheduled.

As well, it appears to be generally accepted that a thorough discussion is required among all native parties and regulatory agencies. The complete authorization process for proposed commercial wild game enterprises needs to be clearly defined and coordinated. Initial discussions have taken place with MAPAQ, MEF and the Hunting, Fishing and Trapping Coordinating Committee (HFTCC). It is anticipated formal round table discussions will be initiated by September 1995.

Summary of Monitoring Methods

In regards to the commercial harvesting of caribou in Nunavik, including that conducted by Nunavik Arctic Foods (NAF), a specific protocol for monitoring harvest levels has been established to ensure that the caribou populations (George/Leaf River) are not adversely affected. Moreover, a fundamental premise is that subsistence, followed by sport harvesting, have priority over commercial harvesting, and that these must not be negatively impacted.

To ensure proper monitoring, the Nunavik Hunting Fishing and Trapping Association (mandate provided in ANNEX I) has through local community consultation, established specific zones and acceptable harvest limits where commercial harvesting can take place. These zones and/or quotas will be modified accordingly depending on changes in both caribou demography and shifts in migration patterns. Resolutions to this effect for each community where harvesting on behalf of NAF has or is to occur have been submitted to all regulatory agencies involved as regards to a review process of harvesting requests.

Commercial Inuit harvesters are chosen by the local HFTA following Hunter Certification Training, to ensure quality carcasses are supplied to NAF. Aside from basic morphometric data collected by personnel at the plant regarding individual animals, additional data (see Biological Sampling Management Information System)

will be collected by representatives of local HFTAs or by researchers from Makivik Corporation/MEF. Such data will be collected on a per need basis as determined in consultation with respective organizations responsible for the management of caribou in Nunavik (includes Makivik's Renewable Resource Development Department/ MEF). Such data will be collected in order to determine caribou population health, general demography, in addition to possible contaminant/ parasite loading. Collection of data will be coordinated through Makivik's Research Center in Kuujjuaq and will be provided to the responsible resource managers through the NAF Management Information System.

Such data will permit both local managers (HFTA), together with Makivik Corporation, the Kativik Regional Government and MEF to make appropriate management decisions based on sound current information. Moreover, these data will equally permit organizations involved in the review and authorization process to determine appropriate commercial quotas.

Commercial Harvest Zone Maps

✓ As the KEQC is already aware, commercial harvesting zones have been designated in all communities by species and season. The identification of the zones were a collaborative effort by the Hunting, Fishing and Trapping Association of each community and Makivik's Renewable Resources Department. These maps and zones will be reviewed on an on-going basis, as part of the HFTA's mandate. ANNEX J provides examples of these maps.

COLLECTION OF DATA FROM 1994-95 SEASON

The following reports are presented to give a quantifiable summary of the first pilot operating season and a base for projections for subsequent years.

Unless otherwise indicated, the stated information was taken during the period between April 3 and May 31, 1995, in which 413 caribou were harvested and MAPAQ inspected, and 382 were accepted by MAPAQ.

I. Information on the harvest

ANNEX K provides examples of the Daily Catch Reports. Every day the plant manager collects information on the harvest that is brought to the CPC. As previously stated, this includes:

- The name of the hunter
- The gender of the harvested animal
- The community near where the animal was harvested
- The whole carcass weight (WCW), less the viscera
- The tag number, the animal's unique identifier
- The number of the zone in which the animal was harvested
- The date on which the animal was harvested

The last three are particularly important, as should an inspector find toxins or sickness in a caribou, all the caribou harvested on that date in that zone are easily identifiable to detect any trends.

ANNEX L provides four reports which list the MAPAQ Inspection Results by Community and Harvest Zone. This is again important to show any trends in rejection, as well as identify if large numbers of animals are being harvested in a particular zone.

II. Breakdown of One Average Caribou Carcass by Weight and Percentage

Listed below is the breakdown of an average caribou carcass which weighs 109 kgs, excluding antlers, into usable and unusable parts. The usable parts indicates those which can be potentially sold or given away for human consumption, animal consumption or further product development (as is the case with the skins). The unusable parts are left on the tundra at the harvest site or are taken to the municipal dump, as indicated below. These are useful figures to make projections of waste disposal in the future when larger harvests are anticipated.

Table 1
Nunavik Arctic Foods, Inc.
Average Breakdown of One Caribou Carcass
by Weight and Percentage¹
 (N = 384)

Part	Percentage	Average Weight	Status
Meat	35%	38.6 kgs	Usable
Skin	12%	13.1 kgs	Usable/Waste at dump ²
Bones	12%	13.1 kgs	Usable/ Waste at dump ³
Heart, Liver, Tongue	3%	3.3 kgs	Usable/Waste at dump ⁴
Head and Hoofs	13%	14.2 kgs	Usable/ Waste at dump ⁵
Organs and misc. waste collected in CPC	2%	2.2 kgs	Waste at dump ⁶
Viscera left at harvest site	23%	25.1 kgs	Waste at harvest site ⁷

¹ Based on data collected by Nunavik Arctic Foods between April 3 - May 31, 1995 and cross-referenced with data presented in the document *Commercialization de la Viande de Caribou du Nouveau-Québec - Étude de Faisabilité* published by the Québec Ministère de Loisir, de la Chasse et de la Pêche, September 1984. Antlers are not included due to the fluctuations in their size and condition, depending on the season.

² The skins are considered usable during the months November through March and unusable in April and May when the caribou are molting and larvae holes are prevalent in the skin. The weight of a skin also varies according to season.


³ Bones during the 1994-95 season were considered waste. In subsequent operating seasons, the bones may be sold with the meat, ground into bone meal and sold, or given away locally.

⁴ These parts are currently considered waste. Negotiations are underway with MAPAQ to allow these parts to be sold and if not, given away, as they have traditionally been used by the Inuit.

⁵ These parts are currently considered waste. Negotiations are underway with MAPAQ to allow these parts to be sold and if not, given away, as they have traditionally been used by the Inuit.

⁶ This currently includes the heart, liver, kidneys, spleen and lungs, as well as scrap waste.

⁷ The majority of this is the liner that contains the stomach and intestines.



III. MAPAQ Inspection and Solid Waste Disposal

When the caribou is harvested, it is immediately eviscerated at the harvest site. The heart, liver, kidneys, spleen and lungs are brought back to the community processing plant with the carcass. The remaining viscera is left on the tundra for consumption by animals.

After the caribou has been received at the plant, a representative of MAPAQ conducts an appropriate inspection. There are four possible outcomes from the inspection which determine the method of solid waste disposal:

1) The caribou carcass is accepted.

The carcass then moves into processing and the organs, hoofs, bones and head of the caribou are put into garbage bins. These bins are stored in a room on the side of the plant which is a MAPAQ-approved waste room. Twice a week, the municipality picks up the bins and takes them to the municipal dump. At the dump site, lime is applied to the lungs and liver to prevent the local fauna and community dogs from eating it. As previously stated, discussions on what is considered waste are currently underway with MAPAQ in an effort to achieve as close to full utilization of the carcass as possible.

2) The caribou carcass is rejected due to disease.

In this case, the carcass and organs are immediately removed from the plant through a side door so that they do not affect any other meat present in the plant. The carcass is taken to the municipal dump and burned. This is supervised by the plant manager

3) The caribou is deemed a "Bad Kill".

The hunter did not shoot it in the head or properly bleed or eviscerate the animal in the field. These caribou are returned to the hunter who can use them for personal consumption.

4) The caribou is partially accepted.

Most of the carcass is accepted, while a portion of the carcass is rejected due to hemorrhaging in a specific area or the presence of lead from the bullet. In this case, the inspector supervises the removal of this rejected portion which is then disposed of as solid waste as in scenario #1. As is illustrated in the table on the following page, the rejected portion of a caribou is usually a relatively small amount. Therefore, these caribou are considered "MAPAQ accepted" by NAF.

The table below lists the MAPAQ inspection results from the 1994-95 season.

Table 2
Nunavik Arctic Foods, Inc.
MAPAQ Inspection Results of Caribou Harvest
in Terms of Number of Caribou
between April 3 - May 31, 1995

Community	Number of caribou accepted by MAPAQ.	Number of caribou partially accepted by MAPAQ/ Kgs. rejected	Number of caribou rejected by MAPAQ due to disease.	Number of caribou rejected by MAPAQ due to "Bad Kill".	Total number of caribou harvested.
Kangiqsujuaq	32	16 / 229 kgs	0	12	60
Quaqtaq	60	1 / 10 kgs	0	2	63
Kangiqsualujuaq	18	7 / 64 kgs	0	4	29
Umiujaq	228	20 / 133 kgs	7	6	261
Total	338	44 / 436 kgs	7	24	413

The above table shows the amount in kgs. that are rejected and disposed of on a partially accepted carcass, are negligible (less than 1% of the total kgs harvested). Therefore, these are considered MAPAQ accepted in the table below.

Table 3
Nunavik Arctic Foods, Inc.
MAPAQ Inspection Results of Caribou Harvest
in Terms of Percentage
between April 3 - May 31, 1995

Community	Number/ Percentage of caribou harvest accepted by MAPAQ.	Number/ Percentage of caribou harvest rejected by MAPAQ due to disease.	Number/ Percentage of caribou harvest rejected by MAPAQ due to "Bad Kill".	Total
Kangiqsujuaq	48 / 80%	0 / 0%	12 / 20%	60 / 100%
Quaqtaq	61 / 97%	0 / 0%	2 / 3%	63 / 100%
Kangiqsualujuaq	25 / 86%	0 / 0%	4 / 14%	29 / 100%
Umiujaq	248 / 95%	7 / 3%	6 / 2%	261 / 100%
Total	382 / 92%	7 / 2%	24 / 6%	413 / 100%

The percentage of caribou rejected due to "bad kills" is expected to be substantially reduced in the coming harvest seasons, as they did this season with further instruction to the harvesters on the proper preparation of the carcass in the field.

Based on the stated percentages in Table 1, listed below is the estimated amount of actual solid waste disposed of in each community between April 1st and May 31st, 1995, with the following explanations:

- MAPAQ rejected carcasses are not included, as they are disposed of separately.
- During 1994-95, disposed solid waste included the head, hoofs, bones, organs and misc. waste, as well as the skin, due to the time of harvest and fact that the caribou were molting. As previously stated, parts considered waste are a discussion topic with MAPAQ.
- Given the above, solid waste amounts to approximately 42% of an average 109 Kg. caribou carcass or 46 kgs.

Table 4
Nunavik Arctic Foods, Inc.
Estimated Actual Kgs of Disposed Solid Waste by Community
 between April 3 - May 31, 1995
 N = 382

Community	Number of MAPAQ Accepted and Partially accepted caribou	Kgs of Disposed Solid Waste at Municipal Dump
Kangihsujuag	48	2,197
Quaqtaq	61	2,792
Kangihsualujjuag	25	1,145
Umiujaq	248	11,353
Total	382	17,487

V. Water Consumption

All water that is used by each community processing plant is delivered by municipal truck and put into a reservoir. After use, all water is then trucked out and disposed of according to municipal policy. Therefore, all water used by the plant is considered waste water. Below is an estimation of the water consumption and therefore liquid waste disposal of each plant this season.

Table 5
Nunavik Arctic Foods, Inc.
Estimated Actual Water Consumption/ Liquid Waste in Gallons
April 3 - May 31, 1995

Community	Avg. gallons of water used per day	Dates in commercial operation	Days in commercial operation	Total Estimated Liquid Waste in Gallons
Kangijsujuaq	158	04/04/95 - 12/05/95	28	4,424
Quaqtaq	158	05/04/95 - 03/05/95	21	3,318
Kangijsualujuaq	158	06/04/95 - 21/04/95	12	1,896
Umiujaq	158	06/04/95 - 31/05/95	49	7,742
Total				17,380

VI. Summary of Data

Below is a summary of the data from 1994-95:

Table 6
Nunavik Arctic Foods, Inc.
Total Meat, Solid Waste and Liquid Waste Per Community
 April 3 - May 31, 1995

Community	Number of MAPAQ - Accepted Caribou	Total Kgs of Meat produced	Total Kgs of Solid Waste	Total Gallons of Liquid Waste
Kangijsujuaq	48	1,637	2,197	4,424
Quaqtaq	61	2,229	2,792	3,318
Kangijsualujuaq	25	1,150	1,145	1,896
Umiujaq	248	9,718	11,353	7,742
Total	382	14,734	17,487	17,380

Table 7
Nunavik Arctic Foods, Inc.
Estimated Actual Average Meat, Solid Waste and Liquid Waste
 April 3 - May 31, 1995

Avg. Kgs. of Meat per Caribou	Avg. Kgs of Solid Waste per Caribou	Avg. Gallons of Liquid Waste Per Operating Day*
38.57 kgs	45.78 kgs	158 gallons

* Due to the daily plant wash down of equipment, floors and walls, projections using a per day unit, as opposed to a per caribou unit, are more accurate for future projections.

BENEFITS OF NUNAVIK ARCTIC FOODS TO REGION

PLEASE NOTE: THE INFORMATION GIVEN IN THIS SECTION IS STRICTLY CONFIDENTIAL.

I. Employment

Nunavik Arctic Foods, Inc.
Nunavik Employment Data
April 3 - May 31, 1995

Total Number of NAF Managers	5
Total Number of Assistant Managers	2
Total Number of Butchers, Packers	44
Total Number of Cleaners, Janitors (sub-contract)	3
Total Number of NAF Employees in Nunavik	54
Total salaries in Nunavik	\$72,237
Total Contracted Harvesters	42
Total Harvester Payments	\$28,050

II. Financial Benefits

ANNEX M shows the total benefits in terms of revenues that NAF has brought to Nunavik to date (November 1994 through May 1995). Secondary and spin-off jobs are included. This chart illustrates that Nunavik salaries and revenues account for 63% of Nunavik Arctic Foods expenditures to date.

Using the financial information from this year, ANNEX N estimates the total projected expenses for NAF on a per caribou basis and total season basis. These calculations assume four plants will process 1,250 caribou each over a six month period at 10.25 caribou per day. Fixed and variable expenses are distributed evenly to arrive at a per caribou figure which should be used for illustration purposes only. This spreadsheet suggests that for every caribou harvested, NAF will inject approximately \$285.66 into the Nunavik economy.

III. Spin-off Effects

Besides providing secondary employment through freight expenditures and product sales to Nunavik retail outlets, it is anticipated the existence of NAF will have beneficial spin-off effects. For example, research is currently being conducted to examine such possibilities as bone meal, environmentally-friendly hide tanning in Nunavik, caribou hair as an insulator and the transformation of seal fat into a format which retains the Omega-3 properties. Development of these by-products would provide further Nunavik employment.

IV. Social Benefits

There are numerous social benefits brought by NAF to the region such as:

- Job training, including computer operation;
- Skill development for within and outside Nunavik;
- Increased self esteem and quality of life associated with employment;
- A worthy economic status attached to traditional knowledge;
- An improved diet through a local, affordable, inspected food source;
- Establishment of a wildlife monitoring system.

PLANS FOR 1995-96

I. Caribou Harvest Quota and Projections of Waste and Revenues

The quota for the second year of operation has been asked in the name of Nunavik Arctic Foods as indicated below. Using aforementioned data, the following projections are made:

Table 8
Nunavik Arctic Foods, Inc.
Projected Revenues and Waste⁸
 November 1995 - May 1996

CPC	Caribou Quota	Projected Community Revenues (salaries, freight, misc.) in \$\$\$ ⁹	Projected Solid Waste in Kgs. ¹⁰	Projected Liquid Waste in Gallons ¹¹
Kangihsualujuaq	1,250	\$357,075	35,179	18,960
Kangihsujuaq	1,250	\$357,075	35,179	18,960
Quaqtaq	1,250	\$357,075	35,179	18,960
Umiujaq	1,250	\$357,075	35,179	18,960
Total	5,000	\$1,428,300	140,716	75,840

⁸ Assuming harvest of full quota.

⁹ Based on \$285.66 per caribou as presented in ANNEX N.

¹⁰ Assumes the heart, liver and tongue are used. 66% of the skins are used, 33% are solid waste due to molting and larvae holes. 40% of the head and hoofs are used for consumption by community dogs.

¹¹ Plant in operation 6 months, 20 days per month, using 158 gallons per day.

II. Ringed Seal Quota

Ringed seal harvesting is still considered a pilot project operation in NAF. Efforts to increase market demand of seals are currently underway. To coincide with these efforts, a quota will be asked for 300 seals split between the communities of Quaqtaq and Umiujaq. The seals will be harvested during a 4 week period in the Spring months.

- The seals will be eviscerated in the field, and viscera left on the tundra.
- The meat will be processed and used for promotional purposes.
- The fat and solid waste will be disposed of within the community (given to local dogs).
- The skin will be dried and sent south for tanning.

The KEQC will be kept apprised if and when ringed seal harvesting becomes a commercial operation.

III. Changes to Disposal Methods

Discussions have begun with municipal mayors on construction of an incinerator in each community with a plant, to facilitate the disposal of solid waste when harvesting figures reach the thousands in each community. As well, NAF is exploring the possibility of employing a person in each community to transport the solid waste outside the community to alternate pre-designated sites.

IV. Construction of new plants

A decision was taken at the NAF BOD meeting held in May 1995 that no new CPCs would be built in Nunavik during 1995. This issue will be discussed again at the Makivik BOD meeting held in October 1995.

ANNEX A

A list of the Makivik research studies and pilot projects related to Inter-Community Trade / Nunavik Arctic Foods, Inc. that were conducted between 1991 and 1995.

1. *Study on the Feasibility of Processing of Farm A Caribou*
This study was conducted in 1991 and was a preliminary study to determine the feasibility of processing caribou from Farm A. The study was conducted by Makivik and the Nunavut Development Corporation. The study was a preliminary study to determine the feasibility of processing caribou from Farm A. The study was conducted by Makivik and the Nunavut Development Corporation. The study was a preliminary study to determine the feasibility of processing caribou from Farm A. The study was conducted by Makivik and the Nunavut Development Corporation.

2. *Study on the Feasibility of Processing of Farm B Caribou*
This study was conducted in 1992 and was a preliminary study to determine the feasibility of processing caribou from Farm B. The study was conducted by Makivik and the Nunavut Development Corporation. The study was a preliminary study to determine the feasibility of processing caribou from Farm B. The study was conducted by Makivik and the Nunavut Development Corporation.

3. *Study on the Feasibility of Processing of Farm C Caribou*
This study was conducted in 1993 and was a preliminary study to determine the feasibility of processing caribou from Farm C. The study was conducted by Makivik and the Nunavut Development Corporation. The study was a preliminary study to determine the feasibility of processing caribou from Farm C. The study was conducted by Makivik and the Nunavut Development Corporation.

4. *Study on the Feasibility of Processing of Farm D Caribou*
This study was conducted in 1994 and was a preliminary study to determine the feasibility of processing caribou from Farm D. The study was conducted by Makivik and the Nunavut Development Corporation. The study was a preliminary study to determine the feasibility of processing caribou from Farm D. The study was conducted by Makivik and the Nunavut Development Corporation.

STUDIES AND PILOT OPERATIONS

Between 1991 and 1995, Makivik conducted the research studies and pilot projects listed below. Many of these had the support of the federal and/or provincial governments, (in particular Industry Canada, Department of Fisheries and Oceans, Ministère de l'Agriculture, des Pêcheries et de l'Alimentation and Ministère du Loisir, de la Chasse et de la Pêche). Any or all of these reports can be provided in their entirety upon request:

- 1) Preliminary studies in Resource Availability
- 2) Preliminary studies in Marketing Country Foods
- 3) Preliminary studies in transportation options
- 4) Inter-Community Trade Five-Year Business Plan
- 5) Examination of the federal and provincial food industry regulatory requirements
- 6) *Workshop on the Harvesting & Processing of Seal & Caribou* - where experts from various northern areas, experienced with seal and caribou products provided information and guidance towards the effective implementation of harvesting, processing and transportation techniques in Nunavik. The purpose of the workshop was to build on prior experience in similar regions towards the maximization of productivity within the ICT pilot projects.
- 7) *Pilot Project in Seal Harvesting Techniques* - in the community of Quaqtq where traditional harvesting techniques were analyzed in terms of effectiveness and efficiency.
- 8) *Pilot Project in Seal Processing Techniques* - also in Quaqtq where the equipment and layout of the community processing center, was tested from reception of the commodity to final packaged product.
- 9) *Caribou, Seal & Fish Marketing Survey in Nunavik* - consumer reactions and preferences to sample products, product pricing, and product distribution methods were analyzed.
- 10) *Development of a Conservation & Management Information System* - to design and specify the appropriate management tools and processes necessary to conserve and manage the species harvested by Inter-Community Trade in the Nunavik region.

- 11) *A Winter Seal Harvest In Umiujaq* - to test the appropriateness of subsistence hunting techniques under winter conditions to commercial harvesting and determine the cost structure for the harvesting operation.
- 12) *Appropriate Caribou Production Processes* - similar to number 6, using caribou. Processing with product changeover from seal to caribou and vice-versa was also tested.
- 13) *Development of a Hunter Inspection Certification Course* - to ensure appropriate harvesting techniques are employed that meet regulatory requirements - i.e. method of evisceration, carcass transport, etc.
- 14) *Development of a Quality Management Plan* - an essential document to ensure that all federal and provincial food handling and processing regulatory requirements are met.
- 15) *Development of a program for the Training of Handling & Processing Employees* - to provide instruction on the community processing centre equipment and ensure that quality management plan and government certification standards are met.
- 16) *Development and Testing of Seal and Caribou Harvest Containers* - to design and fabricate a container to transport carcasses from the harvest site to the community processing centres that meet federal and provincial standards .
- 17) *Development of the Strategies and Tools Needed to Market Seal and Fish Products* - included the development of an appropriate logo and promotion strategy, and market testing of value-added seal products to increase seal consumption
- 18) *Phase II of the Conservation and Management Information System*
Actual implementation and training of the Nunavik Arctic Foods MIS.
- 19) *Implementation of Inter-Community Trade* - a series of training courses given to all plant managers, processors and harvesters of Nunavik Arctic Foods, Inc. to implement the policies and procedures established in the Inter-Community Trade project.
- 20) *By-Product Analysis* - research into the uses and marketability of seal fat, caribou antlers, caribou and seal hides, and caribou and seal bones.

ANNEX B

The letter dated August 1994 from Makivik Corporation to the Kativik Environmental Quality Commission which accompanied the first submission concerning Inter-Community Trade/ Nunavik Arctic Foods.



LPA

société Makivik corporation

August 23, 1994

Mr. Jean Pronovost
Deputy Minister
Ministère de l'Environnement et de la Faune
3900 rue de Marly
6e étage
Ste-Foy, Québec G1X 4E4

Subject: Inter-Community Trade Project - Preliminary Information

Dear Deputy Minister:

As per section 23 of the James Bay and Northern Quebec Agreement and Section 190 of the Environmental Quality Act, the following is to provide you and the Kativik Environmental Quality Commission preliminary information on the Inter-Community Trade project.

As you are aware, Makivik Corporation, established by provincial legislation on June 23, 1978, is a non-profit organization that administers the compensation funds intended for the Inuit in Nunavik, as provided for in the James Bay and Northern Quebec agreement. As part of its economic development mandate, Makivik has initiated the Inter-Community Trade project - the commercialization of Nunavik country food products such as caribou and seal. The main activities within the project include - harvesting caribou and ringed seal through traditional Inuit hunts, inspection of the carcasses and processing the meat into packaged products within certified community processing centres, and finally, distributing the products. Initially the products will be distributed to the primary market, the Nunavik Region; any surplus will then be channelled into Quebec, national and international secondary markets.

At the present time there are four processing centres located in the northern villages of Quaqtaq, Kangiqsualujjuaq, Kangiqsujuaq, and Umiujaq. These community processing centres have been built, tested, and stand ready for pilot commercial operation by November of this year depending on market demand and viability. It is expected that when the Inter-Community Trade initiative has been fully implemented there will be a community processing centre in each Nunavik community. Although Makivik has initiated the project and is presently managing the operating activities through its wholly owned subsidiary company, Nunavik Arctic Foods Inc., it has done so in the name of the individual communities in which the processing centres have been built. The very nature of the initiative is very much a community based and driven development project. The Makivik resources are being utilized for the initial implementation and to resolve the start-up problems that arise. Once this has been accomplished, the Inuit management and processors trained, each individual processing centre will be transferred to ownership of the Landholding Corporation of that community. The shareholders of the Landholding Corporation are all Inuit resident of that respective community.

The recently completed *Inter-Community Trade Five- Year Business Plan* demonstrated that the project is feasible and projected to be profitable in its third year of operation. Through numerous discussions and consultation tours that took place with all the communities of Nunavik, the fundamental principle was adopted, that proper wildlife management and the preservation of the species for future generations must always take precedent over monetary issues. As a result, Makivik sponsored the establishment of local Hunting Fishing and Trapping Associations in each Nunavik community, to establish commercial hunting zones and ensure this principle of proper wildlife management at the community and regional level. Wildlife management procedures are conducted in collaboration with Makivik Corporation, the Kativik Regional Government and of course government departments both federal and provincial, with wildlife management mandates.

Over the past two years, Makivik has made a considerable investment in research studies and pilot projects with the participation of the federal and/or provincial government agencies (in particular Industry Canada, Agriculture Canada, Department of Fisheries and Oceans, Ministère de l'Agriculture, des Pêcheries et de l'Alimentation and the former Ministère du Loisir, de la Chasse et de la Pêche). These studies have been an integral part of establishing the project policies and procedures required to meet regulatory requirements, while maintaining the principles of maximum Inuit employment and wildlife management. They address the ecological, economic and social impact issues that the Inter-Community Trade initiative may have on the environment of Nunavik.

Enclosed is information on the Inter-Community Trade project which includes the following:

- 1) Description of the Inter-Community Trade project - its purpose and scope, including an update on the studies and pilot operations conducted to date.
- 2) Executive Summary of the *Inter-Community Trade Five Year Business Plan*
- 3) Makivik and Regional resolutions supporting the Inter-Community Trade initiative

- 4) An example of the commercial hunting zones established by the Hunting, Fishing and Trapping Association of each community
- 5) Community Processing Centre layout blue prints certified by the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation
- 6) The Inter-Community Trade Quality Management Plan
- 7) Ministère de l'Environnement et de la Faune recommendation for caribou quota level

As previously stated, limited commercial activity is scheduled to begin in the four existing community processing centres in November 1994 (as detailed in the project description). The scheduled activities will be limited to a Caribou and Ringed Seal harvest in the following magnitude:

Community	Caribou	Ringed Seal
Kangiqsualujjuaq (GR)	980	(none)
Kangiqsujuaq (WB)	556	215
Quartaq	556	215
Umiujaq	556	215
TOTAL:	2,648	645

We recognize the heavy work load before the EQC and the severe time constraints. We have endeavoured to present the required information for a thorough understanding of the project. Notwithstanding our efforts, it must be remembered that the initiative is only in its initial phase of implementation and that the future phases will clearly depend on the degree of success in penetrating potential markets. The Inter-Community Trade initiative was conceived in a manner that would maximize the benefits to the Nunavik Region, namely - revenues for the communities, direct employment, positive economic spin-off effects such as the development of cottage industries for value added products, an improved dietary balance of inspected country foods for the Inuit of the region; and a reduced dependency on imported high-priced southern foods, thereby reducing the high cost of living within the region. We stand ready to initiate activities in the four community processing centres for the upcoming winter period of November 1, 1994 to March 31, 1995. Makivik Corporation is committed to this project and is very confident of the ultimate success of the project and of the important contribution that it will make to the economic development of our region.

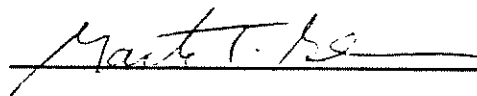
Should you have any questions on the enclosed documents, or require additional information, both ourselves and our staff would be pleased to provide further documentation, make a presentation directly to your ministry, the KEQC and/or elaborate on any aspect of the initiative.

Thank you for your consideration. We look forward to your response.

Sincerely,



Jackie Koneak
Second Vice-President
Renewable Resource Development Dept'd



Mark T. Gordon
Third Vice-President
Economic Development Department

ANNEX C

The KEQC letter of response to Makivik concerning the first submission on Inter-Community Trade/ Nunavik Arctic Foods, Inc.

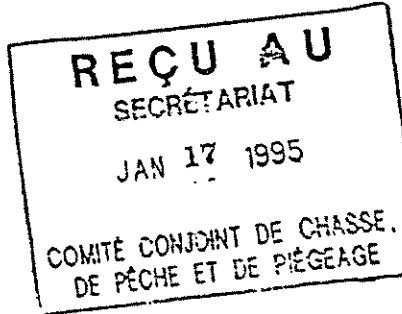
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COMMISSION DE LA QUALITE DE L'ENVIRONNEMENT KATIVIK ENVIRONMENTAL QUALITY COMMISSION

SECRETARIAT - C.P. 9, KUJJUAQ, QUEBEC, J0M 1C0

TEL.: (819) 964-2941

Le 16 décembre 1994



A rectangular stamp with the text: RECEIVED.

Monsieur Jean Pronovost
Sous-ministre
Ministère de l'Environnement
et de la Faune
3900, rue De Marly, 6^e étage
Sainte-Foy (Québec)
G1X 4E4

COPY

OBJET : Projet de commerce intercommunautaire
V/Référence : 3215-19-02

Monsieur le Sous-Ministre,

La Commission de la qualité de l'environnement Kativik a procédé à l'analyse du projet cité en titre. Celui-ci nous a été transmis en votre nom par monsieur Pierre Lefebvre, le 19 septembre dernier.

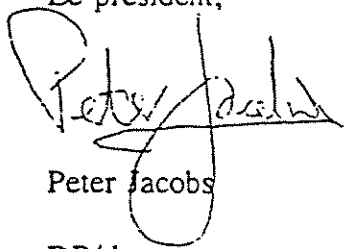
Ce projet de la Société Makivik vise l'abattage commercial de caribous et de phoques annelés de même que le traitement des viandes dans les villages de Quaqaq, Kangiqualujjuaq, Kangisujuaq et d'Umiujaq. Les animaux seront abattus dans le champ et les carcasses ramenées dans les villages pour y être inspectées. Ce projet est présenté comme un projet pilote qui se limitera aux quotas d'abattage qui ont été octroyés par les autorités responsables.

Parmi les enjeux du projet, on considère principalement la réaction des communautés inuites face à une exploitation commerciale de ressources qui étaient jusque là utilisées à des fins individuelles, communautaires ou sportives. On doit également signaler que le traitement des viandes produira inévitablement une quantité d'eaux usées et de déchets dont la gestion se doit d'être suivie attentivement. Le promoteur devra d'ailleurs développer des solutions concrètes et éventuellement songer à innover afin de s'assurer que cette production accrue d'eaux usées et de déchets dans le Nord ne crée aucun préjudice aux utilisateurs du milieu.

La Commission considère en effet important qu'on s'assure d'étudier avec attention les implications environnementales et sociales d'un projet à long terme d'abattage commercial d'une espèce aussi importante que le caribou au Nunavik. Nous avons par surcroît l'intention de solliciter les avis à propos de cette étude et du projet lui-même auprès du Comité conjoint chasse, pêche et piégeage, du ministère de l'Agriculture, des Pêcheries et de l'Alimentation et des conseils municipaux et corporations foncières concernés. La réalisation d'une telle étude par la Société Makivik nous apparaît d'autant plus nécessaire qu'elle devrait permettre d'établir les bases et les fondements de projets analogues réalisables dans différents villages du territoire. La Commission sera ainsi en mesure de juger plus aisément de la valeur des projets semblables qui pourraient voir le jour dans le futur.

J'espère le tout conforme à vos attentes et je vous prie d'agréer, Monsieur le Sous-Ministre, l'expression de mes meilleurs sentiments.

Le président,

A handwritten signature in black ink, appearing to read 'Peter Jacobs', written over a large, stylized circular flourish.

Peter Jacobs

DB/dtp

ANNEX D

Nunavik Arctic Foods, Inc. organizational chart.

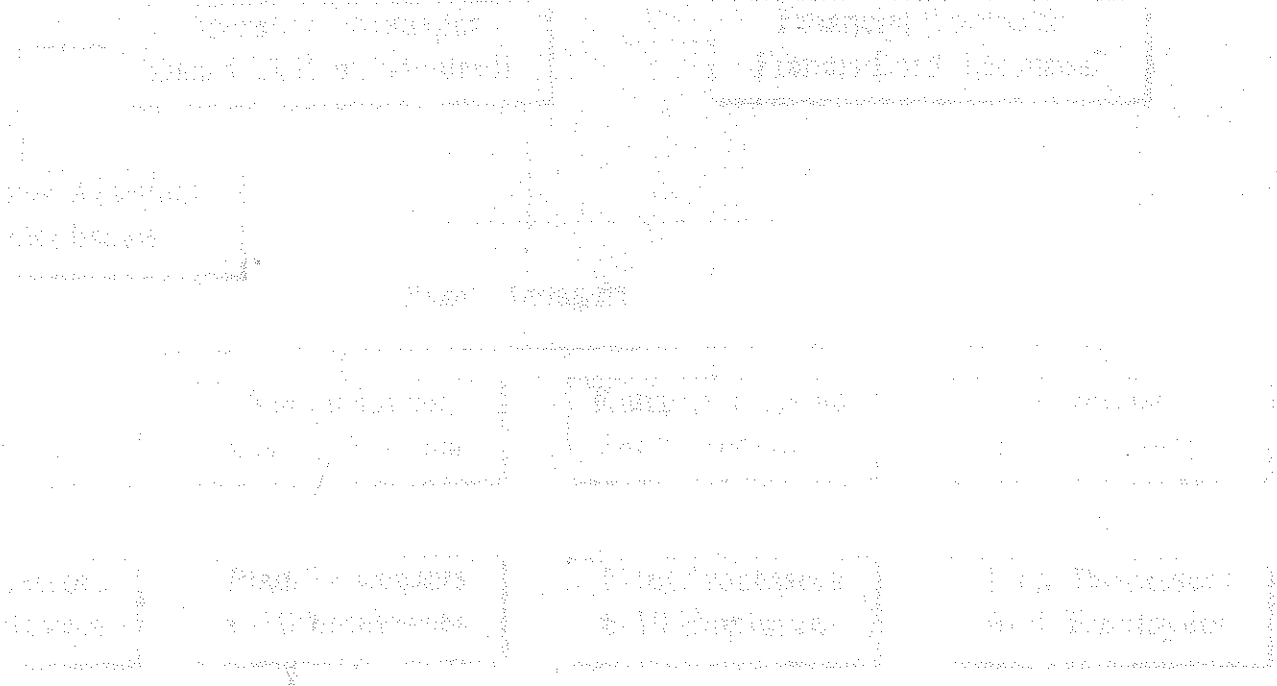
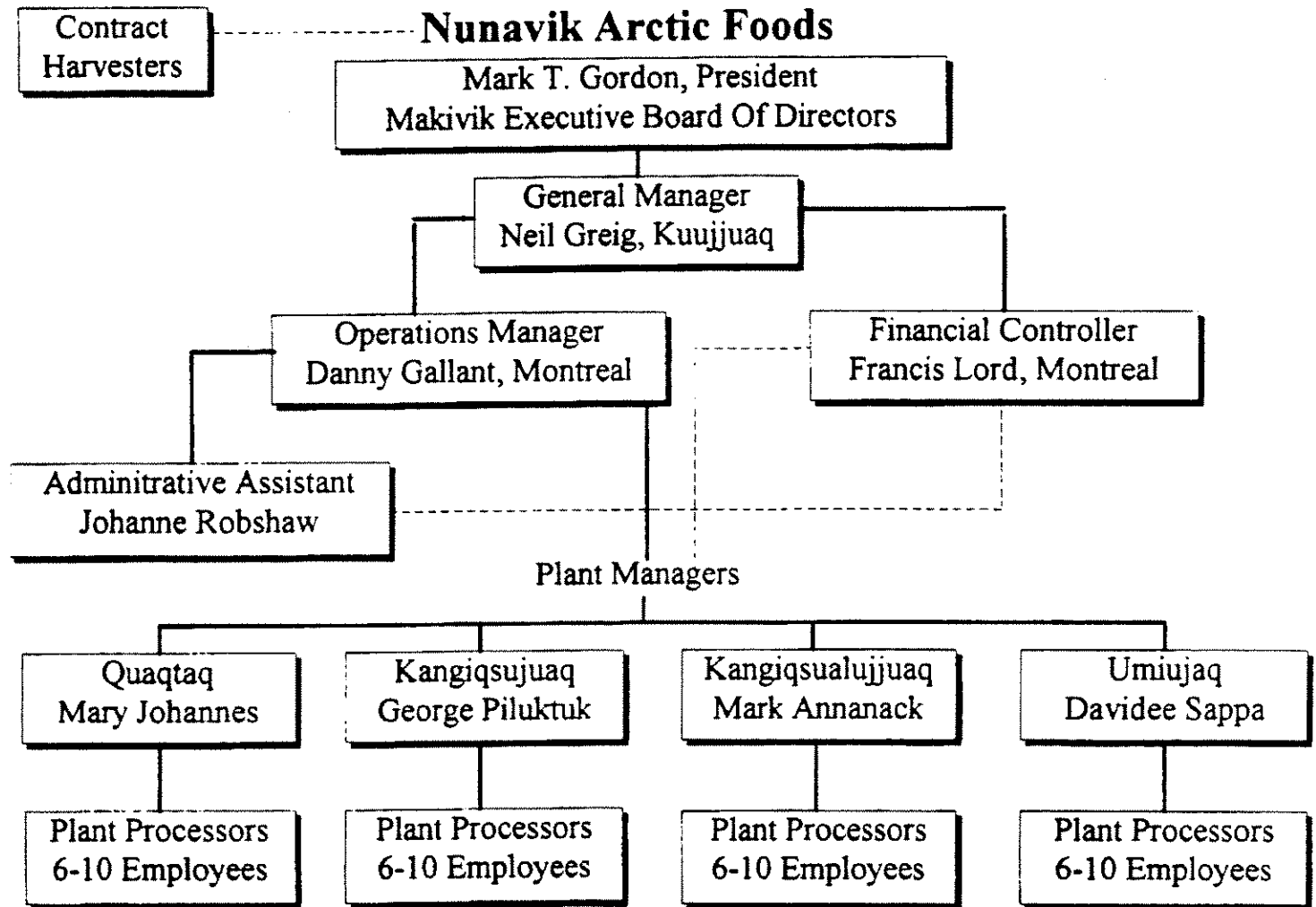


Figure 2. Nunavik Arctic Foods - Organization Chart



ANNEX E

The NAF, Inc. Board of Directors resolution to establish a Board of Nunavik Elders and Government Advisory Committee.

RESOLVED, that the Board of Directors of the NAF, Inc. do hereby establish a Board of Nunavik Elders and Government Advisory Committee, to be known as the Board of Nunavik Elders and Government Advisory Committee, and that the Board of Directors do hereby authorize the President of the NAF, Inc. to execute all such documents and to do all such things as may be necessary or advisable to carry out the purposes of this resolution.

IN WITNESS WHEREOF, the Board of Directors of the NAF, Inc. has caused this resolution to be signed by its President and the Secretary of the NAF, Inc. on this 15th day of August, 2001.

President

Secretary

**NUNAVIK ARCTIC FOODS INC.
Board of Directors Meeting**

Resolution 1995-02

Re: Appointment of two Advisory Boards

WHEREAS an original business plan was submitted by Makivik Corporation to both KEQC and to the Government of Canada (ISTC);

WHEREAS the above-mentioned business plan submitted by Makivik Corporation required the appointment of two Advisory Boards to provide advice to Nunavik Arctic Foods Inc.;

WHEREAS these two Advisory Boards shall consist of one Elders Advisory Board and one Government Advisory Board;

THEREFORE, UPON MOTION DULY MADE AND SECONDED, IT IS HEREBY RESOLVED:

THAT : the Elders Advisory Board shall be the Board of Governors of the Makivik Corporation;

THAT said Elders Advisory Board shall advise Nunavik Arctic Foods Inc. once per year on harvesting, capture of animals, for the processing plants in Nunavik;

THAT the Government Advisory Board will be made up of a total of seven (7) Board Members;

THAT six (6) Board Members of the Government Advisory Board will be appointed by the government, one member appointed by each of the following departments :

- one member from Canada Fisheries and Oceans
- one member from Agricultural Canada
- one member from Agricultural Department of the Government of Quebec
- one member from MAPAQ
- one member from the Ministry of Environmental and Fauna

THAT the seventh member of the Government Advisory Board shall be appointed by Nunavik Arctic Foods Inc.

MOVED : _____

SECONDED: _____

IN FAVOUR: _____

ABSENT: _____

AGAINST: _____

ABSTENTION: _____

Certificate

I, the undersigned, Sheila Watt-Cloutier, Secretary of Nunavik Arctic Foods Inc., certify that this is a true copy of a resolution duly adopted at a duly called meeting of the Board of Directors of Nunavik Arctic Foods Inc., held in Lachine, on the 6th day of June, 1995.

Lachine, this 6th day of June, 1995

Sheila Watt-Cloutier
Secretary

ANNEX F

NAF PERMITS AND AUTHORIZATIONS:

- The caribou quota authorization from the Hunting, Fishing and Trapping Coordinating Committee.
- An example of the resolutions supporting the quota authorization from the Umiujaq, Kanqisualujuaq, Kangiqsujaq and Quaqtac HFTAs, Landholding Corporations and municipalities .
- The caribou commercial harvesting license from MEF.
- MAPAQ permits to allow the operation of the Community Processing Centres in Umiujaq, Kanqisualujuaq, Kangiqsujaq and Quaqtac.



Comité conjoint de chasse,
de pêche et de piégeage

Hunting, Fishing and Trapping
Coordinating Committee

RESOLUTION 94-95:43

SUBJECT: REVIEW OF A REQUEST BY MUNAVIK ARCTIC FOODS
INC. FOR QUOTAS FOR THE COMMERCIAL HARVEST
OF CARIBOU

- WHEREAS Article 24.3A.1 of Complementary Agreement # 12 to the JBNQA stipulates that the right to commercial harvest of, but not limited to, caribou is reserved for beneficiaries of the JBNQA until November 10, 2024; and
- WHEREAS Article 24.3A.4 of said Complementary Agreement stipulates that the right to commercial harvest is subject to obtaining a permit/licence authorized by the responsible Quebec ministry and that such licence is issued for a maximum twelve-month period; and
- WHEREAS Article 24.3A.6 of said Complementary Agreement stipulates that all commercial permit applications must be submitted by the Minister (MEF-Wildlife) to the Hunting, Fishing and Trapping Coordinating Committee for evaluation concerning impacts on the conservation of the species, the right to subsistence harvesting and sport hunting activities; and
- WHEREAS Nunavik Arctic Foods Inc. (the proponent) has submitted to the Deputy Minister (MEF) a request for the commercial harvest of caribou for the following quotas:
- | | |
|----------------|----------|
| Kangiqualujuaq | 980 |
| Kangiqsujuaq | 556 |
| Quaqtaq | 556 |
| Umiujaq | 556; and |
- WHEREAS the Coordinating Committee has reviewed the documentation submitted by Naktivik Corporation on February 24, 1995 on the above-cited project and the Committee is thoroughly informed on the status of caribou;

THEREFORE, BE IT RESOLVED:

THAT the Coordinating Committee supports the said application conditional to:

- the proposed commercial harvest of caribou from the George River and Leaf River herds being biologically sustainable;
- the proposed commercial harvest not detrimentally impacting on, firstly, the right to subsistence harvest and secondly, on sport hunting;
- the commercial harvest period attached to the permit span from April 1st to May 31st, 1995 and consist of male caribou alone;

THAT an appropriate monitoring protocol be implemented to ensure that the preceding can be effected;

THAT the current resolution be forwarded immediately to the Deputy Minister of MEF.

Proposed by: Willie Adams (Inuit)
Seconded by: Denis Vandal (Quebec)

Adopted by unanimous vote with all parties voting.

Quebec City, March 8, 1995.


Nicole Gougeon, Secretary

FEED FAX THIS END

FAX	
To:	STAS
Dept.:	
Fax No.:	
No. of Pages:	
From:	NICOLE
Date:	2
Company:	
Fax No.:	
Comments:	

RESOLUTION 95-24

RE: Zoning and Quota Allocation for Commercial Hunting

WHEREAS Modifications to the J.B.N.Q.A. through Complementary Agreement # 12 permits the commercialized harvesting and domestic husbandry of certain species including caribou;

WHEREAS Such commercial exploitation and or Husbandry is currently reserved exclusively for beneficiaries of the J.B.N.Q.A.;

WHEREAS Subsistence harvesting as guaranteed under the J.B.N.Q.A. through the "Right to Harvest" takes precedence over all other forms of exploitation;

WHEREAS To ensure sustainable exploitation and appropriate monitoring of species commercially harvested Makivik Corporation has conducted consultations with representatives of Community Councils, Land Holding Corporations and local Community Hunting, Fishing and Trapping Associations;

WHEREAS The product of such consultations included maps and quotas specifying zones (per season) where respective species could be commercially hunted and what acceptable commercial quotas were (in total or per zone);

WHEREAS Said Maps and Quotas (where available) have been reviewed by Umiujaq's Community Council, Land Holding Corporation and Hunting, Fishing and Trapping Association;

THEREFORE UPON MOTION MADE BY _____ AND SECONDED BY Jobie Crow
IT IS HEREBY UNANIMOUSLY RESOLVED: NELLIE NUKTIE

THAT Said maps and quota's (when available) are accepted by Umiujaq's Community Council, Land Holding Corporation and Hunting, Fishing and Trapping Association respectively, and will form the basis for monitoring and quota allocation for any and all commercial harvesting conducted in Umiujaq;

THAT All entrepreneurs conducting commercial hunts will be bound by such zonation and apportioning quotas;

THAT Allocation to an entrepreneur of a quota and hunt zonation in no way precludes the requirement of a given entrepreneur to meet all other requirements specified by other organizations (community, regional, provincial, federal) with respect to receiving approval for a commercial hunt.

Date: may 1st, 1995

Sakkuq Landholding
Umiujaq's Hunter
Municipal Corporation of Umiujaq

3PCPN 95-24

1. ענין: אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

2. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

3. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

4. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

5. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

6. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

7. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

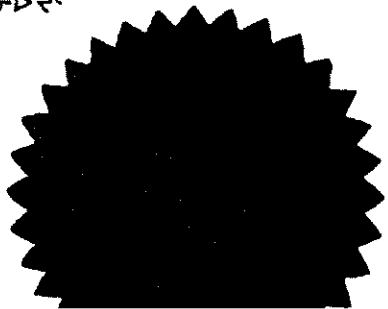
8. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

9. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

10. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

11. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע

12. אודות: פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע
אודות פרויקט 'בנין' של מועצה אזורית 'בנין' להקמת מרכז מידע





Gouvernement du Québec
Ministère de l'Environnement
et de la Faune

Direction régionale du Nord-du-Québec - Faune
150, Boul. René-Lévesque Est, 8^e étage - B.P. 97
QUEBEC (Québec) G1R 4Y1
(418) 643-6662 (Fax) 643-2057

Québec, le 27 avril 1995

M. Stas Olpinski
SOCIÉTÉ MAKIVIK
650 - 32e Avenue - 6ième étage
Lachine (Québec) H8T 1Y4

Monsieur,

Ci-joint le permis de chasse commerciale du caribou destiné à la compagnie Nunavik Arctic Foods.

Comme il avait été entendu au Comité conjoint de chasse, de pêche et de piégeage, le permis expirera le 31 mai 1995 et il vous faudra refaire une demande pour la saison 1996.

Veuillez agréer, Monsieur, l'expression de mes sentiments les meilleurs.

Denis Vandal
Service de l'aménagement et
de l'exploitation de la faune
DV/bl

p.j.



gouvernement du Québec
 Ministère de l'Environnement et de la Faune

PERMIS DE CHASSE COMMERCIALE

N° du permis												
Année	Mois	Jour	N° séq.	Région	Type	Loi						
9	5	0	3	0	9	0	0	1	1	0		D-13.1

Période de validité du permis											
Année	Mois	Jour		Année	Mois	Jour					
9	5	0	3	0	9	5	0	5	3	1	AU

1.	Titulaire
NUNAVIK ARCTIC FOODS 650, 32 ^e Avenue - 4ième étage Lachine (Québec) H8T 3K5	

Personnes supervisées par le titulaire		
Nom	Statut ou qualifications	Téléphone
Mark Annanack - Kangiqsualujjuaq	Gérant	(819) 337-5322
George Pilurtuk - Kangiqsujuaq	Gérant	(819) 338-3364
David Sappa - Umiujaq	Gérant	(819) 331-7441
Erny Johanness - Quaqtaq	Gérant	(819) 492-9303 et 9259

Autorisation
<p>Le présent permis autorise en vertu du chapitre VII.1 de la Loi sur les droits de chasse et de pêche dans les territoires de la Baie-James et du Nouveau-Québec (D-13.1), le titulaire et les personnes mentionnées à la section 2 à abattre commercialement du caribou et ce, aux conditions suivantes :</p>

Spécimens abattus		
Espèce visée	Quantité maximale	Caractéristique
Caribou (Rangifer tarandus)		
Kangiqsualujjuaq	980	Mâles seulement
Kangiqsuajuaq	556	Mâles seulement
Umiujaq	556	Mâles seulement
Quaqtaq	556	Mâles seulement

Mode d'abattage			
Engins	Type ou modèle	Quantité	Dimensions/spécifications
à feu	(Selon C-61.1 r.0.1.2.01) soit calibres égaux ou supérieurs à 6mm	-	-

Localisation des lieux de l'abattage

apparaissant aux résolutions des corporations foncières des communautés

Manipulations, transport et disposition des spécimens

animaux sont abattus, saignés et éviscérés sur le terrain. Ils sont transportés par la suite à une usine de transformation pour...

Autres conditions à respecter

Le permis doit être signé pour être valide.

Le titulaire et ses aides doivent porter sur eux le présent permis ou une copie lorsqu'ils exercent des activités prévues au permis, et remettre à un agent de conservation de la faune qui en fait la demande.

Le titulaire doit obtenir un avis favorable de la Section Environnement du Ministère et satisfaire aux autres spécifications du ministère de l'Agriculture, des Pêcheries et de l'Alimentation et de Pêches et Océans du Canada s'il y a lieu.

Le titulaire devra maintenir à jour un registre des prises pour chacune des usines. Ce registre devra contenir le numéro de la carcasse, le nom du chasseur, la date et le lieu d'abattage, le sexe et l'âge (adulte ou faon) de l'animal et le poids éviscéré (incluant les pattes et les os).

Le titulaire devra, en tout temps, mettre ce registre à la disposition des agents de la conservation de la faune.

Le titulaire devra collaborer avec les employés du MEF lorsqu'ils prélèveront des échantillons biologiques sur les animaux morts pour fins de recherche.

Le document relatif à ce permis, fait partie intégrante de ce permis, les conditions spécifiées au permis s'appliquent avec les adaptations nécessaires.

Emetteur

Titulaire (ou sous-ministre)		Date d'émission		
Jean Pronovost				
prénom (en lettres moulées)		Signature		
		Année	Mois	Jour
Téléphone ()				
Télécopieur ()				

Signature du titulaire



Gouvernement du Québec
Ministère de l'Agriculture, des Pêcheries
et de l'Alimentation

N° CE-301

Loi sur les produits agricoles, les produits marins et les aliments

PERMIS DE CHARCUTERIE DE GROS

Catégorie CHARCUTERIE GÉNÉRALE AVEC ESTAMPILLE Estampille No CE-301

Conditions Limité à la préparation d'aliments carnés, excluant les opérations de cuisson et de fumage.

Nom et adresse de l'exploitant LES ALIMENTS ARCTIQUE DU NUNAVIK INC.
650 32^e Avenue
LACHINE (Québec)
H8T 3K5

Lieu d'exploitation KANGIQSUJJUAQ

Ce permis prend effet le 3 avril 1995 et expire le 2 avril 1996

Québec, le 18 avril 1995

Ministre de l'Agriculture, des Pêcheries et de l'Alimentation



Gouvernement du Québec
Ministère de l'Agriculture, des Pêcheries
et de l'Alimentation

N° CE-102

Loi sur les produits agricoles, les produits marins et les aliments

PERMIS DE CHARCUTERIE DE GROS

Catégorie DECOUPE ET VIANDE HACHÉE AVEC ESTAMPILLE Estampille No CE-102

Conditions Limité exclusivement à la préparation de viande à l'état naturel ou de viande hachée.

Nom et adresse de l'exploitant
LES ALIMENTS ARCTIQUE DU NUNAVIK INC.
650 32^e Avenue
LACHINÉ (Québec)
H8T 3K5

Lieu d'exploitation KANGIQSUALUJUAQ

Ce permis prend effet le 5 avril 1995 et expire le 4 avril 1996

Québec, le 18 avril 1995

Ministre de l'Agriculture, des Pêcheries et de l'Alimentation



Gouvernement du Québec
Ministère de l'Agriculture, des Pêcheries
et de l'Alimentation

N° CE-103

Loi sur les produits agricoles, les produits marins et les aliments

PERMIS DE CHARCUTERIE DE GROS

Catégorie DECOUPE ET VIANDE HACHÉE AVEC ESTAMPILLE Estampille No CE-103

Conditions Limité exclusivement à la préparation de viande à l'état naturel ou de viande hachée.

Nom et adresse de l'exploitant
LES ALIMENTS ARCTIQUE DU NUNAVIK INC.
650, 32^e Avenue
LACHINÉ (Québec)
H8T 3K5

Lieu d'exploitation QUAQTAQ

Ce permis prend effet le 5 avril 1995 et expire le 4 avril 1996

Québec, le 18 avril 1995

Ministre de l'Agriculture, des Pêcheries et de l'Alimentation



Gouvernement du Québec
Ministère de l'Agriculture, des Pêcheries
et de l'Alimentation

N° CE-101

Loi sur les produits agricoles, les produits marins et les aliments

PERMIS DE CHARCUTERIE DE GROS

Catégorie DECOUPE ET VIANDE HACHÉE AVEC ESTAMPILLE Estampille No CE-101

Conditions Limité exclusivement à la préparation de viande à l'état naturel ou de viande hachée.

Nom et adresse de l'exploitant
LES ALIMENTS ARCTIQUE DU NUNAVIK INC.
650 32^e Avenue
LACHARNE (Québec)
H8T 3K5

Lieu d'exploitation UMIUJAQ

Ce permis prend effet le 6 avril 1995

et expire le 5 avril 1996

Québec, le 18 avril 1995

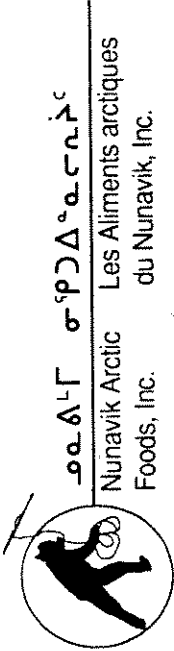
Ministre de l'Agriculture, des Pêcheries et de l'Alimentation

ANNEX G

Provided are the forms used in the 1994-95 season to collect data on the harvested caribou, processing and product inventory.

DAILY CATCH REPORT : CARIBOU

FORM AC



Nunavik Arctic Foods, Inc.
Les Aliments arctiques
du Nunavik, Inc.

DATE: / /
MONTH DAY YEAR

HUNTER NAME	QT.	TAG #	SEX	Weight			TIME OUT	KILL TIME	TIME IN	LOCATION SECTOR	INITIAL
				W.C.W.	B.P.W.	N.W.					



ᑎᓄᓐᓇᓄᓐ ᑎᓄᓐᓇᓄᓐ
Nunavik Arctic Foods, Inc. Les Aliments arctiques
du Nunavik, Inc.

GR: _____

Date Shipped: _____

Name of Shipper: _____

Name of Reciever: _____

Airline routing: _____

Mechandise Shipped

Box#	Kg.	Product
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

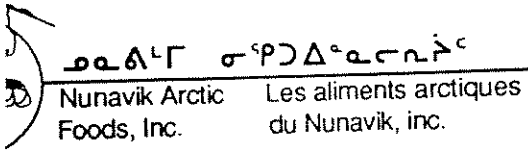
Total # _____

Total KG _____

Authorization: _____
Plant Manager

Authorization: _____
Operations Manager

Weekly Check List



Month _____ Day _____ Year _____

Kangiqsujuaq
 Quaqtuq
 Kangiqsuallujuaq
 Umuijuaq

Freezer		Cooler		Processing Room	Receiving Room	Skinning Room
1	2	1	2			

Fuel Delivery	Sewage Truck	Furnace	Lights

Current Previous Consumption	<input type="text"/>	Weekly Water Meter Reading	Current Previous Consumption	<input type="text"/>
	<input type="text"/>			<input type="text"/>
	<input type="text"/>			<input type="text"/>

Signature: _____

ANNEX H

Table of Contents for the draft document *Commercial Wild Game Quota Allocation Within the Nunavik Region*.

Table of Content

Background	3
Complementary Agreement No. 12	5
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Competition - General	7
Makivik Corporation Investment Position	9
Competition and Nunavik Arctic Foods Inc.	11
Studies and Authorizations required for Project Approval	12
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Makivik Criteria of Evaluation	15
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ANNEX I

Mandate of the Nunavik Hunting, Fishing and Trapping Association.

MANDATE AND ROLE OF NUNAVIMMI UMAJULIRIJIT KATUJIQATIGININGA

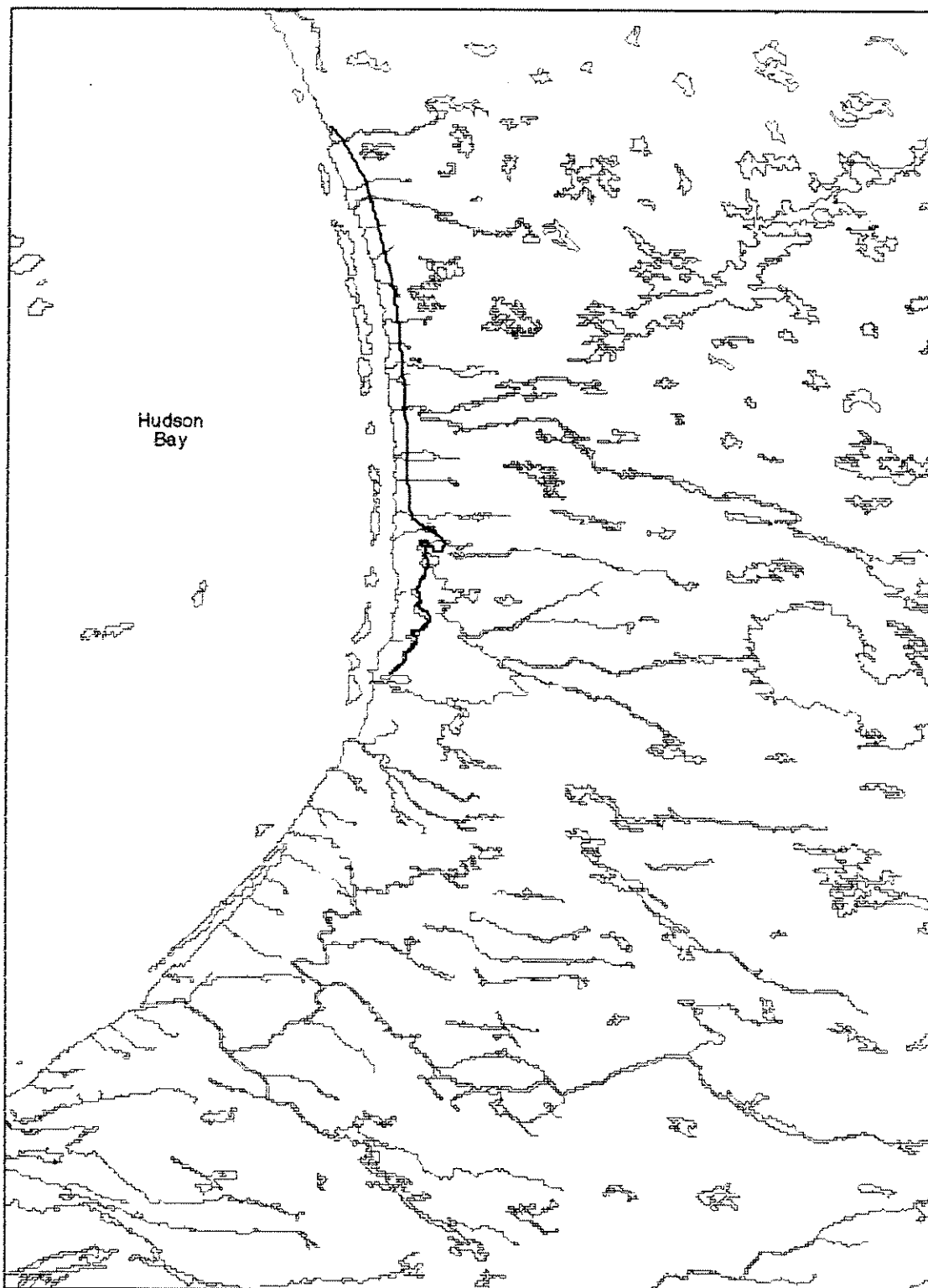
1. Nunavimmi Umajulirijit Katuqiqatigininga has organized itself to be responsible for supervising all activities related to wildlife in Nunavik including management, research and use (harvesting, commercial activities, sport hunting and fishing);
2. Nunavimmi Umajulirijit Katuqiqatigininga accepts the responsibility of being the primary body which must be approached by any individual or organization (including Inuit) who seek to conduct any activities affecting wildlife in Nunavik. Once approached Nunavimmi Umajulirijit Katuqiqatigininga will define its active role in relation to that particular activity;
3. Nunavimmi Umajulirijit Katuqiqatigininga is the exclusive northern institution which represents the Inuit of Nunavik on wildlife issues. Representatives of other regional organizations both ethnic and non-ethnic will take their direction from Nunavimmi Umajulirijit Katuqiqatigininga when dealing with any and all wildlife issues;
4. Nunavimmi Umajulirijit Katuqiqatigininga derives its authority from within the Inuit population of Nunavik and is an incorporated body (Nunavimmi Umajulirijit Katuqiqatigininga Inc.) comprising elected membership representing the interests of all Inuit hunters in Nunavik;
5. For the purposes of its mandate, Nunavik, includes all lands and waters, including offshore areas, that the Inuit of Nunavik have occupied and used, both historically and presently;
6. This mandate is without prejudice to negotiations pertaining to offshore and overlap areas nor to provincial J.B.N.Q.A. implementation negotiations currently or shortly to be undertaken between Makivik Corporation and respective government and/or native organizations;
7. Such mandate will be extended to such respective areas once negotiations are completed;
8. Nunavimmi Umajulirijit Katuqiqatigininga's role pertaining to the Inter Community Trade initiative will include, but is not limited to, the designation of zones and quotas for commercial hunting of designated species at the community level; such designation will be based on ratification by provincial or federal government agencies vested with management or regulatory authority of respective species;
9. Community Nunavimmi Umajulirijit Katuqiqatigininga representatives will collect relevant data on animals harvested in Inter Community Trade to

ensure appropriate management measures with the view of sustainable harvesting of respective species and/or populations;

10. The following objectives have been adopted by Nunavimmi Umajulirijit Katuqqatigininga to guide its decisions and relationship with other organizations and individuals :
 1. Ensure the conservation of wildlife resources with the view of sustainable harvesting for current and future generations
 2. Protect wildlife habitat
 3. Guarantee the priority of subsistence harvesting over any other use of wildlife
 4. Create and develop in collaboration with government organizations an adequate data base for the co-management of wildlife resources; the role of Inuit expertise must be recognized and implicit in this process
 5. Educate, train and organize Inuit and their institutions towards self-regulatory methods of wildlife management
11. Nunavimmi Umajulirijit Katuqqatigininga requests that all organizations, institutions and agencies having legal or regulatory authority over wildlife resources recognize its supervisory role. This recognition should be formal
12. Nunavimmi Umajulirijit Katuqqatigininga requests that all organizations, institutions and agencies having legal or regulatory authority over wildlife resources in Nunavik provide funds to allow it to perform its role

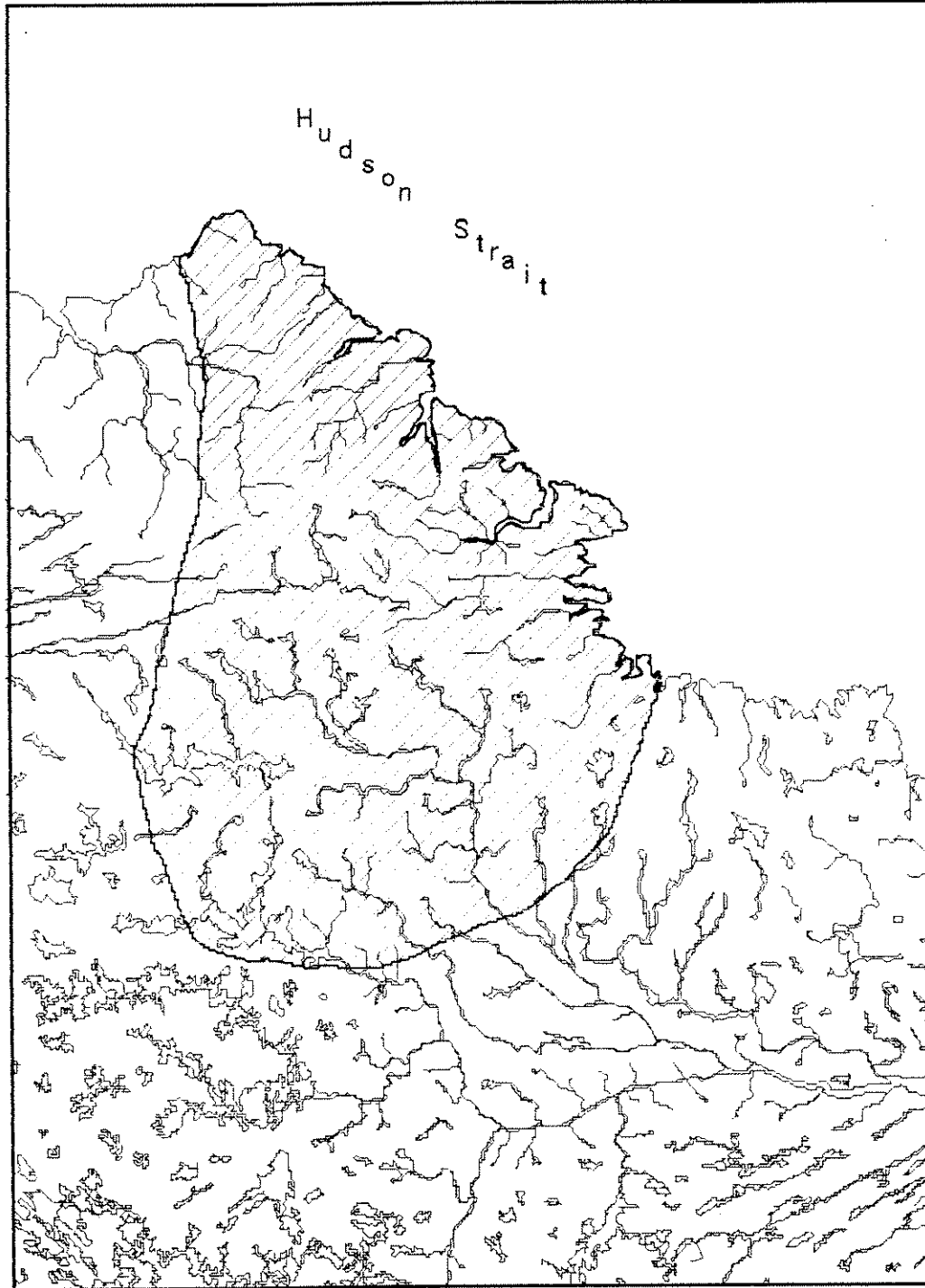
ANNEX J

The HFTA commercial harvest zone maps by community, for caribou, winter season.





UMIUJAQ - ᐅᐅᐅᐅ
INTER-COMMUNITY TRADE HARVESTING ZONES FOR:
 ᐅᐅᐅᐅ ᐅᐅᐅᐅᐅᐅᐅᐅᐅᐅ ᐅᐅᐅᐅᐅᐅᐅᐅᐅᐅ ᐅᐅᐅᐅ
CARIBOU / WINTER - ᐅᐅᐅᐅ / ᐅᐅᐅᐅ
 Approx. Scale: 1:1,430,000

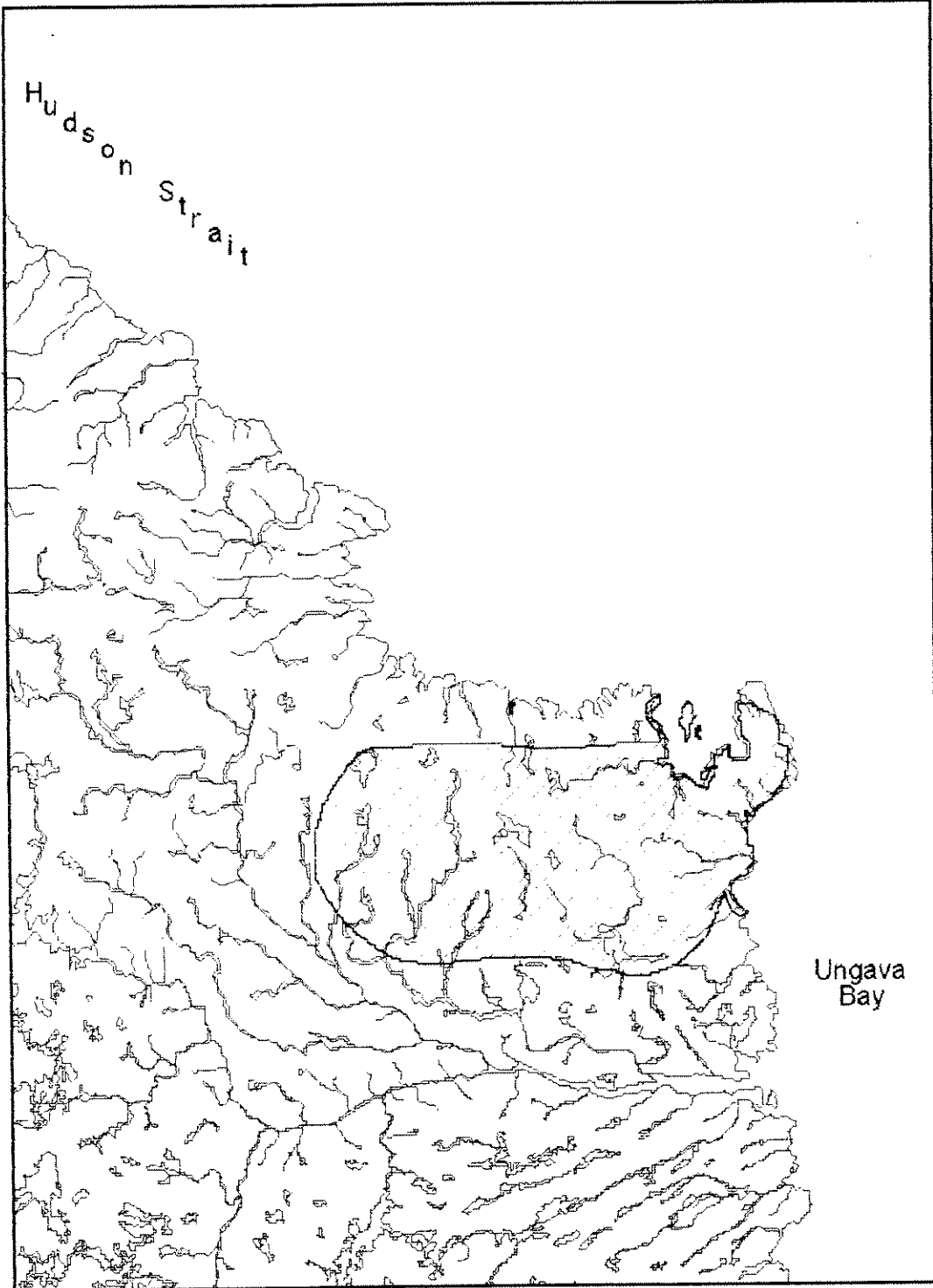
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

Commercial Caribou Harvesting Zones
for the Community of Kangirsujuaq :
(Winter)

- Open for Commercialization 
- Closed for Commercialization 

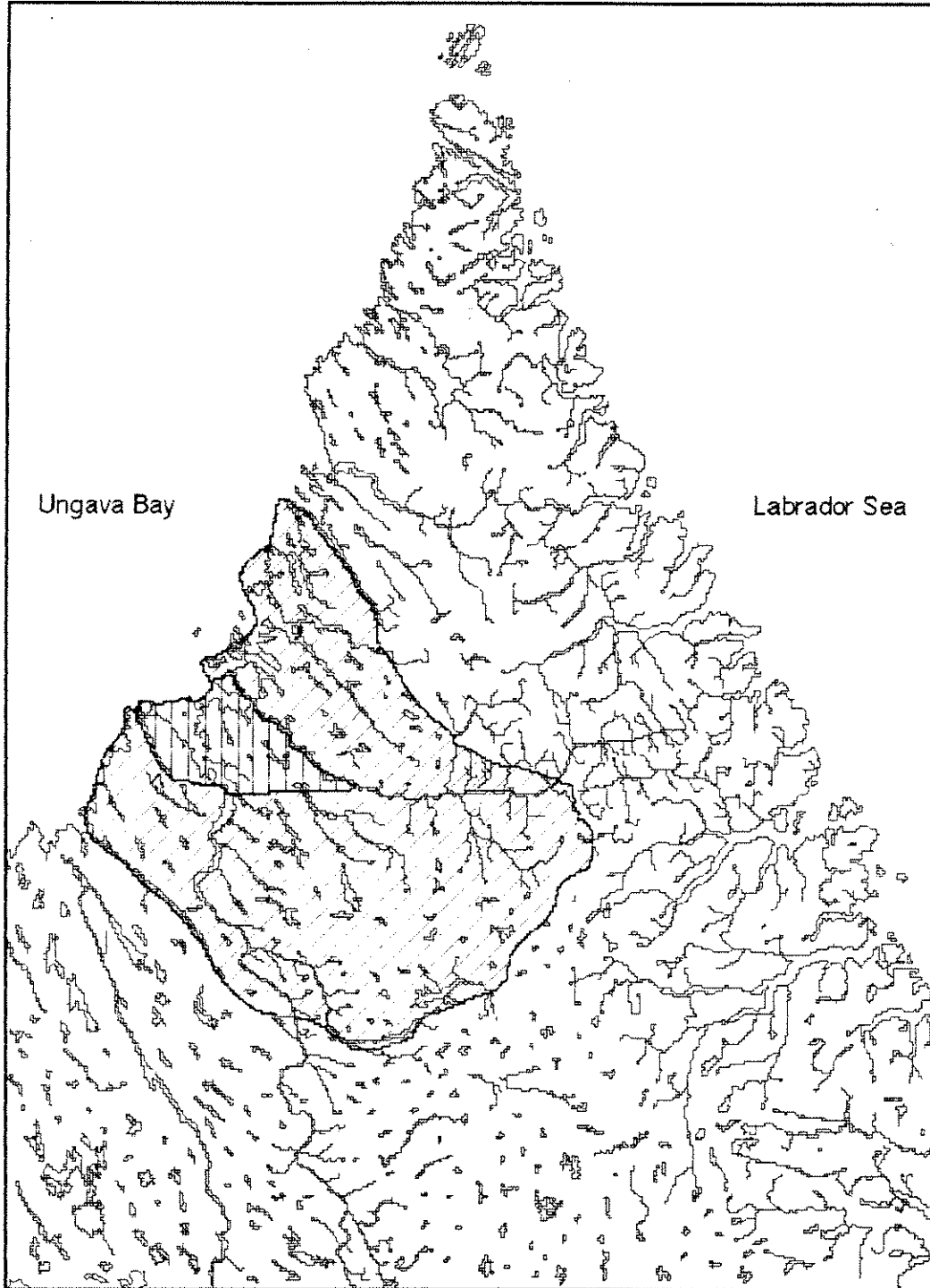
Approx Scale 1:1,460,000





Commercial Caribou Harvesting Zones
for the Community of Quartaq :
(Winter)

- Open for Commercialization 
- Closed for Commercialization 

Approx. Scale: 1:1,460,000



Commercial Caribou Harvesting Zones
for the Community of Kangirsualujjuaq :
(All Year)

- Open for Commercialization 
- Closed for Commercialization 

Approx Scale 1 1,460,000

ANNEX K

The NAF Daily Catch Reports. A sample is provided. A complete set of these reports can be provided upon request.

Name	SEX	QT	Comm	Tag	W.C.W.	Time			Zone	Date	Comments	Payments
						Out	Kill	In				
cas Billy	F	1	130091	52.9				B10	04/19/95	P	\$75.00	
			Reject kg	<input type="text"/>				Week of:	16		Yes	
cas Billy	M	1	130092	91.7				B10	04/19/95	P	\$100.00	
			Reject kg	<input type="text"/>				Week of:	16		Yes	
cas Billy	M	1	130093	54.2				B10	04/19/95	P	\$75.00	
			Reject kg	<input type="text"/>				Week of:	16		Yes	
cas Billy	M	1	130094	54.6				B10	04/19/95	P	\$75.00	
			Reject kg	<input type="text"/>				Week of:	16		Yes	
cas Billy	F	1	130097	61.6				B10	04/19/95	P	\$75.00	
			Reject kg	<input type="text"/>				Week of:	16		Yes	
ck, Norman	M	1	130095	74.5				C10	04/19/95	P	\$75.00	
			Reject kg	<input type="text"/>				Week of:	16		Yes	
ck, Norman	F	1	130096	74.7				C10	04/19/95	P	\$75.00	
			Reject kg	<input type="text"/>				Week of:	16		Yes	
ck, Elijah	M	1	130078	85				D8	04/12/95	P	\$100.00	
			Reject kg	<input type="text"/>				Week of:	15		Yes	
ck, Elijah	M	1	130079	92.9				D8	04/12/95	P	\$100.00	
			Reject kg	<input type="text"/>				Week of:	15		Yes	
ck, Norman	M	1	130076	75.6				D8	04/12/95	P	\$100.00	
			Reject kg	<input type="text"/>				Week of:	15		Yes	
cas Billy	M	1	130080	98.1				D8	04/12/95	P	\$100.00	
			Reject kg	<input type="text"/>				Week of:	15		Yes	

Whole Carcass Weight

PLICATE

NEXT

Previous

New

Name	SEX	QT	Comm	Tag	W.C.W.	Out	Kill	In	Zone	Date	Comments	Payments
Lucas Billy	M	1	13	0081	87.0				D8	04/12/95	P	\$100.00
					Reject kg					Week of:	15	Yes
Joasie	F	1	13	0088	53.4				D8	04/17/95	P	\$75.00
					Reject kg					Week of:	16	Yes
Lucas Billy	M	1	13	0074	68.2				D9	04/06/95	P	\$75.00
					Reject kg					Week of:	14	Yes
David		1	13	X					D9	04/06/95	Reject - 5	
					Reject kg	94.7				Week of:	14	
David	M	1	13	0062	50				D9	04/10/95	P	\$75.00
					Reject kg					Week of:	15	Yes
David		1	13	X					D9	04/10/95	Reject - 5	
					Reject kg	74.3				Week of:	15	
Lucas Billy		1	13	0072					D9	04/10/95	Reject - 5	
					Reject kg	77.7				Week of:	15	
David	M	1	13	0082	89.6				D9	04/17/95	P	\$100.00
					Reject kg					Week of:	16	Yes
David	M	1	13	0083	80.9				D9	04/17/95	P	\$100.00
					Reject kg					Week of:	16	Yes
David	M	1	13	0084	64.6				D9	04/17/95	P	\$75.00
					Reject kg					Week of:	16	Yes
uk, Moses	M	1	16	0204	96.8	09:15	11:35	01:45	E3	04/26/95	P	\$100.00
					Reject kg					Week of:	17	Yes

W=Whole Carcass Weight

me	SEX	QT	Comm	Tag	W.C.W.	Out	Time	Kill	In	Zone	Date	Comments	Payments
Moses	M	1	16	0205	87.4	09:15	11:40	01:45		E3	04/26/95	P	\$100.00
				Reject kg							Week of: 17		Yes
hua	M	1	16	0226		10:05	11:45	01:55		E6	04/29/95	P - Neck	
				Reject kg	74.6						Week of: 17		
hua	M		16	0227						E6	04/29/95	Reject	\$0.00
				Reject kg	93.1						Week of: 17		No
, Norman	F	1	13	0087	61.8					E8	04/17/95	P	\$75.00
				Reject kg							Week of: 16		Yes
as Billy	F	1	13	0085	61.6					E8	04/17/95	P	\$75.00
				Reject kg							Week of: 16		Yes
as Billy	F	1	13	0086	69					E8	04/17/95	P	\$75.00
				Reject kg							Week of: 16		Yes
hua	M	1	16	0224	94.0	05:55	06:30	10:35		E8	04/28/95	P	\$100.00
				Reject kg							Week of: 17		Yes
hua	M	1	16	0225	101.2	05:55	09:30	10:35		E8	04/28/95	P	\$125.00
				Reject kg							Week of: 17		Yes
, Elijah	M	1	13	0075	75.9					E9	04/10/95	P	\$100.00
				Reject kg							Week of: 15		Yes
ter	M	1	13	0063	78					E9	04/10/95	P	\$100.00
				Reject kg							Week of: 15		Yes
, Elijah		1	13	0065						E9	04/10/95	Reject 5	
				Reject kg	89.6						Week of: 15		

Whole Carcass Weight

PLICATE

NEXT

Previous

New

ie	SEX	QT	Comm	Tag	W.C.W.	Time Out	Kill	In	Zone	Date	Comments	Payments
Elijah	F	1	130089	64.7					E9	04/17/95	P	\$75.00
			Reject kg	<input type="text"/>						Week of: 16		Yes
1	F	1	130090	60.6					E9	04/17/95	P	\$75.00
			Reject kg	<input type="text"/>						Week of: 16		Yes
loses	M	1	160076	106.0	07:35	12:50	01:00		F5	04/10/95	P	\$125.00
			Reject kg	<input type="text"/>						Week of: 15		Yes
loses	M	1	160077	97.6	07:35	12:50	01:00		F5	04/10/95	P	\$100.00
			Reject kg	<input type="text"/>						Week of: 15		Yes
avidee	M	1	160261	98.6	06:00	07:00	10:30		F5	05/06/95	P	\$100.00
			Reject kg	<input type="text"/>						Week of: 18		Yes
avidee	M	1	160262	75.0	06:00	07:00	10:30		F5	05/06/95	P	\$100.00
			Reject kg	<input type="text"/>						Week of: 18		Yes
avidee	M	1	160263	106.4	06:00	07:00	10:30		F5	05/06/95	P	\$125.00
			Reject kg	<input type="text"/>						Week of: 18		Yes
ua	M	1	160068	70.0	02:30	03:45	04:45		F6	04/06/95	P	\$75.00
			Reject kg	<input type="text"/>						Week of: 14		Yes
ua	F	1	160075	64.8	07:10	10:00	12:00		F6	04/10/95	P	\$75.00
			Reject kg	<input type="text"/>						Week of: 15		Yes
ua	M	1	160078	57.4	01:55	02:00	03:00		F6	04/10/95	P	\$75.00
			Reject kg	<input type="text"/>						Week of: 15		Yes
ua	M	1	160080	108.6	07:10	10:00	12:00		F6	04/10/95	P	\$125.00
			Reject kg	<input type="text"/>						Week of: 15		Yes

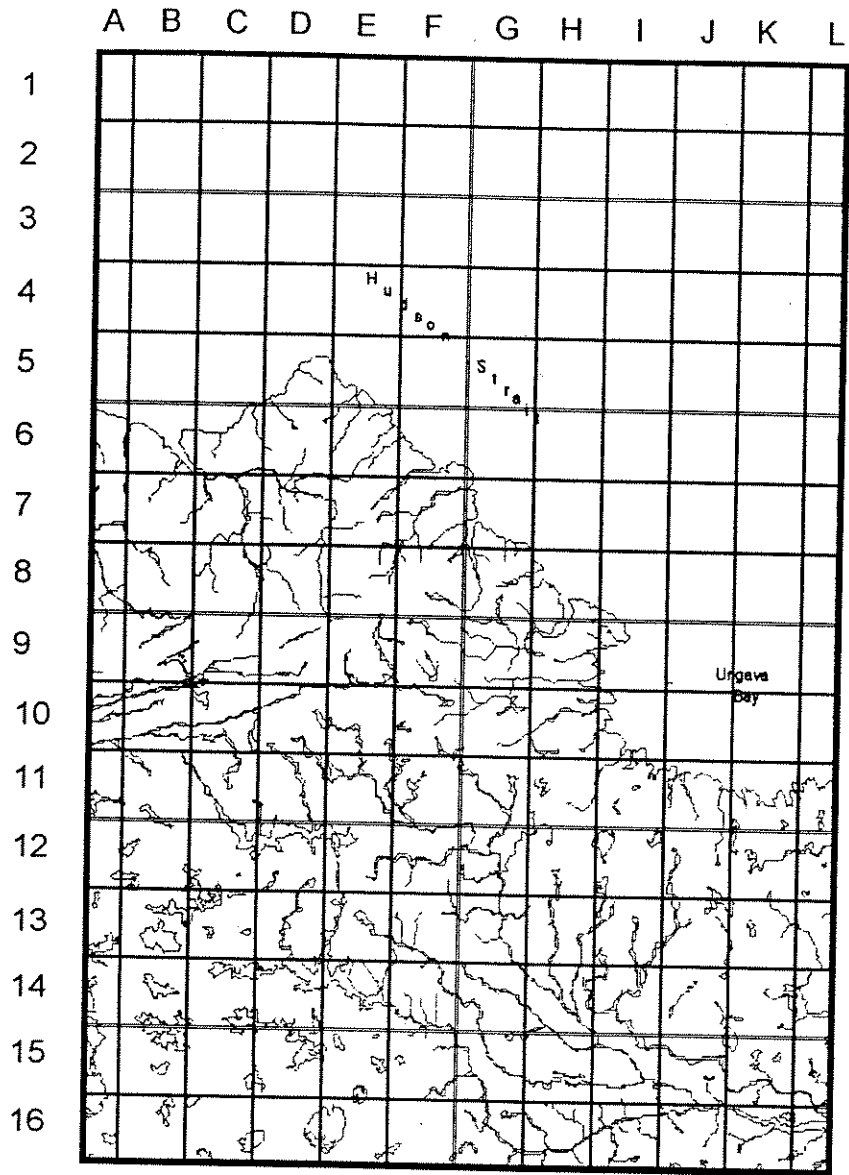
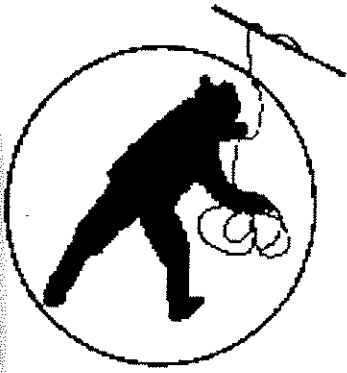
Role Carcass Weight

ANNEX L

MAPAQ Inspection Results by Community and Harvest Zone.

Inuvik Arctic Foods

Kangiqsujuaq



1995 Commercial Season

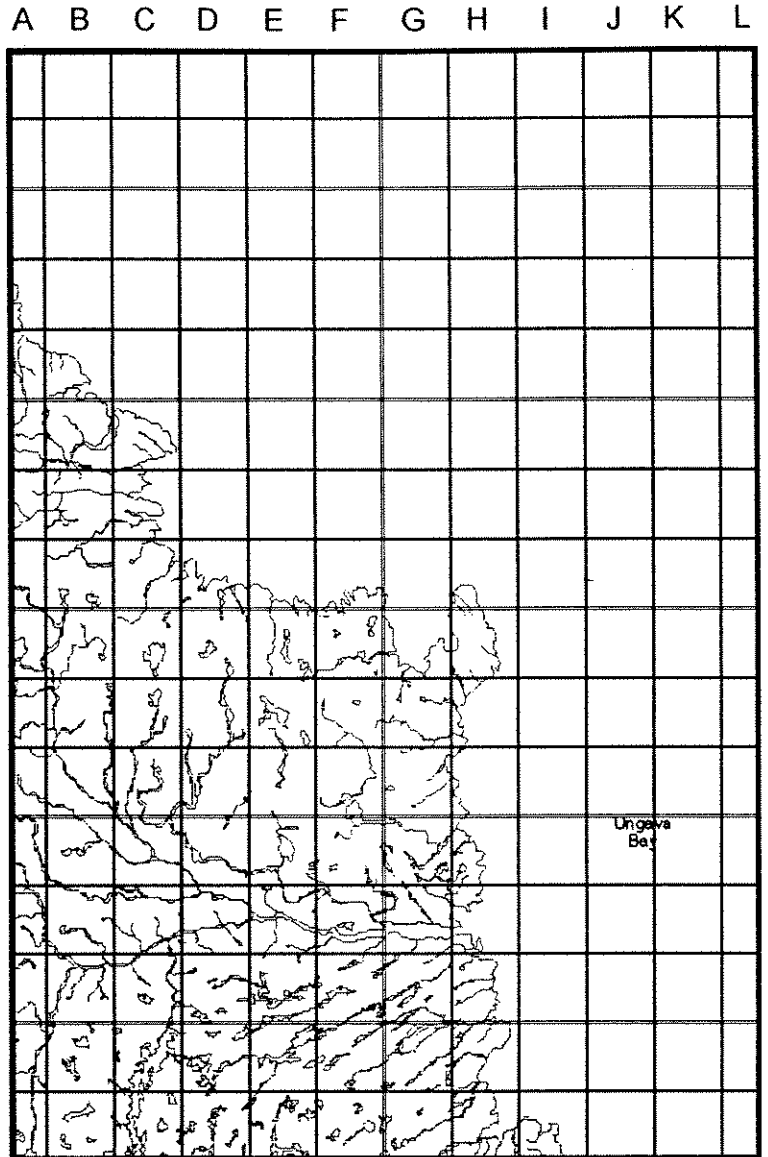
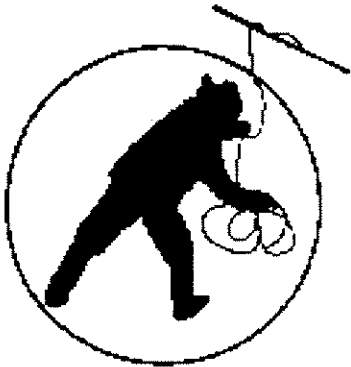
April 3, 1995 to May 30, 1995

Map#	Zone	Rejected (Disease)	Rejected (Bad Kill)	Accepted	Harvested/Zone
7	G08	0	0	12	12
7	G09	0	11	7	18
7	H08	0	0	12	12
7	H09	0	1	17	18

% Accepted	Total Rejected (Disease)	Total Rejected (Bad Kill)	Accepted	Harvested/Zone
80%	0	12	48	60

Munavik Arctic Foods

Quaqtaq



1995 Commercial Season

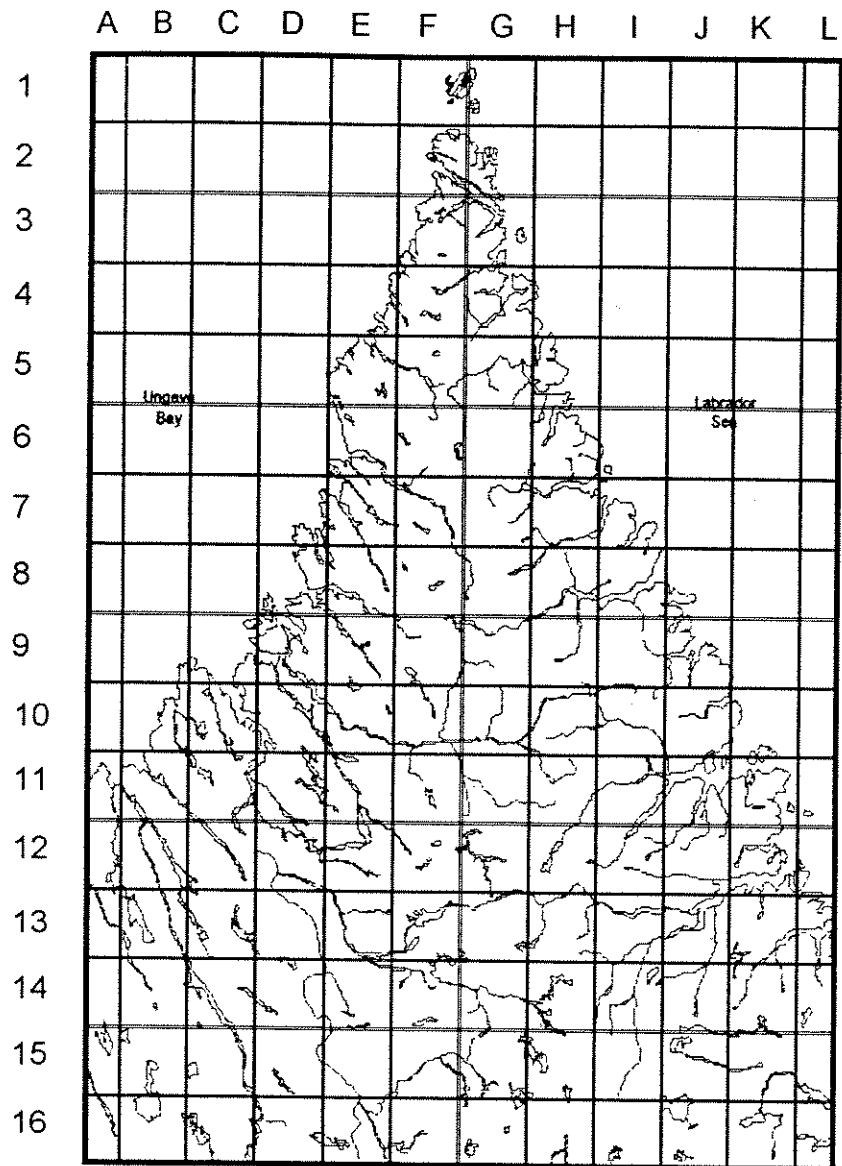
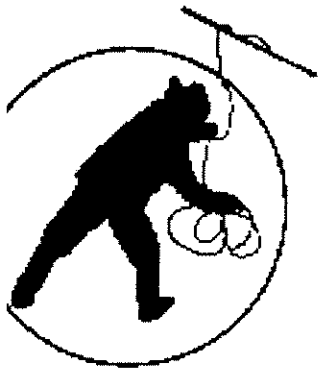
April 3, 1995 to May 30, 1995

Map#	Zone	Rejected (Disease)	Rejected (Bad Kill)	Accepted	Harvested/Zone
8	F09	0	1	9	10
8	G10	0	1	18	19
8	G09	0	0	20	20
8	H10	0	0	2	2
8	H09	0	0	12	12

% Accepted	Total Rejected (Disease)	Total Rejected (Bad Kill)	Accepted	Harvested/Zone
97%	0	2	61	63

vik Arctic Foods

iqsuallujuaq



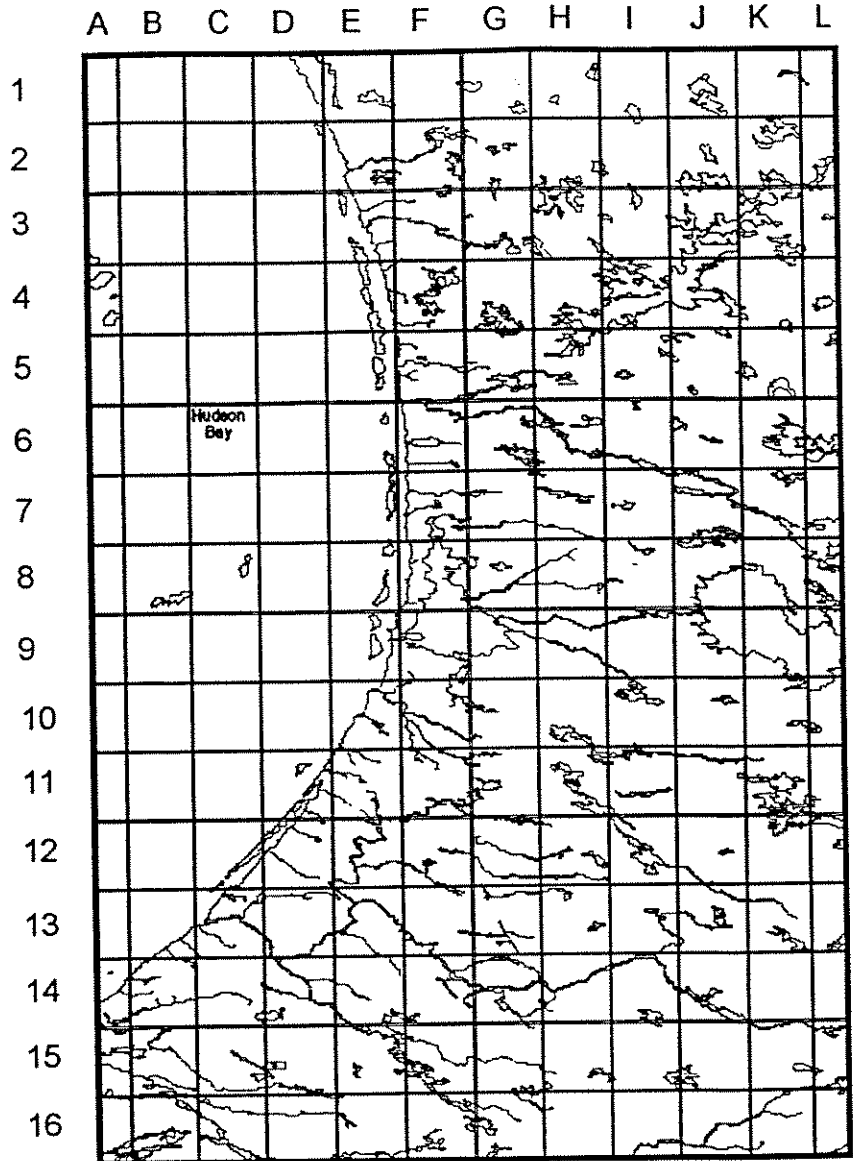
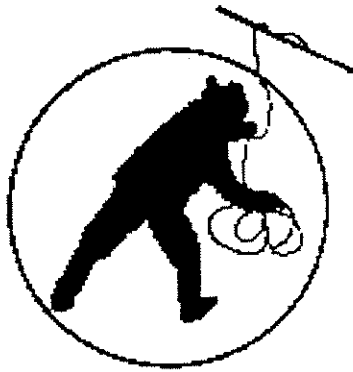
1995 Commercial Season

April 3, 1995 to May 30, 1995

Map#	Zone	Rejected (Disease)	Rejected (Bad Kill)	Accepted	Harvested/Zone
13	B10	0	0	5	5
13	C10	0	0	2	2
13	D08	0	0	6	6
13	D09	0	3	5	8
13	E08	0	0	3	3
13	E09	0	1	4	5
% Accepted		Total Rejected (Disease)	Total Rejected (Bad Kill)	Accepted	Harvested/Zone
86%		0	4	25	29

Nunavik Arctic Foods

Umiujuaq

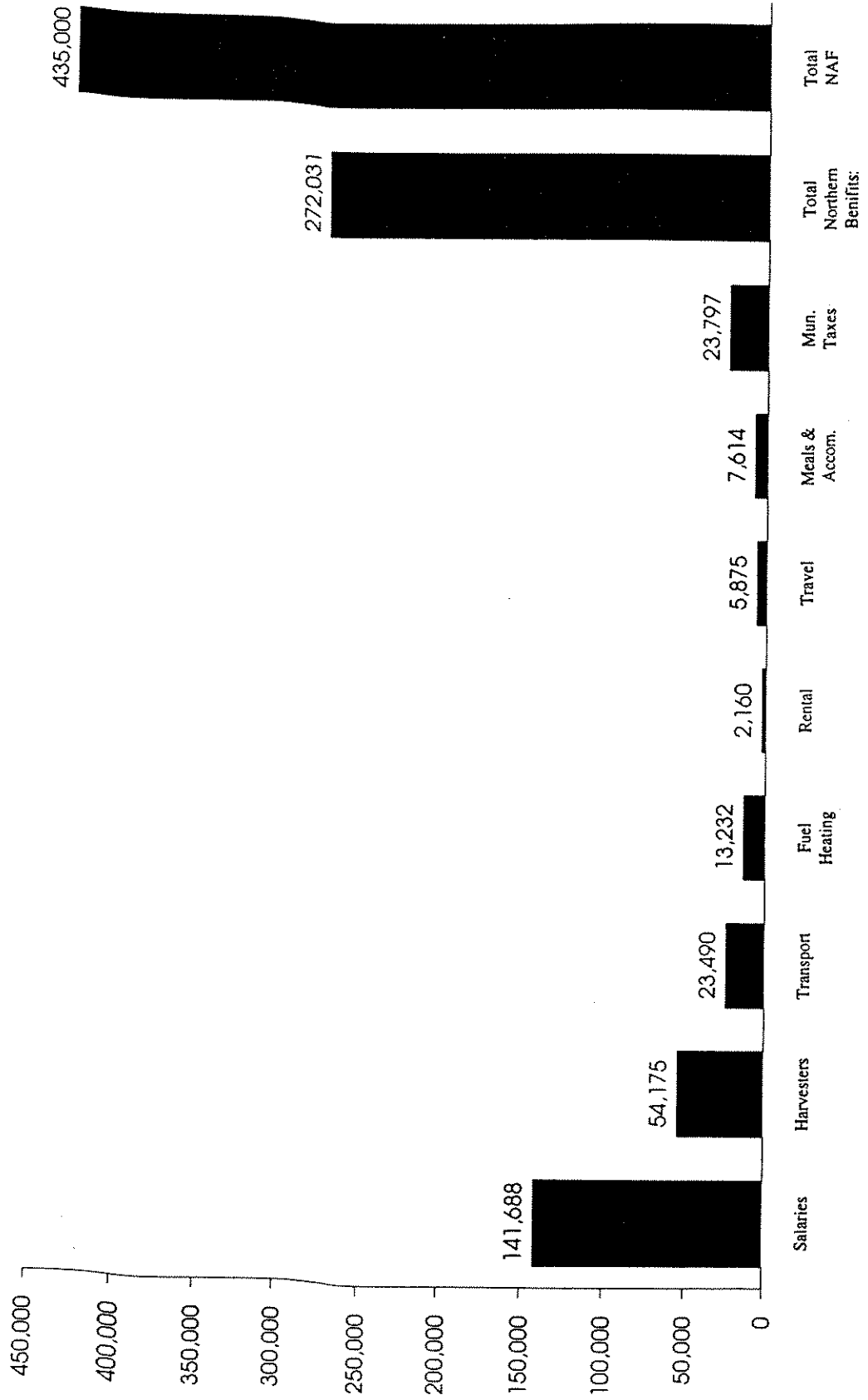


1995 Commercial Season		April 3, 1995 to May 30, 1995			
Map#	Zone	Rejected (Disease)	Rejected (Bad Kill)	Accepted	Harvested/Zone
16	E03	0	0	2	2
16	E06	1	0	1	2
16	E08	0	0	2	2
16	F05	0	0	5	5
16	F06	3	2	60	65
16	F07	2	2	117	121
16	F08	1	2	61	64
% Accepted		Total Rejected (Disease)	Total Rejected (Bad Kill)	Accepted	Harvested/Zone
95%		7	6	248	261

ANNEX M

Nunavik Arctic Foods, Northern Expenditures vs. Total Expenditures
(November 1994 through May 1995)

Northern Benefits vs. Total Expenditures (YTD)



ANNEX N

Projected NAF Expenditures on a per caribou basis for analytical purposes.

Estimated Nunavik Arctic Foods Expenditures (on a per caribou basis)

Expenses (per Plant)	Caribou/Day 10.25	Caribou/Week 51.25	Caribou/Month 205.00	Caribou/Season 1250.00	Four Plants 5000.00
Northern Expenses	Avg \$/Car.	Cost/day	Cost/Week	Cost/Month	Cost/Season
Harvesters	\$90.00	\$922.50	\$4,612.50	\$18,450.00	\$112,500.00
Processors (7)	\$72.11	\$739.08	\$3,695.38	\$14,781.53	\$90,131.25
Manager (1)	\$20.70	\$212.18	\$1,060.88	\$4,243.50	\$25,875.00
Ass. Manager (1)	\$12.42	\$127.31	\$636.53	\$2,546.10	\$15,525.00
Consultants	\$6.28	\$64.37	\$321.85	\$1,287.40	\$7,850.00
Freight	\$64.15	\$657.54	\$3,287.69	\$13,150.75	\$80,187.50
All other expenses	\$20.00	\$205.00	\$1,025.00	\$4,100.00	\$25,000.00
Total	\$285.66	\$2,927.96	\$14,639.82	\$58,559.28	\$357,068.75
Southern Expenses					
Salaries and Office Expenses	\$52.78	\$541.00	\$2,704.98	\$10,819.90	\$65,975.00
Consultants	\$1.50	\$15.38	\$76.88	\$307.50	\$1,875.00
Freight	\$30.00	\$307.50	\$1,537.50	\$6,150.00	\$37,500.00
All other expenses	\$50.00	\$512.50	\$2,562.50	\$10,250.00	\$62,500.00
Total	\$134.28	\$1,376.37	\$6,881.85	\$27,527.40	\$167,850.00
Grand Total	\$419.94	\$4,304.33	\$21,521.67	\$86,086.68	\$524,918.75

Note:

Calculations assume four plants will each process 1250 caribou over a six month period.

Given a season of slightly over 120 days, each plant will process approximately 10.25 caribou/ day.

Fixed and variable expenses are distributed evenly to arrive at a per caribou figure. This amount is to be used for analytical purposes only.